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# Table of Contents

Executive Summary.....	3-6
Introduction.....	7-8
Background.....	9
Problem Definition.....	10
Decision Problem.....	11-12
Research Problems Intro.....	13-16
Research Problem 1.....	14
Research Problem 2.....	15
Research Problem 3.....	16
Methodology.....	17-22
Exploratory Research.....	17-20
Primary Research.....	21-22

Sample Population & Size.....	23-24
Research Problems Results.....	25-36
Research Problem 1.....	25-29
Research Problem 2.....	30-34
Research Problem 3.....	35-37
Additional Findings.....	38-44
Results & Conclusions.....	45
Recommendations.....	46-48
Limitations.....	49
Appendices.....	50-71

# Executive Summary: Introduction

9Round Nashville is a specialized fitness center located in the heart of Green Hills owned by Marshall Williams. Williams views lead generation and retention of current members as a challenge. Currently, Williams learning the marketing and social media aspects of the business. Our research's purpose was to help determine why current members chose 9Round over other programs, how they found out about the gym, and their demographic in order to conclude the best methods and messaging to promote the location to potential new members.

# Executive Summary: Results

Our results were focused on developing a target market for 9Round, determining the best way to reach that market, and the message to portray to them through those channels.

- The largest age group of members is 18-24, followed by 25-34
- The majority (77%) of customers are female
- The most common occupation for 9Round members is business
- Members prefer Instagram
- Personal referrals and social media are top ways current members became aware of 9Round
- 9Round's continuous fitness sessions are the most common reason for joining among current customers.

# Executive Summary: Conclusion

Based off of our research, we were able to conclude that one of our hypotheses for the target market profile was incorrect. The average demographic was younger than we expected. Secondly, our results show that members have a positive outlook on 9Round's features but they need to effectively communicate their benefits to attract new customers. Showcasing what differentiates them to potential customers will set them apart from their competitors. In order to do this, 9Round should use channels such as word of mouth, Instagram marketing.

# Executive Summary: Recommendations

Based on our research and conclusions, we have chosen several recommendations for 9Round.

- Increase Instagram presence
- Increase Facebook activity
- Develop and implement a referral program
- Target younger demographic + working females
- Emphasize the flexibility of start times in marketing, followed by convenience, trainer involvement, and length of workout

# Introduction

9Round is a specialized fitness center that offers a kickboxing themed fitness program that incorporates a functional, interval, cardiovascular, and circuit training regimens. The programs consist of a proprietary system of nine challenging workout stations developed by a World Champion Kickboxer. 9Round has no class times and is made up of 3 minutes at each of the 9 stations with a 30 second active rest between. 9Round Nashville is a part of an international franchise that has 630 locations in 13 countries.



# Introduction (cont.)

9Round Green Hills is owned by Marshall Williams. He bought this location from a previous owner in April 2017. The gym currently has 125 members. The 9Round corporation provides their franchise owners with flexibility when it comes to promotions, marketing, and hours of operation. 9Round Green Hills' competitors include all other fitness centers in Green Hills or surrounding neighborhoods including, TITLE Boxing, Orangetheory, Pure Barre, YMCA, and many others.



# Background

Williams has a goal of increasing 9Round's member base to 200 by the end of the year. He says that the most crucial aspect of the business is lead generation and getting potential members into the door to try the workout. Williams does not have a lot of past social media experience but has begun engaging in it on behalf of 9Round and using it as a marketing method. Marketing is valuable for lead generation, so choosing the right tactics and market to target to will benefit 9Round as they pursue a marketing strategy for lead generation.

# Problem Definition

Williams expressed to us that his background is primarily in the realm of personal training, and this is evident from the way in which he conducts the daily fitness operations. As a highly involved and dedicated business owner, Williams has worked to establish a loyal customer base of 9Round members. We believe that the level of personal involvement from Williams and the other trainers' may be a competitive advantage that contributes to current member retention, but we wanted to evaluate all present factors to ensure this.

While the client is a quick learner and actively pursuing methods to increase 9Round's overall presence in the Green Hills community, he mentioned that this has been a recent difficulty. With the number of well established competitors in the area, Williams mentioned that lead generation and growth his the primary focuses for the franchise. In order to successfully break into new market share, it was necessary to understand who exactly we were trying to market to, and also what methods of receiving market messages are proven to be the most effective.

# Decision Problem

*How can we best attract prospective customers?*

The decision problem was inspired by the fact that the client expressed difficulty increasing lead generation at 9Round Green Hills. The aim of our research was to reveal the most effective ways to attract new customers as well as retain current ones. By investigating this decision problem, we were able to provide guidance as to how to allocate future marketing and promotion resources in ways that will grow membership. To get a better understanding of how our target market will react, the decision problem suggests best practices for attracting customers. We want to determine how to best communicate the value of 9Round in a way that will attract customers.

# Decision Problem

*How can we best attract prospective customers?*

The source of this problem is the desire to make a planned change for increasing awareness and interest in 9Round membership among potential customers. To get a better understanding of how our target market will react, the decision problem will be strategy-oriented in order to suggest best practices for attracting customers. We want to determine how we should move forward in order to best communicate the value of 9Round in a way that will attract customers.

# Research Problems



Develop a target market profile



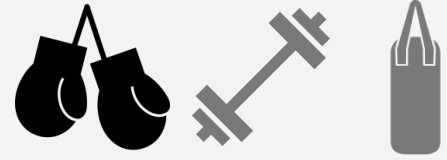
Determine how to best reach potential customers



Determine what message is most effective in attracting potential customers

# Research Problem #1

*Develop a target market profile*



9Round has unique qualities that appeal to a large market; however, the actual target market was unclear prior our research. An unclear target market profile compromises the effectiveness of marketing efforts. Observing 9Round's members demographic information through their survey responses helps us identify the target market. Discovering the distinctions between lifestyles of the target market will reveal important features of 9Round to accentuate. Understanding their location, workplace, home environment, and workout preferences will be helpful in knowing who to target as prospective customers.

# Research Problem #2

*Determine how to best reach potential customers*



To attract new members, it is also important to understand which media and promotional techniques will provide the greatest reach and receptiveness to the target audience. Surveying current members on how they became aware of 9Round will clarify what promotional methods have worked for them in the past. Also, an examination of marketing channels utilized by other 9Round facilities and gyms in the Green Hills area will present Williams with insight on how competitors attract new customers and retain members. The social media outlets that will be examined include Facebook and Instagram. The social media accounts of 9Round's competitors such as Title Boxing and Orangetheory will also be examined to compare and contrast how potential customers are reached. In addition to social media accounts, we will analyze the competitors' referral programs and other promotional techniques. With this information, Williams will have a clearer understanding of what has been successful for other Green Hills gyms and 9Round franchisees while discovering what has worked for his business in use of marketing channels and referral programs for 9Round.

# Research Problem #3

*Determine what message is most effective in attracting potential customers*



Notable features of 9Round include its first class free for newcomers and its easygoing class schedule. Identifying other major aspects leading customers to join and continue to patronize 9Round will help illuminate which specific features to emphasize when promoting 9Round. In particular, it will be important to determine which aspects of 9Round current customers value relative to other fitness options as well as which aspects of 9Round may be considered competitive weaknesses. We will be able to use this data to compare 9Round's features to its competitors' and provide feedback for the client as to which key benefits he should highlight in his promotional messages.



# Exploratory Research

- Analysis of TITLE Boxing Green Hills and Orangetheory Green Hills fitness programs
- Analysis of 9Round's, TITLE Boxing's, and Orangetheory's social media activity and engagement
- Examining referral programs and promotional efforts

# Exploratory Methodology

Analysis of TITLE Boxing (Green Hills) and Orangetheory Fitness (Green Hills) fitness programs

## TITLE Boxing:

- Offers 6-7 classes per day
- 45-60 minute fitness sessions
- Offers high-intensity, full-body fitness classes
- First class free to newcomers



## Orangetheory Fitness:

- Offers approximately 12 classes per day
- Offers high-intensity, full-body fitness classes
- First class free to newcomers



# Exploratory Methodology

## Analysis of 9Round's, TITLE Boxing's, and Orangetheory's social media activity and engagement

Social media is a powerful marketing tool to generate leads. As mentioned, 9Round's social media presence is less developed than many of their competitors. 9Round's Facebook page has 623 followers and its Instagram has 628 followers. In comparison, other gyms in Green Hills have many more followers with Orangetheory Fitness having 3,318 followers and TITLE Boxing having 6,600 followers.

According to Simon Lovell, the founder of Fitpreneurs, "It's important that adverts drive clicks to an action-oriented funnel and not to your website, which has lots of distractions. Create something that builds trust and then run Facebook ads to generate relationships." Generating shareable advertisements that inspire interactions with followers is essential. TITLE boxing and Orangetheory have an active community section on their Facebooks which documents members' posts of their experiences at their fitness center. Both also include a review section where members can rate the fitness center and share their thoughts. Providing a space that encourages followers to be active and receptive to a brand's social media content makes it easier to reach the target audience. A more active social media presence will show us which networks better engage followers and awareness; thus, providing us with which marketing channels have the greatest reach to the target market.

(See Appendix: Section D Exhibit 1, 2, and 3)

Lovell, Simon. "Eight Proven Fitness Marketing Strategies That Get Trainers More Clients." *Forbes*, Forbes Magazine, 30 Aug. 2017, [www.forbes.com/sites/forbescoachescouncil/2017/06/23/eight-proven-fitness-marketing-strategies-that-get-trainers-more-clients/3/#450719137920](http://www.forbes.com/sites/forbescoachescouncil/2017/06/23/eight-proven-fitness-marketing-strategies-that-get-trainers-more-clients/3/#450719137920).

# Exploratory Methodology

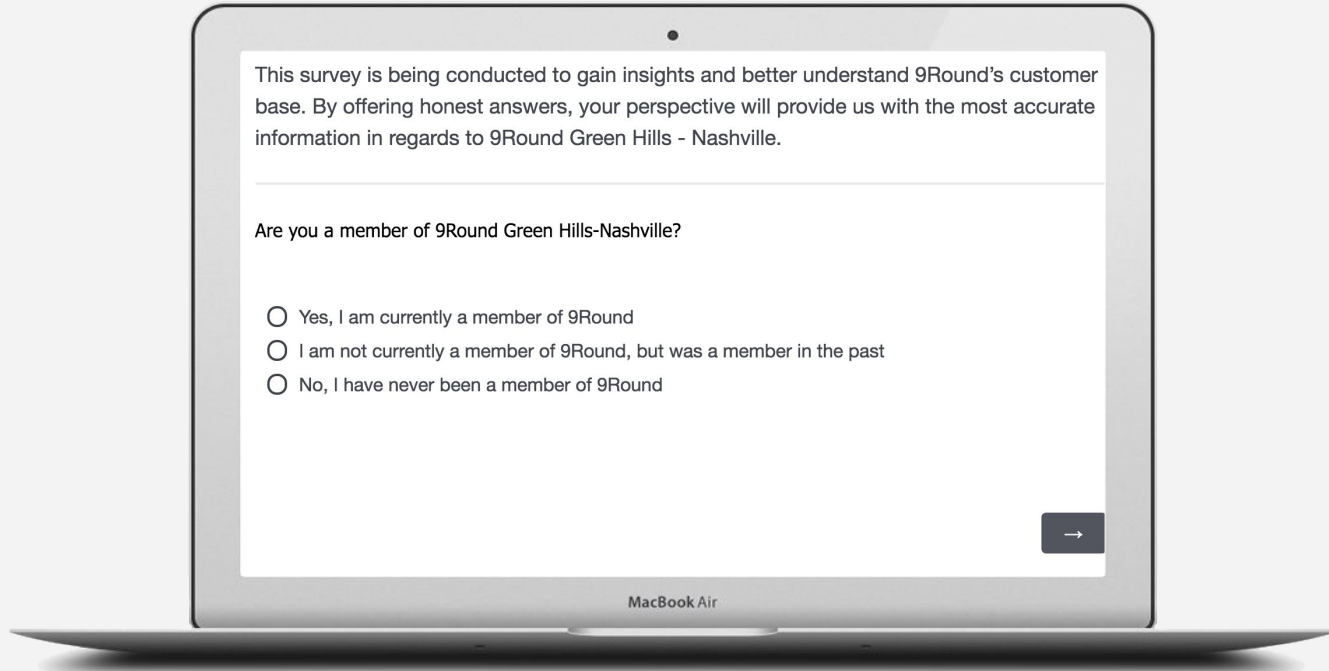
## Evaluating 9Round's past promotional efforts

A referral program could provide an incentive for that person to return. According to Eran Galperin, there are four key elements to crafting a referral program: incentive, simplicity, awareness, and process. Incentives are what motivates members and could comprise a free month of membership or a free private training lesson. The simplicity element refers to tailoring the program for all members by making it easy to earn referral rewards, which influences more members to participate. Creating awareness of the referral program is another important method for increasing participation. A weakness of 9Round and its competitors is failing to make members aware of their referral programs (if they exist). There is no evidence of referral programs on their websites. 9Round could outperform its competitors with frequently promoting its referral program which will likely increase lead generation and bring Marshall toward reaching his goal of 200 members. Finally, the process element involves staying up-to-date with how new members discovered 9Round, which reveals the various ways customers are reached.

Galperin, Eran. "How to Make a Referral Program Your Gym's Most Powerful Marketing Tool." *Martial Arts on Rails*, 18 Feb. 2016, [www.maonrails.com/blog/how-to-make-a-referral-program-your-gyms-most-powerful-marketing-tool/](http://www.maonrails.com/blog/how-to-make-a-referral-program-your-gyms-most-powerful-marketing-tool/).

# Primary Research

## SURVEY

A laptop is shown from a front-facing perspective, displaying a survey form on its screen. The laptop is a silver MacBook Air. The survey form has a white background with a thin grey border. At the top of the form, there is a paragraph of text explaining the purpose of the survey. Below this, there is a question with three radio button options. A dark grey button with a white right-pointing arrow is located at the bottom right of the form.

This survey is being conducted to gain insights and better understand 9Round's customer base. By offering honest answers, your perspective will provide us with the most accurate information in regards to 9Round Green Hills - Nashville.

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Are you a member of 9Round Green Hills-Nashville?

- ☐ Yes, I am currently a member of 9Round
- ☐ I am not currently a member of 9Round, but was a member in the past
- ☐ No, I have never been a member of 9Round

→

MacBook Air

# Primary Methodology

We conducted primary research through an online survey on Qualtrics. It was distributed to the 9Round member database by Williams as well as through a QR code on a piece of paper by the check in scanner at the 9Round gym. We provided survey responders with an incentive of “a chance to win a free pair of wraps” to encourage individuals to take the survey. We chose to use an online survey because it allowed members to take the survey on their own time and removed interviewer bias. Conducting an online survey allowed us to edit, code and analyze the data much easier than a physical survey.

\*A copy of the email, QR code flyer, and survey questions can be found in appendix A,B and C

# Sample Population and Sample Size

The target population for our research study is current and former 9Round Nashville members. We define current 9Round members as individuals who have subscribed to either a 1 month, 6 month or 12 month plan. Past members are individuals who previously subscribed to either a 1 month, 6 month, or 12 month plan but did not renew their membership. Our population consists of individuals over the age of 18. We used a census when surveying current members because we were able to distribute it to all of the 9Round members through the member database of approximately 125 people. This method of surveying, called census, is technically not a specific sampling method. This simply means that we did not select a sample from the population, and sent the survey to the entire population. This method of surveying is the most fitting and accurate for the circumstances considering that the population size approximately 125. We assume that the member database includes former and prospective members who have selected to receive 9Round promotional emails.

Out of all the 34 responses received, any surveys with 50% or more missing values were eliminated, thus giving us 27 valid surveys.

# Sample Size

**34**



**27**

Responses

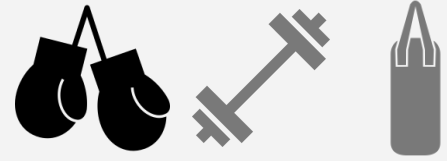
Valid Surveys

We received 34 responses to our survey but only 27 of the responses were considered valid. The other 7 surveys because they were incomplete and didn't give us enough information to conduct analyses on.



# Research Problem #1

*Develop a target market profile*



Hypotheses:

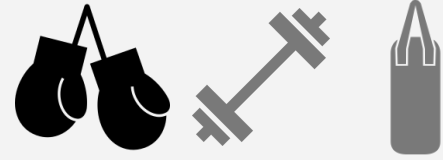
- 9Round's target customer is women and men between the ages of 35 and 55 years old
  - Based on our own experience in the gym and our initial primary research, we assumed that women and men would be equal target markets and that the majority of customers are in the 35-55 year old age demographic
- Full-time college students are not included in 9Round's target market
  - Our initial hypothesis was that college students would not be the largest or primary demographic of customers. We would consider them the largest demographic if they constituted over 50% of respondents. We determined they would be included as a target market if they constituted as 33% or more of respondents

# Research Problem #1

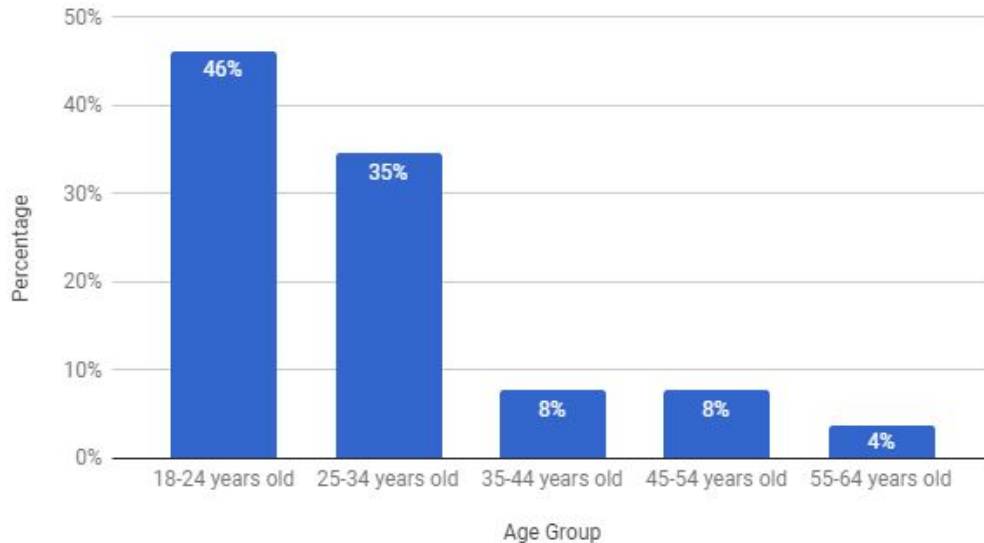
*Develop a target market profile*

Hypothesis:

- 9Round's target customer is women and men between the ages of 35 and 55 years old



Survey Participants Age Distribution (percentage)



Results:

- The largest age group of members is 18-24, followed by 25-34

Conclusions:

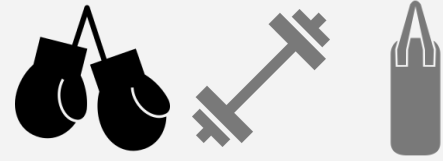
- People who are 18-34 are the most likely to become members of 9Round
- **When targeting potential customers, people between the ages of 18-34 will be the most receptive group to focus on**

# Research Problem #1

*Develop a target market profile*

Hypothesis:

- 9Round's target customer is women and men between the ages of 35 and 55 years old



Results:

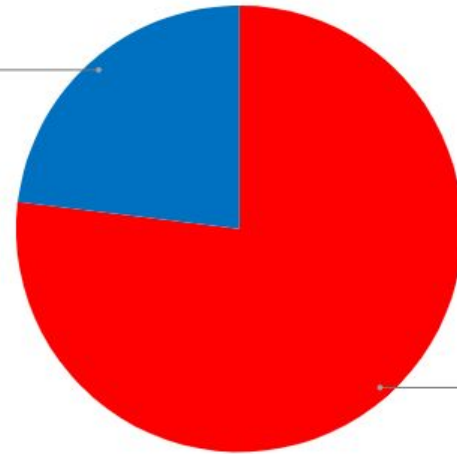
- The majority (77%) of customers are female

Conclusions:

- 9Round's customer base is not an even split between males and females
- There are more women than men choosing to become members of 9Round
- **Target women more than men when promoting 9Round**

Gender Distribution

Male  
23%



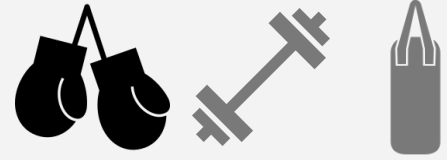
Female  
77%

# Research Problem #1

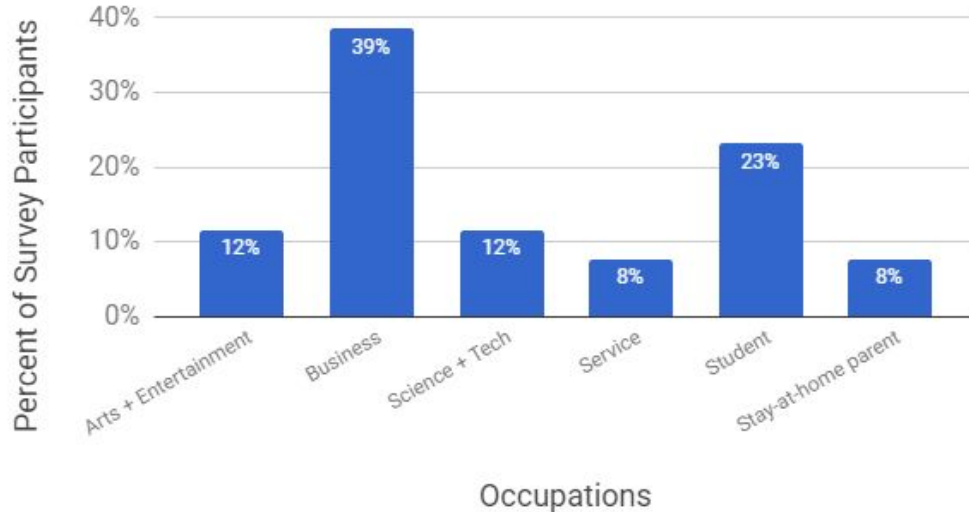
*Develop a target market profile*

Hypothesis:

- Full-time college students are not included in 9Round's target market



Occupation of Members



Premise:

- Students will be considered the target market if they make up more than 33% of the customer base

Results:

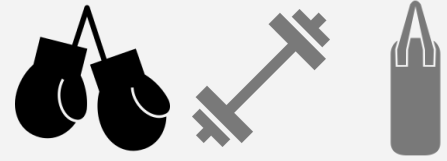
- The most common occupation for 9Round members is business
- 9Round members cover a variety of occupations and employment statuses

# Research Problem #1

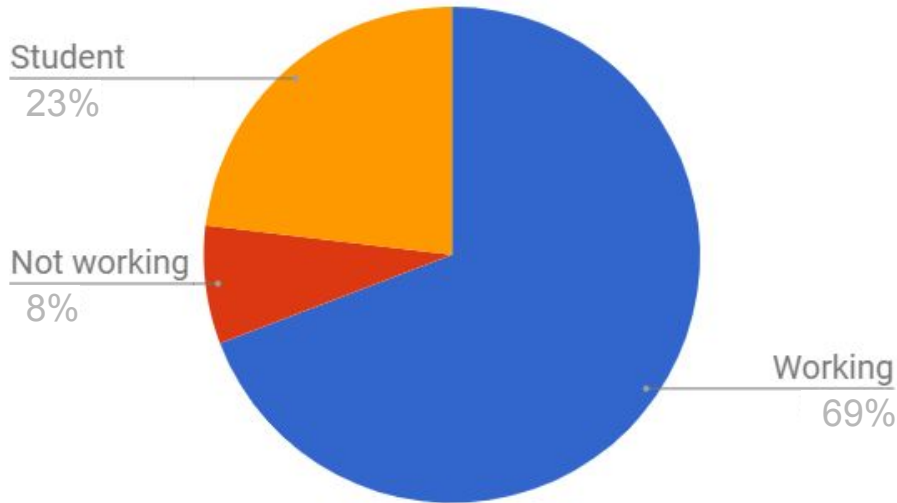
*Develop a target market profile*

Hypothesis:

- Full-time college students are not included in 9Round's target market



Occupation of Members



Results:

- The results show that students (23%) could not be definitively considered not a part of the target market (33%) ( $t=-1.32$ ) ( $p=.20$ )

Conclusion:

- Students may be a part of the target market, but they are not the largest segment
- **Working adults should be targeted more than students** should be targeted as customers

A result is found significant if  $p \leq .05$

# Research Problem #2

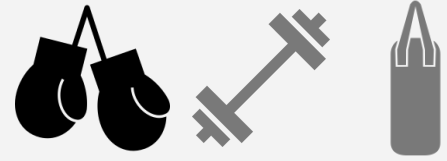
*Determine how to best reach potential customers*

## Hypotheses:

- Facebook is one of the most appropriate marketing channels for reaching prospective customers
- Personal referrals are one of the most effective ways to reach potential customers
- Our first hypothesis for this problem is based on a observation made in our exploratory research. The social media platforms used by other fitness centers in Green Hills may differ; however, all utilize Facebook to communicate to their target market.
- Our second hypothesis is based on the assumption that word-of-mouth is the most common driver of gaining awareness and exposure for fitness centers.

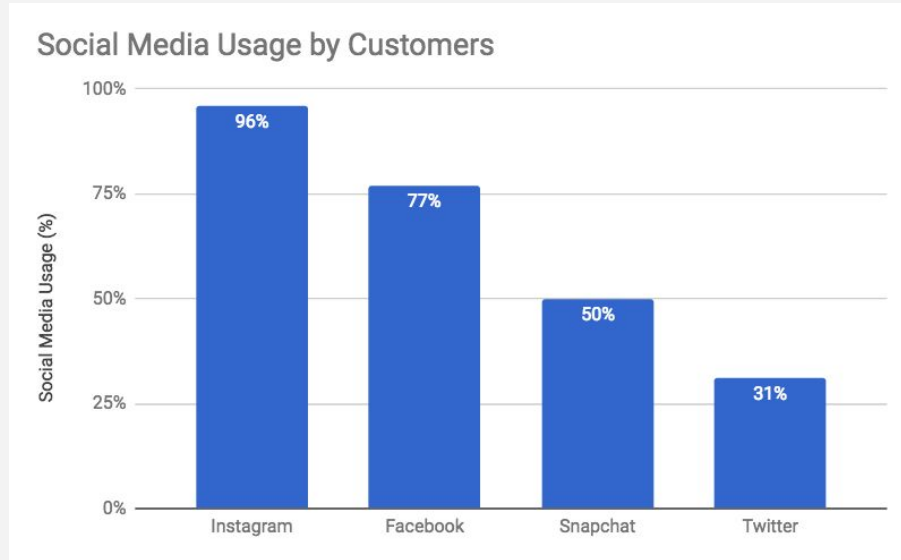
# Research Problem #2

*Determine how to best reach potential customers*



Hypothesis:

- Facebook is one of the most appropriate marketing channels for reaching prospective customers
- 



Results:

- The results of the significance test show that Instagram (96%) is used more than Facebook (77%) ( $p=.02$ )
- The results of the significance test show that Facebook (77%) is used more than Snapchat (50%) ( $p=.00$ )
- Conclusion:
- **Members prefer Instagram, which indicates it is the most effective channel to reach potential customers.**

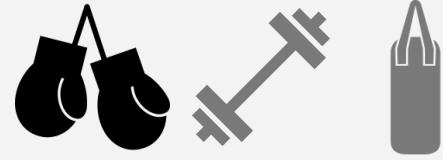
A result is found significant if  $p \leq .05$

# Research Problem #2

*Determine how to best reach potential customers*

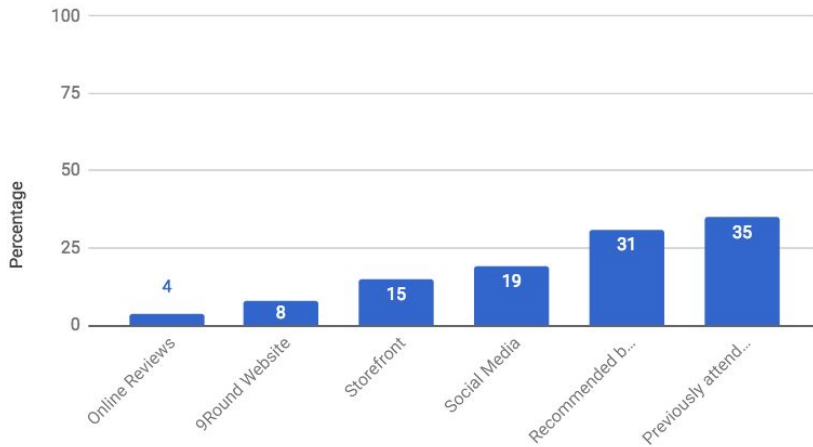
Hypothesis:

- Personal referrals are one of the most effective ways to reach potential customers



Results:

How Members Became Aware of 9Round



A result is found significant if  $p \leq .05$

- The results of the significance test show that personal referrals (31%) are not definitively a more effective way to reach potential customers than through social media ( $p=.4$ )
- While 'previously attended class' (35%) appears to be the most common way current members became aware of 9Round, it may not be analyzed the same as other factors. Members had to have already become aware of 9Round before attending their first free class.
- Conclusion:
- **Personal referrals are the top way current members became aware of 9Round; therefore, word-of-mouth appears to be the most effective way to reach potential customers.**



# Research Problem #2

*Determine how to best reach potential customers*

Hypothesis:

- Personal referrals are one of the most effective ways to reach potential customers

Premise:

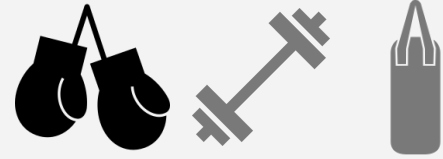
Participants were given the following scenario:

*9Round recently introduced a referral program which rewards current customers with a **free month of membership** per each new member they refer. Referred new members will also receive a **discount** when purchasing their membership plan.*

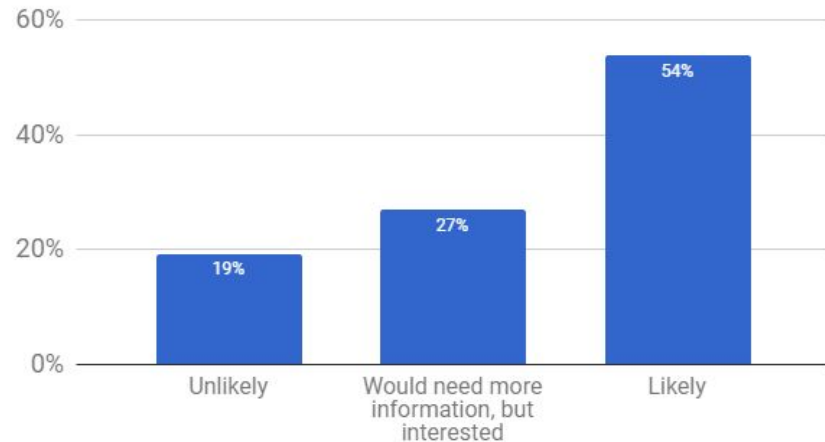
*How likely would you be to participate in a referral program like the one described above?*

Participants were asked to respond with one of the following options

- >Unlikely (1)
- >Would need more information, but interested (2)
- >Likely (3)



Likelihood to try incentivized referral program

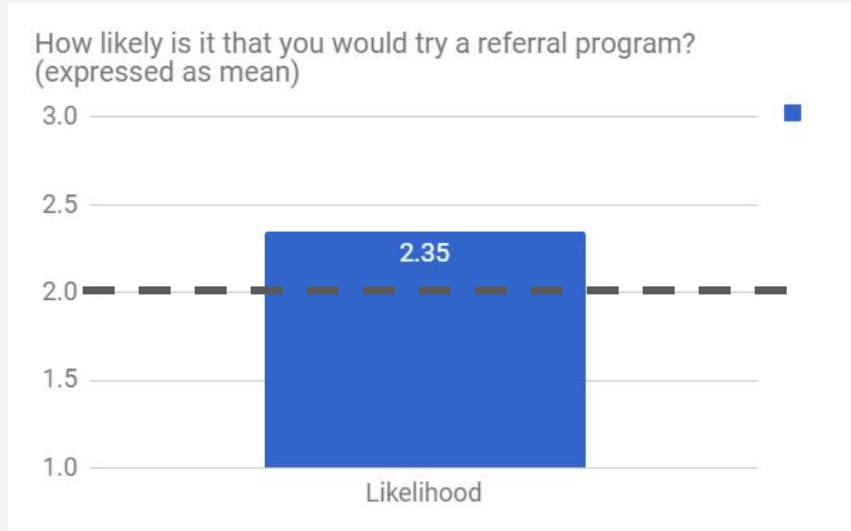
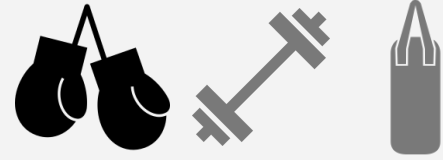


# Research Problem #2

*Determine how to best reach potential customers*

Hypothesis:

- Personal referrals are one of the most effective ways to reach potential customers



A result is found significant if  $p \leq .05$

Results:

- The results indicate that the likelihood ( $M=2.35$ ) that members would participate in a referral program is much greater than the midpoint (2). ( $t=-2.21$ ) ( $p=.04$ )

Conclusion:

- **Participants are preferential to participating in a referral program**
- Referral programs can be an effective way to reach potential customers and promote word-of-mouth. An incentivized program that benefits the current and new member would be favorable and liked by current members

# Research Problem #3

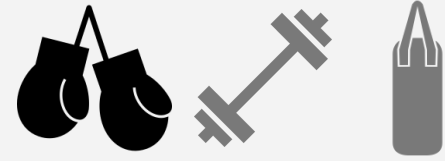
Determine what message is most effective in attracting potential customers

## Hypotheses:

- 9Round's continuous fitness sessions is the most attractive attribute among current customers, which would suggest that is the most effective feature to communicate to attract potential customers.
- Length of workout is the most influential factor to potential customers when selecting a fitness facility to join.
  - Our first hypothesis for this problem is based on the assumption that because continuous fitness sessions are distinct to 9Round, it would be the most attractive feature.
  - Our second hypothesis is based on the assumption that when customers decide to sign up for a fitness class, the short duration of the class is an attractive decision factor because they want it to easily fit into their daily schedule.

# Research Problem #3

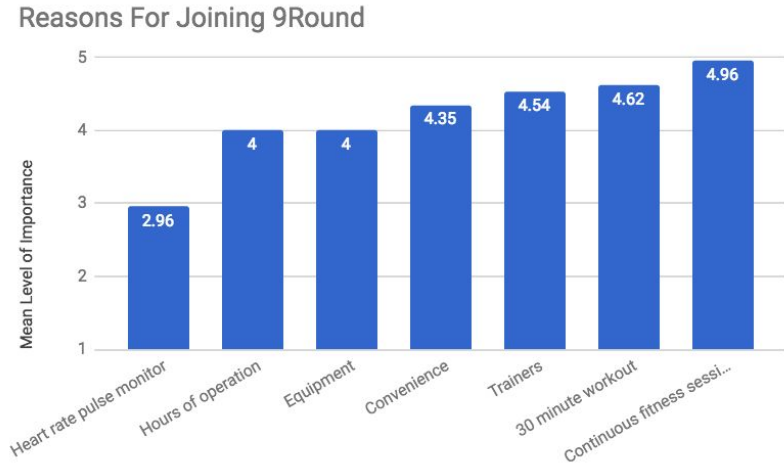
Determine what message is most effective in attracting potential customers.



Hypothesis:

- 9Round's continuous fitness sessions is the most attractive attribute among current customers, which would suggest that is the most effective feature to communicate to attract potential customers.

Results:



- The results of the significance test show that continuous fitness sessions ( $M=4.96$ ) is a more common reason for joining 9Round than the 30 minute workout ( $M=4.62$ ), ( $t=3.14$ ) ( $p=.00$ )
- The 30 minute workout ( $M=4.62$ ) and the trainers ( $M=4.54$ ) are equally common reasons for joining 9Round. ( $t=.57$ ) ( $p=.57$ )
- The trainers ( $M=4.54$ ) and the convenience of the schedule ( $M=4.35$ ) are equally common reasons for joining 9Round. ( $t=1.22$ ) ( $p=.23$ )
- The convenience of the schedule ( $M=4.35$ ) is a more common reason for joining 9Round than the equipment ( $M=4$ ). ( $t=2.56$ ) ( $p=.02$ )

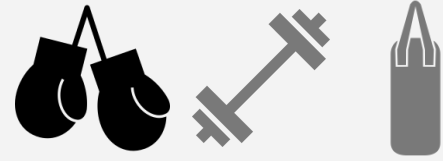
Conclusion:

- **9Round's continuous fitness sessions are the most common reason for joining among current customers; therefore, it is the most effective feature to communicate to potential customers.**

A result is found significant if  $p \leq .05$

# Research Problem #3

Determine what message is most effective in attracting potential customers.



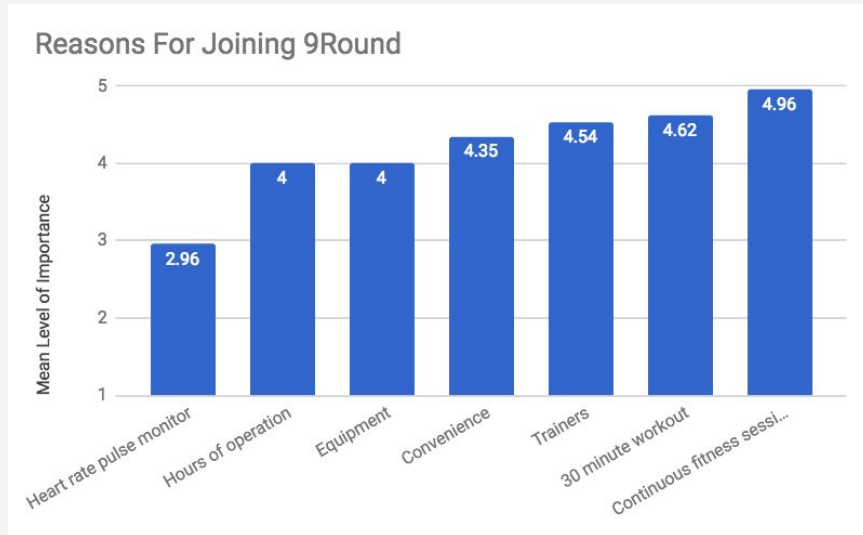
Hypothesis: Length of workout is the most influential factor to potential customers when selecting a fitness facility to join.

## Results:

- The results of the significance test show that continuous fitness sessions (M=4.96) is a more common reason for joining 9Round than the 30 minute workout (M=4.62), ( $t=3.14$ ) ( $p=.02$ )

## Conclusion:

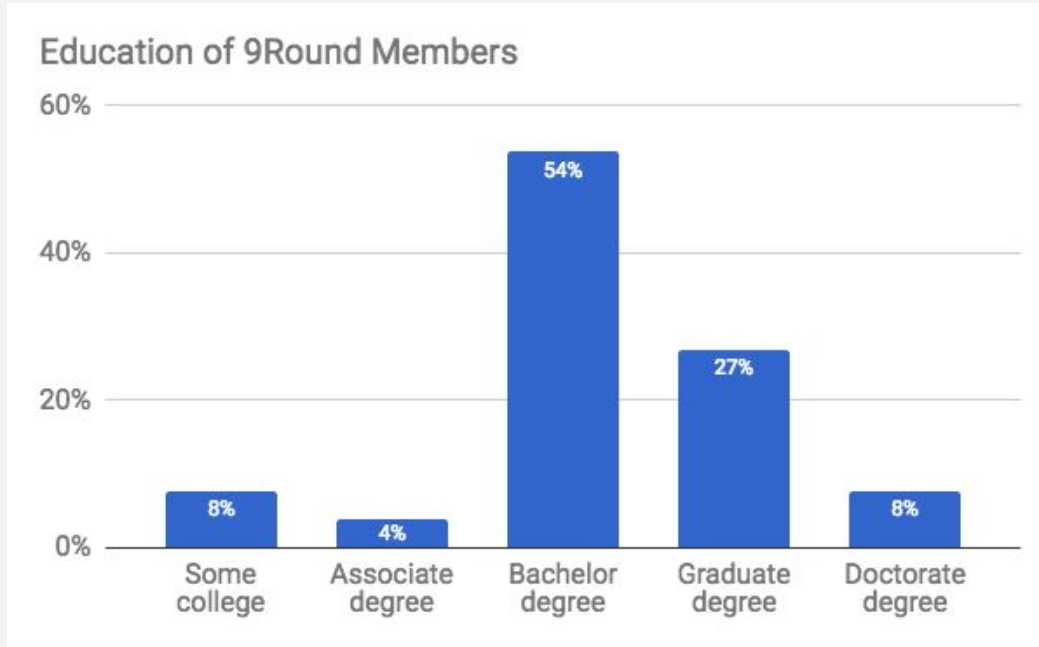
- **Length of workout (30 minutes) is an attractive reason to join 9Round, but it is not the most attractive reason to join.** Duration of workout should be promoted, but second to emphasizing the ability to start workouts outside set class times



A result is found significant if  $p \leq .05$

# Additional Findings

# Additional Findings



## Summary:

- The education of 9Round members varies, however a majority have a Bachelor's degree or higher
- The percentage of people who had some college and those who have a Doctorate are the same, 8%

# Additional Findings



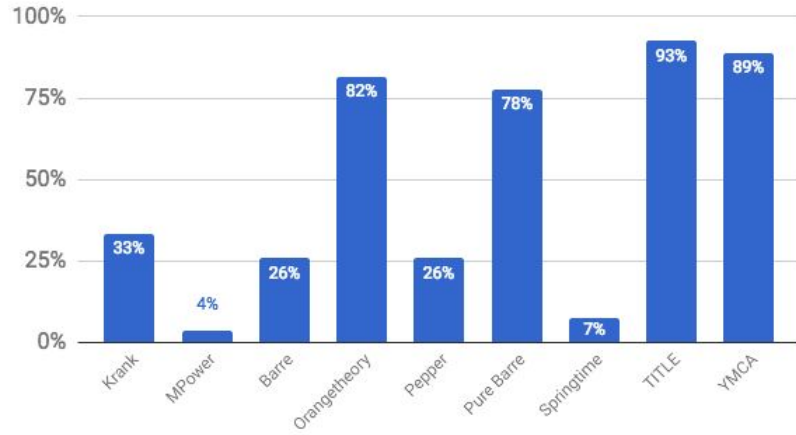
## Summary:

- The income of 9Round members are not evenly distributed or normally distributed
- 9Round customers cover a wide range of incomes, with the simple majority of customer coming from under \$50K, followed but customers making more than \$100K

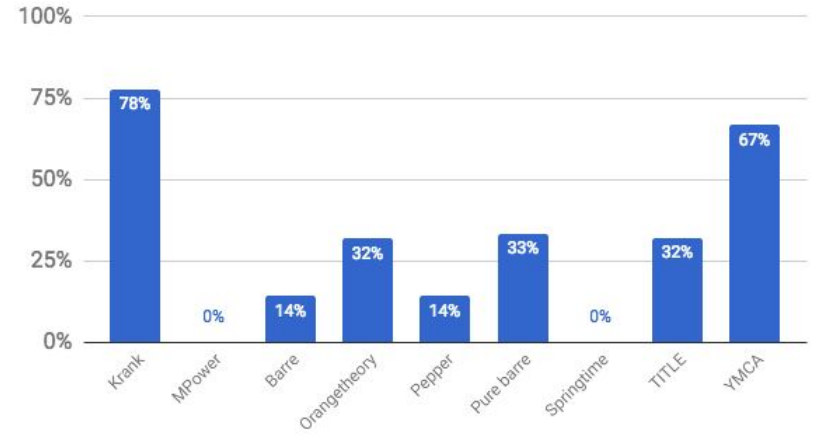


# Additional Findings

Awareness of Competition



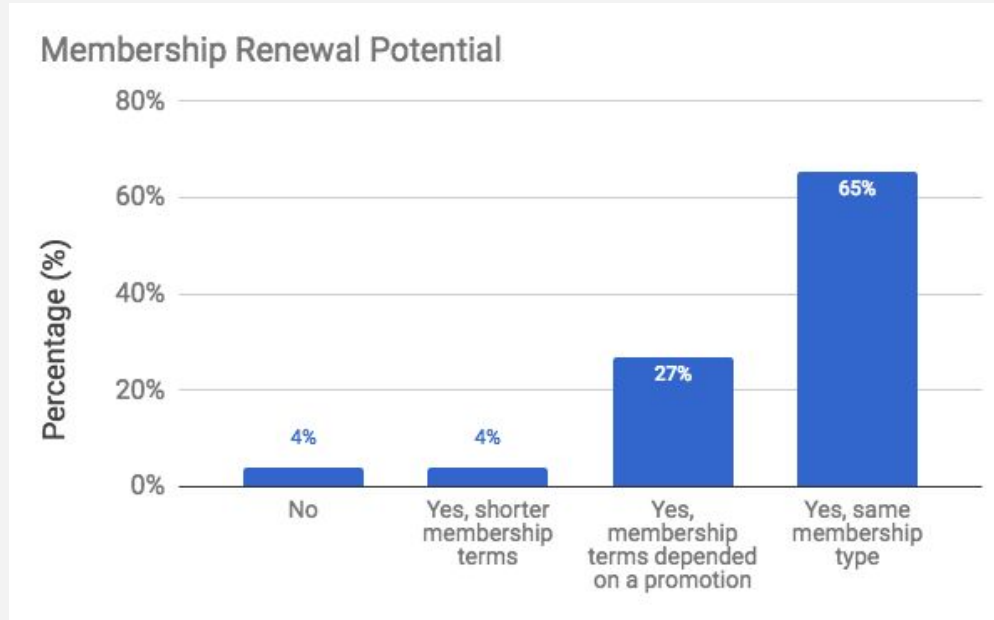
Visits to Competition



## Summary:

- Most members are aware of Orangetheory, Pure Barre, TITLE, and YMCA
- Of those who are aware, Krank and the YMCA have been most visited by 9Round members

# Additional Findings



## Summary:

- Most current customers are interested in renewing their membership
- According to what members report, retaining members should be much easier than finding new customers

# Additional Findings: Strengths

In the survey (Appendix: Section C), we included an open ended question for survey responders to type (in their own words) what they believe is 9Round's **strength** compared to its competitors. The following were the most common among the answers:

- “No set class times”
  - 15 responses with this sentiment (Most Frequent)
- “Short but high intensity workouts”
  - 10 responses with this sentiment
- “The personal attention you get from the trainers.”
  - 9 responses with this sentiment
- “The variety of the workouts”
  - 4 responses with this sentiment

These findings were consistent with the closed ended survey responses

# Additional Findings: Weaknesses

In the survey (Appendix: Section C), we included an open ended question for survey responders to type (in their own words) what they believe is 9Round's **weakness** compared to its competitors. The following were the most common among the answers:

- “Hours of operation”
  - 13 responses with this sentiment (Most Frequent)
    - 5 specifically mentioned *weekend hours*
    - 3 specifically mentioned *early morning hours*
    - 2 specifically mentioned *evening hours*
- “Sometimes the trainers seem tired//going through the motions which is not motivating to clients”
  - 4 responses with this sentiment
- “Equipment isn't as up to date”
  - 3 responses with this sentiment
- “Music... The music is extremely quiet and not motivating at all.”
  - 2 responses with this sentiment

These responses allowed us to determine additional suggestions for the client that can be found in Additional Recommendations

# Results + Conclusions

9Round has great features but they need to effectively communicate their benefits to attract new customers.

69% of surveyed individuals were working adults and only 23% were students. While students still make up a relevant portion of the customer base, we found that it is more important to target working adults. By gaining a better understanding of 9Round's customers demographic marketing can be more concentrated and effective.

96% of surveyed members use Instagram, whereas the next highest social media platform was Facebook at 77%. This indicates that the most effective platform to market to customers on is Instagram.

The *continuous fitness sessions* were the most valued factor of the 9Round operations with a mean of 4.96, as opposed to the *30 minute workout* factor which had a mean of 4.62. While the brevity of the workouts should be marketed as well, the convenience of being able to begin workouts whenever members want to should be what the client most heavily promotes in 9Round marketing.

# Recommendations

- Target younger demographic + working females
  - After analyzing our first research problem, our results showed that 77% of 9Round members are females and between the ages of 18-34. With this information 9Round should cater their social media and promoted posts to that demographic.
- Emphasize the flexibility of start times in marketing, followed by convenience, trainer involvement, and length of workout
  - Due to research on the best messaging for marketing purposes, we found that members were attracted to 9Round's flexibility of start times, convenience, trainer involvement, and length of workout in that order. Accentuating those qualities of 9Round will share the differentiating factors of 9Round versus another facility in the area. These factors are what set them apart from their competition so they should build upon these when promoting themselves.
- Emphasize the "first workout free" in advertising messages to create an incentive for prospects to sign-up.
  - After analyzing our second research problem, we found that many current members decided to try 9Round because of its first class free offering. It has proven to be an effective incentive for lead generation.

# Recommendations

- Increase Instagram presence
  - According to our survey, a majority of members use Instagram more than any other social media platform so 9Round should increase Instagram activity and interaction with members. They should share specifics about this location through Instagram stories and posts to create a personal community for members.
- Increase 9Round Green Hills Facebook activity
  - Facebook is the second most used social media for surveyed members, so 9Round should create a sense of community through those posts as well. They should focus on the Green Hills location and the qualities that differentiate them from other Nashville fitness centers rather than share the headquarters' marketing posts.
- Develop and implement a referral program
  - We found that 9Round members are willing to participate in a referral program with the incentive of free month of membership. The incentive does not have to be what was used in our scenario in the survey; however, finding out what would interest 9Round members as well as incentives 9Round is capable of supplying is important. Word of mouth is how a lot of members found out about 9Round; therefore, finding ways to manipulate it via referral program and encouraging it can be beneficial for lead generation.

# Additional Recommendations

- Extend Store Hours
  - According to the open ended questions on the survey, 13 responders mentioned the hours of operation as a weakness of 9Round. Due to the fact that majority of the members are working, opening earlier in the morning and staying open later in the evening will be attractive to that customer base.
- Partner with local businesses or organizations
  - In our exploratory research we found that TITLE Boxing does a lot of community events and partnerships with other local businesses to support one another. 9Round should take this into consideration whether it is benefit nights for local organizations, or special discounts with other businesses in the Green Hills area. This can also include setting up at local festivals. This will show their support of the and eagerness to engage with the Nashville community while promoting the gym.



# Limitations

- We projected to have more than 27 valid survey responses
- There were 3 survey responses that stated they were 9Round members but had never visited which was inconsistent
- Those who chose to fill out the survey are probably already the more dedicated customers and results may not be able to be generalized to more uninvolved customers
- Even with the promise of confidentiality, participants may not have been entirely honest with responses due to their survey being undisguised (participants knew that 9Round was conducting the research)
- We only had one week period to gather survey responses so our participants are the individuals that saw and opened the email sent out to the member database and visitors on April 10th and 11th that saw the QR code in the gym. Less involved members may not have been included in the sample
- More survey questions and personal interviews with 9Round members regarding what type of referral program they would prefer would have been helpful for recommendations

# Appendices

# Appendix: Section A

## *Recruiting email*

Happy Friday!

Thank you for showing interest in 9Round Green Hills-Nashville. We value your opinion and would love to get some feedback about your experiences with us.

This research is being conducted in partnership with a team of undergraduate business students from Belmont University for a market research project, so not only would your participation help 9Round Nashville learn how to better serve you and future 9Round members, it would also provide our student research team with a valuable data analysis opportunity.

Through this survey, we are seeking to determine how 9Round can best market to potential members as well as continue to engage current members. This online survey will only take approximately seven minutes to complete. Participation is voluntary and all answers will remain confidential.

Upon completion of the survey, you may **enter to win a free pair of wraps** from 9Round Nashville.

To access the survey please click the link below.

[https://belmont.az1.qualtrics.com/jfe/form/SV\\_83b5XnGLthn2B0h](https://belmont.az1.qualtrics.com/jfe/form/SV_83b5XnGLthn2B0h)

If you have any questions or concerns, please email our research team at:  
[robert.jamison@pop.belmont.edu](mailto:robert.jamison@pop.belmont.edu).

Sincerely,

Marshall Williams  
Owner, 9Round Green Hills

# Appendix: Section B

## *QR code flyer*

### **WIN A FREE PAIR OF WRAPS**

9Round is partnering with a team of undergraduate business students from Belmont University for a market research project. Your participation in our research will not only help 9Round Green Hills learn how to better serve you and future 9Round members, it would also provide our student research team with a valuable data analysis opportunity.

Through this survey, we are seeking to determine how 9Round can best market to potential members as well as continue to engage current members. This online survey will only take approximately seven minutes to complete. Participation is voluntary and all answers will remain confidential.

Upon completion of the survey, you may enter to win a free pair of wraps from 9Round Nashville.

How to access the survey:

1. Open the camera app on your iPhone.
2. Hold down the device's camera up to the QR code.
3. Your device should recognize the QR code and provide you with an on-screen notification.
4. Tap the notification to be taken to the destination of the QR code.



# Appendix: Section C

## *Survey*

This survey is being conducted to gain insights and better understand 9Round's customer base. By offering honest answers, your perspective will provide us with the most accurate information in regards to 9Round Green Hills - Nashville.

1- Are you a member of 9Round Nashville?

- ☐ Yes, I am currently a member of 9Round
- ☐ I am not currently a member of 9Round, but was a member in the past
- ☐ No, I have never been a member of 9Round (thank and terminate survey)

2 - Are you currently a member of any other gyms or workout facilities?

- ☐ Yes
- ☐ No If so, please list the names of these gyms or workout facilities below. (Large text box)

# Appendix: Section C

## *Survey*

3 - Please rate how important each of the following factors are to you personally when selecting a workout facility to join (not 9Round-Green Hills)? 1 being the least influential, 5 being the most influential.

☐ Class times

1    2    3    4    5

☐ Hours of operation

1    2    3    4    5

☐ Length of workout

1    2    3    4    5

☐ Location

1    2    3    4    5

☐ Trainer

1    2    3    4    5

☐ Price

1    2    3    4    5

☐ Physical facilities/equipment

1    2    3    4    5

☐ Other: \_\_\_\_\_

1    2    3    4    5

# Appendix: Section C

## *Survey*

4 - Which of the following local workout facilities are you aware of? Please select all that apply.

- ☐ 9Round Green Hills-Nashville
- ☐ Krank Fitness
- ☐ MPower Performance Institute
- ☐ Neighborhood Barre
- ☐ Orangetheory
- ☐ Pepper Boxing
- ☐ Pure Barre
- ☐ Springtime Fitness
- ☐ TITLE Boxing
- ☐ YMCA

# Appendix: Section C

## *Survey*

5 - Which of the following local workout facilities have you visited in the past? Please select all that apply (including 9Round).

- ☐ 9Round Green Hills-Nashville
- ☐ Krank Fitness
- ☐ MPower Performance Institute
- ☐ Neighborhood Barre
- ☐ Orangetheory
- ☐ Pepper Boxing
- ☐ Pure Barre
- ☐ Springtime Fitness
- ☐ TITLE Boxing
- ☐ YMCA



# Appendix: Section C

## *Survey*

6 - You previously indicated that you have visited \_\_\_\_\_ in the past. How would you rate \_\_\_\_\_ on each of the following attributes? 1 being unfavorable, 7 being favorable.

☐ Class times

1    2    3    4    5

☐ Hours of operation

1    2    3    4    5

☐ Length of workout

1    2    3    4    5

☐ Location

1    2    3    4    5

☐ Trainer

1    2    3    4    5

☐ Price

1    2    3    4    5

☐ Physical facilities/equipment

1    2    3    4    5

☐ Other: \_\_\_\_\_

1    2    3    4    5

# Appendix: Section C

## *Survey*

7 – When you first joined 9Round, how important were each of the following factors to you in your decision to join? 1 being the least influential, 5 being the most influential.

☐ Heart rate/pulse monitor

1      2      3      4      5

☐ Continuous fitness sessions with no set start time

1      2      3      4      5

☐ Trainer involvement

1      2      3      4      5

☐ 30 minute workout

1      2      3      4      5

☐ Hours of operation

1      2      3      4      5

☐ Physical facilities/equipment

1      2      3      4      5

☐ Convenience of location

1      2      3      4      5

☐ Other \_\_\_\_\_

1      2      3      4      5

# Appendix: Section C

## *Survey*

8 - How did you become aware of 9Round Nashville? Please select all that apply.

- ☐ Social media (Facebook, Instagram, Twitter)
- ☐ Website
- ☐ Online review
- ☐ Recommended by a friend
- ☐ Saw location
- ☐ Previously attended another 9Round location
- ☐ Other: \_\_\_\_\_

9 - In your opinion, what is 9Round's biggest strength? In other words, what sets it apart from other local workout facilities? (BIG TEXT BOX)

10 - In your opinion, what is 9Round's biggest weakness? In other words, what is their biggest opportunity for improvement? (BIG TEXT BOX)

# Appendix: Section C

## *Survey*

11 - Scenario: 9Round recently introduced a referral program which rewards current members with a free month of membership per each new member they refer. Referred new members will also receive a discount when purchasing their membership plan.

- How likely would you be to participate in a referral program like described above?

- ☐ Unlikely
- ☐ Would need more information, but interested
- ☐ Likely

Finally, we'd like to learn a little more about you.

12 - (If responded "I am a member of 9Round " to screening question) What type of 9Round membership do you have?

- ☐ Monthly
- ☐ 6 month
- ☐ 12 month

# Appendix: Section C

## *Survey*

13 - (If responded "I am a member of 9Round " to screening question) How long have you been a member at 9Round?

- ☐ Less than a month
- ☐ 1 month
- ☐ 2-4 months
- ☐ 3-5 months 22
- ☐ 6-12 months
- ☐ +12 months

14 - (If responded "I am a member of 9Round" to screening question) Do you plan to renew your membership?

- ☐ Yes, same membership type
- ☐ Yes, shorter membership terms
- ☐ Yes, longer membership terms
- ☐ Yes, membership terms dependent on a deal
- ☐ No

# Appendix: Section C

## *Survey*

15 - (If responded “I used to have a 9Round membership (option 2)” to screening question) Earlier you mentioned that you are no longer a member of 9Round. Why did you not renew your membership? Please select all that apply.

- ☐ Dissatisfaction with hours of operation
- ☐ Dissatisfaction with location
- ☐ Dissatisfaction with staff
- ☐ Dissatisfaction with trainers
- ☐ Dissatisfaction with price
- ☐ Dissatisfaction with physical facilities/equipment
- ☐ Dissatisfaction with variety of workouts
- ☐ Other: \_\_\_\_\_

# Appendix: Section C

## *Survey*

16 -What is your age?

- ☐ Under 18 years old
- ☐ 18-24 years old
- ☐ 25-34 years old
- ☐ 35-44 years old
- ☐ 45-54 years old
- ☐ 55-64 years old
- ☐ 65-74 years old
- ☐ 75 years of older

17 - What is your gender?

- ☐ Female
- ☐ Male
- ☐ Other

# Appendix: Section C

## *Survey*

18 -What is your marital status?

- ☐ Single (never married)
- ☐ Married or domestic partnership
- ☐ Widowed
- ☐ Divorced
- ☐ Separated

19 - How many people are in your household, including yourself?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6+



# Appendix: Section C

## *Survey*

20 - What is your racial identity? (Check all that apply.)

- ☐ Asian
- ☐ Black or African-American
- ☐ Caucasian
- ☐ Hispanic or Latino
- ☐ Native American
- ☐ Pacific Islander
- ☐ Other

21 - What is your highest level of education?

- ☐ Less than high school
- ☐ Some high school
- ☐ High school degree or equivalent
- ☐ Some college
- ☐ Associate degree
- ☐ Bachelor degree
- ☐ Graduate degree

# Appendix: Section C

## *Survey*

22 - What is your occupation?

- ☐ Arts and Entertainment
- ☐ Business
- ☐ Industrial and Manufacturing
- ☐ Law Enforcement and Armed Forces
- ☐ Science and Technology
- ☐ Service
- ☐ Student
- ☐ Stay-at-home spouse
- ☐ Stay-at-home parent
- ☐ Unemployed

# Appendix: Section C

## *Survey*

23 - What is your household income before taxes?

- ☐ \$0 to \$25,000
- ☐ \$26,000 to \$50,000
- ☐ \$51,000 to \$75,000
- ☐ \$76,000 to \$100,000
- ☐ \$100,000+

# Appendix: Section C

## *Survey*

24 – How regularly do you use the following social media platforms?

	I do not have an account	I have an account but check infrequently	I have an account and check regularly	This is the social media platform I use most often
Facebook				
Instagram				
Twitter				
Snapchat				
Other: _____				

# Appendix: Section C

## *Survey*

-End of survey-

Thank you for participating in our survey!

If you are interested in learning more about 9Round Green Hills-Nashville, please visit us at:

[www.9round.com/fitness/Nashville-tn-x2749](http://www.9round.com/fitness/Nashville-tn-x2749)

# Appendix: Section D

## *Social media content*

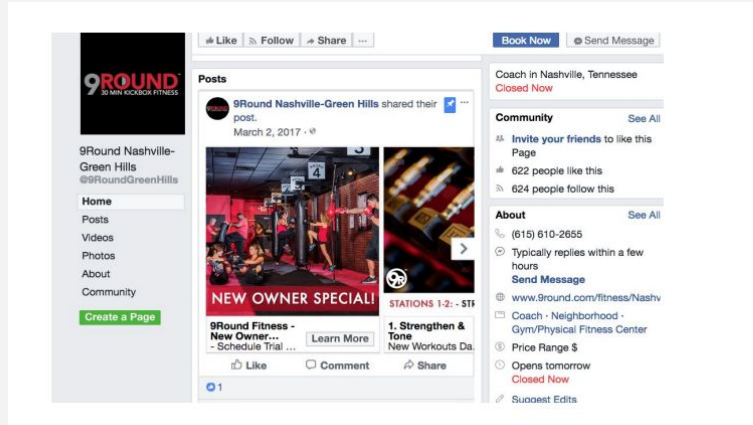


Exhibit 1 displays 9Round's Facebook page and important details such as followers, likes, and its general layout.

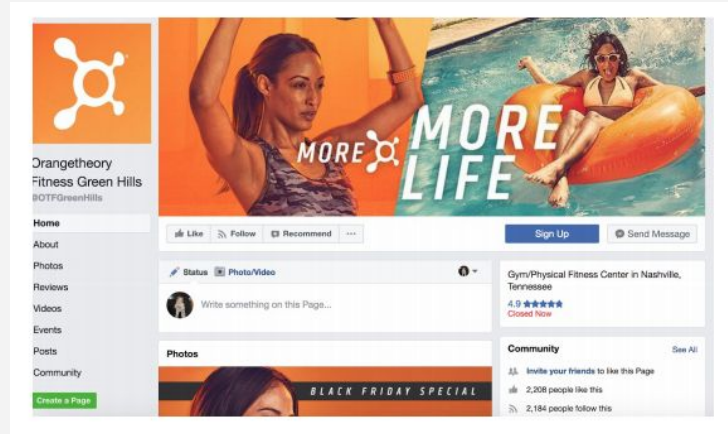


Exhibit 2 is an image of Orangetheory's Facebook page displaying the number of followers, likes, and basic layout.

# Appendix: Section D

## *Social media content*



Exhibit 3 displays TITLE Boxing's homepage as well the number of followers, likes, and general layout. Note its header photo features a promotion.