

MARKETING STRATEGY AND COMMUNICATION PLAN

GYM SHARK



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Contents

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ETHICS CLAUSE

I can confirm that this work has gained ethical approval and that I have faithfully observed the terms of approval in the conduct of this project.

Signed J.E.Oldhall
Date 01.02.21

BE

A

VISIONARY

VISIONARY



INTRODUCTION

ABOUT THIS REPORT

The focus of this report is to carry out a thorough situational analysis of the brand Gymshark, with the aim of discovering ways the brand can achieve an increased rate of loyal customers through the design and launch of a four-tiered loyalty programme. Specific research methods, marketing models and consumer analysis will be used to develop a clear three year marketing strategy and one year tactical communication plan. This will enable Gymshark to achieve a successful loyalty programme that rewards loyal customers across the UK and the US, uniting their conditioning community.



METHODOLOGY

ABOUT PRIMARY RESEARCH

Two primary research methods were used to inform this report, providing qualitative and quantitative perspectives. Both allowed for brand-specific research and in-depth consumer behaviour analysis. The first method was an online survey, containing open and closed questions, on brand awareness and loyalty programme perceptions (169 respondents), providing comparable perspectives across different ages and nationalities. Disadvantageously there was limited access to American respondents to statistically validate the conclusions.

Two focus groups were also conducted. One was with three potential Gymshark customers who provided international insight on competitor loyalty programmes including Lululemon. However the participants were not representative of Gymshark's demographic, resulting in potentially misleading insights. They were also all female; thus lacking male insight. The second focus group involved five existing Gymshark customers (age 19-21) which enabled deeper discovery of personal views and brand-specific perceptions; although there was potential for inaccuracies due to participants influencing each other.

ABOUT SECONDARY RESEARCH

A variety of resources was used for secondary research. The Gymshark website and social media platforms yielded brand-specific information. Online reports and articles provided valuable insights and statistics regarding consumer behaviour and trends. Databases such as Mintel and Passport provided relevant information to further enhance the report's findings. Advantageously there is a wide range of accessible secondary data. However, some resources were over two years old, meaning the information may be outdated, therefore reducing validity.



WHERE ARE

GYMSHARK NOW?

NOW
NOW
NOW

VISION
VISION
VISION

BRAND STORY

Gymshark is a UK based fitness apparel and accessories brand, founded in 2012 by Ben Francis and his high-school friends. The brand has grown successfully in 8 years "from a small start-up to a global business" (Neate, 2020), disrupting the industry "made up of established brands such as Nike and Adidas" (Gilliland, 2019). Gymshark is one of the fastest growing and most recognisable fitness companies in the world; growth coming from "a devotion to producing innovative, effective performance wear and an ever-expanding social presence" (Gymshark, 2020).



BRAND MISSION

"We exist to create the tools that help people unlock their full, incredible potential and put their ideas into action. Be all that you imagined you could be. **Be a visionary**" (Gymshark, 2020).

BRAND VISION

"To unite the **Conditioning Community**. Conditioning is everything we do today that prepares us for tomorrow" (Cooper and Beckley, 2020).

BRAND VALUES

PROGRESSION

FAMILY

VISION

(Gymshark, 2020)



KEY ISSUES

RESEARCH IDENTIFIED FOUR KEY BRAND ISSUES



No Permanent
Retail Space
Issue 1



Lack Loyal
Customers
Issue 2



More Promotion &
Work Needed For
Conditioning App
Issue 3



Perceptions Being
Expensive
Issue 4

1

Gymshark do not operate a permanent physical retail space, favouring an online presence. Although they successfully host global events and pop-up stores, these spaces are temporary, putting Gymshark behind competitors who are able to consistently offer consumer experiences through physical retail spaces.

2

According to Gymshark's Loyalty and Retention team, on average, most customers only shop 1.9-2 times a year (see Appendix 2 Q12). The brand has around 70,000 people who shop more, at 6 times a year, but Gymshark aim to convert their full customer base of millions into loyal customers.

3

Gymshark's Conditioning App allows users to access workouts, create training plans and monitor progress. Only 2 of 8 focus group participants were aware of the app, highlighting the need for increased promotion. Gymshark employees stated that more manipulation is needed "to get people sticking with the app" (Cooper, 2020) to prevent confusion about its purpose as a fitness app rather than retail.

4

Primary research identified many people viewing Gymshark as expensive. The brand intentionally markets products as not discount-led to preserve their reputation, but customers are actively opting for similar, cheaper alternatives.



MARKETING MIX

PRODUCT

Fitness apparel and accessories.

Product ranges to satisfy men and women.

Product categories include leggings, hoodies, t-shirts etc.

Functional, innovative and good quality.

PRICE

Appeal to middle-class consumers.

Price ranges allow customers to trade up into (entry level = £25 vs top end = £45).

Avoid discounting products to protect reputation.

Two yearly sales periods; the Summer sale and Black Friday.

PLACE

UK based with customers in 131 countries.

Operate an online retail store with world-wide distribution.

Adopt a direct-marketing distribution channel; selling direct to consumer.

Lack permanent physical retail space but hold experiential consumer events.

PROMOTION

Social media is the key promotional strategy.

Adopt influencer marketing through brand ambassadors - 'Gymshark athletes'.

Featured in many press articles, confirming a positive indirect promotional strategy.



BRAND HEALTH



AWARENESS

Gymshark is based in the UK with an online international presence in 131 countries (Gymshark, 2020). Gymshark has achieved international status by leveraging different social media platforms, being “the pioneers of the Instagram influencer” (Social Republic, n.d.), and hosting meet-ups and expos for their fostered community globally. The brand awareness survey shows that 62% of respondents are familiar/very familiar with the brand, which is promising considering the sample was broad and not 100% representative of Gymshark’s target audience (see Appendix 1 Q7). Only 20% of respondents said they had seen no advertising relating to Gymshark in the past 6 months (see Appendix 1 Q9), though such respondents were predominantly from the US and Canada. A solid 93% of 18-29 year-old respondents have seen Gymshark advertised on social media, indicating Gymshark’s social media marketing strategies are highly effective at reaching their target demographic.



PERCEPTION

The online survey provides insights into a mixture of consumer perceptions. Gymshark position themselves as affordable compared to competitors such as Lululemon. However, primary research shows that many people perceive the brand as expensive (see Appendix 1 Q12 and Appendix 4 Q2). Other common negative perceptions include simple, overhyped and misleading. In contrast, positive words used to describe the brand include quality, comfortable, innovative and trendy which is reflective of the brand’s promotional aims.

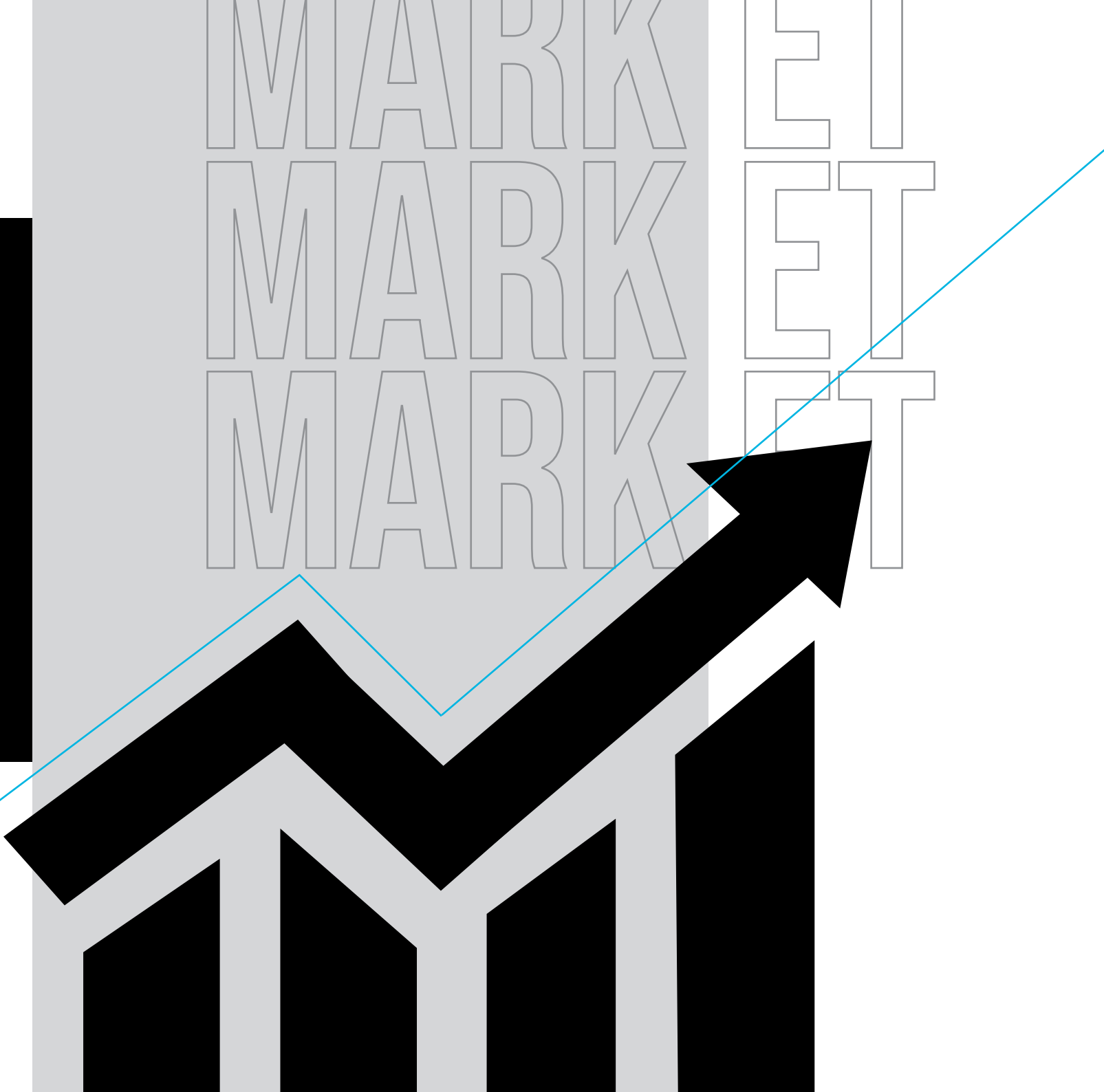
USAGE

Gymshark has enjoyed success since launching in 2012, and is now considered a “high-growth, cash flow producing powerhouse of a brand” (Andrew, 2020), worth \$1.45 billion (Gymshark, 2020). Gymshark’s financial results soared in the year ended July 31 2019, with turnover of £176 million, “more than £73 million more than the previous year - a rise of 71 per cent” (Business Innovation Magazine, 2020). Such growth was driven by “expanding into new global markets by rolling out additional e-commerce websites” (ibid). Survey results show that 48% of respondents have shopped at Gymshark before (see Appendix 1 Q8). This might raise concerns considering the brand’s global success, however the sample was knowingly broad, not solely existing Gymshark customers.

MARKET HEALTH

ABOUT MARKET HEALTH

Gymshark operates in the fitness apparel market. This market is “expected to grow at a CAGR (Compound Annual Growth Rate) of 4.1% between 2018-2023” and “anticipated to be worth \$191.4 billion by 2023” (Kumar, 2019). The past few years have seen an increase in health awareness and adoption of fitness activities due to consumers aspiring to adopt healthier lifestyles (ibid). The fitness trend skyrocketed during the 2020 Coronavirus UK lockdown with at least 7 in 10 Britons exercising “as a means of maintaining mental wellbeing” (Intel, 2020), thus increasing the demand for comfortable, stylish sportswear. The rise in women participating in fitness activities and the increasing popularity of experiential sports events are two additional factors that have fuelled growth in the sports apparel market (Grand View Research, 2019).



TRENDS



DATA FOR GOOD

The 'Data for Good' consumer trend refers to changing consumers' attitudes towards data privacy. Data is increasingly shared by consumers as they continue to own more devices that capture various types of data. However consumers are becoming less concerned about the use of their data. A UK survey in 2018 revealed that "47% of respondents stated they were 'very concerned'. This has now halved to 24%" (Calugar-Pop and Lee, 2020). Therefore, "consumer concern about data sharing should continue to decline" (ibid). The future is unlikely to see consumers' wanting to reclaim control of their data. Brands should take the responsibility and opportunity to nurture this new relationship appropriately, "so that data can truly be for the good of all" (Sekuj, 2020).

This trend will benefit Gymshark, whose intent to create a personalised loyalty programme will require obtaining vast amounts of consumer data. It is important, however, that Gymshark continue to build trust with their consumers by clearly communicating to them "what data they are collecting and how this is being used for the customers' benefit" (Calugar-Pop and Lee, 2020).

GET YOUR GAME ON

Gamification is "the use of game mechanics and experience design to digitally engage and motivate people to achieve their goals" (Bonanno, 2020). The gamification market is estimated to grow "from \$9.1 billion in 2020 to \$30.7 billion by 2025" (ibid). It has been an adoptable brand concept for many years, particularly focused on improving employee engagement. However, the trend "is growing at a tremendous pace" (Business Wire, 2020) and shifting "toward a more customer-centric role" (Bonanno, 2020). Humans are known to interact more deeply when activities "are framed in a game construct" (ibid), allowing for emotional rather than just transactional engagement.

Gamified customer engagement is predicted to play a vital role in markets such as the fitness industry, thus being relevant to Gymshark. Customers find motivation through personalised leaderboards and friendly competition, and are likely to engage in fitness services that offer this through gamification. Gymshark would benefit from adopting this trend as it is a natural strategy for increasing customer engagement, and therefore customer loyalty.

SWOT ANALYSIS

STRENGTHS

Globally recognised with strong brand image.
High quality, innovative and fashionable fitness related products.
Use of social media and influencer marketing.
Direct sales to consumer with no intermediaries or third parties.
Strong sense of community and connection with stakeholders.
Prominent brand values, implemented into everything they do.

WEAKNESSES

No permanent physical retail space to offer customer experiences.
Lack of awareness of Conditioning App.
Consumer perceptions that products are expensive, overhyped and basic.
Vague sizing potentially confuses consumers.
Lack of eco-friendly and sustainable materials.
Lack of diversity in marketing.

OPPORTUNITIES

Create an e-commerce app to allow sale of products.
Create a loyalty programme to retain customers.
Create a permanent physical space.
Expand product portfolio to introduce fitness supplements and home gym equipment.
Implement customisation processes into consumer purchasing journeys.
Invest in better sustainable practices.

THREATS

Consumer demand for interactive retail experiences.
Rising competition from substitute brands.
More entrepreneurs entering the market with fresh ideas.
Competitors adopting influencer marketing strategies.



SWOT
SWOT
SWOT

ANSOFF MATRIX



EXISTING MARKET

NEW MARKET

EXISTING PRODUCT

NEW PRODUCT

MARKET
PENETRATION

Rectify key issues including increasing customer loyalty.

Exploit consumer trends such as gamification and personalisation.

PRODUCT
DEVELOPMENT

Allow product customisation and offer personalised products to more customers.

Expand product portfolio to include fitness supplements and home gym equipment.

MARKET
DEVELOPMENT

Introduce loyalty programme into other countries e.g. Canada.

Open a permanent physical space for experiential retail to attract prospects.

DIVERSIFICATION

Adapt product portfolio to include children's wear and footwear.

Enter food and nutrition market by introducing fitness supplements to satisfy healthy lifestyle consumer trends.



ADIDAS

Adidas, founded in Germany in 1949, can be identified as a Gymshark competitor. Adidas' mission is "to be the best sports company in the world" (Adidas, 2020). Intense competition exists between both brands as Gymshark continues to disrupt the industry. Gymshark and Adidas share strengths such as the design and quality of products, as well as being community-led.

ABOUT THE CREATORS CLUB

Adidas launched their tiered loyalty programme, 'The Creators Club', in 2018. The programme has four levels; Challenger, Playmaker, Gamechanger and Icon. Members earn points by "engaging, participating, training" to level up (Adidas, 2020) and enjoy different benefits depending on their rank. The gamification concept of the programme gives Adidas a competitive advantage by making it fun to earn points and reach milestones. Examples of customer actions include completing profiles, reviewing products and daily training sessions. Loyal customers are rewarded with "early access to products, exclusive offers, and invitations to special events" (Sawyer, 2018).

ABOUT LULULEMON LOYALTY

Lululemon introduced a loyalty programme towards the end of 2018, which is still being piloted in Edmonton and Toronto. Their decision to launch a loyalty programme was driven by customers "seeing value beyond just the product" (Lucas, 2018). Members pay an annual fee of \$128 "for a pair of pants or shorts, the ability to attend curated workout classes and free expedited shipping" (ibid). Lululemon's reputation for product quality is one of their key competitive advantages, enabling higher product prices. Charging a premium for the annual loyalty programme aligns with the brand's product price points, and Lululemon's notable reputation can be maintained whilst enhancing customer loyalty.

LULULEMON

Lululemon is a key Gymshark competitor, as confirmed by founder Ben Francis (see Appendix 2 Q2). Founded in 1998 in Vancouver, Canada, Lululemon is "a technical athletic apparel company for yoga, running, training" (Lululemon, 2020). Lululemon's product range is similar to Gymshark's, and both have strong visions revolving around community.



WOMEN'S
BEST

Women's Best, founded in Austria in 2015, is another Gymshark competitor. Women's Best is an international leading brand that "sells high quality sports nutrition and sportswear for women" (Scott-Briggs, 2019). The brand's mission centres on inspiring their female customers to make healthier lifestyle choices. Gymshark similarly take pride in motivating their customers. Both brands also have a similar product offering.

ABOUT THE REWARDS CLUB

Women's Best operate a traditional points-based loyalty programme called the 'Rewards Club'. Customers become a member for free, and earn 'Best Points' to redeem when making purchases. They gradually level up their member status and subsequently gain valuable benefits including birthday offers, surprise gifts and early access to limited editions and sportswear launches (Women's Best, 2020). Members work up from Bronze to Silver and Gold. The simplistic points system and member status, as well as the clarity and ease of access of the programme gives Women's Best a competitive advantage.

PERCEPTUAL MAP



ANALYSIS

Gymshark are proud of their community focus and their innovative, technical products. They appear to be more community driven than their competitors. Lululemon can be described as Gymshark's direct competition. Sweaty Betty and Bo+Tee are more product-driven, focusing on design quality and performance. Industry leaders Nike and Adidas are equally driven by their community and products. Ethics is an increasingly important factor in the fashion industry. All brands are ethical in some ways but can improve their ethical standards in others. Tala and Adidas are the most ethical according to 'Good On You' articles, compared to Bo+Tee who is a fast fashion retailer.

COMMUNITY COMMUNITY COMMUNITY

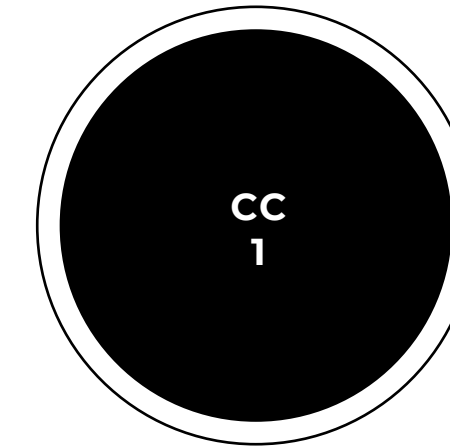
USP

Gymshark's USP is their community. One of Gymshark's core values, Family, highlights that community building is key for the brand, and it is "about more than just the products it sells" (Gilliland, 2019). Gymshark has created a connection between all stakeholders across their community and it is "something that other brands can't do" (see Appendix 2 Q16).

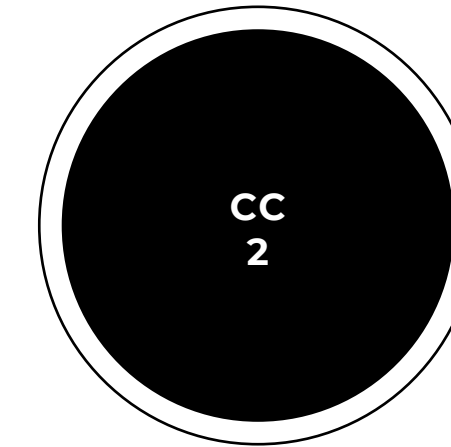


CORE COMPETENCIES

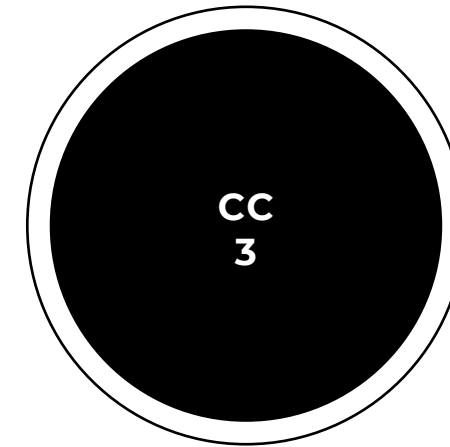
GYMSHARK STRATEGIC ADVANTAGES



Social Media And
Influencer Marketing



Clear Target Audience



Innovative, Functional
Designs

**CC
1**

Gymshark is considered the pioneer of the Instagram influencer. Gymshark utilises influencer marketing to build their social media following, create interactive digital campaigns and create a community of like-minded people.

**CC
2**

Gymshark have a clearly identified target market. Their marketing strategies successfully resonate with these consumers.

**CC
3**

Gymshark produces functional, stylish designs using innovative materials that satisfy their athletic, fashion-forward consumers.

CONSUMER SEGMENTATION

GYMSHARK CUSTOMERS CAN BE SEGMENTED INTO GROUPS



Demographic
Segment 1



Geographic
Segment 2



Behavioural
Segment 3



Psychographic
Segment 4

DEMOGRAPHIC

Gymshark target male and female fitness enthusiasts in the 16–29 year old age bracket (Cooper and Beckley, 2020). However this is a loose bracket with consumers often falling outside of that age range.

GEOGRAPHIC

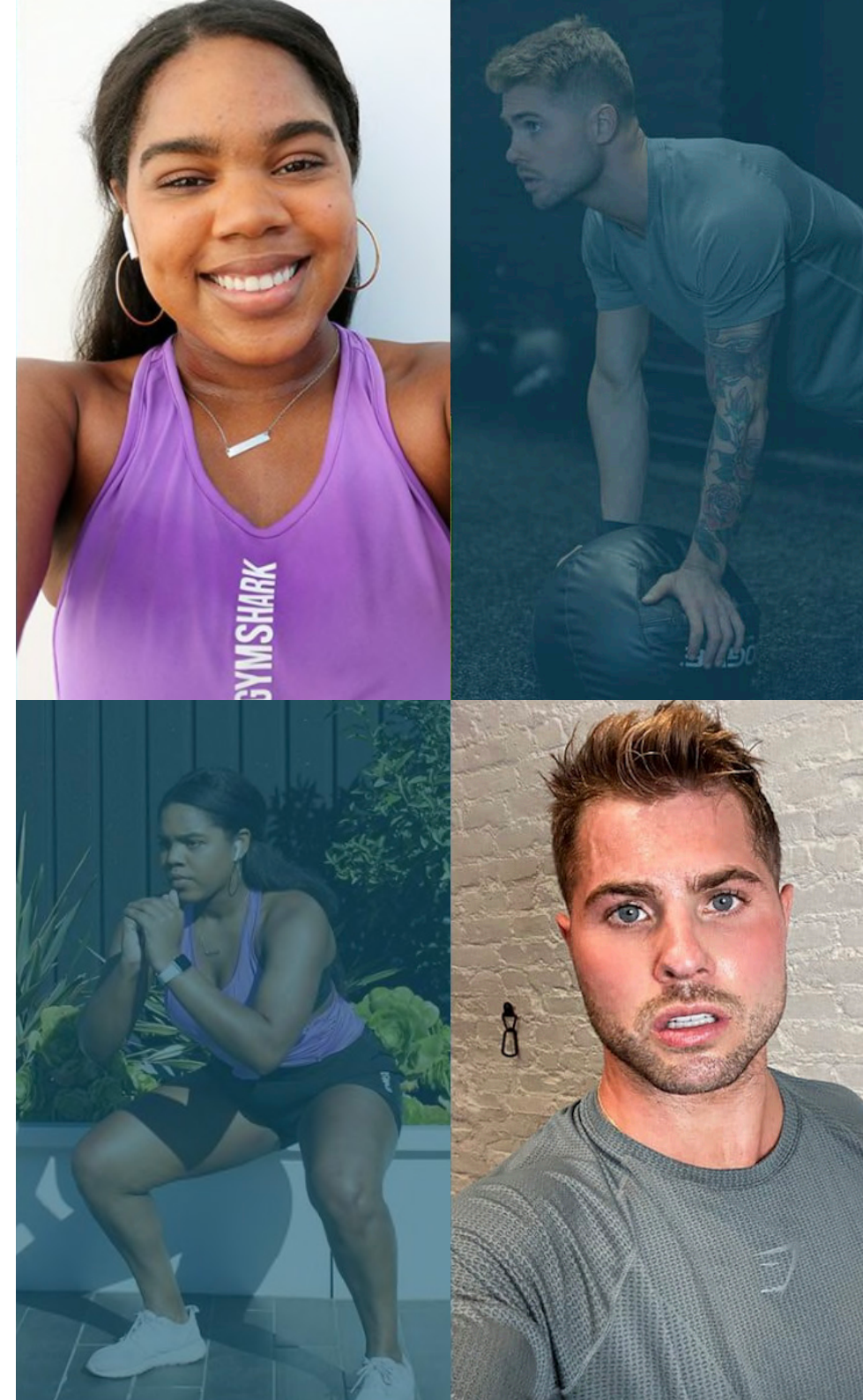
Gymshark is an international brand, selling directly to consumers in 131 countries, confirming that the brand has no geographical limit for their target audience.

BEHAVIOURAL

Gymshark's target audience can be defined as "social natives" (Cooper and Beckley, 2020) that have strong links to social media. For example, "people who raced home to get on MSN or people who have to explain to their parents what a YouTuber is" (ibid).

PSYCHOGRAPHIC

Gymshark's consumers have strong interests in fitness, music and fashion, with a focus on conditioning. They "want to look and feel good going to the gym" (Leighton, 2018). Some consumers have a less intense relationship with their conditioning journeys, preferring Gymshark for more casual reasons.



THE SIX PERSONAS

THE ELITE

THE WORKER

THE HOLISTICAL

THE TEAM MATE

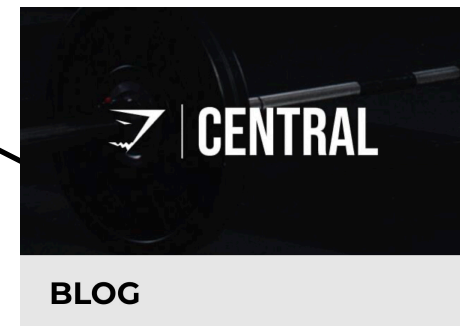
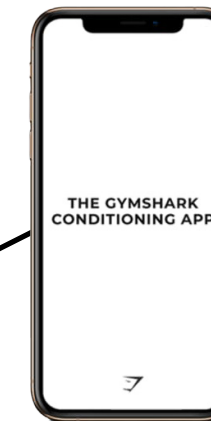
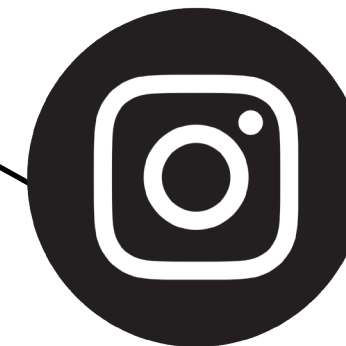
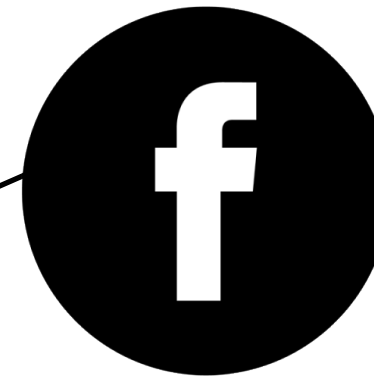
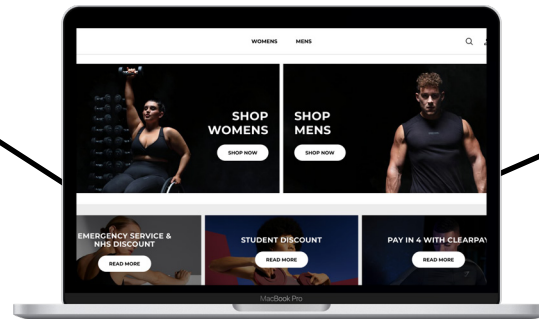
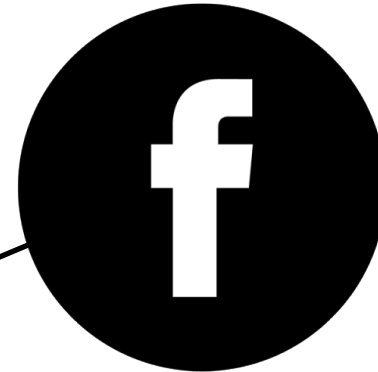
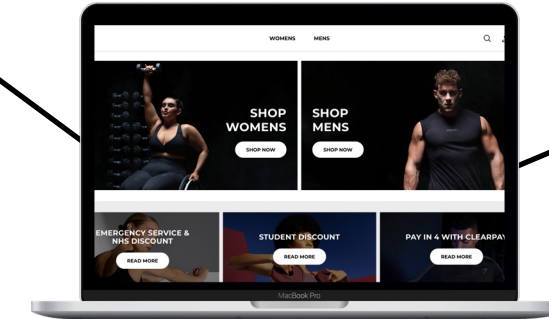
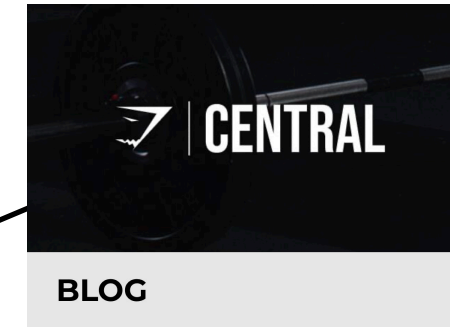
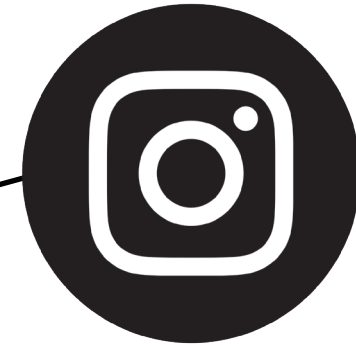
THE DRIFTER

THE CASUAL

TOUCHPOINTS:

SEGMENT 1

SEGMENT 2



CUSTOMER JOURNEY MAPING

BLOG



MARKETING

STRATEGY PLAN

PLAN
PLAN
PLAN

SMART OBJECTIVES

YEAR ONE

To get a third of Gymshark's current loyal customer base (including VVIPs and VIPS) to join the loyalty programme in the first 6 months of Year 1.

To become a loyalty leader in the fitness apparel industry and grow revenue 2.5% faster than competitors by the end of Year 1.

YEAR TWO

To retain 75% of customers who signed up to the loyalty programme in Year 1 by offering personalisation to incentivise them to reach the next tier.

To have 25% of initial loyalty programme sign-ups achieve The Burner level by the end of Year 2.

YEAR THREE

To increase engagement on social media (Instagram and Twitter) through the Surprise and Delight strategy hashtag #IAMLiterallyVisionary, by 15-20% by Year 3.

To achieve a YOY increase in total revenue by 25% for the third consecutive year.



LOYALTY PROGRAMME - “THE GS VISIONARCHY”

THE LOADER

THE LOADER

WORKOUT

SETS

REPS

1

Tell us about yourself by answering 10 questions.

10

2

Download Conditioning App and create account.

10

3

Subscribe to email list and follow all social media accounts.

10

4

Make 1 qualifying purchase over £25 and submit a review.

10

START WORKOUT

COMPLETE 3 SETS OF 10 REPS TO TRANSITION UP

THE ACTIVATOR

THE ACTIVATOR

WORKOUT

SETS

REPS

1

Make 4 total orders over £35 across 3 different categories.

10

2

Become a member of the Gymshark Community Facebook page and post about the loyalty programme.

10

3

Complete 5 workouts using the App.

10

4

Choose a favoured sporting activity, set a target and complete 5 times.

10

START WORKOUT

COMPLETE 3 SETS OF 10 REPS TO TRANSITION UP

THE REACTOR

THE REACTOR

WORKOUT

SETS

REPS

1

Attend a Gymshark event (virtual or in real life).

10

2

Create 3 workout plans to achieve personal bests and post 1 on social media with #GSVisionarchy.

10

3

Choose a favoured sporting activity, achieve a personal best and post on social media with #GSVisionarchy.

10

4

Refer 3 friends to the loyalty programme.

10

START WORKOUT

COMPLETE 3 SETS OF 10 REPS TO TRANSITION UP

THE BURNER

THE BURNER

WORKOUT

SETS

REPS

1

Place 10 total orders of at least £15 each.

10

2

Be an active social media follower by liking and sharing content, and engaging with GS blogs weekly.

10

3

Become a Gymshark insider.

10

4

Use the Conditioning App at least 3 days a week for a year and be an active user at creating custom workouts/plans.

10

START WORKOUT

COMPLETE 3 SETS OF 10 REPS TO REACH THE TOP

*Or choose to gift Tier Bonus to charity of choice

• For joining: 10% off next purchase.

• Early access to products and sales.

• Birthday bonus (10% off one order on your birthday).

• Automatic entry into annual give away competitions.

• The Loader Bonus (Welcome Box including water bottle, phone arm strap, leaflet about the loyalty programme)*.

• Get passes to attend 1 live fitness class a month on the App.

• Access to exclusive member-only products.

• Priority customer service on App chat function.

• Free shipping activated.

• The Activator Bonus (product of the category that most money was spent on when 4 orders were made)*.

• Get passes to attend 3 live fitness classes a month on the App.

• Eligibility to vote on upcoming products.

• Automatic invitations to GS events and other renowned fitness events.

• The Reactor Bonus (GS branded product relating to favourite sporting activity - based on questions answered when joining e.g. yoga mat, tennis equipment, resistance bands etc.)*.

• Day at the GS head office - ability to use the Gymshark Lifting Club.

• Access to everything on the Conditioning App without having to pay.

• Get passes to attend 5 live fitness classes a month on the App plus a personal training session with a GS coach/athlete of choice.

• The Burner Bonus (GS branded phone case with first initial on)*.

Year 1 of the marketing strategy plan involves designing and launching the loyalty programme to 2 million UK and US Gymshark customers and prospects.

Gymshark strive to be bold and alternative, therefore the loyalty programme aims to disrupt the market and align with this reputation.

Gymshark's tiered loyalty programme will be called 'The GS Visionarchy', combining the words visionary and hierarchy, to reference the brand's mission whilst highlighting the hierarchical nature of a tiered loyalty programme. Each tier resembles an exercise plan with four outlined actions. The loyalty member is required to complete three sets (actions) out of four, each worth 10 reps, in order to reap the rewards of the tier and transition up to the next one. This simple-to-follow structure deviates from the mainstream 'earn and burn' points-based system, draws on the typical Gymshark customer's competitive nature, and rewards them for engagement, beyond spend. The actions become harder for each tier; but the rewards get increasingly better to motivate members. The programme will be implemented on the Conditioning App because "75% of consumers say they would engage more with loyalty programmes they can easily access from a smartphone" (Morgan, 2020).

Each tier reflects a stage of muscle growth - a concept intended to resonate with Gymshark's athletic customers and attract them to the programme. According to the University of Portsmouth Sport, each stage involves:

STAGE 1

'The Loader' - Muscles are loaded during repetitions, pumping blood and oxygen "into the protective sheaths that surround the muscles fibres".

STAGE 2

'The Activator' - Muscles and the central nervous system are activated, as the nervous system "improves you can lift more weight or do more reps".

STAGE 3

'The Reactor' - Chemical reactions occur within the body to produce energy for muscle contractions.

STAGE 4

'The Burner' - The body feels a burning sensation, signalling that muscles have been challenged and made stronger.

39

TEST AND LEARN PERSONALISATION STRATEGY

Year 2 of the marketing strategy plan builds on Year 1, finding “the best way to personalise rewards to each individual customer” (Cooper and Beckley, 2020). Personalisation is “anything that a retailer does that makes the customer feel like the brand has a personal relationship with you” (ibid). “87% of consumers are open to brands monitoring details of their activity if it leads to more personalised rewards” (Morgan 2020). Three tests will be executed to create the best personalised rewards for customers.



TESTS

AT A GLANCE



1

ONLINE SURVEY



12

FOCUS GROUPS



6

EXPERIMENTAL EMAILS

TEST ONE

‘SIX PERSONA’ IDENTIFIER

Test 1 allows for personalisation to be partly implemented in Year 1. Loyalty members will be sent a survey and asked to answer qualitative questions, allowing Gymshark to gain a better understanding of consumers' workout habits and preferences. Questions include: how often do you exercise, why do you exercise, what music do you listen to when you workout etc. Once customers have been categorised into a ‘Six Persona’, their fitness-related rewards, such as live fitness classes and personal training sessions, will be personalised.

TEST TWO

PRODUCT PREFERENCES

Personalising product-related rewards can enhance customer experiences. Data from Year 1 might include purchase details, most popular product categories/collections and products abandoned at cart checkout. This test involves assembling a focus group per persona and per gender to gain a deeper understanding of which products appeal to each persona cohort. Feedback will allow Gymshark to push more relevant product-based rewards, such as early access to products or access to member-only products, through email marketing and website recommendations.

TEST THREE

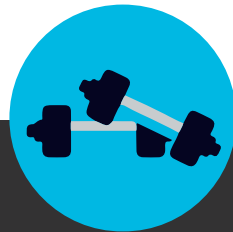
UK VS US COMMUNICATION

Personalised communication provides the consumer with relevant information that will engage them. Millennials particularly enjoy personalised communications, making “them feel valued and unique” (Agarkova, 2019). Test 3 involves finding out the communication preferences in the UK and US. Useful Year 1 data might include identifying members' favourite Gymshark athlete when joining the Facebook Community, monitoring social media and App engagement. Consumers may prefer engaging with athletes from the same nation as them. Six experimental emails will be sent to both UK and US databases using different tones of voice, grammar and spelling to see which resonates with each audience. This test can be measured by read and click through rates, conversions and consumer calls to action.

SURPRISE AND DELIGHT

**BE A VISIONARY.
LITERALLY**

Surprise and Delight strategies are key for Gymshark to create memorable moments for their customers that “interlink with their conditioning journeys” (Cooper and Beckley, 2020). Year 3’s Surprise and Delight strategy ‘Be a Visionary. Literally’ involves rewarding the first 20 customers to reach The Burner level of The GS Visionarchy with a set of VR goggles/headsets. These customers will be identified through analysing loyalty programme data through the Conditioning App. Consumers might see a comfort barrier to the headsets, particularly for exercise purposes, and be reluctant to embrace the technology (see Appendix 4 Q12). However headsets are known to be growing “in sophistication” and “innovation in the sector is proving rapid” (Mintel, 2020).



This strategy taps into virtual reality, gamification and personalisation trends, allowing customers to gamify their conditioning journeys. Gaming is growing in popularity, providing “a new channel for brand consumer interactions” (Mintel, 2020). “95% of consumers want to engage with their loyalty program using emerging technology like chatbots, AI, VR and smart devices” (Morgan, 2020). This concept will allow users to choose any location or environment to work out (such as cycling in the Swiss Alps or yoga on Venice Beach), connect with the Conditioning App to track performance and health metrics, and see health monitoring data such as heart rate and calories burned in front of their eyes.



EXPERIENCE EXPERIENCE EXPERIENCE

Another key factor is users' ability to partake in live fitness classes (a new feature to be implemented on the Conditioning App), as well as be virtually present at live Gymshark community events. This strategy addresses Gymshark's weakness of lacking a permanent space for experiential retail. Mintel foresee digital and social experiences that stimulate interaction becoming embedded in daily life. Consumers will “expect digital events to feel as immersive, social and enjoyable as actually ‘being there’”, expecting brands to meet these demands “with stronger reliance on VR and encouraging interaction between peoples virtual avatars” (Mintel, 2020). This strategy allows Gymshark to be innovative and anticipatory, exceed consumer expectations and disrupt the market.

A key element of this concept is allowing users to create an avatar that expresses “their IRL values, style and aspirations” (Mintel, 2020), and connect with others all around the world, optimising the value of the Gymshark community. Customers are motivated by leaderboards and friendly competition (see Appendix 4 Q11), which increases customer retention (Bonanno, 2020). Global disruptions such as COVID-19 are forcing experiences to change, making the role that digital entertainment plays in “fostering positivity and connecting people” (Mintel, 2020) of particular importance.





COMMUN

ICATION PLAN

PLAN
PLAN
PLAN

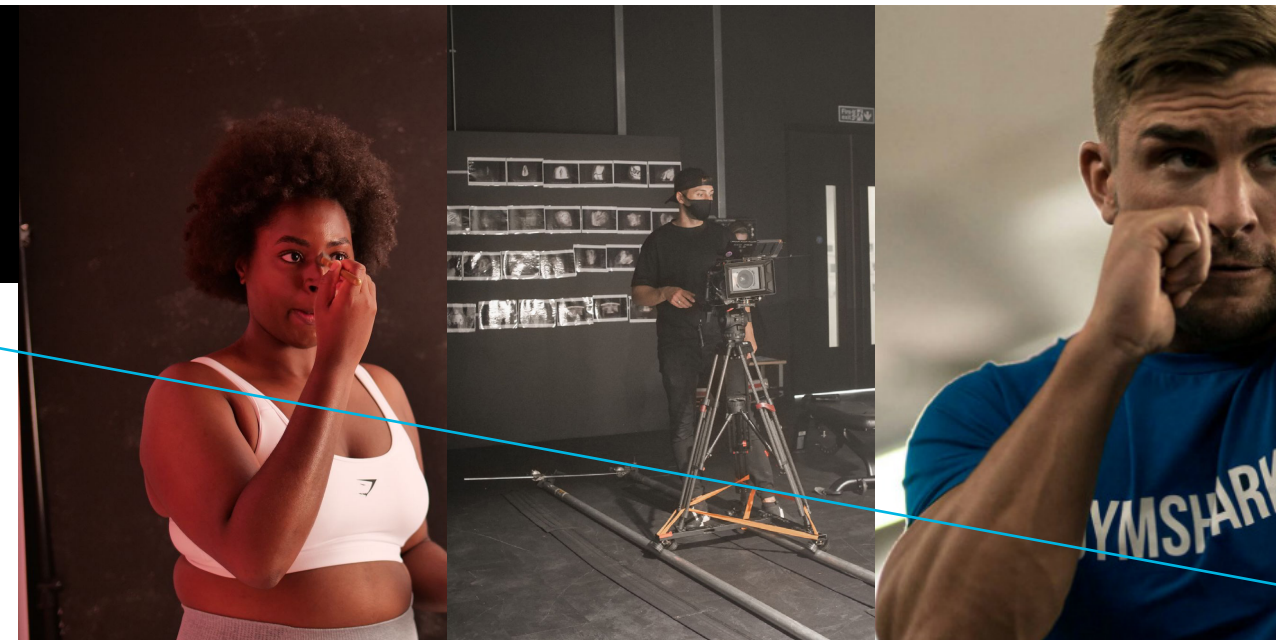


COMMS
COMMS
COMMS

For Gymshark to successfully launch a loyalty programme, the brand will need to employ key communication and promotional strategies to raise awareness for existing customers and attract prospects. This communication plan is to be implemented in Year 1 of the marketing strategy plan.

The first stage will be to make improvements/ amendments to the Conditioning App as this is where the loyalty programme will be implemented for users' to operate. A new feature will need to be added onto the App to include the loyalty programme's exercise plan structure, and how users will document their completed actions to obtain rewards and move up the tiers. It is important that The GS Visionarchy is promoted across all touch points. The next stage is the promotional build up.

ABOVE THE LINE ADVERTISING



PROMOTIONAL VIDEO

A key promotional strategy will be to create a promotional video of approximately 15-30 seconds. The style will be similar to the Big Deal Energy campaign; fast paced, exciting and informative to attract and engage customers. The concept will be similar to the Sweat For Your Goals campaign; a selection of diverse Gymshark customers of different sizes and abilities striving to complete their tiered actions. Examples might include documenting their progress on the App using their phone, running to meet a target, or attending a virtual Gymshark event.

SOCIAL MEDIA

Gymshark have successfully leveraged social media for promotion and to connect with their customers, therefore a promotional strategy across their social media platforms will likely be effective. The brand's most popular platforms are Instagram and Facebook, but primary research discovered further social media insights that Gymshark could take advantage of (see Appendix 1 Q4). Instagram is the most popular, with 90% of all respondents using it. 81% of males use YouTube, and Facebook is the most popular amongst US respondents with 88% using it. TikTok has also grown in popularity with 70% of 18-29 year-olds using it daily. Gymshark should continue to utilise their brand ambassadors to promote the new loyalty programme, but consider varying their strategies to cater for different demographics.



BELOW THE LINE ADVERTISING

GYMSHARK CENTRAL BLOG

A key initial promotional strategy for the loyalty programme will be the launch of a blog on Gymshark Central. It will be an in-depth blog to explain the loyalty programme; why Gymshark are implementing it and how, what it involves and why consumers should get involved. The blog will be sent to Gymshark's email customer database as well as promoted on social media stories.

COUNTDOWN TIMER

Once the Gymshark Central blog is launched, a countdown timer will begin. A countdown timer is "a virtual clock that counts down from a certain date or number to indicate the end or beginning of an offer or event" (Adoric, n.d.). This creates a sense of urgency, generates curiosity and keeps people interested. The countdown concept will be promoted on social media targeting both prospects and existing customers, in addition to email marketing of existing customers.

GYMSHARK

WE HAVE SOME VERY EXCITING NEWS! GET READY, GET SET, GET LOYAL...

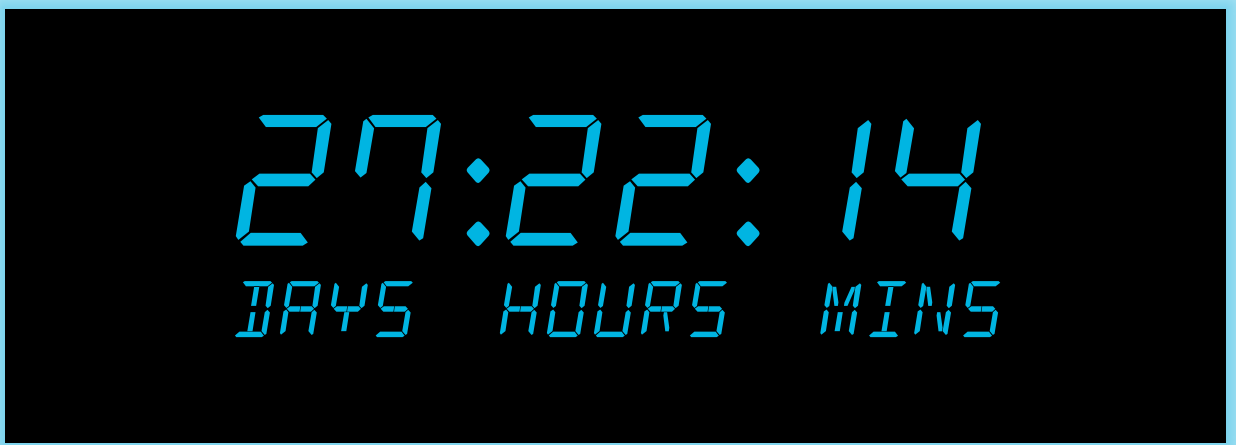
Breaking News: Meet The GS Visionarchy. A new loyalty programme that you didn't even know you needed to be a part of... Until now.



By Gymshark

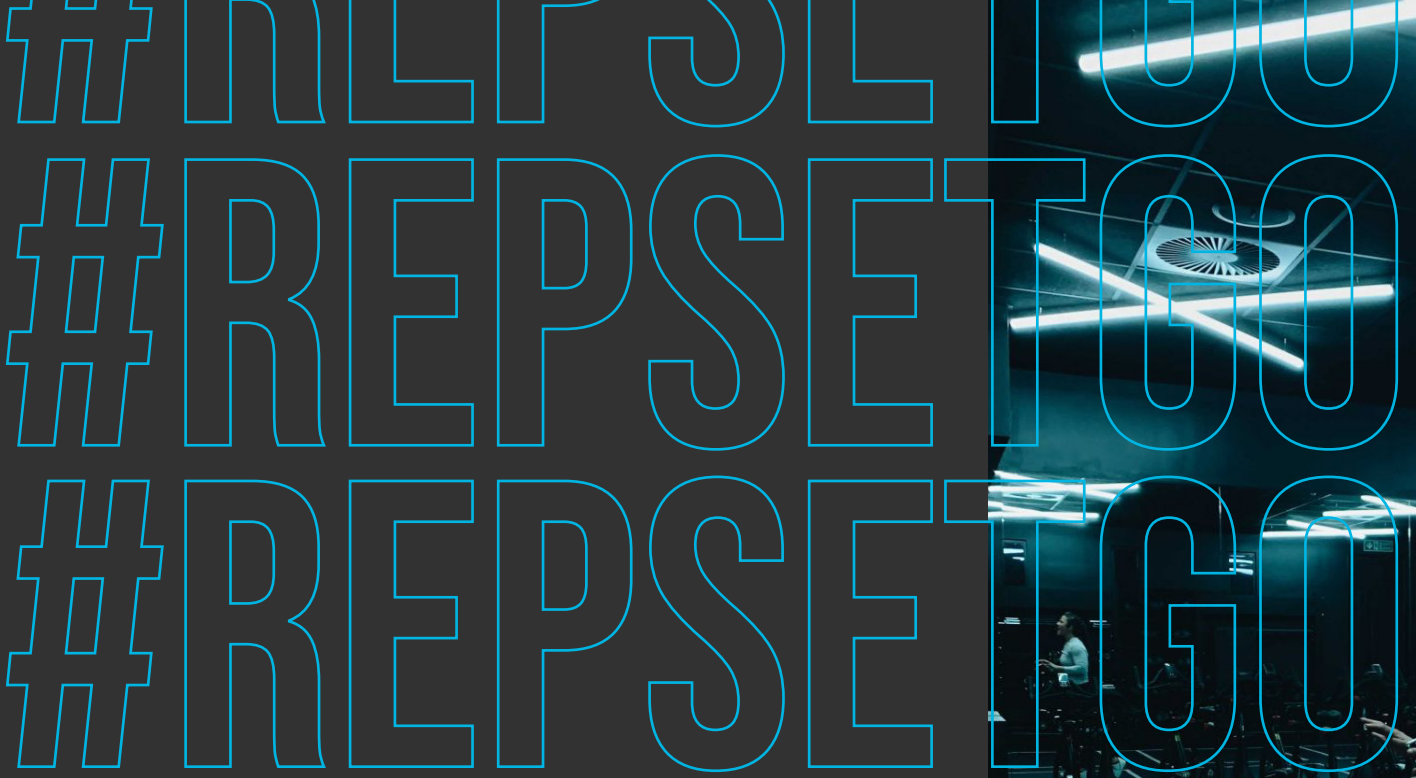


Posted 1 March 2021



SOCIAL MEDIA FITNESS CHALLENGE

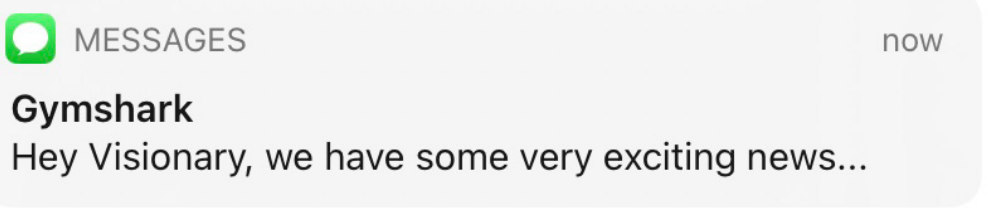
A social media campaign, #RepSetGo, will entail a customer fitness challenge to promote the programme. Customers will participate in the challenge and, once completed, post their success on social media with the #RepSetGo to raise awareness. This will effectively target fitness enthusiasts/Gymshark fans wishing to prove their brand loyalty, as well as getting the topic trending and creating positive conversation.



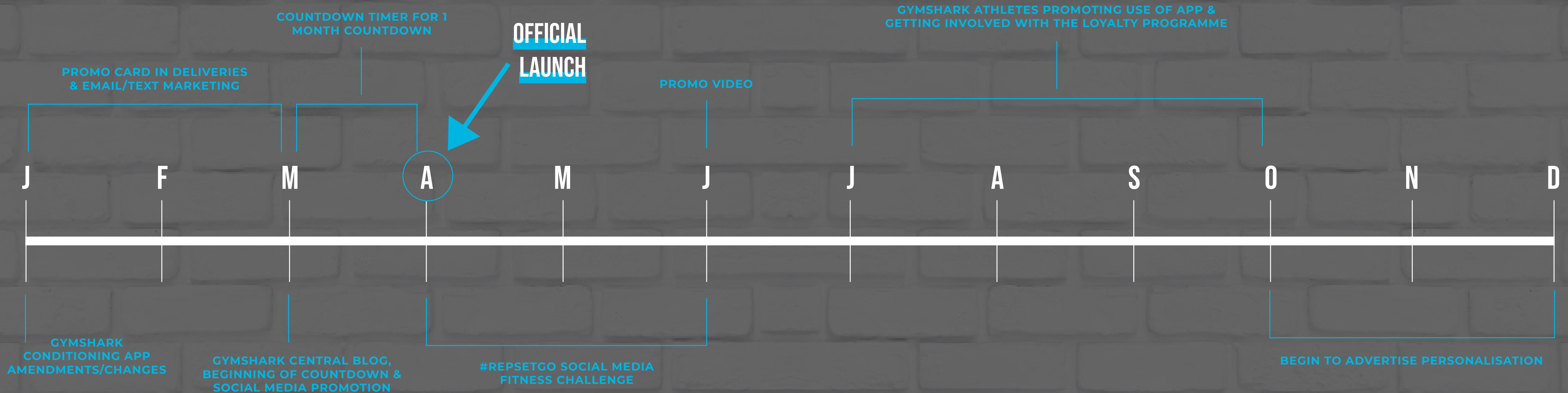
PROMOTIONAL CARD IN DELIVERIES

Another simple promotional strategy that Gymshark will adopt is to include a promotional card or leaflet inside each delivery. This is effective as printed material is less easily ignored than emails. A QR code will be displayed on the card for customers to scan to register their interest in the loyalty programme.

EMAIL/TEXT MARKETING



TIMELINE



BUDGETING

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Total sales	-	-	-	750,400	187,600	562,800	562,800	187,600	187,600	187,600	750,400	375,200	3,752,000
Cost of goods 33.0%	-	-	-	(247,632)	(61,908)	(185,724)	(185,724)	(61,908)	(61,908)	(61,908)	(247,632)	(123,816)	(1,238,160)
Gross Profit	-	-	-	502,768	125,692	377,076	377,076	125,692	125,692	125,692	502,768	251,384	2,513,840
Gross Profit %	-	-	-	67.0%	67.0%	67.0%	67.0%	67.0%	67.0%	67.0%	67.0%	67.0%	67.0%
App amendments/changes	(9,240)	-	-	-	-	-	-	-	-	-	-	-	(9,240)
Gymshark Central blog	-	-	(2,394)	-	-	-	-	-	-	-	-	-	(2,394)
Countdown timer - content creation	-	-	(625)	-	-	-	-	-	-	-	-	-	(625)
Instagram advertising	(1,000)	(1,000)	(1,000)	(1,500)	(1,000)	(1,500)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(13,000)
#RepSetGo campaign management	-	-	-	(2,500)	(2,500)	(2,500)	-	-	-	-	-	-	(7,500)
Facebook advertising	(600)	(600)	(600)	(700)	(600)	(700)	(600)	(600)	(600)	(600)	(600)	(600)	(7,400)
YouTube advertising	(300)	(300)	(300)	(300)	(300)	(500)	(300)	(300)	(300)	(300)	(300)	(300)	(3,800)
TikTok advertising	(500)	(500)	(500)	(600)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(6,100)
Promo video	-	-	-	-	(10,000)	-	-	-	-	-	-	-	(10,000)
5 athletes for promo video	-	-	-	-	(3,750)	-	-	-	-	-	-	-	(3,750)
Promo card in parcels - printing	(722)	(722)	(722)	-	-	-	-	-	-	-	-	-	(2,166)
Total Overheads	(12,362)	(3,122)	(6,141)	(5,600)	(18,650)	(5,700)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(65,975)
Net Profit	(12,362)	(3,122)	(6,141)	497,168	107,042	371,376	374,676	123,292	123,292	123,292	500,368	248,984	2,447,865
Breakeven point	(12,362)	(15,484)	(21,625)	475,543	582,585	953,961	1,328,637	1,451,929	1,575,221	1,698,513	2,198,881	2,447,865	

Gymshark are estimated to spend approximately £66,000 on marketing costs for the promotion of the loyalty programme, which is comfortably within budget. Conversion rates are renowned to be low for loyalty programmes, hence a prudent approach towards expenditure has been adopted, though this leads to a higher return on investment if successful. Gymshark’s forecast profit in Year 1 is approximately £2,440,000, with breakeven achieved by April (month 4), demonstrating that this project is highly viable for the brand (see Appendix 5).

MEASURING SUCCESS

Consumer interaction with social media orientated promotional strategies including the #RepSetGo challenge will be measured through the number of likes, comments, posts and shares. The use of a specific, engaging hashtag will target the right people, boost Gymshark’s SEO and raise awareness for the loyalty programme. The success of email marketing to promote the loyalty programme can be measured by click-through rates and calls to action. Specific KPIs for the promotional video include engagement with the video (“how long a viewer stayed tuned in”), rate of play and view count (Digital Marketing Institute, 2018). The success of the promotional cards in customer deliveries will be easily measured by the amount of QR scans and interest sign-ups.

BE A VISIONARY

VISIONARY
VISIONARY
VISIONARY



CONCLUSION

To conclude, Gymshark's design and launch of a tiered loyalty programme must be disruptive, motivational and easy to understand. The brand has an extremely strong image which is respected by many globally. The GS Visionarchy will hopefully rectify the identified key issues and maintain the brand's reputation. The proposed three year marketing strategy and one year tactical communication plan will maximise Gymshark's potential for achieving a successful loyalty programme that resonates with existing UK and US customers, attracts prospects, unites their conditioning community and stands out from the competition. This project is conclusively highly viable for the brand, and will allow Gymshark to excel further in the fitness apparel market.

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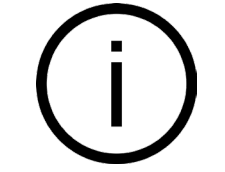
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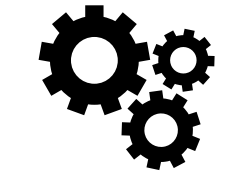
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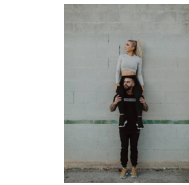
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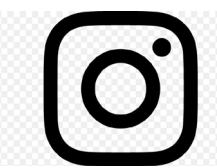
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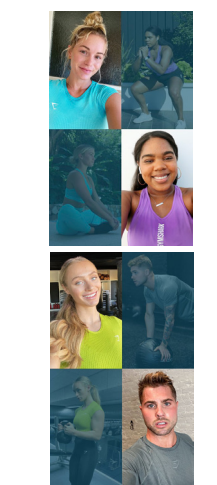
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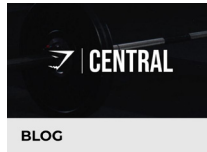

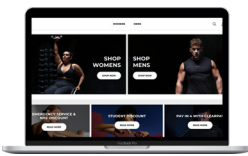

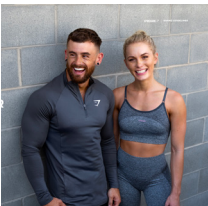


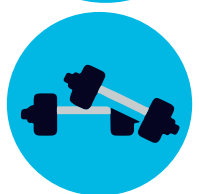






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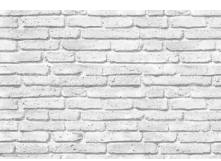
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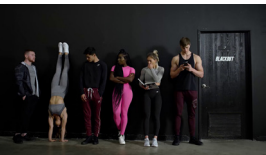
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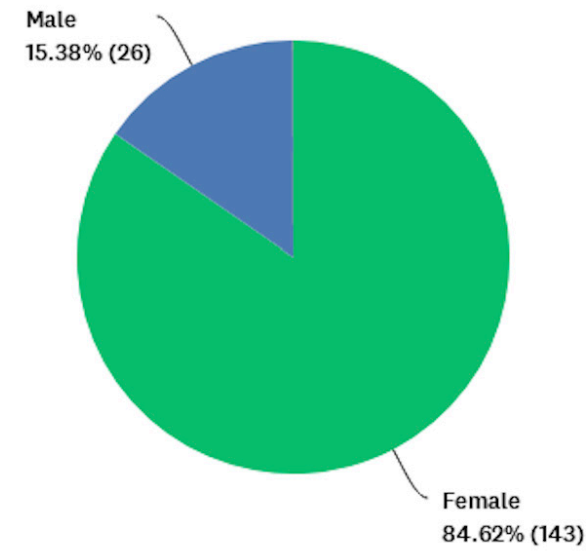
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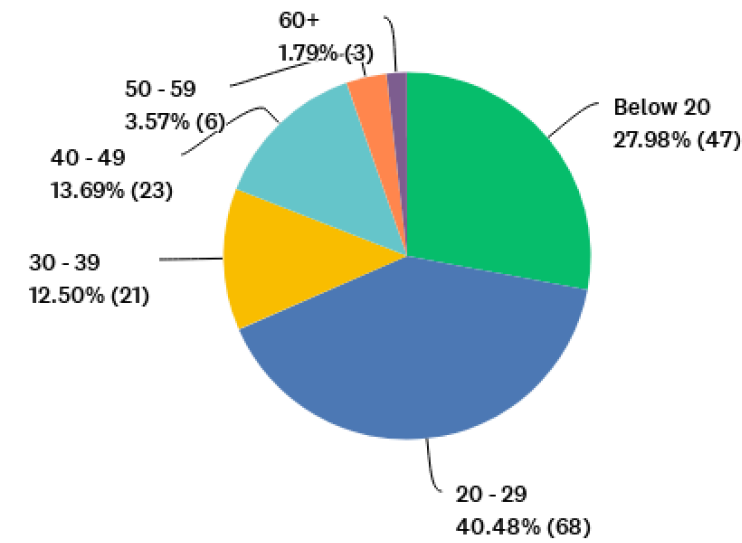
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APPENDIX 1 ONLINE SURVEY

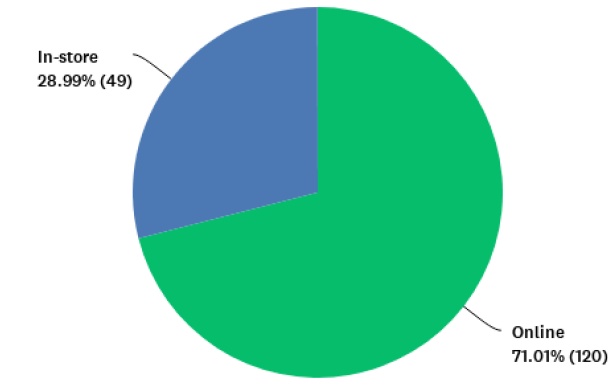
Q1 What is your gender?



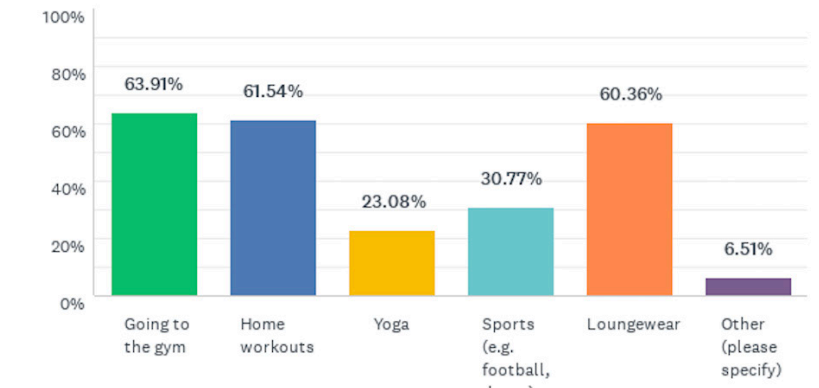
Q2 What is your age?



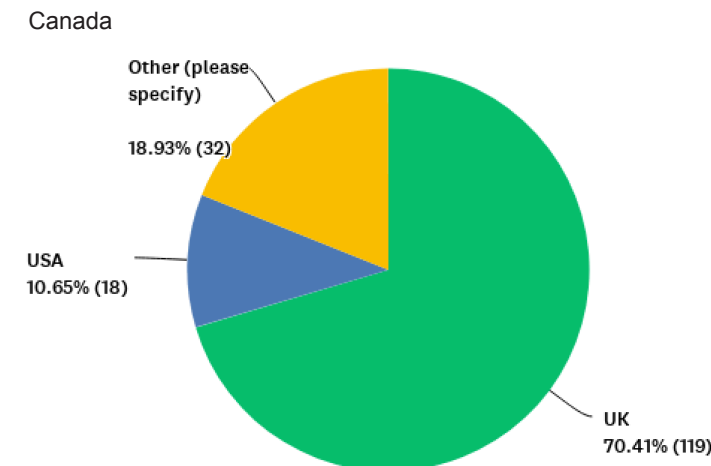
Q5 Do you prefer to shop online or in-store for fitness/athleisure clothing?



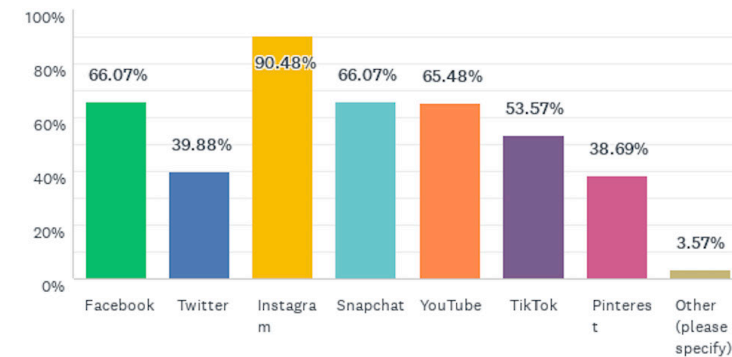
Q6 What do you buy gym/athleisure clothing for? (Please select all that apply)



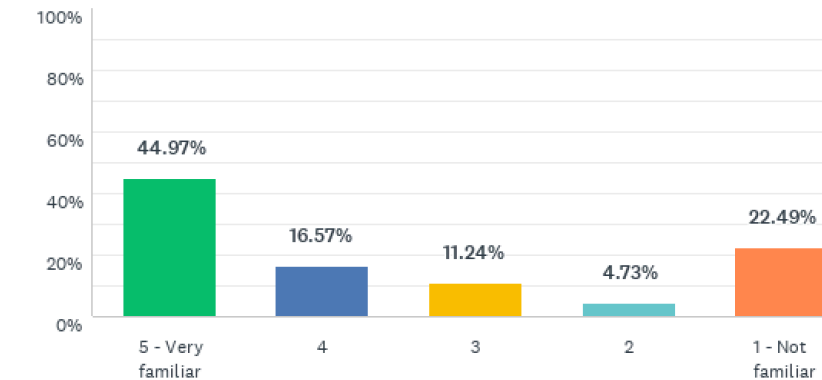
Q3 Where do you live?



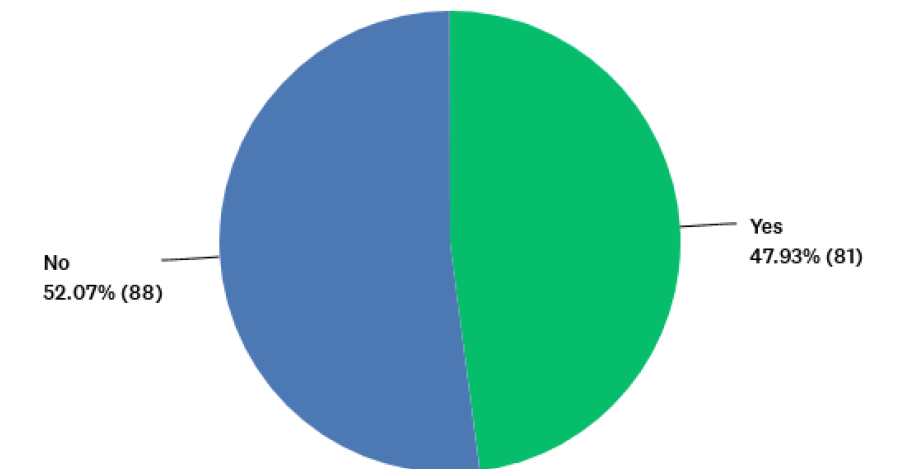
Q4 Which social networking sites do you have and use frequently? (Please select all that apply)



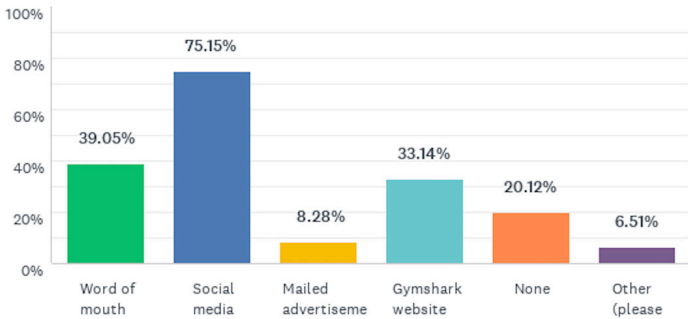
Q7 How familiar are you with the brand Gymshark? Grade 1-5.



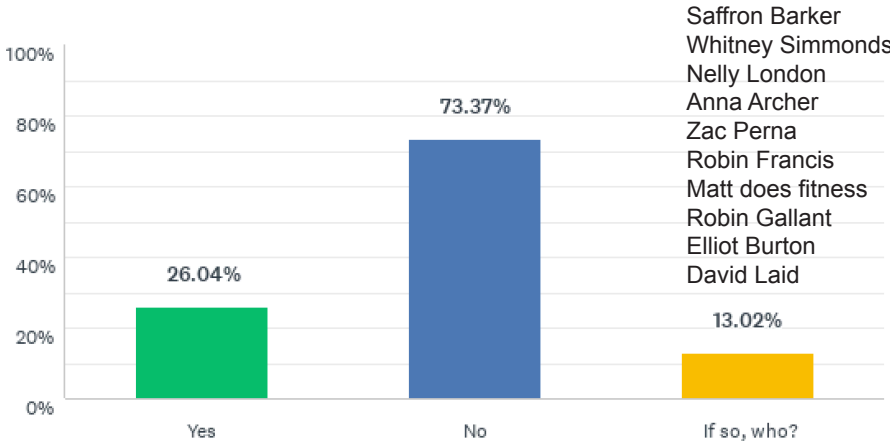
Q8 Have you shopped from Gymshark before?



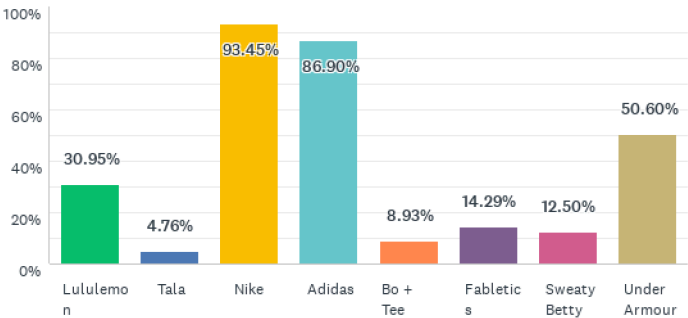
Q9 In the past 6 months, how and where have you heard or seen information/advertising relating to Gymshark? (Please select all that apply)



Q10 Do you follow any of the 'Gymshark' athletes?



Q13 Here are some of Gymshark's competitors. Have you purchased products from any of these before? (Please select all that apply)



Q14 Would a loyalty or reward scheme encourage you to make a repeat purchase?

Yes, why? 70.81%

Discount
Feel valued/appreciated
Rewards for shopping
Saves money
Brand loyalty
Earn/build points
Increase purchases
Emotional connection
Incentivises
Reinforces to go back
Worthwhile
Exclusive deals and offers

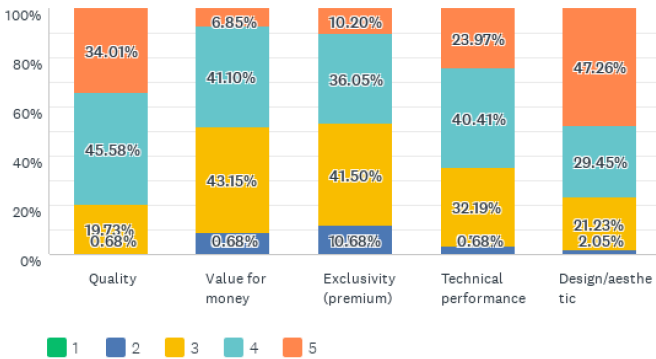
No, why not? 29.81%

Can't keep track
Too many emails
Only buy to replace worn clothing/that feed needs - brand does not matter
Not interested in loyalty programmes
Primarily concerned with fit and quality
Only purchase as needed
Purchases not frequent enough
Gym clothes are an infrequent buy
Look for brands that offer discounts
Shop second hand
Don't do exercise
Don't want to be hooked into spending money
Buy different brands/not brand loyal

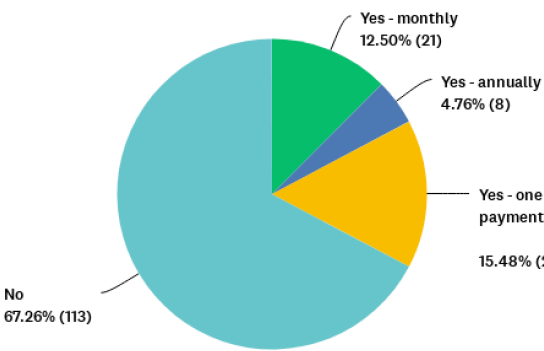
Q11 What 3 words would you use to describe Gymshark?

Innovative	Impactful	Sleek
Affordable	Powerful	Goal-orientated
Efficient	Well made	Up and coming
Quality	Flattering	Inspiring
Creative	Trendy	Work ethic
Ambitious	Focused	Expensive
Friendly	Competitive	Innovation
Inclusive	Aggressive	Fresh
Comfortable	Fast	Amazing
Motivating	Strong	Functional
Unique	Fierce	Local
Fitness	Bright	Misleading
Trustworthy	Aesthetic	Appealing
Distinctive	Original	Practical
Fun	Popular	Current
Sporty	Stylish	Overhyped
Modern	Appealing	Reliable
Simple	Smart	Cliche
Superior	Long lasting	Desirable
Athletic	Exciting	Youthful
Fashionable	Premium	Over priced

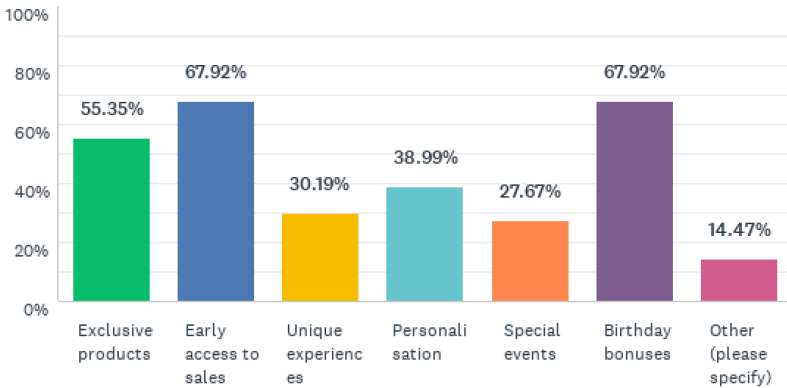
Q12 What is your perception of Gymshark in relation to the below attributes? Grade your perceptions of them 1-5 (1 being poor, 5 being great)



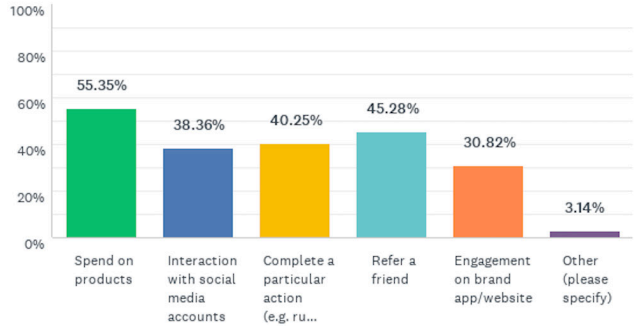
Q15 Would you pay a subscription to be part of a brand's loyalty scheme?



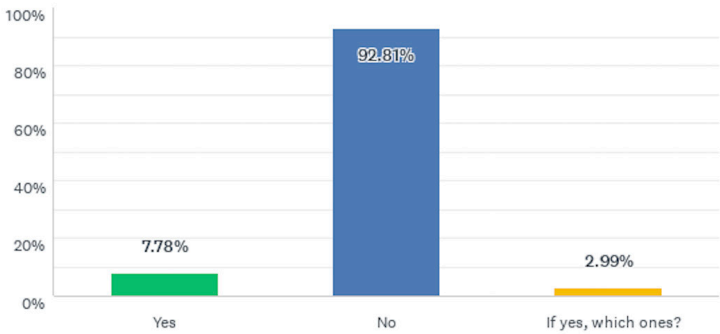
Q16 What benefits would encourage you to join a loyalty scheme?



Q17 In a loyalty scheme of different levels, what would encourage you to try to achieve a higher level?



Q18 Do you currently participate in any fitness/athleisure wear loyalty schemes?



Q19 For the next 2 questions, please skip if they are not relevant to you. What do you like about the loyalty schemes that you participate in?

- Reward points
- Earn points towards discounts on future purchases
- Early access to sales
- Increase in perks based on spending
- Added bonus
- Free stuff
- Special rewards
- Like the returns
- Monthly excitement
- Monetary benefit
- Surprise gifts
- Chance to level up

Q20 What would you change about the loyalty schemes that you participate in?

- Excessive emails
- Nothing - loyalty programme is not the primary driver
- Having to have card on you all the time
- Sometimes too complicated
- No expiary date on vouchers earned
- Nothing

APPENDIX 2 LIVE BRIEFING

1. Q) Where would you want Gymshark to be in 3 years?

A) **Ben:** In my personal role, I try looking further than 3 years. What I've found useful when doing long term strategies is draw where I think the market or the world will be, and I think that's really important. If I go back a few years, we made an internal bet that the future of brands would be community lead, agile and purpose lead. Community - allows you to get feed back from people but also gives the brand an extra element of benefit. Agility - preached a lot over the past few years, I've found there's always one thing that people would come back with, 'what does agility mean in a recession or in a global pandemic?' - we've seen in an abundance that agility is more than important than ever as it allows you to react to what's going on in the world. Purpose lead - if we know anything about the youth of today, it's that they want to align themselves with brands that reflect their core values. In terms of where I want Gymshark to be in 3 years, I want us to... in fact I'll explain our core output strategy.

1. HARDWARE
Apparel, accessories, all the stuff that you use in the enablement of your fitness journey. It exists and the reason that we produce it is to enable people on their journey.

2. SOFTWARE
Recently launched conditioning app that's currently in development. Reason behind software is again all about enablement.

3. CONTENT
Content is purely about inspiring people.

If we can inspire as many people as possible to improve themselves both physically and mentally, then further down the line people will use Gymshark's hardware and software to enable them on their journey.

4. OFFLINE STRATEGY
Old one but not done properly yet. Can both enable and inspire people.

In the next 3 years I want to develop these a bit more. Hardware is well developed - our apparel is really good, it's very good in many respects albeit we've got a long way to go (a lot more to do with accessories). Software we've got a lot more to do there. I really want to plan that out. Content I think we do a really good job at but there's room for improvement, and the 4th category off line I think there's room for vast improvement. I think we're currently living through a huge shift in the way that people shop off line and I've got a lot of

ideas around that as well.

2. Q) Who do you think your key competitors are?

A) **Ben:** Lululemon. We are starting to see a split between a fitness brand and a sportswear brand. The person that goes and plays football on a Sunday is seemingly a different person that goes and gets a session in at the gym. They seem to be different and they seem to want different things, and we're seeing a difference between those 2 things. Which means I wouldn't compare us to a sportswear brand such as Adidas and Nike, I'd compare us more to Lululemon, albeit they're built commercially in a very different way.

3. Q) What does Gymshark define loyalty as?

A) **Ben:** If you were to speak to a conventional retailer such as Boohoo, I reckon they would tell you lifetime value of customer and frequency of purchase. To Gymshark, we're developing something called an eco-system model (similar to Apple in the way that you use an iPhone to download apps etc). For me, loyalty is about having consumers truly integrate Gymshark into their fitness journey. For me, someone that uses the Gymshark app every single week for a year is as valuable if not more valuable than someone that purchases from Gymshark once a year and never uses the app. Loyalty is about Gymshark being integrated into people's lives and fitness journeys. Whether that's Instagram interaction, or YouTube, or the Conditioning App or just buying the product because they like the functionality of our leggings. All around interaction and engagement across the eco-system.

4. Q) Does 'The Six' personas fit both UK and US markets?

A) **Hannah:** Yes it does. Research was conducted across all markets, with US and UK being 2 of the biggest markets. We do have other markets but The Six fits across all of them.

5. Q) Key tips for research from a Gymshark perspective?

A) **Sophie:** Definitely the community page. There is so much insight within that page whether it's people taking about their orders, or their own conditioning journey. All of the social channels too. We are also on Twitch now. You probably think 'why is Gymshark on a gaming, streaming website?' But there was some really good insight that we need to get gamers exercising. We have a lot of athletes that are also gamers so that might be an interesting place to look too. Following individual athletes too. We've got athletes all across

the world. Gymshark Central as well is our blog page, you can look at some of our content there. Also YouTube, so watching our events videos such as the Behind the Scenes videos at our lift events.

6. Q) What do you look for when you sign athletes?

A) **Sophie:** The process of signing athletes is constantly growing and evolving. We've got such a diverse roster of athletes which is much different compared to 2 years ago. The Athlete Team look for people with inspirational stories that can highlight their own individual conditioning journeys. We've recently started working with Nelly London. I don't know if you guys saw the post where she had leggings pulled up, then she had them pulled down. We're trying to highlight different conditioning stories because it is different to everyone.

7. Q) How many Gymshark athletes do you have now?

A) **Sophie:** The last time I checked there was about 120. The team is split up into different regions. It's really interesting. Now we've got a US office, we've got a sponsorship team and all the different departments will start opening there too.

8. Q) Do you have athletes across a spread of different sports/sectors to try and grow into different areas?

A) **Hannah:** Yeah for sure. It's not just the different sports, it's different cultural representations, different sizes, different conditioning journeys. It comes down to the fact we are trying to be more diverse. If you looked at our athlete roster 4 or 5 years ago, it would be a list of your stereotypical weight-lifters, gym-goers; now we've released especially with our Six personas, that yes people might come to the gym, but they might do other stuff as well. Also linking to what Ben said earlier about being a fitness brand as opposed to just a sportswear brand, and where we want to go with that, it's really important to be there for different interests because people's training journeys aren't just one thing, and not everyone's the same. So it's all about getting that diversity and representation and growing that's really important as well.

9. Q) What's your percentage of returns?

A) **Hannah:** We can share some information with you if you want some more specifics. It does vary between territories. I think off the top of my head, it's around 15% for most of

our core territories, and that's actually very very low for a retailer. It does vary though, for example, Germany is very high returning; it's in line with that market. Typically in Germany, a lot of retailers see such higher returns - it's more of a cultural difference around how those guys shop and like to try things on, from what our research has told us anyway.

10. Q) What would you say the average cart size is at check out for the average customer?

A) **Hannah:** I think it is around 1.6 items per order. It does vary wildly though and it also varies at different times of the year. On an average day it is probably lower. We do try to push it by having those free delivery thresholds. For example, our free shipping threshold in the UK is £35, so 1 pair of leggings would qualify you for that, so that's not necessarily driving bigger baskets. We do see it shoot up on days where we have collaborations launching with limited edition pieces. Sophie mentioned the Whitney Simmons collaboration, Whitney is one of our athletes and she is crazy popular, so she will bring in people who have never shopped from Gymshark before as part of that collaboration. The pieces were in such high demand that people were just buying as much as they could. Same with Black Friday, our stuff tends to sell through very very quickly. We try to plan for it not to, but the demand is just so high and it grows every single year, so we get more stock but it continues to grow. So at times like that people are literally just grabbing what they want and checking out that way. For me, looking after retention which is the vast majority of people, I would love that basket size to keep on increasing. But that said, you always have to look at the full story. Basket size might increase, but if it is because our sizing is confusing and people have to buy 2 of everything because they don't know what size they are. If I just looked at basket size I'd think 'Oh sweet, I'm doing a really good job', but to complete that picture, we have to look at returns as well. I would like basket size to carry on growing, returns to stay at the rate it is, and from a retention point of view, I want people to start shopping across categories more.

11. Q) Do you worry that huge sales such as Black Friday will diminish the brand and the quality of the products?

A) **Hannah:** It's an interesting one because Gymshark isn't a particularly discount-lead brand at all. We have Black Friday as our main sale period, we also have a Summer sale which is normally around June/July time. Having those 2 alone doesn't really diminish our brand. We've found that customers who are retained and customers who are loyal will shop full priced and reduced price, so we're not creating a problem there. The only slight

watch-out for us is when we require people at reduced price. So if you shop for the first time during Black Friday and you've bought something for 50% off, it's then difficult to trade those customers into full price. So no, it doesn't really diminish our brand's reputation because we don't do enough, and it's very difficult to find a discount. But there are still some caveats with that so we have to put extra care into people who shop for the first time at discounted price.

12. Q) Within your most loyal customers, roughly how often would they make a purchase?

A) **Sophie:** At the moment, we've created some loyalty tiers. So our top tier, we've called them VVIPs as an internal name. But this is a bit of an anomaly because we've got about 170 customers out of our millions of customers that we do have, they shop 26 times a year which is crazy. The next tier down is around 70,000 people, and they shop 6 times a year. But then on average, most customers shop about 1.9-2 times a year.

A) **Hannah:** It really really varies. As Soph said, with those really top tier loyalty customers who shop 26 times a year, that's more than twice a month which is really high! And that's why we want to create more of them because we've got 170 people who fit in that really loyal segment, but then millions of others who are more at this 1.9 times a year frequency. It varies with how engaged you are, and that's why we want to create more engaged people because we can get that frequency higher through our own commercial, revenue driving point of view.

13. Q) Roughly how many users do you have of the Conditioning App? How long have they been using it for?

A) **Hannah:** If I'm honest, it is all over the place! It's just over a year old. We're only just starting to define what that customer retention is, because it is only a year old, we've had a full calendar year, to work out what good looks like. A customer is lost from the app if they don't open or engage with a work out in 30 days. At the moment, that is something that we are open to moving, because we've just had this first year to work out what most people do and what the best standard is. It's a difficult question to answer because we need to work out what good is, and then work out how we can manipulate it to get people sticking with the app more. We've also just done some research into the app because it was all over the place. There was a lot of confusion of consumers downloading it because they thought it was an e-commerce app/an app that they can shop on, they didn't realise it was just a work out app. So if you look at our stats when it first launched back in November/October last year, there were loads of downloads and loads of deletes when people realised it wasn't for the purpose that they perhaps thought it was, so that's skewed our numbers a little bit as well.

14. Q) What current personalisation do you offer to your customers?

A) **Hannah:** In my role, because I'm looking at retention, looking at the mass market so the majority of Gymshark customers. We do here a lot of marketing personalisation. The broadest thing we do at the moment is starting to segment them based on how recently they've engaged/shopped with us. If it's a prospect, who haven't bought anything yet but are browsing our website, we will segment them into active, lapsed or lost. Active means they are actively looking at our website at the moment, lapsed they haven't done it for a while, lost they haven't been on in absolutely ages. We do the same with customers except we've got an extra segment which is called at risk. So active is people who have shopped in the last 6 months, at risk is 6-12 months, lapsed is 1-2 years and lost is over 2 years. What we are doing at the moment is building a strategy around these life stages, these different engagement tiers, we are starting to change our marketing and change what we send people, and even change the content within that. That's probably the best and broadest example I can give you. The other one we do quite regularly, is if we have periods where we get huge bulks of new customers shopping for the first time. So our Black Friday sale, our Whitney Simmons collaboration, weirdly we got tonnes of people shopping for the first time during the Covid-19 lockdown (more than we thought we would). We will do separate strategies for these new groups as well because what we've realised is, they've shopped for the first time in an exceptional event, whether that's a collaboration, a sale, Covid-19, we need to make a little bit of extra effort of selling the brand to them so we stay relevant afterwards, so that's another kind of personalisation strategy we do. So to answer your question in terms of what it looks like, we segment different customer groups based on their engagement and how they shop with Gymshark, and then within that we will change the content and try to make recommendations of our products more relevant as well.

A) **Sophie:** In terms of personalisation, it is some of the service level personalisation that you can expect. For customers that have shopped 5 years or more, that are in our VVIP segment, we will send out a personalised hold-all with their name on. We know that customers are really engaged with things with their name on, they just love it! But we can't offer it on a mass scale at the moment. For a Surprise and Delight, we did for our Luxe Legacy campaign, we sent out the new Luxe Legacy jumper to the purchasers back in 2012. We sent them out this personalised video saying 'You bought into it in 2012, here's the evolved version', and it had some of the content that they posted about it. It was really nice to show them how they've grown and evolved with Gymshark, but also how the products have evolved. For Big Deal Energy, we've sent out personalised emails to customers. So within these top 2 segments, we gave them a 1 hour early look when the sale was going to be. We created this hyper-range, 'Black Friday's coming early this year'; we sent this announcement out to our loyal customers an hour early which was personalised. Then we can get really clever with direct mail, we can

personalise that too. For Vital Rise, we sent out the new pair of leggings to customers with their review of our normal Vital Leggings - because we'd created the Vital Rise Leggings as an evolution of those ones, so it had their actual review on there, their name, and it gave them the opportunity to review the new leggings. So it's just trying to use personalisation to wow the customer and make them feel really special. That's something that's relatively new for us, but we need to be able to do this on mass as well.

15. Q) Do you offer any personalisation for clothing or not?

A) **Hannah:** No we don't. Aside from what Soph was just talking about, so we would call it customisation, so being able to add your name, change your colour, we don't at the moment. We would love to be able to. Just due to our product development process, it's really difficult to be able to just switch it on over night, it takes a long time to be able to build that infrastructure on the website for customer's to be able to do it, but it goes beyond that and making sure our factories and production processes can actually adapt to that demand as well. It is something we would like to do but it's just not something that we offer at the moment.

16. Q) What would you say your USP is for Gymshark?

A) **Sophie:** I'd probably say the community. Like Ben touched upon, having this community that are so engaged with us, and how they are so engaged with each other as well. If you look within the Facebook group, you'll see people are really supportive of each other and their conditioning journeys. An example, we hosted an event last year called 'Transform', where we invited customers who had been through a massive transformation over the past year. There was 20 different customers, they never met each other, we met them in Birmingham airport, and they came along for a day at Gymshark. Even to this day they're still talking to each other, they were going to go to one of the girl's weddings - which I thought was really sweet considering they didn't know each other the year before. I think this connection we have across the community is really important, and something that other brands can't do. I think the fact that we're direct to consumer as well is really important, and shouldn't be overlooked. Nike for example will sell through JD, within different retail stores, and they don't own any of the customer data, so how are you supposed to know who your most loyal Nike customer is? Whilst for us because we own all of our data and only sell through one channel, I know who has the highest loyalty score, I know that person and can speak to them; they're opted in, so I think that's really valuable for us.

17. Q) Do you think you'd ever open any retail stores instead of just being online?

A) **Sophie:** We had one in London as a little test, just before Covid so we had to cut it short. I wouldn't say never, but I think it's just one of things whether we'd have one flagship store. I wouldn't completely exclude it, we just would never sell into other retailers, we'd own that retail space.

A) **Hannah:** I completely agree with Soph about the community being our USP. It links back to what Ben was saying when he introduced everything at the start, about how he sees the future of the brand not just being 'You come and buy and then you go; a basic transaction', it's all around that community-lead feature. And to add a bit more about the retail store side of things. I think the challenge for us is building on that and how it would translate into a retail shop. Because if we want a physical space that's permanent in real life instead of online, but we don't want it to be just strictly a transactional place where you go and buy something, how can we bring that element of community into a flagship store? That London pop-up we trialled a couple months ago, you could go in and buy stuff, but we held events downstairs so there was an event space where you could go and do gym classes in the day. But aside from that, linking back to the conditioning thing we were talking about, so this concept of everything you do today preparing you for tomorrow, it goes beyond exercise. In that space in the store, we had talks, so we did a men's mental health talking session. What else was there Soph?

A) **Sophie:** We had an International Women's Day event as well. So we had a lady called We Are Wonderful Fit and she came and did bra fittings which was really nice. Adding that experience to the event is always really good; it's something that customers couldn't get elsewhere and it makes them think about the brand as well, because if they can find the most supportive sports bras from Gymshark, that'll eliminate so many pain points in their conditioning journey.

18. Q) What product category or Gymshark collection sells the most?

A) **Hannah:** So category, leggings! A crazy, crazy percent of our sales go on leggings. In terms of collection, we always get feedback about how quickly our different collections sell through, and you know, they do. We'll have something on if there's really high demand for it, it's a one time buy it goes away and doesn't come back. So what we've tried to do now is have a set of what we call 'Always On Products', so give or take some sizes might be out of stock sometimes, but if you go on our website you should be able to buy them all of the time. They generally make up our most popular ones. They're split between price tiers now as well, because a few years ago everything was clustered around the same price, so not only are some ones always there, they've got a good spread in prices. Our most expensive ones are Camo and Vital, these are 2 super popular ranges for in gym. They're also good all

rounders, so they're suitable for a variety of exercise disciplines. Then in the middle we've got Flex which is one of our original collections from back when Gymshark started way back in the day, so Flex is a build on what we originally sold. Energy is the same. Then at the bottom we've got 2 which are called Training and Fit, so these ones are entry level price points around £25. Whereas at the top of the scale you've got those Camo and Vital ones which are around £55, so there's quite a good spread across those prices, and it gives us something to trade customers up into.

19. Q) [Do you plan to continually expand your collections or will you discontinue them as you go?](#)

A) **Hannah:** I'm speaking on behalf of the Product Team here based on what I know. I think we will move towards always having on-products, and having stuff that is always in stock. Because it's kind of annoying when you find something that you really like and then you can't buy it again, so we will always continue to have collections and limited edition products because that drives that hype and brand excitement, and allows us to have some control around, and a fresh story around getting people back more frequently.

20. Q) [How has Covid affected Gymshark?](#)

A) **Hannah:** From a mass market point of view, we obviously weren't sure how Covid would affect us. And with gyms being closed, if I knew that back in March, I'd be tearing my hair out thinking our sales are going to plummet. But we've actually seen the complete opposite. We acquired a huge number of customers across all regions, particularly UK, US and Germany, when those regions went into lockdowns measures. We're still trying to find out exactly why that was, whether it was people bored at home and wanting to do some shopping, or whether it was because we did a really good job at promoting our Conditioning App and giving people to do workouts at home and giving people something to do, something to look forward to, and then we continue to build on that as a brand. So we were doing a lot of stuff around our Gymshark Daily emails where we would send out recipes, tips, all of that kind of brand building stuff that wasn't focused on sales, but obviously drove really good levels of brand engagement. And then what I've been working on for the last couple of months is working out how we stay relevant to people when gyms do start to open again. We've got them, they might have just come in and bought a resistance band for doing a home workout because they couldn't get them where they usually shopped but we want to still now keep them and do that job to close that gap and stay relevant. In terms of the negative stuff there's been a few things. Like all retailers, our supply chain has been affected. So we obviously have products that are produced internationally, a lot of which are in the Far East, supply chains

have been affected when people were off work or the logistics of having things shipped over being impacted by only essential workers working etc. So we had to flex a lot of our launch dates, but we've obviously just adapted to that as and when we've had to. Another thing we've proactively decided to do is, we deliberately chose to bring the Black Friday sale forward for Gymshark in response to Covid-19. Our understanding from a logistics, operational point of view, that's going to be largely affected by Covid-19 because couriers are obviously overwhelmed with the spike of online shopping demand. So bringing our sale forward means we can hopefully complete most of that and give customers a really good experience, and not be in a huge mess when other retailers launch their Black Friday sale, and then all the couriers and warehouses are just chaos because of the huge spike in demand.

A) **Sophie:** To start with, it was a little bit difficult as you can imagine in terms of events, meeting customers face to face, but this is where Zooms come in, really handy! So we've been able to think creatively so putting on different Zoom events. Also with the Surprise and Delight, we've just had to think a little bit differently. Originally it was quite hard to send them out, but it's just working with different suppliers so they can fulfil them on our behalf. And also, for the swimwear launch, we had to launch swimwear in July, which was a bit difficult considering no one was going on holiday. So for Surprise and Delight, we reinforced the campaign. We had this staycation vibe, and so for Surprise and Delight we sent out a little staycation kit, so to girls that lived in coastal areas, so they could take their towel, a beach ball and have a little staycation experience to encourage them to shop swimwear. It just meant we had to be a little bit more creative in what we do. So from a logistics point of view, it's been a little bit sticky, but we've got through that now and hopefully we can carry on doing everything as planned now. Another thing that I'd recommend keeping your eye on is 'Gymshark 66', that's our campaign that we start on January the 1st, encouraging customers to make a pledge on day 1 and continuing it for 66 days. That's a really big community building piece.

21. Q) [What does quality mean for Gymshark and how important is it for the brand?](#)

A) **Hannah:** Quality is really really important for us. I look after customer retention so getting customers to keep coming back. If you get something that's bad quality you're likely not to come back, so quality is massively important for us. In terms of what it means, we want our clothes to be functional as well as stylish. Something that we're trying really hard to build on is; when I came in August last year and started looking at this retention piece and how we can get customers to come back, I was really worried because a lot of our research said that clothes were expensive, and you've got to take stuff like that with a pinch of salt

because everyone would like to pay less for stuff. So you've got to be careful with insight like that, but what it does show is that there's an obvious difference between what we charge for our customers and what customers are willing to pay. We need to bridge that gap somehow. A lot of retailers would approach that by discounting and offering discounts but we know from a brand longevity point of view, we need to protect our brand reputation. How this links to quality and where I'm going with this is that what we want to do is start selling our products much more on the technology that goes into them. All of this amazing product development goes into our products and we just need to shout about it a little bit more. And I think that'll help build our brand reputation around quality and also get this longevity from customers as well.

22. Q) [Do Gymshark athletes bring in more people than people bring in themselves?](#)

A) **Hannah:** No, but they do bring in a lot. Gymshark as a business was obviously built on forward-thinking with influencer marketing before it was even really a thing. So we do see a lot of sales through athletes as that's what our brand was built on. As brands grow, that continues to be a thing but you also get stuff like word of mouth, reviews on TrustPilot, we can do more through advertising because we know who our target market are so we can use Facebook's algorithm to find lookalikes and all of that kind of stuff. It is still very important but it's not the majority. One thing that is important for us, when I look at retention and how I can get customers to keep buying from us, one of the things that I often look at is how that relationship between athletes and repeat purchases work. So if we get a new customer who's not come in through an athlete, is it worthwhile getting them to follow an athlete, so we've got that more organic touchpoint. I don't have to spend loads of my budget marketing to people because they're actually following the athletes who are doing it more organically on our behalf. So thinking about how the two can work together, so they can work independently but there's definitely some benefits from closing that loop as well.

23. Q) [Why is loyalty relevant for Gymshark now?](#)

A) **Sophie:** We're a really small team to be honest. It was just me back in the day and now the team is growing. It's just super important that we're able to thank the loyal members of our community because we're 8 years old now. We have done lots of loyalty initiatives, just in the past it's been more individual projects. So having a loyalty programme will allow us to bring it into one place and it seems more of a thing for customers. Because it's been more behind the scenes what we've done for loyalty, but having a programme helps to solidify it and bring it altogether.

24. Q) [Has your Conditioning App driven sales or attracted new prospects to Gymshark, and what do you hope to gain from the loyalty programme?](#)

A) **Hannah:** So in terms of the loyalty programme, it's all about getting that customer lifetime value and keeping customers active. Also progressing them up to spending more money, being more engaged with the brand and shopping for a longer duration of time. Regarding the Conditioning App, absolutely yes. So this was something a little bit unprecedented. We did some research about who has the app and is their email address associated with an order, and it has brought in loads and loads of prospects. This is getting all a little bit technical now but our consent wasn't set up to market to people who downloaded the app, we had to have separate permissions. We are looking into how we can bring in a bit of Gymshark content into the app to organically show that we do sell clothes as well, and then from this point forward making sure those permissions run across both so we can market our clothing to app customers because it didn't work in that way before. It did market the other way so we could market our app to existing customers, but we didn't have that two way relationship; we're looking at how we can implement that going forward.

25. Q) [In terms of regular content via social media channels, which is the most popular channel? Which social media platform brings in the most traffic?](#)

A) **Hannah:** We look at Instagram and Facebook typically together. If we had to split that though it would be Instagram. Facebook still does drive sales but we get our highest content engagement through Instagram. We do have the community on Facebook, where all of our Gymshark shoppers can chat and get together. It's not so much a sales driver and not one that we can exactly measure. So in terms of things being measurable Instagram is probably our biggest one.

APPENDIX 3 FOCUS GROUP 1

1. Q) I understand you are all part of fitness based loyalty programmes. Which fitness based loyalty programmes are you apart of and what exactly do you like about them? (Apart from the obvious 'build points, get money off' concept)

Kristine: I'm part of the Lululemon membership, and I do not earn points and get money off. I just pay for an expensive pair of pants and get more things out of it on a monthly basis. So I get a credit to attend a free fitness class at a new place, which I haven't been able to do because of the pandemic so it's poorly timed. In my humble opinion Gymshark should think ahead and be mindful that people can't get together or go out physically together with people when they decide what to do.

Raman: And I guess if you think of something like Pelaton, it's not an apparel brand but it's still fitness. But it's that concept of like exclusivity and class access that you're not going to have unless you're part of it and a member. I think the exclusivity part for me of loyalty programmes is nice, so either like early sales access or an extra percentage off, even if it's only 5% or 10%. If I'm making enough purchases at that place over a year, to me that still makes a difference. For example with Lulu, if they have a good legging, sometimes those leggings just sell out and they don't bring them back, and Lulu's brand is like once it's gone it's gone, so they build exclusivity into the brand as well. If I get sale access 2 or 3 days early then that's kind of when I start using the app, putting stuff in my cart and waiting for it to go on sale, and because I'm a member I can pull the trigger a day early. To your point about the points and get money back or whatever, how everyone has that, the loyalty programmes that give me something specific for signing up is what I value. With a tiered based system, so I spend this much money and get even earlier access to sales or I get a freebie once in a while, I think that's resonant, like it's a weird, sad accomplishment to get to a really high tier which means you spend a lot of money.

Kristine: And when you get to that higher level, if it's done properly you will have also spent more, because you did get the discount, and you'd be like 'Oh great!'. For example, what I would love to see which I don't have right now at Lulu which I know would be great, I would love to know like, 'Okay, I've spent a certain amount of money'; someone's monitoring that throughout the year. At certain points in the year, I'm going to get the chance to buy a super, normal item at Lulu but at a discount. So for example the Align Pants which I really like, or

their Scuba sweater, something that's really classic Lulu. And give me like a 5 item limit, you know, whatever it is it's fine, it doesn't need to go crazy. But then I would be like 'Oh I'll buy my Mum a present', instead of going somewhere else which I might do because I don't want to buy my Mum a \$100 sweater every birthday, but maybe I will if its \$80, if I get a chance. So I think I would spend more money if they gave me an opportunity to get something cheaper.

Raman: The other thing I like about Lulu is the profile. So as a member you set up a profile with them. So if you go in to do a return or whatever else, they have it all on their system. So the customer services reps can just pull it up, like they don't need your receipt because they can see your purchases on there. I think that's a really handy part about being a member.

Kristine: Yeah I like that about the simple membership too, I think it's really handy. I never keep any of my receipts because it's all on my account. Whenever they say 'Do you want a receipt?', I say 'No', because I know I can always return it if I want to. But their new membership more specifically loyalty programme, they are just piloting it in Edmonton and Toronto. It's \$168 to sign up and become a member, which is a lot of money, but you buy a pair of pants or a sweater or something. So you're essentially saying, 'Okay, I'm going to buy a pair of paints which would normally be about \$100, but I'm going to spend a little bit more but I'm going to get some more benefits from that.' My friend is the person who set this loyalty programme so that's why I signed up, and I'm loving it. So I got this box, I got a new pair of pants that says member on them, a little moleskine book with Lulu on it and then also a gym bag. And it all came in this nice box that opens and says 'Come inside, we've been excited to see you'. So it was an experience. The idea is that every month you get a pass to sign up to a class for free, which over the year if I did it 12 times would be way more money than \$168. And I am fine regaining it but because of the pandemic it's not possible to do properly; it's been through Zoom instead which I don't think is the best value. And then also I think on my birthday month I get a discount, but I'll have to wait until May to see exactly what it is.

Raman: I guess another thing to think about is price point. So Gymshark's price point are around \$50 for a pair of leggings, compared to Lululemon which is like \$150. The demographic of women who shop from Lulu are ladies who have more disposable income, versus Gymshark who have a lower demographic. If I'm seeing Madison Beer wearing it or Vanessa Hudgens, I feel like I've got to be 17 and want to buy Gymshark. So if I'm spending

\$40 on a pair of leggings, I don't know if I'm going to spend \$20 to join a membership either. So I guess think about your customer base, if they can afford a subscription based loyalty programme or not, and where their value is, otherwise they could just go and get a pair of Nike tights or whatever else. There's a lot of brands buying and fighting for that demographic's attention and information, and lots of places would give you stuff for free and influencers stuff for free, so I don't know if people in that demographic would sign up for a paid loyalty membership, particularly at the lowest levels. For me, when I go to a store, and they ask me 'Do you want this membership for \$10' and I'm like 'No' because I think it's cost-prohibitive, but if it's free and I get 10% off my leggings for signing up then I'd be more inclined to sign up.

Kristine: Yeah I feel the same. It's interesting because it must be something that a lot of companies are trying to do in this loyalty space because Indigo, a Canadian book brand, I am a member of this brand too. They have this points programme where you get points on whatever you spend, and it gets you money off. It's pretty clear, it's really great, and I find I'm always cashing in money and I just like to know that something is working for the money I spend. But recently when I was looking for Christmas shopping, I noticed they have this exclusive points level now. So depending on the level of the loyalty programme, so the first level is free, but the second level is paid in where you spend something like \$30 to get even more exclusive access to sales or whatever.

Raman: Yeah I think it's called Plum Plus. And I agree I think that's good because you have like a basic tier for free for if you don't shop there that much which is what I have, and then if you shop at Indigo a lot the next paid level would be worth it. So you pay \$39 but you get 10% off all your purchases in the year and you also get \$20 worth of points. The way they sell it to you is you're basically paying \$19, and if you get enough 10%'s off in the year it's worth it. They have pretty good exclusivity associated with the paid product including, you can make private shopping appointments, you get access to the store at an off hour, you could come in and do it with your group. Something like this could work with Gymshark, the demographic, that might be something that appeals to them, if they're able to come in and book a private shopping event. They could use that to film it to create reels or a YouTube video or to Instagram it, then that's kind of up in influencer value as well.

2. Q) What kind of rewards would you expect to receive from a tiered loyalty programme of a fitness brand, apart from discounts/spend related aspects (more experiential aspects)? Moreover, what would you expect at the bottom level as a beginning loyal customer compared to what you would expect at the highest level of the loyalty programme.

Anne: So I think a lot of that Kristine and Raman clearly covered in the previous question, but just confirming that, I guess it's that higher tier being something that maybe people buy into, getting more personalisation through personalised shopping experiences, or a personalised session with a famous fitness coach.

Kristine: I was going to say that. Even if it's Zoom, a personal trainer session would be awesome.

Raman: Yeah like a 1 on 1!

Kristine: Yeah, but then maybe the lower levels could just have access to a couple of fitness instructors doing a routine online or something like that. So you can make it as in there is a benefit but it can be something that they can easily strive for something better. I was just looking at their Instagram account, they could pull down one of their workouts on Gymshark that they had, and they could collate them in some place that is just exclusive access for their members.

Raman: Yeah like log into your account and then they can stream the fitness class or workout or whatever.

Kristine: So at a basic level it could just be something simple that everyone can benefit from like yoga...

Raman: Or maybe only once a week you could do it, like it caps you, versus if you're at Tier 2 it is unlimited workouts. And also people like personalised things, like if they send you a yoga mat or something with a monogram or a water bottle. In that way you're branding them essentially and they're going to be like 'Yes, this is great!', I think that really works. Like if you just send them a freebie that's personalised in some way, every once in a while.

3. Q) Personalisation is a growing trend in retail. It can come in the form of personalised emails such as using your name or providing personal recommendations for you, personalised shopping experiences and personalised products/services, such as a product with your name on or fitness plan to suit your needs. From your rewards as part of the fitness brand's loyalty scheme, what type of personalisation would you most appreciate?

Anne: So with Lululemon... you'd expect... if the age of analytics and so on, valued personalisation would be 'Actually Anne, I see you like this range of leggings based on what you've purchased in the past'; as a member for this month you can get pre-sale release or a discount off a specific product that I know has been personalised for me based on what I have purchased in the past. Or have said that I like in a profile set up or something.

Raman: Some apps have when you log in, it shows a body shape and you can identify like these are the areas that I want to work on, and you can click on it to highlight them. Maybe if you do that as part of your app set up then in terms of personalisation you can get pushed those work outs, or if there's a feature person who's specialised/knows to focus on a particular body part well.

4. Q) Gymshark have a Conditioning App which is a subscription-based app that has a number of ready-to-use programs and allows users to create their own goals, set their own training plans and monitor progress. Do you use the apps of the brand's whose loyalty scheme you are apart of. What do the apps feature, beyond fitness, that you like about them? (Maybe something that goes beyond the fitness element such as food recipes or gamification?)

Kristine: So the Lululemon app is great but it is for sure only focused on shopping. It doesn't have workouts in there. They do have a little member hub where you can go in and book your credits for the classes that you want to go to, so it's kind of like a class pass. So I basically have 1 class pass per month and I can log in and find availability. So with the classes, they have studios that have obviously signed up to support this thing and then the studios have given availability for a number of classes to be able to sign up for unlimited membership. The spots are limited, and I find it hard to find a spot sometimes which is frustrating. So yeah we don't have access to any workouts or anything though. So for example if I wanted to do a workout I would never go to the Lululemon app, I'd go to my Sami Clarke Instagram account and just do one of her workouts. But I definitely think for Lululemon that would be really useful.

(Follow up question): Are there any features that you wish the app did have?

Kristine: Yeah for sure, if it had free pilates classes or a couple of yoga classes, I would definitely be interested. And they could refresh it, every once in a while. Sweaty Betty actually has some good ones on their Instagram account, they have live fitness classes that you can join. I did a couple of them and they were really hard, but they were cool. Another thing that Sweaty Betty does which is really interesting is they have people on their Instagram accounts that are put on their story, but you can go to their IGTV or whatever to see the whole video. So they talk about different issues, for example stretching. 'Let's talk about stretching, why is it important, what does it do for you, let's show you some!' Or it'll be like 'Learn how to do foam rolling stretches'; which is so random but actually so useful because like I have a foam roller and don't really know how to use it unless someone's telling me exactly what to do. So I think really specific things like that are great. Another thing they had was inclusion talks, also things with the whole Black Lives Matter; 'How to actually talk about yoga without using the terms inappropriately multi-culturally'. Because we, Western Europe and North America have kind of ruined the secrecy of the yoga terms. Raman you probably know...

Raman: Yeah whenever I do a yoga class, I'm like 'You guys are really using all of those terms wrong; that's definitely not what that word means but that's okay!'

Kristine: Yeah I thought that was really interesting. So yeah they kind of use that platform to talk about other issues that their viewers and people would be interested in.

Raman: Another point, I think people expect more of brands now, and there's like a lot more accountability for brands. So if in the app you can build in some sort of give back aspects so like if you want to easily donate to a cause, or like donate your points to any cause you want, that makes people feel better about themselves and it shows the app has a good world awareness. Maybe you could do that as an inclusion, it's seems more of a like a wholesome lifestyle, like this is your life approach, is reflected in the app.

Kristine: That's really interesting. As you say that Raman I'm looking at Sweaty Betty and on their Instagram account they have like 'How to make the perfect Masala Chai', 'Strength workout', and then it will say 'Learn how nutrition can affect your sleep', and then it says 'How to check your boobs', 'Learn pelvic floor health'; just different things about like health and wellbeing. I really like that. My friends and I, we go to their workouts and do them

because they're cool.

Anne: I think it would be interesting to gain some perspective on what a younger demographic would be interested in learning about, because pelvic floor exercises is unlikely to be massively relevant to the target audience!

Raman: And of course Gymshark has men as customers, right? And I guess we only have the women perspective here, so it might be good to have some male perspective too.

Kristine: It's definitely something you have to be aware of fore sure in terms of gender and demographic. So my husband works for a golf company, and Lululemon is targeting golf. There's a lot of golf shirts for men, and it's great golf gear it really is. But they put out a Lululemon ad and it was a guy who was dressed in a golf shirt, and he was smouldering like with his golf club, he went on a green, and there was lots of things that were wrong with it. And my husband was like 'Did Lululemon really approve this?! This is brutal!', and they were getting ripped to shreds on Twitter; people were like 'Oh yeah Lululemon, that's what golfing really looks like...'. So you have to be really careful, they have to be really careful with what they put out there, because if it's off then it really isn't good. So maybe pelvic floor exercises isn't the best choice... But even things like nutrition and sleeping, those are uni-sex things I'd say.

Raman: Yeah like self care Sunday, meditation...

Kristine: Yeah people are really into like mindfulness, or ways of being productive, and how being on your phone is not heathy whilst trying to be productive etc.

Anne: Then I wonder, do men have a different approach to loyalty? Are they looking for the same thing as women? I'm not sure.

Raman: One thing related to the tiers that I like that some loyalty programmes do, is like concierge service, or they'll have style advisors. If you're on the website they'll have a pretty good live chat with a person answering your question, or you can book with your personal styling assistant. Like you can book an appointment and then go in and have that person have already pulled stuff for you to go try on. That's something that Gymshark could potentially do, where you have a chat functionality where people have fitness related questions or 'What leggings would you recommend for yoga?' A chat function built into the

app could be a beneficial feature. Because I know for Lulu, there's a lot of product which is overwhelming. Sometimes I'd just like to know for example what would be good on the plane? So if you have a person to ask in the modality of the app, and it's linked to customer service or whatever, I find that really beneficial and that feels really personalised. Especially like at the end when they provide a name and that next time you can ask for me, I think that makes a really big difference. You feel that you're talking to a real person and they listen to what I needed; basically what you'd do in store if you got a good associate, but now that we're more online, that would make sense in the app.

APPENDIX 4 FOCUS GROUP 2

1. Q) How often do you exercise and why do you exercise?

Joya: I'd say I exercise 3-4 times a week and I do it to keep fit.

Gemma: It varies week by week, but at least 2 times a week.

Bianca: I exercise for 25 minutes everyday.

Georgia: So I do cheerleading practice twice a week and then 2 home workouts - so maybe 4 times a week.

Will: Exercise in terms of frequency, probably 3-4 times a week. Some of them I would consider high intensity workouts, and then I also play football.

Georgia: In terms of why, just to keep fit, mental health, makes you feel good.

Bianca: It gets me into a routine. So like I wakeup, I do my workout and then I shower and get ready for the day.

Joya: Yeah 100% routine, it gets me out of bed!

Gemma: Yeah it sets me up for the day.

Will: I would say for aesthetic reasons, so just to look good.

2. Q) What are your thoughts on Gymshark?

Everyone: Expensive!

Bianca: I would say comfortable though.

Gemma: And good quality too.

Will: Very popular.

Joya: Squat proof.

Gemma: Fashionable.

Joya: Trending.

Georgia: I picture black like fierce. When you say Gymshark the colour black comes to mind, if we're talking colour psychology.

Joya: I'd probably say timeless as well. I could buy a set and I know that it won't go out of fashion.

Georgia: Yeah it's just a classic in the sports world isn't it.

3. Q) What would you change about the brand?

Everyone: Price.

Gemma: Yeah they don't do discounts very often, and if it is, it doesn't really make a dent into it.

4. Q) Gymshark have a Conditioning App which is a subscription-based app that has a number of ready-to-use programs and allows users to create their own goals, set their own training plans and monitor progress. It is not a retail app and doesn't allow users to purchase Gymshark products through the app. Were you aware that Gymshark had this app?

Georgia: Yes! I got it for free over lockdown.

Bianca: Yeah me too, I downloaded it but never got round to using it.

Will: Yeah I know about it.

Joya: No I haven't heard of it or used it.

Gemma: No I haven't either.

5. Q) Do you use any fitness apps? If so, which apps and what are your thoughts on them? If not, would you consider using a fitness app in the future?

Joya: Courtney Black all day long.

Georgia: Yeah I've heard she's amazing.

Joya: Her real time work outs are put on the app, and I don't need a gym when I've got her app.

Georgia: It's £15 a month though... Because I guess it's like a gym membership.

Georgia: Yeah I've got My Fitness Pal. But it's not necessarily to do with exercising and it's not subscription based but it counts my calories and monitors things like that.

Gemma: Yeah I also use Map My Run.

Will: I used to use fitness apps, but only used certain workouts. They influenced my own workout journey and I basically adapted those workouts into my own training, and made them more efficient for what I wanted from them. I can't recall the name of the app that I used to use but it would target certain muscle groups, and would show workouts to target particular muscles.

Georgia: I also love the Health app on Apple, to track my steps.

Gemma: Yeah I use that with my Apple Watch.

Joya: Also the Fitbit App. That's really good because it shows me my sleeping cycles and patterns, and when I'm working out it shows what parts of my workouts I'm burning fat,

which parts are in cardio, which parts are like your peak heart rate, so you can see how you're working.

6. Q) Would you be willing to pay for a fitness app to access all the different features?

Gemma: Yeah I have thought about it a lot. It's always something that's been on my mind but it's just the money.

Georgia: My answer is probably no. I would download it in a heartbeat if it's free, but I'm not out here to spend money when I think I can gain the same benefits without spending money. You don't need to spend money to work out, like you can do that for free.

Joya: What about a gym membership though? You'd spend money on a gym membership.

Gemma: But then I suppose you're paying for the equipment.

Will: Yeah you're paying for the use of the facilities. And also I'm personally not going to pay for an app because my whole degree is based on sports science and things like that.

Joya: I'd say I would pay for the app if it meant I could completely replace the gym. But in terms of the Courtney Black app, I paid the subscription twice so I did it for 2 months, but I just do it when I need a push. I don't do it constantly because it's so expensive to keep up with. So yeah I'd say I'd have Courtney Black all day long if it was say £5, £10 maximum.

7. Q) Beyond offering the brand's clothing, what other features would you like from a brand's fitness app that would encourage you to download and use? For example, recipe ideas, mediation/mindfulness tips, home workout plans?

Bianca: Home workout plans definitely.

Gemma: Yeah home workout plans for sure, and also food.

Joya: To be fair, with Courtney Black's app, I'd say the non real time workout plans are the

ones that I've never used. Because I couldn't be bothered to understand what they were saying and then do it in my own work out, like I'd rather just be watching her and following her there and then. The other really good thing on her app is the recipes, there's loads of really healthy recipes with the calories, how to make them, it's really really nice.

Will: Yeah I pretty much agree with everything Joya said.

Georgia: I was just thinking, imagine if there was a way to accumulate points for the frequency that you go on the app, and you can turn those points into rewards that you can spend on Gymshark.

Bianca: Yeah so like a rewards system.

8. Q) What would encourage you to go to the next stage of a tiered loyalty programme? For example, what actions/steps would you be willing to do/take to strive to a higher level?

Joya: I would say just being more consistent with my workouts. I think I'd also rather it to be personal to me rather than refer a friend or whatever.

Will: I would agree. In terms of fitness and working out, you're there to primarily focus on yourself, so I think your workouts and your targets are the most important and that's what's motivating. I guess from then you can encourage people to jump on the same bandwagon. It's important to consider that everyone's fitness journeys and workouts are 100% different to each other. So one person might love to go on a half an hour bike ride around the lake, another person might prefer to go on a 15 minute sprint.

Gemma: Yeah so like for me, if they said run a 5km run, I'd probably be like no. But if it was like 'How many burpees can you do in a minute?' or something, then I'd give it a go. It depends on the scale of the task/activity I suppose.

Joya: Maybe you could personalise the things you'd want to do. So instead of it being just 1 challenge a week, it could be that you choose between loads of different things.

Georgia: The cool thing about sport and exercise is that there's no limit to what you're capable of. Like if you want to run a marathon, you can do that. Personally I would love to run a 10km one day, and suppose right now I could do it but it would take me 2-3

hours. So yeah you could set mad goals to move up a tier, so you feel a massive sense of achievement rather than just doing some sit ups. You could do a 30 day shred or something.

Will: I would suggest you have to influence rewards and make them really clear. So if you're setting a goal to do for a week, and if you complete that goal, you should have a competition or an accomplishment on the app. Like a credited rewards system. If it's acting like a Facebook app where you can have friends and what not, everyone can see what you've achieved through a specific time limit or something.

Gemma: Yeah like my Apple Watch sometimes tells me and encourages me to burn X amount of calories during this workout for this month, and that pushes me. Because if I've got only 200 calories left to burn then I'll just do a quick work out to burn those 200 calories.

Joya: So rather than just one off, big challenges that maybe not everyone would want to do, it's more of like a progression thing to move up to the next level.

Georgia: So imagine for me, if I went to the app and said I want to achieve a 10km within an hour and a half or an hour or whatever, over the next 6 weeks, and then it goes 'Okay', and kind of sets you up a personal...

Bianca: ...Like steps that you need to take to achieve that to then move up to the next level.

9. Q) What kind of rewards would you expect to receive from a tiered loyalty programme of a fitness brand, apart from discounts/spend related aspects (more experiential aspects)? Moreover, what would you expect at the bottom level as a beginning loyal customer compared to what you would expect at the highest level of the loyalty programme?

Gemma: To be honest the first thing that comes to mind for me is discount.

Georgia: Yeah me too.

Bianca: Maybe something like one month free of a membership or something. Money-wise it could just help out with people saving money rather than just anything else, because what else can you get from a rewards system that doesn't involve money?

Georgia: I think for the top tier you should be able to go and use the Gymshark Headquarters gym - that is insane. It looks bloody beautiful, and that's a privilege. Only ambassadors go there. So if you were to do bits and hit major goals or lose 10 stone; do something that's really outstanding. Yeah to do with loyalty; you're loyal to the brand, you log in everyday, you plug in your progress, and maybe use a certain hashtag to promote on social medias once you've hit that tier and been able to do that experience. So yeah to show that you're loyal and have been a big part of the scheme, I think you should be invited to have a tour of the headquarters.

Bianca: Yeah imagine being like 'Yeah, I just went to the Gymshark gym'; how cool would that be?

Georgia: Yeah it literally looks like the most beautiful gym in the world.

Joya: Another suggestion would be, instead of discounts off Gymshark products, they could do partnered stuff with other fitness based brands.

Georgia: Like protein powders...

Joya: Yeah and also maybe early access to a newly launching clothes line. So say something drops at 9pm, you could get early access to that clothes drop before that 9pm start.

Georgia: I also think it would be a good idea for increasingly loyal customers to be able to vote for products and what products people would like, so getting in touch with the consumer. So obviously headquarters is quite a good idea for a top tier like we said, but can anyone think of anything for a bottom tier/beginner loyalty? Maybe early access to sales like you said?

Bianca: Maybe something like a care package?

Georgia: Yeah imagine like a water bottle, and some resistance bands or a towel.

Bianca: Yeah maybe like a fleece, things gym related obviously.

Gemma: Like even just a pair of socks, that would make my day!

Joya: I think at a medium tier maybe being given equipment, like dumbbells for home workouts etc.

Georgia: That's so nice because some people can't afford to get home gym equipment - I think that would be a really good incentive for people to join such a loyalty programme. So if they're promoting home workouts and you want to achieve your goals and stuff. Imagine if you did log onto the app and worked out for 100 days, to maybe get a yoga mat or dumbbells or resistance bands.

Joya: Another thing I thought of, Body Power is an exhibition in Birmingham that goes on. It's basically a huge exhibition of all the different fitness brands, so Women's Best, Body Power, they're all there, giving away freebies and stuff. So you could get free tickets to Body Power or maybe any other events like that that people would love to go to.

10. Q) Would you be willing to pay to be part of a loyalty scheme? Either from the very beginning, or maybe at a higher tier when the rewards are worth paying for?

Will: I don't think the scheme should have to be paid for.

Georgia: I kind of agree.

Will: It should be free and you should be motivated to work your way up for it; making sure you put the effort in.

Gemma: I personally wouldn't pay for it. If we're talking about the rewards being dumbbells for example, you may as well pay for them yourself.

Georgia: It depends how much it is, because if it's like a tenner for a one-off...

Joya: ...Yeah and you end up getting to the top level it would be worth it.

Georgia: That's what I mean. I'd pay a tenner, if Gymshark said come to the Headquarters for a tenner, hell yeah! It's the exclusivity. If it was a low payment - and I like the idea of it being a one-off, rather than a monthly.

Joya: I'd never pay for a monthly.

Gemma: Yeah me too, that would probably be something that I'm not going to get much out of; I'd rather pay for a gym membership or pay for an app.

Bianca: It also depends on how they structure it though. If I paid £5.99 a month to try and get to a goal, to make myself feel better so I don't really care how much I pay. Because like you go the gym and pay for a gym membership monthly to make yourself feel good, so paying for functions and rewards through the app you're kind of doing the same thing, but with rewards on top of it.

Gemma: But then if I'm paying for both. If I'm paying for a gym membership and the app or a loyalty scheme, that builds up to a lot of money.

Joya: I think it's very important that it needs to be clear on how you get the rewards, and the steps you need to take. I wouldn't want to put money into it until I knew whether I could do it and whether it would be worth it or not.

Georgia: Yeah so for example, the beginner one could be log in consecutively for 100 days. And like I can picture it on my phone, 'Gymshark - join our loyalty scheme programme - tap here for £9.99' or whatever. Then you join, and you're on the scheme, and it's your choice how hard you work.

Gemma: Maybe have beginner, medium, hard levels. Say I went on the app and I'm not into exercise as much as say Jim down the road who's a body builder, Jim might opt for the hard version which might lead to going to Gymshark HQ, whereas for others who are just beginning and not fussed on going to the Gymshark HQ, if they want to build up, their higher reward could be something else, maybe they pay less for it?

Georgia: Out of curiosity, if there were levels like beginner, advanced and super advanced, where would you put yourself?

Joya: In the middle I'd say.

Gemma: Yeah, middle.

Will: Yeah same.

Bianca: But then surely there needs to be a joining thing, because it can't just be on your

word if you've got into the higher one. It would have to be recorded or monitored of what you do.

Joya: Yeah how would they verify whether you've done the challenge or not?

Will: They'd have to have some sort of tracking system.

Georgia: Yeah you'd have to do it through the app and document it.

Bianca: Yeah like if they wanted to see how many calories I've burned or whatever...

Georgia: Yeah I'd assume you'd have to carry it I think, like strap it to you. Imagine if they sent you a little arm strap in a welcome pack. OMG! You could do a little 'Welcome to the loyalty programme', like a little mini care package, and have an arm strap where you can strap your phone to your arm. That way it makes everyone do it through their phone or something.

Will: You could connect it with something like Strava, to track your running and trace your steps.

Gemma: But will they want to use another app?

Georgia: Yeah exactly, They're trying to sway you to invest time in their company, so that's a choice you'd have to make of which app to use.

Joya: I think you'd need to have some sort of tracker with the Gymshark app.

11. Q) [Personalisation is a growing trend in retail. It can come in the form of personalised emails, personalised shopping experiences and personalised products/services. From your rewards as part of the fitness brand's loyalty scheme, what type of personalisation would you most appreciate?](#)

Joya: My name on like a resistance band.

Bianca: Yeah definitely names or even just initials.

Gemma: I do also like when an email uses my name and directs email marketing to me.

But then again I suppose all brands are doing that now to be fair.

Will: My name plastered over the gym haha.

12. Q) [Virtual reality and gamification are two trends that are being seen merging with fitness in a way that keeps consumers engaged and motivated to workout or partake in sport activities. Are you aware of these trends and do you have any personal experiences with them? \(Doesn't have to be sport related\)](#)

Georgia: Personally no I haven't had any experiences with them. I've heard of like spin classes with like screens. But I've personally never partaken in any activity like that.

Joya: You know I've not heard of it all.

Gemma: No me neither.

Will: I've not had any personal experiences but I think it's a really good idea to merge virtual realty with fitness. Like the Wii Fit sort of thing, like having a board to track movement, heart rate, your exercise throughout the day. I'm not sure how you'd influence that into a routine though. Obviously Gymshark would be their main focus of working out in the gym, and using more versatile movements. I'd say it definitely could work with more static activities like on a Wii board or something. But yeah I think it might be somewhat difficult to influence virtual realty or gaming into such an intense workout.

Joya: Yeah imagine if you had a head set on you'd be sweating everywhere!

Gemma: I do rate that idea because it makes it feel like you're in a class kind of thing.

Georgia: I think it depends though, like on a bike I think that would be great.

Gemma: Yeah like for a spin class I think it's something that I could really get into.

Will: What you could do is like you could measure, if there was a task or a goal at hand, say it was to do a 100m sprint, there could be trackers or tracers on the individual, like pads that you use throughout bi-mechanics, do the 100m sprint and then go onto like a gaming leaderboard or something. Everyones results could be compared to each others to see who's got the best times, who's completed it faster, who's got the highest heart

rate and so on, making it an incentive for people to get involved and raise awareness for the trend or brand.

Bianca: It depends where technology goes really because imagine if you could have it as a head set that's really light or like a pair of small glasses that you don't particularly know it's there.

Georgia: Yeah something a little bit more light weight.

Joya: Yeah like you say if technology develops, I'd do it as glasses, I think that could be quite cool. Especially if you could have like a personal trainer in front of you, shouting at you, telling you to do something.

Georgia: I think this is something that would be great but I wouldn't necessarily pay for it because VR headsets can be quite expensive.

Will: Yeah you could have influencers using the virtual reality kits whilst they're on your head, the head set, you could influence the involvement of like an obstacle course, a tally race; similar to what I mentioned before having a leaderboard measuring individuals how fast they can complete their time. Say you've got this virtual game on your head, and you try to complete this certain obstacle course in a certain amount of time, you could introduce rewards and stuff for people getting a particular time, or the top person at the leaderboard for the month.

Georgia: And imagine on Instagram you're watching a top Gymshark ambassador who's really fit, do the course in 45 seconds, you would want to see how quick you can do the same course.

13. Q) [Would you be interested in implementing virtual realty/gamification into your fitness routines?](#)

Joya: Yeah 100%, I suppose the other add on would be cost-wise.

Georgia: If it's free.

Bianca: Yeah I think it would be cool to introduce into my home work outs, and I'd for sure love to show my friends and family, like if this is a reward that I've got from being super loyal to the brand.

CONSENT FORM

Project Title: Gymshark Marketing Strategy and Communication Summative Assessment

Please read and confirm your consent to being interviewed for this project by ticking the appropriate boxes and signing and dating this form

1. I confirm that the purpose of the project has been explained to me, that I have been given information about it in writing, and that I have had the opportunity to ask questions about the research ☒

2. I understand that my participation is voluntary, and that I am free to withdraw at any time without giving any reason and without any implications for my legal rights ☒

3. I give permission for the interview to be recorded by research staff, on the understanding that the tape will be destroyed at the end of the project ☒

4. I agree to take part in this project ☒

Name of respondent Date Signature

X
Kristine Obritsch

Kristine Obritsch Nov 25, 2020

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Raman Deol 11/25/20
Name of respondent Date Signature

For office use only
Name of researcher taking consent
Date
Signature

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Name of respondent Anne Coudrette Date 25/11/2020 Signature

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Name of researcher taking consent
Date
Signature

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4. I agree to take part in this project ☒

Name of respondent Joya Lyndon Date 29.11.20. Signature

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Name of researcher taking consent:
Date:
Signature

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4.

I agree to take part in this project

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Name of respondent Gemma Forte Date 29.11.20 Signature Gforte

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Name of researcher taking consent

Date

Signature

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4.

I agree to take part in this project

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Name of respondent: Bianca James Date: 29.11.20 Signature Bianca James

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Name of researcher taking consent

Date

Signature

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Name of respondent Georgia Padbury Date 29/11/20 Signature GPadbury

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Name of researcher taking consent

Date

Signature

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☐
4.

I agree to take part in this project

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Name of respondent William Taylor Date 29.11.20. Signature W Taylor

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Name of researcher taking consent:

Date:

Signature

