



CONSULTING PROJECT:
RECOMMENDATIONS FOR THE SERVICES
MARKETING PLAN OF GINÁSIO CLUBE
PORTUGUÊS

Margarida Gonçalves

Academic Advisor:

Professor Rute Xavier

'Dissertation submitted in partial
fulfillment of requirements for the degree
of IMSc in Business Administration, at
Universidade Católica Portuguesa, June
2013'

I. ABSTRACT

The increasing awareness of health problems that are a consequence of obesity and a sedentary lifestyle as well as the snowballing popularity of the concern with aesthetics have been contributing to the growth and development of the Health and Fitness Industry worldwide. Portugal is no exception and, especially due to the contracting economy, new opportunities are emerging for this market. Moreover, in the past few years, motivations towards physical activity have shifted and the fitness centers have to adapt to this change in the customers' preferences and attitudes.

Ginásio Clube Português (GCP) requested a consulting project that involved the development of recommendations for the Services Marketing Plan for the upcoming year that counteracts the challenges stated above. The renowned Gaps Model of Service Quality, developed by Parasuraman et al. (1985), was used as a starting point for this analysis to support future recommendations, by assessing the gap between members' expectations and perceptions of the service quality of GCP.

The research questions that emerged to respond to the problem in hand are: (1) how do GCP members perceive the quality of this health club and what do they expect of such an institution, (2) what is the general opinion on the practice of physical activity, especially in the context of gyms and health clubs, and (3) how can GCP attract new members while retaining the existing ones. The methodology adopted to answer these questions involved the combination of three different research techniques: in-depth interviews, mystery shopping and questionnaires.

II. ACKNOWLEDGEMENTS

I would like to thank my family and friends for their ideas, encouragement and suggestions. They were always available to help and support me in my most difficult times in this journey. This would not have been possible without their tolerance and patience.

I would also like to express my gratitude to my academic advisor, Professor Rute Xavier, who tried to be positive in every meeting even when the scenario was not the best and was able to keep us in the right direction.

To Professor Rita Coelho do Vale I would like to express my gratitude for her availability, for providing a recommendation that is reflected in the theme of this thesis and for her academic knowledge in services marketing.

I would also like to acknowledge Professor Céline Abecassis-Moedas for her support and interest demonstrated in cooperating with her experience as a customer, providing many constructive and valuable points of view.

I also owe a great deal to the staff and directors of Ginásio Clube Português who were very helpful providing all the necessary information and kind enough to help in every way they could independently of the day of the week or the time of the day.

TABLE OF CONTENTS

I. ABSTRACT	II
II. ACKNOWLEDGEMENTS	III
TABLE OF CONTENTS	4
1. INTRODUCTION	6
2. LITERATURE REVIEW	9
2.1. MARKETING.....	9
2.2. SERVICES MARKETING	9
2.2.1. Service Characteristics and Marketing Implications	10
2.2.2. Marketing strategies for service providers	11
2.3. MANAGING SERVICE QUALITY.....	12
2.3.1. Customer expectations	13
2.3.2. Customer perceptions	14
2.4. SPORTS MARKETING	15
3. GINÁSIO CLUBE PORTUGUÊS	17
3.1. FACILITIES.....	17
Headquarters: Health Club	17
Swimming Pool	17
3.2. SPORT ACTIVITIES	18
3.3. MEMBERSHIP CARDS.....	19
3.4. ORGANIZATIONAL STRUCTURE	20
3.5. GCP RECENT EVOLUTION.....	20
4. PROJECT MANAGEMENT	24
4.1. PROJECT GOVERNANCE.....	24
4.2. PROJECT SCOPE.....	24
4.3. TIME MANAGEMENT.....	25
4.4. COMMUNICATION MANAGEMENT.....	25
4.5. RISK MANAGEMENT.....	26
5. RESEARCH METHODOLOGY	29
5.1. QUALITATIVE RESEARCH	29
5.1.1. In-Depth Interviews	29
5.1.2. Mystery shopping AT gcp and its main competitors	30
5.2. QUANTITATIVE RESEARCH	30
5.2.1. GCP members' satisfaction and service quality perception	30
5.2.2. Motivations for physical activity participation	31
5.3. POTENTIAL SOURCES OF ERROR	32
5.4. ETHICS IN RESEARCH	32
6. MAIN FINDINGS.....	35

6.1.	HOW DO GCP MEMBERS PERCEIVE THE QUALITY OF THIS HEALTH CLUB AND WHAT DO THEY EXPECT OF SUCH AN INSTITUTION?	35
6.1.1.	<i>GCP Members' Satisfaction and Service Quality Perception</i>	35
6.1.2.	<i>Mystery Shopping at GCP</i>	37
6.2.	WHAT IS THE GENERAL OPINION ON THE PRACTICE OF PHYSICAL ACTIVITY, ESPECIALLY IN THE CONTEXT OF GYMS AND HEALTH CLUBS?	37
6.3.	HOW CAN GCP ATTRACT NEW MEMBERS WHILE RETAINING THE EXISTING ONES?	41
6.3.1.	<i>Mystery Shopping</i>	41
6.3.2.	<i>In-depth interviews</i>	42
7.	RECOMMENDATIONS	44
7.1.	CUSTOMER ACQUISITION	44
7.1.1.	<i>Improved Website</i>	44
7.1.2.	<i>Raising Corporate Clients</i>	45
7.1.3.	<i>Shared Membership Card</i>	45
7.1.4.	<i>Member Get Member</i>	45
7.2.	CUSTOMER RETENTION.....	45
7.2.1.	<i>Personal Area on the Website</i>	46
7.2.2.	<i>Member Follow-Up System</i>	46
7.2.3.	<i>GCP's Facebook Page</i>	46
7.2.4.	<i>Member Incentive Programs</i>	47
7.2.5.	<i>Internal Marketing</i>	47
7.3.	GENERAL RECOMMENDATIONS	47
7.4.	FEEDBACK FROM THE CLIENT	48
	CONCLUSIONS	50
	REFERENCES	52
	APPENDIX 1: SCRIPTS OF THE IN-DEPTH INTERVIEWS TO THE BOARD MEMBERS OF GCP	55
	APPENDIX 2: SCRIPT OF THE IN-DEPTH INTERVIEWS TO THE EX-MEMBERS OF GCP	57
	APPENDIX 3: MYSTERY SHOPPING EVALUATION GRID	58
	APPENDIX 4: "ESTUDO DA SATISFAÇÃO DOS SÓCIOS DO GINÁSIO CLUBE PORTUGUÊS"	60
	APPENDIX 5: DISTRIBUTION INSTRUCTIONS FOR GCP'S MEMBERS SURVEY	62
	APPENDIX 6: DATA EDITING AND SCREENING	64
	APPENDIX 7: GCP MEMBERS' SATISFACTION AND SERVICE QUALITY PERCEPTION SURVEY RESULTS	65
	APPENDIX 9: MOTIVATIONS FOR PHYSICAL ACTIVITY PARTICIPATION SURVEY RESULTS	78
	APPENDIX 10: BENCHMARKING ANALYSIS	85
	APPENDIX 11: WEBSITES COMPARISON	88
	APPENDIX 12: POWERPOINT PRESENTATION FOR GCP'S BOARD	91

1. INTRODUCTION

Ginásio Clube Português (GCP) was founded in 1875 and is considered an important reference in the national sports. This institution has an important presence in the Portuguese Olympic Committee, especially in the gymnastics competitions. It is taken into high consideration for being a “school” for young people aspiring to become distinguished athletes.

As the current contracting Portuguese economy tightens, it is difficult for an institution in the leisure and sport industry to survive and even harder it is to thrive. Despite the contingency plans implemented, Ginásio Clube Português did not see improvements in their accountability as the retention rate is decreasing, by way of the Portuguese families cutting expenses. Furthermore, the emergence of low-cost gyms, which comply with the economic crisis, are creating a process of migration from the regular gyms to those. Thus, an increase in price competition is being generated that is creating damages in the fitness industry in Portugal.

Besides economic factors, there are demographic variables that are drawing a preoccupying scenario for Portugal in terms of health. According to the World Health Organization (WHO), 55,3% of the Portuguese population aged 20 and older is overweight (World Health Organization, 2008). Analyzing the countries worldwide where studies were made, the prevalence of overweight people goes from 33,8% in Tajikistan to 63,6% in Turkey. A more disturbing indicator is the prevalence of obesity, which in Portugal corresponds to 21,6%. In what concerns the other countries, the values range between 9,9% in Tajikistan to 29,3% in Turkey. Considering this range of values, Portugal is in a worrying situation as the percentage of overweight population rises and gets closer to the maximum level observed in a worldwide perspective.

In theoretical terms, WHO considers that an overweight person has a Body Mass Index (BMI) equal or superior to 25, and a BMI equal or greater to 30 corresponds to an obese person. The main cause for this problem is a disproportion in the calories consumed versus the calories expended. Besides the poor alimentary habits, overweight is often the result of physical inactivity due to the increasingly sedentary nature of work, effortless means of transportation and increasing urbanization. To prevent this tendency from escalating, regular physical exercise practice has to be encouraged. (World Health Organization, 2013).

The aim of this research is the elaboration of strategic marketing recommendations for the services marketing plan of Ginásio Clube Português for the next year. In order to achieve this, three research questions were posed: (1) how do GCP members perceive the quality of this health club and what do they expect of such an institution, (2) what is the general opinion on the practice of physical activity, especially in the context of gyms and health clubs, and (3) how can GCP attract new members while retaining the existing ones. The main challenges raised during the consulting project were how to compete with the occupation of leisure time, what can be done to improve the relationship and proximity of GCP members and the institution, and how can an active and healthy lifestyle be promoted to the Portuguese population.

On what concerns the scope of this dissertation, its relevance is essentially managerial since the main findings lead to a set of recommendations that are linked to the business of Ginásio Clube Português. Nevertheless, there is also an academic component that is reflected in the analysis process through the application of specific research techniques and the support of the whole project with a solid body of theoretical concepts and models.

This dissertation starts by presenting the main concepts and theories that served as a basis for the research method throughout the consulting project. It is mostly directed towards marketing theories, especially services marketing, as well as it sheds some light on its connection with the sports industry that has unique characteristics worth clarifying. Then, the research methodology adopted in the process of investigation is explained in detail in addition to the clarification of how the collection and handling of data was processed. Finally, the results of the research are presented along with the recommendations for the marketing plan. In this final chapter, the reactions of the members of the Board of GCP, to whom this project was presented, are registered for each of the suggestions.

LITERATURE REVIEW

1. LITERATURE REVIEW

On what concerns the scope of this dissertation, it is necessary to provide a theoretical background to introduce important concepts directly related with the subject and to support future recommendations. It is important to highlight the understanding of marketing concepts, specifically in the field of services marketing, and complement it with sports management.

1.1. MARKETING

As defined by Kotler et al., 2008, **marketing** is “the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return”. The mission of the companies is to address customers’ needs by providing a market offering that satisfied them. The American Marketing Association broadens the definition to marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (American Marketing Association, 2007).

A typically committed mistake by many companies is to pay more attention to the attributes of the product or service than to the customer-oriented purpose of the business, which concerns the benefits that it provides to the customers in order to satisfy their wants and needs. This is called **marketing myopia** (Levitt, 1975).

As the number of potential ways of reaching customer expands, turning nontraditional methods into increasingly popular ones, companies face the challenge of how to cut through the noise and clutter and stand out in the crowd. **Integrated marketing communications** concerns the effective management of the communications channel. It is defined as “the coordination and integration of all marketing communication tools, avenues, and sources within a company into a seamless program that maximizes the impact on customers and other stakeholders at a minimal cost” (Clow et al., 2009).

1.2. SERVICES MARKETING

Although the foundation of marketing is transversal to both consumer goods and services marketing, the latter has some particularities that demand specific concepts to be applied in this context that are relevant to highlight.

In a simplistic manner, **services** can be defined as “deeds, processes, and performances provided or coproduced by one entity or person for another entity or person”

(Wilson et al., 2012). Kotler et al., 2008 defines a service as “any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything”.

1.2.1. SERVICE CHARACTERISTICS AND MARKETING IMPLICATIONS

When comparing goods and services, there are four distinctive characteristics that have implications in the strategies for each and represent challenges typically to the managers of services (Kotler et al., 2008). The most straightforward difference is the **intangibility** of services. This means that they cannot be readily displayed, tasted, felt, smelt or heard before purchase. The intangibility of services increases the uncertainty for the buyer as the service can only be evaluated after being purchased. To reduce this uncertainty, the provider must signal the quality of the offering through some physical evidence. Word-of-mouth is the most influential way of promoting services, giving them credibility. Thus, the service providers should target the most satisfied customers and encourage them to recommend the service to their family and friends.

Because services are performances or actions often executed by humans and delivered to customers with distinct needs and personalities, no two services will be precisely alike, they are **heterogeneous**. Service heterogeneity can also be referred to as variability (Kotler et al., 2008). The challenge here is ensuring that consistent service quality is provided. This can be achieved through four tactics: (1) recruit the right employees and provide excellent training; (2) motivate staff by rewarding superior performance; (3) increase the visibility of the employees; (4) substitute machines for staff and standardize processes.

Services are produced and consumed at the same time and cannot be separated from their providers. The **service inseparability** implies that the customers take an active part in the production of a service; and that not only can the provider and the customer affect the service outcome, but also other customers that are present or involved in the servicescape¹. Managers must ensure that the interference of the customers with each other’s satisfaction is minimized, either by servicing more than one customer at a time or by managing the customer’s time more efficiently. In the context of gyms & health clubs, inseparability means that the members are involved in the production of the service and interact with the employees that are offering it. Consequently, member segmentation, continuous adaptation of the services to the shifting

¹ Servicescape is the physical setting where the service is delivered (Wilson et al, 2012).

² Cross tabulation, or crosstabs in short, is a statistical process that shows the interrelation between two

consumer preferences, contact personnel training and concern with the facilities and equipment provided, are required measures to improve the customer-employee relationship.

Finally, services contrarily to products cannot be stored for later sale or use, which has implications in the responsiveness to demand fluctuations. The **service perishability** can be controlled through several strategies. On the demand side, differential pricing can be applied to shift demand from peak periods to off-peak, complementary services can be offered during peak times, or reservation systems can be implemented to predict demand. On the supply side, part-time employees can be hired on peak periods, employees can perform only essential tasks during peak periods to increase the efficiency of their work, or firms can plan in advance future expansions. Perishability of services makes it necessary to consider procedures to manage supply and demand such as providing complementary services and arranging for differentiated pricing.

In what do marketing practices differ from products to services? Gary Knisely (Wilson, et al., 2012) conducted, in 1979, a series of interviews to marketing executives currently working in services companies that had previous extensive experience in consumer goods in order to understand their perceptions on the matter. The conclusions reflect that services have to consider more marketing mix variables than the products and the ones that are common to both have to be treated in distinct ways, and that the customer-employee interface is critical in the success of services whereas in the companies that sell products the direct relationship with the customer is not so emphasized.

1.2.2. MARKETING STRATEGIES FOR SERVICE PROVIDERS

Marketing mix is “the set of controllable tactical marketing tools that the firm blends to produce the response it wants in the target market” (Kotler et al., 2008). The strategies are defined specifically according to four variables: product, price, place and promotion, known as the “four Ps”. Product includes the goods and services that the company offers to a market. Price is what customers pay for the good or service. Place is how the product is displayed to the market. Promotion means the activities that communicate the merits of the product and persuade the target customers to buy it.

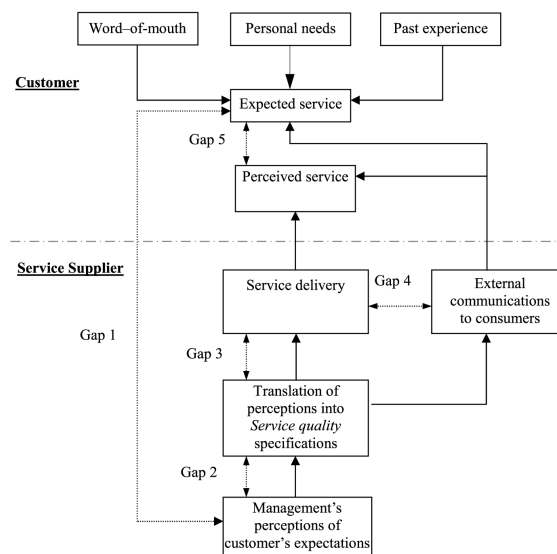
Booms et al., 1981 suggested a **7 P's** marketing mix model specifically for service firms, adding three additional P's to the initial approach: people, physical environment and processes. As service organizations are provided by **people** to people, there is a direct influence on the customers' satisfaction by the front-line employees. Customers expect these

employees to be responsive and to display competence. The intangibility of services makes it difficult for customers to assess their quality; hence the service provider must provide superior **physical evidence** to signal its service quality. The way the **physical setting** is technically designed and how the functions are performed to service the customer translate the efficiency of the **processes** (Kotler et al., 2008).

1.3. MANAGING SERVICE QUALITY

Service quality is defined by Booms et al., 1981 as “a measure of how well the service level delivered matches customer expectations”. This is the dominant element in customers’ evaluations.

The **Gaps Model** (Parasuraman, et al., 1985) is a framework for understanding service quality in an organization (Figure 1). The idea behind this model is that the provider’s perspective of the service that it offers sometimes does not match the customer’s perspective of how well the service fits the expectations.



Source: Parasuraman et al. (1985)

Figure 1: GAPS Model of Service Quality

On the side of the provider, there are four gaps. **Gap 1** is the **Listening Gap** and corresponds to the difference between what the customer expects and management perceptions. The sources of this gap can be inadequate marketing research orientation, lack of upward communications, insufficient relationship focus and inadequate service recovery. **Gap 2** is the **Service Design and Standards Gap** and is the difference between the provider understanding of the customer expectations and the development of a customer-driven offering. In the origin of this gap can be poor service design, absence of customer-driven

standards and inappropriate physical evidence and servicescape. The **Service Performance Gap (Gap 3)** is the difference between the service quality specifications and the actual service performance by the employees. The causes of this gap can be deficiencies in human resource policies, failure to match supply and demand, customers not fulfilling roles and problems with service intermediaries. Finally, the **Communication Gap (Gap 4)** is the difference between service delivery and the service's communication to the customers. Lack of integrated services marketing communications, ineffective management of customer expectations, overpromising, inadequate horizontal communications and inappropriate pricing can be sources of this discrepancy. Finally, the **Customer Gap (Gap 5)** is the gap between customer expectations and perceptions. Customer expectations are the beliefs about service delivery that are used as reference points against which performance is compared.

Parasuraman et al., 1985 revealed that the consumers' expectations and perceptions of services depend on ten dimensions: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer and tangibles. Later, the same researchers revised the model of service quality in 1991 and reduced the dimensions from ten to five – tangibles, reliability, responsiveness, assurance and empathy – and corrected some of the limitations identified by other researchers in the applicability of the SERVQUAL scale to multiple sectors.

1.3.1. CUSTOMER EXPECTATIONS

The **expectations** are set by previous experiences but can also be influenced by market conditions, the competition and the customer's personal situation. Customers hold two types of expectations: desired service, which reflects the level of performance customers wish to receive, and adequate service, which is the minimum level of service that customers accept. There is a zone of tolerance between these two levels, where customers do not notice service performance.

The **desired service level** can be influenced by two factors: personal needs, which are states and conditions essential to the well-being of customers, and lasting service intensifiers, factors that lead the customers to an intensified sensitivity to service such as derived service expectations when expectations are driven by another person or group of people, or personal service philosophy, the generic attitude about the service and the conduct of the providers.

On the **level of adequate service**, there are five factors that can influence it. Temporary service intensifiers include all the individual short-term factors that increase the

awareness of the need of a service for a customer. Perceived service alternatives represent the other providers that the customer can purchase the service from. The customer's self-perceived role characterizes the perception of the degree to which customers influence the level of service they get. Situational factors correspond to the performance conditions that customers assess as being beyond the control of the service provider. Finally, predicted service can also influence the adequate service as it is the level of service that customers believe they are likely to get.

There is also a set of factors that can influence both the desired and predicted service expectations. The explicit service promises are statements that the organization makes to their customers. Implicit service promises are service-related cues that lead to the judgment of what the service should be like. Word-of-mouth communication is extremely influential as an information source once it is perceived as unbiased. Lastly, past experiences may incorporate previous experience with this service provider, typical performance of similar service offerings, and experience with the last service purchased.

1.3.2. CUSTOMER PERCEPTIONS

According to Solomon, 2011, a **perception** is “the process by which people select, organize, and interpret sensations”, which by turn are the immediate responses of our sensory receptors to basic stimuli.

To evaluate the perceptions towards a service, it is relevant to take into consideration that customers will have perceptions of transaction-specific encounters but also overall perceptions based on cumulative experience. The provider must understand both of them and recognize the different approaches for each of them. Transaction-specific perceptions can help diagnose service issues and immediately act upon them. Overall perceptions are likely to be better indicators of customer loyalty within a company.

Customer experience is the “internal and subjective response customers have to any direct or indirect contact with a company” (Meyer et al., 2007), involving every aspect of its offering – quality of customer care, advertising, packaging, product and service features, ease of use and reliability.

Customer satisfaction is the “customer's evaluation of a product or service in terms of whether that product or service has met the customer's needs and expectations” (Wilson et al., 2012). Customer satisfaction is influenced by consumer emotions, attributions for service success or failure, perceptions of equity or fairness, and other consumers, family members and

coworkers. Customer satisfaction is then the result of the accumulation of a series of customer experiences. This is the final outcome when the gap between customers' expectations and their perceptions has been closed (Meyer et al., 2007).

1.4. SPORTS MARKETING

As defined by the Council of Europe (2001) sport means "all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels". The term **sport** as defined in the context of sport business management denotes "all people, activities, businesses, and organizations involved in producing, facilitating, promoting, or organizing any activity, experience, or business enterprise focused on fitness, recreation, sports, sports tourism, or leisure" (Pitts et al., 2007). Extrapolating this definition for **sport business management** would be the study and practice involved in relation to all the components of sport as mentioned above. Logically, **sport marketing** is the process of planning and implementing strategies for the production, pricing, promotion and distribution of a sport product to satisfy the needs and desires of the consumers, bearing in mind the company's objectives.

There are some details that turn sports marketing into a different context for the application of the typical marketing practices (Lindon et al., 2009). First, there are three perspectives in which sports marketing can be considered: events marketing in which the customer is the spectator, sports practice marketing in which the marketing is targeted towards the people who practice the sport, and sponsors marketing in which the marketing activities are developed by companies that are external to the events themselves. Each perspective has to have distinct strategies and tactics associated.

GINÁSIO CLUBE PORTUGUÊS

3. GINÁSIO CLUBE PORTUGUÊS

Ginásio Clube Português (GCP) is one of the oldest and most prestigious institutions in Portugal, with more than 130 years of existence. GCP was a pioneer with the concept of being a sports club oriented for social and cultural ventures, besides sports. The motto that has been a pillar of GCP and that reflects its mission is “*Mens Sana In Corpore Sano*”. It has been well-known for the performance of its athletes in gymnastics worldwide and is seen as a “school” for young aspiring athletes.

3.1. FACILITIES

HEADQUARTERS: HEALTH CLUB

Ginásio Clube Português is located at the heart of Lisbon, next to a prestigious residential and business area, Rato, in a street with its own name. In this building there are eight floors with a total area of 3.511m². Here, there is available:

- 18 gymnasiums;
- Private parking lot with 50 spots;
- Wellness Center;
- Aesthetics Center;
- SAAT: Fitness Evaluation and Technical Advice Office;
- GAP: Psychological and Nutritional Advice Office;
- Fun Space for children entertainment;
- Workout room;
- Study room and library;
- Cafeteria and restaurant.

On the exterior of this building, there is a multisport pavilion and two tennis courts that also belong to this institution.

SWIMMING POOL

Since July 2009, GCP is involved in a partnership with Câmara Municipal de Lisboa to manage Piscina Municipal de Campo de Ourique (PMCO). This pool is at Campo de Ourique which is nearly at 2km of distance away from the headquarters of GCP.

As this is a public facility, a part of the pricing strategy is imposed by Câmara Municipal de Lisboa to be held equal between all the public swimming pools in Lisbon. This implies lower

prices for the users for most of the swimming classes, but the more specialized ones have the prices determined by the Board of GCP. This contract for PMCO comes as a way of shortening the gap of the health club not having a swimming pool.

3.2. SPORT ACTIVITIES

There are more than 50 activities at GCP available for people aged from 0 to 99 years old, recognized for the technical excellence of its professors. The sport activities are grouped in four categories: exercise & health group classes, training classes, representation classes, and competition classes.

Exercise & Health Group Classes	Training Classes	Representation Classes	Competition Classes	Swimming Pool
<ul style="list-style-type: none"> •Fitness •Yoga •Pilates •Dancing •Physical Conditioning •Karatedo •Zumba •Stretching •Body Toning •Local Ball •TRX •Aikido •Bike •Fit Boxe •Ballet •Step •Body Pump •Global Training •Aerobics •Karate Shotokan •Capoeira •Extreme Fitness 	<ul style="list-style-type: none"> •Baby Gym •Aikido •Fun Gym •Classical Dancing •Hip Hop •Gymnastics •Judo •Fencing •Archery •Football •Capoeira 	<ul style="list-style-type: none"> •Special Initiation •Group Rhythmic Initiation •Special Class •Mixed Air Gym •Step by step 	<ul style="list-style-type: none"> •Fencing •Acrobatic Gymnastics •Artistic Gymnastics •Rhythmic Gymnastics •Judo •Team Gym •Shooting •Archery 	<ul style="list-style-type: none"> •Hydrogymnastics •Adaptation to the aquatic environment •Swimming •Pre-competition •Masters

3.3. MEMBERSHIP CARDS

Ginásio Clube Português offers six types of membership cards, depending on the choice of activities that the member wishes to practice. All of them are free pass, meaning that the members can visit the facilities anytime they want to.

Gold

- Access to the same classes as the Classic card
- Access to the workout room
- Free usage of the swimming pool (PMCO)

Classic

- Access to classes of Bike, Physical Conditioning, Fitness, Yoga, Pilates, Dancing and Combat Sports
- Free usage of swimming pool (PMCO)

Baby

- Access to every Baby Gym class

Kids

- Access to classes of Aikido, Fun Gym, Classical Dancing, Modern Dancing, Hip Hop Kids, Specific Training, Capoeira and Football

Star

- Access to classes of pre-representation, representation, pre-competition and competition

Acqua

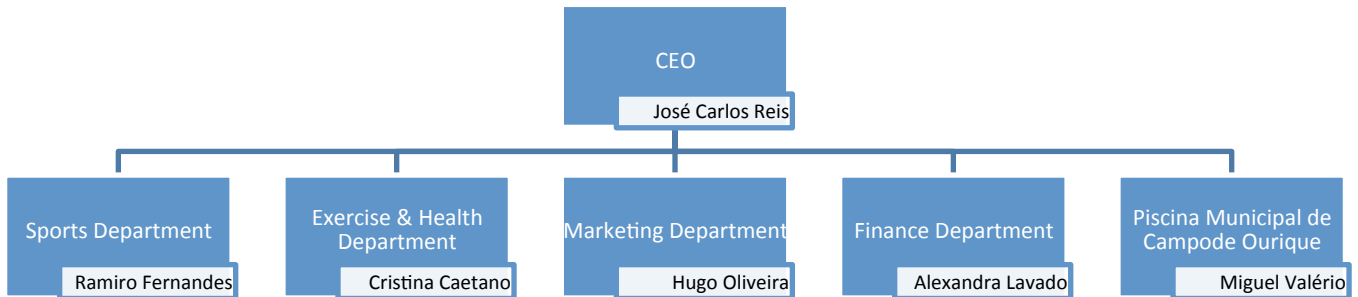
- Access to all hydrogymnastics classes (PMCO)
- Free usage of swimming pool (PMCO)

Acqua Terapia

- Access to all hydrotherapy classes

3.4. ORGANIZATIONAL STRUCTURE

In organizational terms, GCP is structured by functions. There are five management centers, as follows:



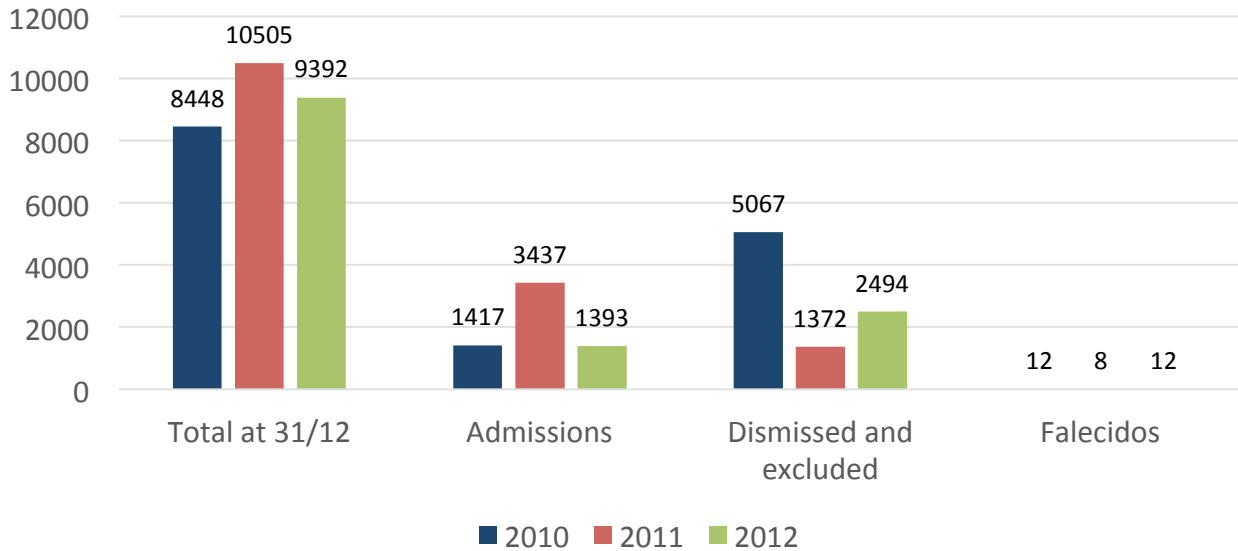
Each of these departments has its own specific responsibilities, as in every organization. However, it is important to distinguish between two areas that were once united: Sports and Exercise & Health Departments. The first has the main objective of ensuring the sports formation of young people with values such as integrity, ethics, respect and cooperation as its foundation, and creating training conditions that are propitious to the competitive development of these young people as athletes. This department is focused in managing the Training, Representation and Competition classes (Ginásio Clube Português, 2013). As for the second, the Exercise & Health department, there is a broader extension of areas of impact: the SAAT (Sala de Avaliação e Aconselhamento Técnico, in Portuguese), the workout room, the special programs and the group classes. The special programs are training programs especially targeted for specific health conditions (for example, child obesity), and that for that reason have a more proximate monitoring of the progress of the member.

3.5. GCP RECENT EVOLUTION

The contracting Portuguese economic situation has had its effects on the membership indicators for GCP. From the graph below, it is clear the reduction in the number of members

from 2011 to 2012 especially due to a reduced number of admissions and an increased number of dismissed members (Ginásio Clube Português, 2012).

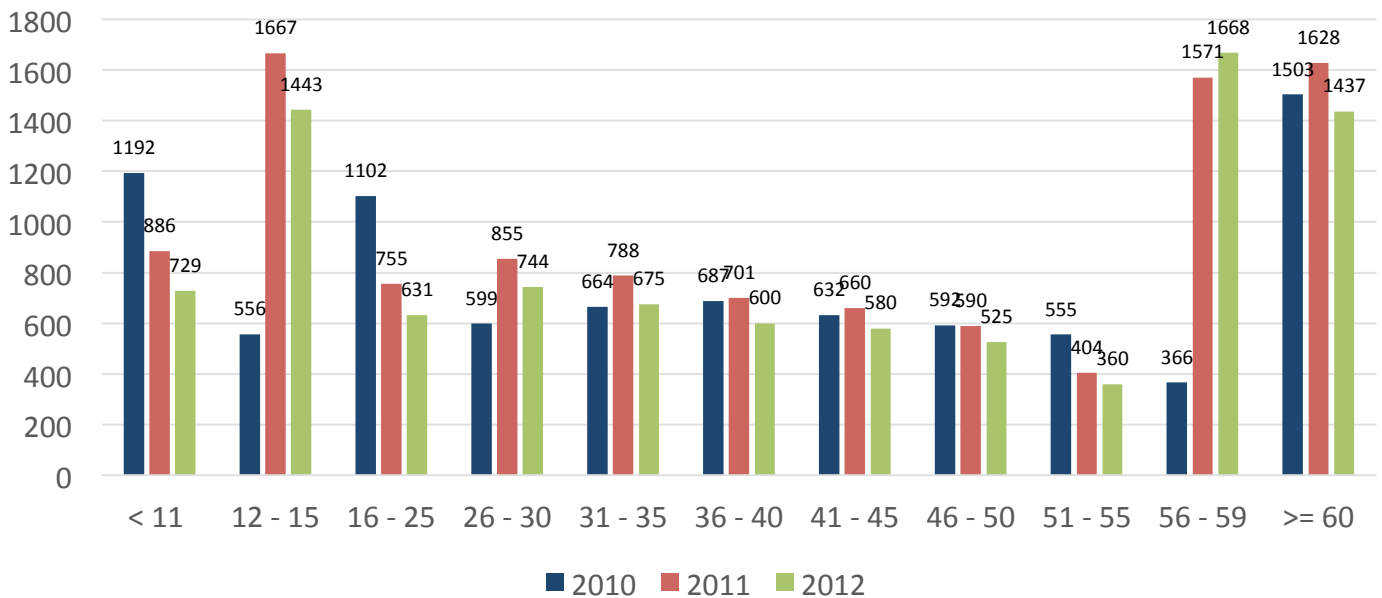
EVOLUTION OF THE NUMBER OF MEMBERS 2010 TO 2012



Source: GCP's Annual Report 2012

Looking at demographics, there is a trend for the majority of the members to be in the age ranges of 12 to 15 years old and more than 56 years old. As for the distribution of gender, it is practically equal (Ginásio Clube Português, 2012).

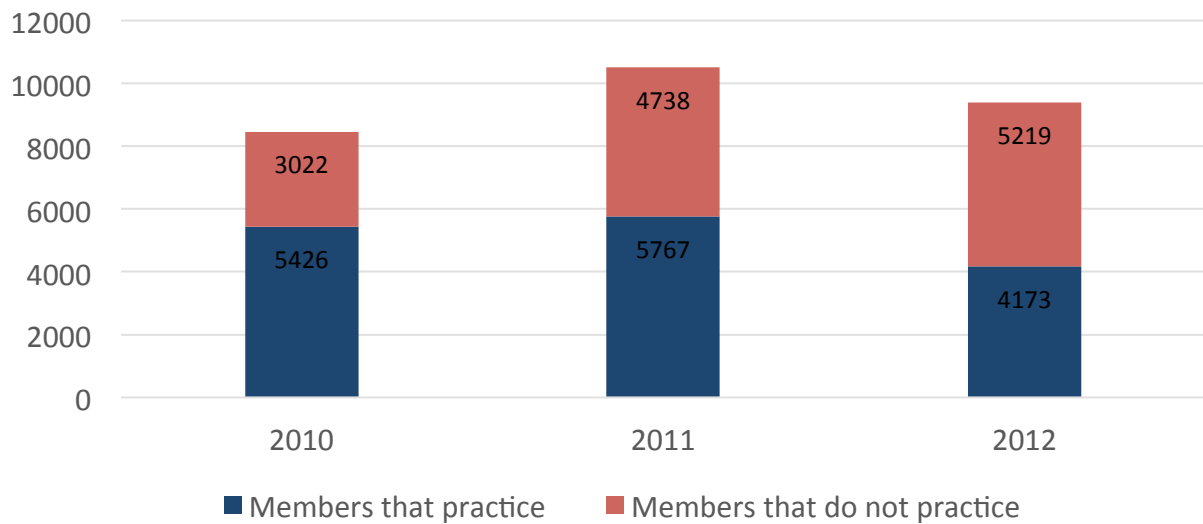
DISTRIBUTION OF MEMBERS' AGES 2010 TO 2012



Source: GCP's Annual Report 2012

Finally, there is a disturbing indicator that can have negative impact in the future. Only 44% of the GCP's members practice any kind of activity, which means that the remaining value can dismiss its membership at any time (Ginásio Clube Português, 2012).

MEMBERS THAT PRACTICE VS MEMBER THAT DO NOT PRACTICE 2010 TO 2012



Source: GCP's Annual Report 2012

PROJECT MANAGEMENT

4. PROJECT MANAGEMENT

4.1. PROJECT GOVERNANCE

In respect to the governance of this consulting project, there are two parties involved: Ginásio Clube Português (GCP) and Católica-Lisbon School of Business and Economics (CLSBE). On GCP's side, the sponsor is Hugo Oliveira, who is the Marketing Director of the institution. On the other hand, Católica-Lisbon's team is composed by the academic advisor, Rute Xavier, and the consultants Margarida Gonçalves and Filipa Marques (project team).

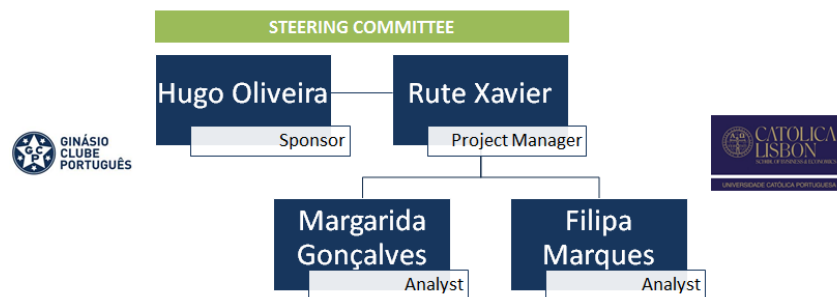


Figure 2: Project Team Chart

To each of the intervenients, job roles were attributed in order to assign responsibilities and tasks for a more efficient project process. The **project sponsor** is responsible for the involvement and commitment of all the stakeholders of the consulting project. This person was available to meet the team and make decisions on the scope and objectives proposed. The **academic advisor** has the responsibility of coordinating the efforts of the team as a whole and monitoring the project's progress, but also advising on best practices, guaranteeing its consistency. The **consultants** are the ones that identify the needs of the client and analyze information in order to provide a business solution that fits these requirements. This role also involves the documentation and extensive investigation of the situation and possible outcomes.

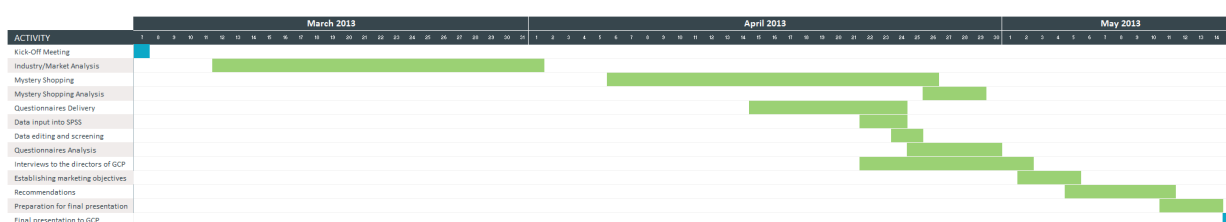
4.2. PROJECT SCOPE

The scope of the project for Ginásio Clube Português is the development of strategic marketing recommendations for the services marketing plan of Ginásio Clube Português for the next year. To reach this ultimate goal, there was a need to gather information regarding three core pillars: the current state of the industry worldwide, the competitive environment and the client's present situation.

It is out of the domain of this consulting project to provide a detailed services marketing plan for the upcoming year to GCP. The financial validity and sensibility analysis for each of the proposed alternatives was also not part of the scope and objectives of the project.

4.3. TIME MANAGEMENT

In order to efficiently plan the tasks to be performed during the project, a timeline was created with the list of activities and their respective start and end dates. This planning was developed after the second meeting with the project sponsor and was submitted for approval. The chart is as follows:



ACTIVITY	START	END
Kick-Off Meeting	07-03-2013	
Industry/Market Analysis	12-03-2013	01-04-2013
Mystery Shopping	06-04-2013	26-04-2013
Mystery Shopping Analysis	26-04-2013	29-04-2013
Questionnaires Delivery	15-04-2013	22-04-2013
Data input into SPSS	22-04-2013	24-04-2013
Data editing and screening	24-04-2013	25-04-2013
Questionnaires Analysis	25-04-2013	30-04-2013
Interviews to the directors of GCP	22-04-2013	02-05-2013
Establishing marketing objectives	02-05-2013	05-05-2013
Recommendations	05-05-2013	11-05-2013
Preparation for final presentation	11-05-2013	14-05-2013
Final presentation to GCP	15-05-2013	

4.4. COMMUNICATION MANAGEMENT

To guarantee a continuous feedback between both parties on the project progress, several meetings were scheduled at GCP. In the beginning, the meetings were held on a weekly basis in order for the team to collect information and better understand the *modus*

operandi of this institution. During May, the meetings happened more occasionally as the need for more information was substantially reduced and the work was more analytical and related to decision-making than before. However, a constant contact was maintained through email.

Besides the meetings with the client, the academic advisor for this dissertation also held reunions with the consultants with the purpose of understanding the current progress of the project, coordinating and advising on future developments.

4.5. RISK MANAGEMENT

Risk management corresponds to the determination of possible risks that may affect the project and the planning of responses to overcome these. The following table represents schematically the risks identified for this project, the probability and impact of its occurrence and what actions were taken to avoid them.

Risk	Description	Probability	Impact	Action
Unrealistic schedules	The project planning is too optimistic for the duration of all the activities that need to be developed until the end	Moderate	Moderate	The planning was proposed and submitted for approval to the project sponsor. Also, weekly meetings were held to give and receive feedback on the progress.
Inadequate methodologies	The methodologies used may not be appropriate to the specificity of the business	Low	High	Before implementing a research technique, the analysts scheduled sessions with professors of CLSBE to assess its validity and adequacy.

<p>Changes in requirements</p>	<p>The client may demand more deliverables than the initially established</p>	<p>Low</p>	<p>Moderate</p>	<p>During the meetings with the client, the scope and objectives of the project were constantly confirmed.</p>
<p>Biased information</p>	<p>There could be some lack of information from the other departments of GCP and a considerable amount coming only from the Marketing one</p>	<p>High</p>	<p>Moderate</p>	<p>Interviews with the directors of other departments were conducted in order to get some perspective on their point of view of the current situation of GCP.</p>
<p>High expectations</p>	<p>This is the second consulting project on this subject so the client could expect more this time by comparison with the previous group</p>	<p>Moderate</p>	<p>Low</p>	<p>Managing expectations was necessary to avoid the disappointment of the client. This means that the decisions and opinions were transmitted in a balanced way in terms of its importance and impact.</p>

RESEARCH METHODOLOGY

5. RESEARCH METHODOLOGY

During March and April 2013, three research techniques were used in order to collect data in the field of health and fitness consumption of the Portuguese population, specifically in the region of Lisbon. First, information was assessed through in-depth interviews with Board members of Ginásio Clube Português (GCP) and also two former members of the institution. Furthermore, mystery shopping was performed to the main competitors of this organization and to GCP itself. The data collected in this initial stage was then used as a basis for the quantitative research. The method chosen to perform this was the survey. Two different questionnaires were performed: one to infer on the satisfaction and perceptions of service quality of the current members of GCP; another was conducted to gather data on the motivations and interests of the participants and non-participants of gyms & health clubs. For both types of research, secondary data was also collected to complement and support the study.

This chapter will explain in further detail how each technique was planned and executed, which limitations and potential sources of error exist and how ethical and statistical issues were addressed in this matter.

5.1. QUALITATIVE RESEARCH

The purpose of performing qualitative research is to provide insights and understanding of the problem setting (Malhotra, 2010). In this specific case, the research objectives were to (1) explore how the industry is performing worldwide; (2) recognize the perceptions and visions for the future of the members of the Board of GCP; and (3) gain an initial understanding of the expectations of the customers for the health and fitness market.

5.1.1. IN-DEPTH INTERVIEWS

In-depth interviews were carried out with two different purposes in mind. To each of the Board members of GCP, interviews were conducted to explore their individual opinions and professional experience on what concerns the current state of the health club as well as their vision for the future. Moreover, two ex-members of GCP were interviewed in terms of an informal conversation to uncover their underlying customer experiences and what they would expect from this organization in terms of service quality.

The interviews had an approximate duration of 45 minutes and comprised open-ended questions so that the interviewees had plenty of flexibility to share their opinions and develop

on the subject as long as they would like. For the interviews with Board members, the questions comprised topics related with service quality issues, such as what they perceived as service quality at GCP, what problems have they identified in the delivery of this service and their vision for the future of the institution (**Appendix 1**). On what concerns the ex-members of GCP, the questions were more targeted at understanding the reasons for the satisfaction and dissatisfaction with its service quality and the performance expectations about the service (**Appendix 2**).

5.1.2. MYSTERY SHOPPING AT GCP AND ITS MAIN COMPETITORS

This technique was used to evaluate the customer service, operations, and employee performance of each health club visited. The objective was to monitor front line operations and to use the data collected as a benchmark against which performance can be compared.

The first task regarding this technique was the choice of what competitors to study. The criteria was the location of the facilities, as the directors of GCP indicated that this is the main aspect in the minds of consumers on what concerns the choice of a health club. Therefore, the direct competitors of GCP are the gyms and health clubs nearby: Holmes Place Amoreiras, Fitness Hut and Clube VII. Clube VII was considered in this analysis more for the purpose of the proximity of concept with GCP than for the location.

For each health club, an evaluation grid was completed concerning the degree of accordance with several statements that analyzed the customer experience since the entry point (via phone, website and health club) to the time of leaving the place. The categories observed were: entry points (as previously referred), location and parking, cafeteria/restaurant, locker room, workout area, group classes, existing facilities and sports (**Appendix 3**).

5.2. QUANTITATIVE RESEARCH

5.2.1. GCP MEMBERS' SATISFACTION AND SERVICE QUALITY PERCEPTION

The instrument used to assess the gap between members' expectations and perceptions of service quality was based on the SERVQUAL. This was adapted in order to fit the specificities of the health and fitness industry. Besides this, information was also collected in respect to the type of membership, duration of the membership, attendance, motives for being a member of GCP and demographics (age and gender) (**Appendix 4**).

The distribution of this questionnaire was made by the professors and other employees with direct contact with the customer in the reception, workout area and group classes. A document with instructions on the distribution and collection of responses was distributed to each of the Board members so that they could coordinate with the staff how this would be performed (**Appendix 5**).

After collecting all the questionnaires answered by the members of GCP, data editing and screening was necessary to address the issue of inconsistent and missing responses. In **Appendix 6**, the data cleaning that was implemented is detailed for each variable where modifications were made.

The sample size consisted in 406 persons aged from 9 to 88 years old. 54,4% of the respondents are female and 45,6% are male. The majority corresponds to Gold members (42,4%) and Classic members (36,9%), the remainder are Star, Kids and Acqua members. The statistics of this study are presented in greater detail in **Appendix 7**.

5.2.2. MOTIVATIONS FOR PHYSICAL ACTIVITY PARTICIPATION

This questionnaire was implemented to be compared against, using the data collected from the surveys within the members of GCP, which reflected their perceptions on this institution. The purpose was to understand what were the expectations and objectives of a person upon enrolling on a gym or health club or towards physical activity as a broader concept. The questionnaire form can be found in **Appendix 8**.

Using Qualtrics, the questionnaire was designed to collect data on two perspectives as the responses included members and non-members of health clubs. For the members of health clubs, the purpose was to determine what attracted them to their current club along with their motivations. Non-members were asked what barriers prevented them from joining a fitness centre. Questions were aimed to gain a quantitative understanding of the drivers of gym and health club usage, gym and health club selection and factors influencing customer experience. For both groups of participants, it was also relevant to conclude on the participation or not of other type of physical activity besides the frequency of a gym or health club, and demographics (age and gender).

This survey was distributed via email and Facebook. Contrary to the questionnaire for the members of GCP, this one did not require data cleaning as through Qualtrics it was possible to demand answers to every question or else it would not be submitted.

The online surveys were completed with a nationwide sample of 252 individuals. The responses included members and non-members of health clubs with ages ranging from less than 18 to more than 56 years old. 61,1% of the sample correspond to female respondents and 38,9% to male. In **Appendix 9**, the statistics for this study are presented in more detail.

5.3. POTENTIAL SOURCES OF ERROR

Several potential sources of error can arise in the research. It is essential for the researcher to take into consideration these possible errors in the research design to avoid the occurrence of these in the future and be able to implement control mechanisms (Malhotra, 2010). In this sub-chapter are described the sources of error that may have affected the results of the study.

Since some questions were not answered from the questionnaire to the members of GCP, the missing values were substituted by the corresponding average or similar criteria. Therefore, a nonresponse error may exist that can increase the potential of a biased sample as the missing responses are being replaced for a convenient sample ones.

There might be a random sampling error for the surveys on the motivations for physical activity participation as these were obtained through email and our personal Facebook. Results may be biased especially on what concerns the age of the respondents. Despite the possible existence of this error, there is a firm belief that this sample is still representative of the population.

5.4. ETHICS IN RESEARCH

The interviews performed to the Board members of GCP have dealt with sensitive topics and directly related to the daily work and relationships at GCP. Once questioned about their beliefs and opinions on the current situation and perspectives for the future, it is possible that the interviewees were not completely honest in order not to be judged by their colleagues or having their opinion shared with others.

On what concerns the mystery shopping technique, there is a clear ethical dilemma that arises. On one hand, the employees subject to the research should be warned that it can happen at some point. On the other hand, this tool has more accurate results if its application is unexpected. For the purpose of this dissertation, the method is used mainly academically. However, if it is to be used periodically in an institution, the employer should make its

employees aware of a continuous evaluation and that the objective of this is not to punish anyone for its performance but as a means of recognition and future improvement.

MAIN FINDINGS

6. MAIN FINDINGS

This chapter presents the results of the research techniques that answer the research questions, and draws conclusions that will be the basis of future recommendations. For more detailed statistical results, consult the **Appendix 7** for the results of the survey to the members of GCP, and **Appendix 9** for the results of the survey on the motivations to practice exercise.

6.1. HOW DO GCP MEMBERS PERCEIVE THE QUALITY OF THIS HEALTH CLUB AND WHAT DO THEY EXPECT OF SUCH AN INSTITUTION?

The survey conducted to the members of GCP was the preferred mean to draw conclusions on this research question. However, it was also supported by the mystery shopping to GCP.

6.1.1. GCP MEMBERS' SATISFACTION AND SERVICE QUALITY PERCEPTION

The sample of this questionnaire is representative of the population as the number of questionnaires gathered represents approximately 4% of the total number of members, and 10% of the members that in fact practice exercise at GCP. Furthermore, the sample is diversified but balanced on what concerns the type of membership card of the respondents, their weekly regularity at the institution and the member seniority in this health club.

When performing cross tabulation² tables for three variables, interesting facts popped up. When doing a cross tabulation for type of membership card and weekly regularity, it was found that Gold members practice more times per week than the Classic card members. When doing the same analysis for weekly regularity and member seniority, there is a tendency for the members that belong to GCP the longer to be the most frequent users.

On what concerns the motives for enrolling at GCP and for maintaining the membership, the most important one was the technical quality of employees, followed immediately by the location near home.

² Cross tabulation, or crosstabs in short, is a statistical process that shows the interrelation between two variables.

Ranking of Motives for Going to GCP

- 1. Technical quality of employees**
- 2. Location near home**
- 3. Reputation and values of GCP**
4. Adequate schedule
5. Diversity in activities
6. Frequency of family/friends
7. Location near work

This result provides a clue on what should be promoted about GCP since these are the most valued attributes of the institution.

Analyzing the degrees of satisfaction of the respondents with certain services of GCP, the result was surprising. Within every characteristic analyzed, the respondents were clearly very satisfied with the service provided, with the exception of the parking lot. This demonstrates that respondents are, in general, satisfied with the service quality of GCP, so this is probably not the source of the problem for the decreasing number of members. Another aspect worth mentioning is the fact that members are not aware of SAAT, which is the Fitness Assessment and Technical Advice Office. 31% of the respondents has never been there and consequently were not able to infer on the quality and their degree of satisfaction. This provides a warning sign to promote and encourage members to visit it, especially because this service is free of charge for the members of GCP.

When members were asked on their degree of accordance with several statements, the majority agrees with all of them. These statements reflected the feelings towards the institution and how the members perceived the image of it.

With this questionnaire it was possible to understand that the members of GCP are, in general, satisfied with the service provided and feel integrated in the lifestyle promoted. Service quality is not compromised and the technical quality of the professors is extremely valued. Mystery shopping was then performed for a more deep insight on the operations and customer service of this institution.

6.1.2. MYSTERY SHOPPING AT GCP

Mystery Shopping was conducted by the two analysts that filled the same checklist with an evaluation scale. It was found that the female locker room, which was recently renovated, and the workout area were the aspects worth highlighting for their superior ambiance. On the down side, there are some points to consider for future improvement. The greeting in the first visit is nonexistent and this can be uncomfortable and confusing, as it is difficult for a newcomer to orient themselves the first few times in the building. Furthermore, it would make the member feel more integrated and that GCP cares about his or her well-being. Another aspect to consider is the parking lot. It is not understandable by the members why they should pay for a private parking lot that belongs to GCP to visit their facilities. Besides that, during rush hours it is very difficult to have a free spot in the parking lot or even to park anywhere else around GCP. There is another aspect, a minor one, which is the food displayed in the cafeteria. To fit a sportive and active lifestyle, this food should be healthy to educate and encourage members on a good nutrition, and not showing chips, chocolates and cakes in the front line.

6.2. WHAT IS THE GENERAL OPINION ON THE PRACTICE OF PHYSICAL ACTIVITY, ESPECIALLY IN THE CONTEXT OF GYMS AND HEALTH CLUBS?

In order to understand the motivations and interests on what concerns the practice of physical activity, an online survey was conducted to a nationwide sample. As referred previously in this dissertation, this sample is not completely representative of the Portuguese population as the great majority of the respondents correspond to people aged from 18 to 25.

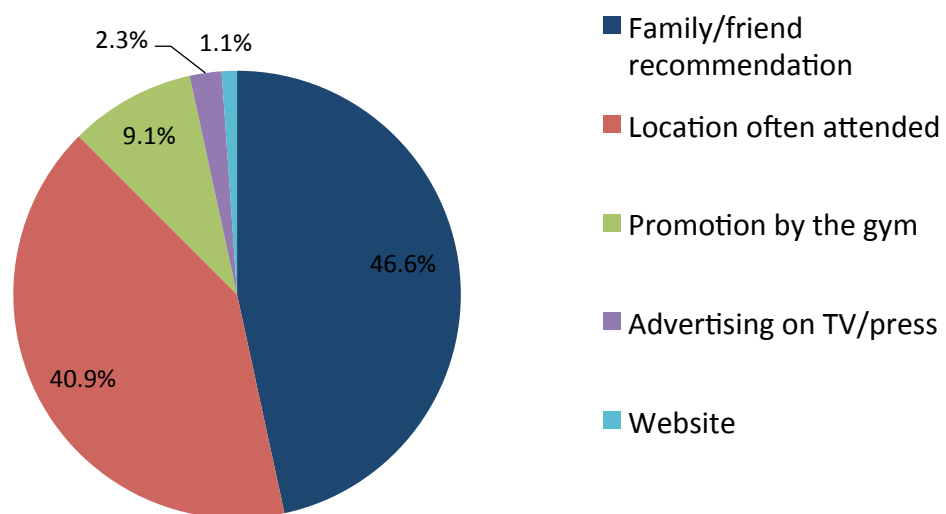
65,1% of the respondents do not go to any gym or health club at the moment of the questionnaire. From this group of people, 71,4% practices another physical activity, usually for leisure. It was believed to be interesting to find out the reasons for not going to a gym, and the results are as follows:

Ranking of Motives for Not Attending a Gym or Health Club

1. It is too expensive
2. I have no available time to do that
3. I'd rather practice exercise outdoors
4. I have no one to go with me
5. I walk or bike a lot in my daily living
6. I believe that gyms are too crowded
7. I do not like to move to practice physical activity
8. I already practice exercise in a sports club
9. I avoid situations where I can be judged by my appearance
10. I do not care about my appearance
11. I think that gyms and health clubs are poorly attended
12. For health reasons

By performing cross tabulations, the female respondents are the ones that attribute more importance to the aesthetics motives for not attending the gym. 62,5% of the share of the sample that do not go for not being judged by their appearance are women. Contrarily, 80% of the respondents that say that they are not going to the gym because they do not care about their appearance are men.

AWARENESS OF THE CURRENT GYM OR HEALTH CLUB



When asked on how they became aware of their current gym or health club, the majority of the respondents replied that it was by recommendation of family or friends. This was the expected outcome as word-of-mouth is perceived as the most powerful communication and promotion tool for services. The location often attended is also an important attribute and this is in accordance with the results of the previous questionnaire.

Ranking of Reasons for Choosing the Current Gym or Health Club

1. Location near home
2. Prices practices
3. Frequency of family/friends
4. Adequate schedule
5. Diversity of activities
6. Location near work
7. Promotion at the time of the enrollment
8. Reputation and values of the gym or health club
9. Technical quality of employees

If these results are compared against the questionnaire that was made to the members of GCP, it is to notice a slight difference in the ranking. In this one, the location near home, the prices practiced and the frequency of family and friends are at the top of the reasons for choosing, and the reputation and values and the technical quality of employees are regarded as less important. In the previous survey, the technical quality is referred as the main reason for choosing GCP. This shows that GCP members give the due value to its professors and the excellence in service quality, and people that are not used to this excellence do not regard it as a determinant factor in the decision.

About the activities provided by the gyms and health clubs in Portugal, the ones that have more practitioners are cardiofitness, weight lifting, physical conditioning, cycling and Body Pump. The ones that are attended more often are cardiofitness, weight lifting, physical conditioning, cycling and Body Combat.

The preferred means of transportation are by foot (47,7%) and by car (39,8%). Probably due to the proximity to home or another frequently attended location, there are more people walking to the gym, or because they are aware *a priori* that it is difficult to find a parking spot.

Similarly to the survey performed at GCP, there were several statements to be classified in a scale of agreement. There are three aspects to highlight from this question. First, only 57,95% of the respondents will communicate to the employees if they are unsatisfied. The implications of this can be that they simply leave when they are not satisfied with the service and/or they will more easily express their dissatisfaction to close contacts, which may harm the image of the institution, being word-of-mouth so strongly taken into consideration. Second, 78,41% use the Internet as the main platform for information search about an organization and 60,23% believe that the visual appeal of the website makes the difference when is time to make a decision. Hence, it is of extreme importance to invest in a website with a modern looking interface that fits the values of the gym. Third, the use of celebrities in the promotion of a gym or health club is not considered as determinant or appealing in the sense of enticing a person to buy.

As for the personal motivations for practicing exercise in a gym or health club, the main reasons are aesthetic. These can be used as the messages to transmit in the promotion of a gym or health club, as this is what people are looking for when attending it.

Ranking of Personal Motives for Practicing Physical Activity

1. To keep in shape
2. To improve my appearance
3. It makes me feel good
4. To relax
5. To lose weight
6. To prevent diseases
7. My doctor advised me to
8. I like physical competition
9. To meet new people
10. To spend time with family/friends
11. To help me recover from a disease/injury

6.3. HOW CAN GCP ATTRACT NEW MEMBERS WHILE RETAINING THE EXISTING ONES?

To answer this research question, it is important to take into consideration the previous findings and complement these with the mystery shopping and in-depth interviews conclusions.

6.3.1. MYSTERY SHOPPING

Mystery shopping was conducted at GCP and its competitors. For GCP, the main conclusions were already referred earlier in this chapter for the first research question. For the competitors, the outcome was the definition of strengths and weaknesses. Moreover, a benchmarking analysis was performed supporting these results with secondary data collected (**Appendix 10**).

	Holmes Place Amoreiras	Clube VII	Fitness Hut Amoreiras
Similarities with GCP	Premium Segment	Family Concept	Geographical Proximity
Differentiating Factors	Personal Training	Social component	Low prices
Social Networking	All present in Facebook with daily posts		
Average monthly fee	€83	€82	€26

On what concerns Holmes Place Amoreiras, the offer is very similar to GCP having a wide range of activities and belonging to the premium segment as well. This health club has two strengths that correspond to the weaknesses of GCP: member follow-up and free parking for 3 hours. Holmes Place takes into great care the presence of its members in the facilities, encouraging them to come back when they are absent for a while, enticing them to try new classes and even before becoming actual members of the institution. The free parking comes as a response to the difficulty in parking vehicles in the area that generates stress and frustration, which has consequences in the customer experience at the gym. The main weaknesses are the poor capacity of the locker rooms at rush hours and lack of transparency in the prices practiced.

Clube VII has a prime location at the center of Lisbon and provides its members premium facilities. Similar to Holmes Place Amoreiras, it has free parking for 2 hours to avoid stressful situations. The space is propitious to socializing and the ambiance makes the member

feel at home. The follow-up is not as thorough as at Holmes Place but at least the first visit is accompanied throughout. The weaknesses are the considerably high monthly fees and the reception, the service depends on who is behind the counter.

Fitness Hut Amoreiras is quite different from the health clubs considered since it is a low-cost one that looks to provide only the most basic features and summing up on the monthly fee the extras. The main strength is the monthly fee which is at a reduced cost. Moreover, for a plus, a member can attend any Fitness Hut gym wherever it is. The low capacity of the locker rooms, especially in the showers, the system of booking in advance the group classes that a member wishes to attend, and the weak monitoring and support from the professors in the workout room are weaknesses that may not justify the tradeoff with the low prices.

6.3.2. IN-DEPTH INTERVIEWS

The interviews with the Board members worked as a basis for a better understanding of how the business works for GCP and to confirm conceived ideas on issues affecting the organization. It is interesting to highlight though that every single member of the Board, when asked about what they think that could be improved at GCP, believes that the only problem is that the facilities do not allow future growth of the institution. There was only one person that identified the existence of communication problems between the departments.

The interviews to the former members of GCP drew conclusions in accordance to the ones obtained from the questionnaires. Both of them identified the lack of follow-up on the members and the lack of communication about GCP's offerings as concerning, since this was the reason for having them quit. There was agreement on the satisfaction with the service quality and the superiority of the services provide

RECOMMENDATIONS

7. RECOMMENDATIONS

Taking into consideration the knowledge provided by the literature review and the insights gathered from the research methods used for this investigation, recommendations were provided to Ginásio Clube Português from three perspectives: customer acquisition, customer retention and general recommendations across all the areas of GCP.

As a whole, the marketing strategies were based on a proposed targeting and positioning. Currently, GCP assumes an undifferentiated **targeting**. Based on the demographic characteristics of the current members of GCP, the expected evolution in the population and the forecasted trends in the fitness industry, two segments were advised as targets based on generation: Baby Boomers and Generation Z. The first segment would be more directed to the workout area and group classes, and the second one to the training and representation activities, which per se would attract their parents as long as there is a compatible schedule. In general, the **positioning** should be emphasized on the differentiating aspect of the technical know-how of the employees and the familiar concept of GCP when compared to other institutions in the same market. However, there is a niche with considerable potential of growth which concerns the special programs provided by GCP (for example, the Cardiac Rehabilitation Program), which have the accreditation of important institutions in the Health sector, and could work as opportunities to attract people with debilitated medical conditions, who are not being served by any other organization.

7.1. CUSTOMER ACQUISITION

7.1.1. IMPROVED WEBSITE

In accordance with the results from the questionnaire about the motivations and interests in the practice of physical activity and with the observed tendency of “research online, purchase offline”, it was suggested an improved website with a fresh and clean image. For that, a prototype of the website was created and two platforms were appointed as possible alternatives at reduced costs. The prototype website can be accessed through the hyperlink as follows: <http://filipamm.wix.com/gcp->. In **Appendix 11**, a visual comparison can be found between the actual website and the one proposed. Besides being relatively recent, the image of the current website is old-fashioned and not user-friendly. The solution proposed is a cleaner and more practical alternative.

7.1.2. RAISING CORPORATE CLIENTS

Strategically, GCP is located in the center of a large business area and this advantage could be leveraged by establishing corporate protocols with the companies operating in the area. The incentive should be provided to the companies in the sense that practicing physical activity improves the quality of life and health of their employees and helps them manage stress, consequently reducing absenteeism. These protocols could involve reduced membership monthly fees. Furthermore, it was suggested the organization of “open days” specifically directed to each company at GCP in order to demonstrate the lifestyle and leisure that they would experience as members.

7.1.3. SHARED MEMBERSHIP CARD

Additionally, similarly to what is being done at Clube VII, a shared membership card was mentioned as potential mean of controlling the lack of surveillance on the entrance to the locker rooms that originates the use of the facilities by non-members. This would not only give people a sense of membership to this health club but also raise consciousness to act ethically. For example, a person would find it more worthy to share the card with another person than to use someone else’s card to enter the workout area or group classes in an illegitimate way. This card could be promoted to couples, families or friends that could share the card at a reduced monthly fee.

7.1.4. MEMBER GET MEMBER

As translated in the questionnaire results, word-of-mouth is the most important, influential and credible communication tool. Therefore, the promotions should be focused on a “member get member” philosophy, being the current members the ones to promote and recommend GCP and bring friends and family to become members as well. In this kind of promotions, a reduced monthly fee or registration fee should be offered to the new member, and a compensation should be given to the members that brought them (for example: offering a voucher to discount in one of the support facilities, such as the hairdresser or the Spa).

7.2. CUSTOMER RETENTION

As it costs five times more to attract a new customer than to retain an existing one (Grantham, 1998), retention strategies are extremely important for the success of an institution in this market. The proposed retention strategies are grouped in two areas: Customer Relationship Management (CRM) and Internal Marketing.

7.2.1. PERSONAL AREA ON THE WEBSITE

In the new website, a personal access should become available to the members so that they are able to perform multiple tasks: check their Fitness Assessment Office evaluations and their evolution, consult their personalized training plan, schedule fitness evaluations and training plan reassessments, give feedback on the service provided and interact closely with the professors and/or personal trainers.

7.2.2. MEMBER FOLLOW-UP SYSTEM

The greatest flaw identified was the lack of a member follow-up system. Nowadays, with all the access to information and variety of alternatives of competitors or substitute services, it is essential to keep an integrated structure of several actions of follow-up. In their anniversary, the members should receive a text message congratulating them and inviting them to visit the facilities, as this shows interest and a feeling that this is a special occasion for the GCP as well. With one day in advance, text messages could be sent to the members warning them about their scheduled assessments and trainings. Every time a member asks for the cancellation of his membership, it is advised to, before the formalization of the process, schedule a meeting to infer on the source of the problem, understand the motives for the dissatisfaction and try to revert the situation. Upon the enrollment of a new member, reception and guidance must be given to make him feel comfortable and part of the “family”. An employee should be pointed out for a guided tour and a phone call after two weeks should also be made to make sure the adaptation phase is occurring smoothly and correct possible defects from the beginning. Furthermore, periodically, GCP should invite its members to fill satisfaction questionnaires to conclude on the overall satisfaction level and the preferred activities being provided. All this could be accomplished through an integrated IT system of CRM.

7.2.3. GCP’S FACEBOOK PAGE

When compared to its direct competitors, GCP’s Facebook page is not very interactive and has a lower number of “likes”. To make it more appealing, it ought to be daily updated with posts on activities, health or curiosities taking advantage of the different specializations of the personnel. In a controlled manner, as there are more than a hundred teachers, these should be encouraged to post information on new classes, master classes or events, to motivate the viewers to participate. Negative comments should not be left without an answer. On the other hand, these should be replied asking the person in question to visit GCP for a more personal talk and promising that efforts will be made to solve the problem in hands.

Publications that advertise other institutions and products or services without the permission of GCP should be eliminated.

7.2.4. MEMBER INCENTIVE PROGRAMS

There are captivating incentive programs that encourage members to visit GCP more often and to generate “buzz”. Selling merchandising is by itself an advertising tool that is voluntary used by members to promote GCP to the exterior. Constituting reward schemes in the form of accumulation of points in exchange for products or vouchers to be discounted inside GCP, or organizing challenges for the “biggest user” increases the sense of belonging and striving for objectives, which will be translated in an increased frequency at GCP. It could also be arranged a compensation to the members that are most absent during summer and reward them with a session of personal training to make them gain motivation to practice again. To create awareness of the history of the gym, an exhibition should organized reinforcing its values and achievements throughout more than a century of history.

7.2.5. INTERNAL MARKETING

On what concerns the internal marketing, the focus is on training and adapting the front office employees to the CRM system and to the new roles and tasks that they should be developing on a daily basis. Moreover, performance evaluations should be conducted with a pedagogical purpose but also should be incorporated in the salary. Employees should also be instructed that they are the direct contact of the institution with the employee so they direct their efforts towards the constant promotion of the values of GCP.

7.3. GENERAL RECOMMENDATIONS

The general recommendations comprise putting the **parking** lot free of charge for 2 hours per day for the members of GCP and the creation of a charged card for the residents that would like to park their care in the parking of the gym with a fixed monthly fee. It is also included as a suggestion the acquisition of machines of **class tickets** in order to control the preference of classes and in which schedules and to control the entrances. **Signposts** should be fixed to guide, especially new members, around the facilities as it is quite confusing to understand the organization of the building. At last, the communication between Board offices should be improved to avoid delays in the synchronization of activities and increase the efficiency of processes.

7.4. FEEDBACK FROM THE CLIENT

Overall, all the Board members were very satisfied with the proposed solutions during the presentation. The feedback was particularly positive from the CEO of Ginásio Clube Português. There were some solutions that were already discussed previously by them and discarded, but there was a special interest on the improved website suggestion, the “open days” for corporate clients and the shared membership card. As for the website, the Board was aware that it lacked in visual appeal. However, the current institutional website is the product of a decision based on the cost of its development, as the option chosen was the least expensive. The “open days” were seen as an innovative way of attracting companies and their employees to the facilities of GCP since these would be especially customized for each company. The shared membership card was also accepted as an interesting and an alternative possibly implemented in the future to overcome the problem of entrance control, which, in spite of requiring a more complex logistics solution, can be smoothed.

All the other proposals were deemed as relevant and appropriate for the specific case of GCP. There were two ideas that received less positive comments but were clarified in the moment. It is the case of the Facebook being updated regularly by the professors, which could have as a consequence a saturation of the page with promotion by the professors of their own classes instead of working as an incentive to try new activities or push people to work out. Therefore, it was suggested to be made in a more controlled manner by making clear right from the start the purpose of this action and by having someone monitor the publications made. The other point that raised some questions is the implementation of machines of tickets that work as a mean to control entrances but also, if connected to a CRM system, as a way of registering the most frequented classes and schedules for each member, thus identifying the individual preferences using information technology and database information. However, the Board felt that this would require a considerable amount that would be hardly affordable at the time.

In **Appendix 12**, there is the translated version of the presentation to the GCP’s Board members of the conclusions and recommendations of this consulting project.

CONCLUSIONS

CONCLUSIONS

Upon evaluating all the progress of the consulting project developed, it is reasonable to admit that the ultimate goal was achieved: the client was satisfied with the outcome. Besides the specificities of the Health & Fitness Industry, a meticulous analysis and a creative process of development of strategic marketing recommendations has led to the accomplishment of the objectives proposed in the beginning.

The strategies developed were mainly focused on three categories: customer acquisition, customer retention and general recommendations for GCP. It costs less to maintain a customer than to retain an existing one. Therefore, as they have already a very large customer base, the main focus should be on retaining the existing members, especially those that are members but do not attend GCP, more than acquiring new ones. The feedback to this strategy was positive from the client perspective. Some of the ideas were already thought and discussed internally. Those referred to the improved website, the shared membership card, and the “open days” for corporate clients were regarded as valuable and innovative.

In spite of the success of this project, some aspects for further development were regarded as relevant. It would have been important to have the involvement of all the departments during the whole project to avoid biased information or misconceptions. Regarding the research methodology, the questionnaires to the members of GCP should have been made in person with the analysts to prevent possible influence of the employees or friends in the responses given. As for the mystery shopping, more people should have been required to complete the same checklist to have a broader sample of opinions. Finally, it would be interesting to assess the financial validity of each of the recommendations, which was not performed for being out of the scope of the project.

REFERENCES

REFERENCES

- American Marketing Association (2007). *Definition of Marketing*. Available at: <http://www.marketingpower.com/aboutama/pages/definitionofmarketing.aspx> [Accessed 4 May 2013]
- Booms, B. H. and Bitner, M. J. (1981). Marketing strategies and organizational structures for service firms. *Marketing of services*. Pp. 47-51
- Clow, K. E. and Baack, D. (2009). *Integrated Advertising, Promotion, and Marketing Communications*. 4th edition. New Jersey: Prentice Hall
- Correia, A. (2006). Uma Gestão de Marketing dos Ginásios e Health Clubs. In Correia, A., Sacavém, A. and Colaço, C. (eds) *Manual de Fitness & Marketing: Para a competitividade dos ginásios e health clubs*. Portugal: Edição Visão e Contextos. Pp. 17-33.
- Council of Europe (2001). *Recommendation No. R (92) 13 REV of the Committee of Ministers to Member States on the Revised European Sports Charter*. Available at: <https://wcd.coe.int/ViewDoc.jsp?Ref=Rec%2892%2913&Sector=secCM&Language=lanEnglish&Ver=rev&BackColorInternet=9999CC&BackColorIntranet=FFBB55&BackColorLogged=FFAC75> [Accessed 4 May 2013]
- Ginásio Clube Português (2013). *Direcção Desportiva: Relatório de Balanço da Actividade 2011/2012*.
- Ginásio Clube Português (2012). *Relatório e Contas 2011*. Available at: <http://gcp.pt/sites/gcp.pt/files/Relat%C3%B3rio%20e%20Contas%202011N.pdf> [Accessed 10 May 2013]
- Grantham, W., Patton, R., York, T. & Winick, M. (1998). *Health Fitness Management: a comprehensive resource for managing and operating programs and facilities*. USA: Human Kinetics
- Kotler, P., Armstrong, G., Wong, V. and Saunders, J. (2008). *Principles of Marketing*. 5th European Edition. England: Pearson Education.
- Lendrevie, J., Baynast, A., Emprin, C., Rodrigues, J. V. and Dionísio, P. (2010). *Publicitor*. 7th edition. Portugal: Publicações Dom Quixote
- Levitt, T. (1975). Marketing Myopia. *Harvard Business Review*, September-October 1975.
- Lindon, D., Lendrevie, J., Lévy, J., Dionísio, P. and Rodrigues, J. V. (2009). *Mercator XXI: Teoria e Prática do Marketing*. 12th edition. Portugal: Publicações Dom Quixote.
- Malhotra, N. K. (2010). *Marketing Research: An Applied Orientation*. 6th edition. New Jersey: Prentice Hall

Meyer, C. and Schwager, A. (2007). Understanding Customer Experience. *Harvard Business Review*. February 2007.

Parasuraman, A., Zeithaml, V. A. and Berry, L. L. (1985). A Conceptual Model of Service Quality and its Implications for Future Research. *Journal of Marketing*. Vol. 49, pp. 41-50.

Parasuraman, A., Zeithaml, V. A. and Berry, L. L. (1988). SERVQUAL: a multi-item scale for measuring consumer perceptions of the service quality. *Journal of Retailing*. Vol. 64, No. 1, pp. 12-40.

Parasuraman, A., Zeithaml, V. A. and Berry, L. L. (1991). Refinement and Reassessment of the SERVQUAL Scale. *Journal of Retailing*. Vol. 67, No. 4, pp.420-450

Pitts, B. G. and Stotlar, D. K. (2007). *Fundamentals of Sport Marketing*. 3rd edition. West Virginia: Sport Management Library

Santos, A. N. (2006). Ferramentas de Gestão da Qualidade de Serviços no Mercado do Wellness. In Correia, A., Sacavém, A. and Colaço, C. (eds) *Manual de Fitness & Marketing: Para a competitividade dos ginásios e health clubs*. Portugal: Edição Visão e Contextos. Pp. 225-241

Solomon, M. R. (2011). *Consumer Behavior: Buying, Having and Being*. 9th edition. New Jersey: Prentice Hall

Wilson, A., Zeithaml, V. A., Bitner, M. J. and Gremler, D. D. (2012). *Services Marketing: Integrating Customer Focus across the Firm*. 2nd European Edition. United Kingdom: McGraw-Hill Education.

World Health Organization (2008). *Prevalence of overweight/obesity, ages 20+, age standardized, both sexes*. Available at:

http://gamapserver.who.int/gho/interactive_charts/ncd/risk_factors/overweight_obesity/atlas.html

[Accessed 10 May 2013]

World Health Organization (2013). *Fact Sheet: Obesity and Overweight*. Available at: <http://www.who.int/mediacentre/factsheets/fs311/en/> [Accessed 10 May 2013]

APPENDICES

APPENDIX 1: SCRIPTS OF THE IN-DEPTH INTERVIEWS TO THE BOARD MEMBERS OF GCP

CRISTINA CAETANO, EXERCISE & HEALTH DEPARTMENT DIRECTOR

1. How are the activities chosen? By trends, by availability of facilities, by professors' specializations?
2. What distinguishes GCP from other gyms or health clubs?
3. How does SAAT and the special programs work?
4. In your opinion, what are the weaknesses of GCP that can prevent it from future growth?
5. As there is no Human Resources department, how is the management of this area processed?

RAMIRO FERNANDES, SPORTS DIRECTOR

1. How are the activities chosen? By trends, by availability of facilities, by professors' specializations?
2. What are the most profitable activities? And the ones with most potential?
3. How do you feel the economic crisis is affecting the engagement in physical activity at gyms or health clubs?
4. In your opinion, what could be improved at GCP to overcome its weaknesses?
5. Which costs are involved in the competition classes? Are these supported by the athletes or GCP?

ALEXANDRA LAVADO, FINANCE DIRECTOR

1. How did you plan the budget for this year?
2. What vision do you have for GCP in the future?
3. How do you manage a health club of this dimension in times like these?
4. How are the prices of the memberships established?
5. In your opinion, what are the weaknesses of GCP that you think should be addressed?

MIGUEL VALÉRIO, SPORTS DIRECTOR OF PISCINA MUNICIPAL DE CAMPO DE OURIQUE

1. How do you see the relationship between GCP and PMCO? Do the users of PMCO feel like they belong to GCP as well?
2. How are the activities to be offered chosen?
3. How does the contract between GCP and Câmara Municipal de Lisboa work?
4. In your opinion, what should be improved at GCP to overcome this economic crisis?

PATRÍCIA JORGE, MARKETING DIRECTOR

1. It has been two years since you started working at GCP. What differences between GCP and your previous professional experience have had most impact on you?
2. What opportunities do you think there are in the Health & Fitness Industry that could be explored by GCP?
3. In an ideal situation of full availability of resources, what would you like to be done for GCP?
4. In your opinion, what are the weaknesses and threats of GCP?

APPENDIX 2: SCRIPT OF THE IN-DEPTH INTERVIEWS TO THE EX-MEMBERS OF GCP

1. Why did you decide to quit GCP?
2. What was fine before and now has changed that made you resign?
3. When you expressed your intention to leave, how was the process handled by GCP's employees?
4. What would you like to be seen improved in order for you to return?
5. As a customer, how do you feel about the relationship and the proximity of GCP with its members?

APPENDIX 3: MYSTERY SHOPPING EVALUATION GRID

Gym: _____
 Day/Time: _____
 Sports played: _____

Grid:	
1	Very Bad
2	Bad
3	Acceptable
4	Good
5	Very Good

Points to consider	✓	Evaluation				
		1	2	3	4	5
1. Entry Point: Via Phone						
1.1. The telephone was answered within three rings						
1.2. Staff whom I spoke with on the phone were polite and friendly						
1.3. Staff whom I spoke with on the phone were knowledgeable						
1.4. Staff were able to provide directions						
2. Entry Point: Via Website						
2.1. The website is well organized and attractive						
2.2. The website explains in detail the sports offered and schedules						
2.3. The website has the most recent discounts and promotions being offered						
2.4. The website has clear photos of the facilities in the gym so that I can evaluate them						
2.5. The prices and conditions of the gym are well explained						
2.6. It is easy to contact the gym through the website						
3. Entry Point: Via Gym						
3.1. The reception area was cozy and well decorated						
3.2. The reception was organized						
3.3. The reception had a computerised system						
3.4. I was greeted in a friendly manner with a smile						
3.5. The staff reflected a genuine concern for me as a customer						
3.6. I was made aware of current discounts, promotions or upcoming programs						
3.7. The waiting time was short in the reception						
3.8. I did not have to wait a long time for the staff to solve my issue						
4. Location and Parking						
4.1. I had no trouble finding the facilities						
4.2. Off-street parking is available						
4.3. It is easy to access the parking lot						
4.4. It is easy to find a parking spot						
4.5. The parking lot has good conditions						
4.6. Individuals with disabilities would have no problem entering the health club						
5. The Cafeteria/Restaurant						
5.1. The cafeteria's tables and chairs were clean						
5.2. The cafeteria's floor was clean and free of debris						
5.3. There was a variety of healthy food and drinks						
5.4. The staff was friendly						
6. The Locker Room						
6.1. The floor and the equipment is properly clean and neat						
6.2. The facility offers sufficient privacy						
6.3. The facility is big enough to accommodate all guests						
6.4. The facility is comfortable						
6.5. There are enough lockers/showers for the guests						
6.6. The facility is safe						
6.7. The gym offers complementary services (hair dryer, towels, etc)						
7. The Workout Area						
7.1. The equipment was clean and in good working condition						
7.2. The temperature was comfortable for me to work out						
7.3. There is always someone available to help me when I am confuse about some equipment						
7.4. There is a wide variety of age and gender						
7.5. There is a wide variety of equipment						
7.6. The staff is helpful to beginners						
7.7. There is enough comfortable space to work out						

Points to consider	✓	Evaluation				
		1	2	3	4	5
8. The Group Classes						
8.1. I felt integrated in the group class/The staff is helpful to beginners						
8.2. The professor is constantly motivating all the members of the class						
8.3. The professor is professional while teaching the class						
8.4. There is a wide variety of activities						
8.5. The class started right on time						
8.6. The class program was well-structured						
8.7. There is a wide variety of sports to choose from						
8.8. There is a good management of the classes' schedules						
8.9. There is a wide variety of age and gender						
8.10. The system used to enter the class is user-friendly						
9. Existing facilities:						
Swimming pool						
Workout area						
Group class studios						
Locker rooms						
Cafeteria						
Spa						
Hairdresser						
Child care						
Personal training						
Fitness Evaluation Office						
Nutritional counseling						
Shop for clothing and equipment						
10. Existing Sports:						
Running/jogging						
Basketball						
Volleyball						
Football						
Tennis						
Outdoor						
Martial arts						
Gymnastics						

APPENDIX 4: “ESTUDO DA SATISFAÇÃO DOS SÓCIOS DO GINÁSIO CLUBE PORTUGUÊS”

Este inquérito está a ser realizado no âmbito de um estudo da satisfação dos sócios do Ginásio Clube Português (GCP) relativamente aos serviços prestados pelo mesmo. As suas respostas são confidenciais e serão utilizadas apenas para fim do estudo em causa. O questionário não demorará mais de 5 minutos a responder. Obrigado pela sua colaboração.

1. Tipo de sócio: Gold Classic Star Kids Acqua Acqua Terapia Corporate
2. Há quanto tempo é sócio do Ginásio Clube Português?
 Menos de 1 ano Entre 7 e 14 anos
 Entre 2 e 6 anos Mais de 15 anos
3. Quantas vezes, por semana, pratica exercício físico no Ginásio Clube Português?
 Menos de 1 vez por semana 4 a 5 vezes por semana
 1 vez por semana Mais de 5 vezes por semana
 2 a 3 vezes por semana
4. Em que altura do dia costuma frequentar o Ginásio Clube Português? Selecciona todas as opções que se aplicam.
 Manhã Tarde Noite
5. Porque é que se inscreveu e frequenta o Ginásio Clube Português? Selecciona no máximo 3 opções.
 Localização próxima de casa Frequência de familiares/amigos/colegas no GCP
 Localização próxima do trabalho Adequabilidade de horários
 Qualidade técnica dos profissionais Diversidade de modalidades
 Reputação e valores do GCP

6. Classifique o seu grau de satisfação em relação aos seguintes serviços prestados pelo GCP:

	Muito insatisfeito	Insatisfeito	Indiferente	Satisfeito	Muito satisfeito
Atendimento na recepção					
Relação qualidade/preço					
Horários dos serviços					
Diversidade de modalidades					
Sala de exercício					
Aulas de grupo					
Sala de Avaliação e Aconselhamento Técnico					
Balneário					
Restaurante/Bar					
Estacionamento					
Funcionários/Professores					

7. Classifique o seu grau de concordância com as seguintes afirmações:

	Discordo totalmente	Discordo	Não concordo nem discordo	Concordo	Concordo totalmente
O GCP é um local confortável e simpático					
Os serviços oferecidos são de qualidade					
O dinamismo é um conceito que distingue o GCP					
O GCP apresenta um bom estado de conservação					
O GCP é um bom local de convívio					
O estilo de vida activo/desportivo caracteriza o GCP					
As instalações são de fácil acesso					
Recomendaria o GCP a amigos e familiares					
Estou muito satisfeito(a) com o GCP					

8. Idade: _____

9. Género: [] Masculino [] Feminino

Obrigado pela sua colaboração!



APPENDIX 5: DISTRIBUTION INSTRUCTIONS FOR GCP'S MEMBERS SURVEY

This survey is being conducted as part of the consulting project by Universidade Católica Portuguesa as part of a Master's Dissertation. To do so, questionnaires will be distributed to the members at specific locations of Ginásio Clube Português. The purpose of this survey is to be transversal across all activities of GCP. The ideal sample would be composed by members of the various membership cards and that enroll in different types of activities such as the exercise room, group classes, and classes of representation and training.

Upon delivering the survey for its fulfillment, members should be informed that their opinion is relevant, that data provided is confidential and its utilization will be merely for the purpose of this study with the objective of improving the quality of the service offered. Pens should be made available so that members can fill in their surveys.

The planning predicts that the questionnaires will be distributed from the 9th to the 13th of April 2013. On the 16th all surveys will be collected so that the statistical analysis can take place.

The questionnaire should be distributed at the following locations:

RECEPTION

At the reception, these can be collected in two distinct points:

- Waiting Room
- At the exit of the gym

Upon filling the questionnaire, members should deliver them to the employees at the reception, to be stored in an A4 envelope that will be made available, to guarantee their confidentiality.

EXERCISE ROOM

At the exercise room, the questionnaire can be filled in at the entrance or by the exit of the room. After its completion, the member should put it in an A4 envelope that will be made available for that effect, ensuring its confidentiality.

CLASSES OF REPRESENTATION AND TRAINING

To the members that participate in the activities of representation and training, the surveys should be delivered to the respective coaches of such activities so they can be filled in before or after the workout. Coaches should collect the surveys at the reception where they will be stored in an A4 envelope that will be made available for their delivery.

GROUP CLASSES

For the members that participate in group classes, questionnaires should be filled and collected at the exit of the class. These should be delivered at the reception afterwards to be put inside the respective A4 envelope.

LOCKER ROOM

In the locker rooms, the collection should be done by the exit, at either the feminine or masculine locker rooms. The questionnaires will be given to employees that are responsible for such distribution and put them on the respective A4 envelopes.

RESTAURANT/CAFETERIA

The surveys at the Restaurant/Cafeteria will be distributed upon the act of payment. After the member finishes filling it, the questionnaire should be put inside the A4 envelope that will be made available.

After gathering all the questionnaires, a statistical analysis will take place through SPSS software and the results will be presented to the Board of Ginásio Clube Português, together with the respective recommendations.

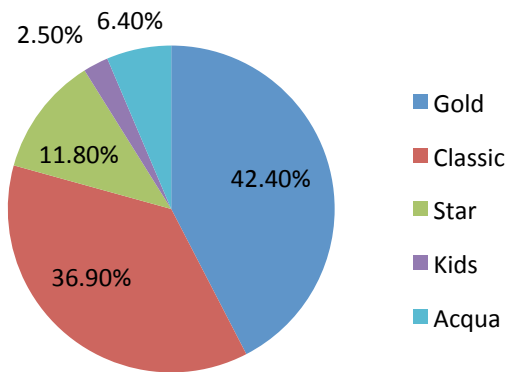
APPENDIX 6: DATA EDITING AND SCREENING

VARIABLE	TREATMENT OF MISSING/INCONSISTENT RESPONSES
<i>Age</i>	Replace missing value with sample mean (45) (all the missing values belonged to Gold and Classic members)
<i>Membership Card</i>	<ul style="list-style-type: none"> • If Workout Area satisfaction was NA, then member is Classic (if the respondent is aged 18 or more) • If both Workout Area and Group Classes are classified in terms of satisfaction, then member is Gold • If the respondent is aged from 12 to 17 years old, member is Star • If the respondent is aged below 12 years old, then member is Kids
<i>Member Seniority</i>	Missing values were replaced with the most frequent value: between 2 and 6 years
<i>Weekly Regularity</i>	Missing values were replaced with “Twice to three times a week”
<i>Time of the day</i>	Missing values were replaced by the most frequent values obtained in the cross tabulation between age and time of the day
<i>Motives for choosing GCP</i>	When the respondent did not choose any of the options, two options were simultaneously selected: location near home (LocHome) and technical quality of employees (Employees)
<i>Service Satisfaction</i>	Replace missing value with “NA”
<i>Statement Agreement</i>	Replace missing value with “Neither agree nor disagree”

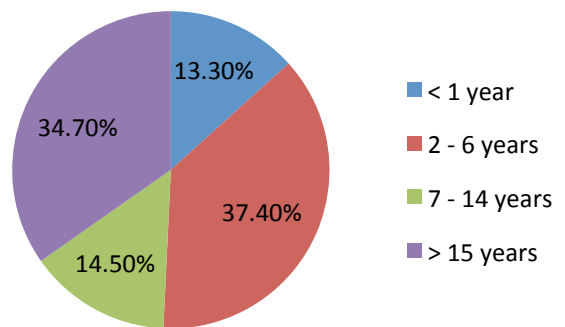
Besides this attribution of certain values for the missing ones, there were two respondents whose case was completely eliminated from the database. The first did not answer to type of membership card, member seniority, weekly regularity, time of the day and motives for choosing GCP. The other one was deleted because he did not answer to motives for choosing GCP, service satisfaction and age.

APPENDIX 7: GCP MEMBERS' SATISFACTION AND SERVICE QUALITY PERCEPTION SURVEY RESULTS

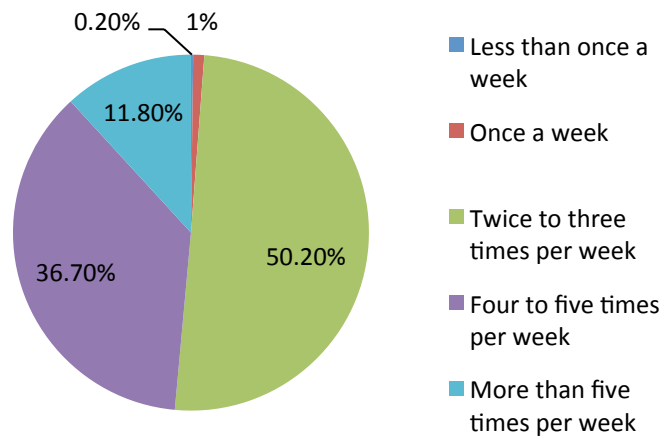
1. MEMBERSHIP CARD



2. MEMBER SENIORITY



3. WEEKLY REGULARITY



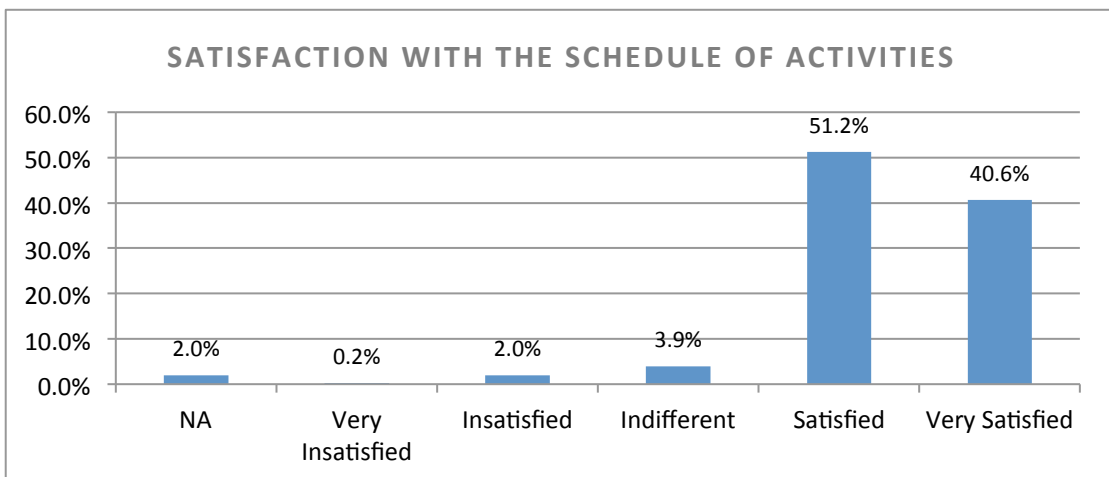
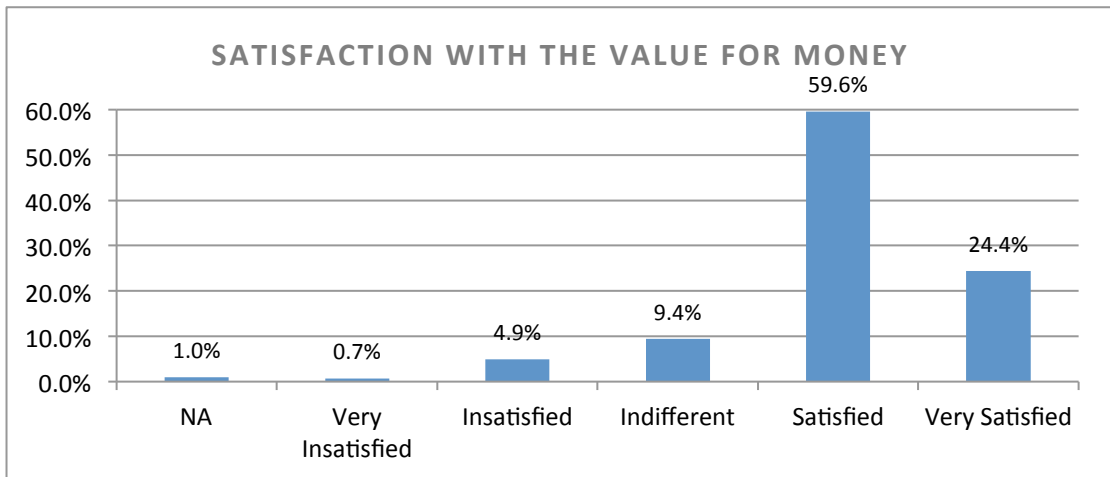
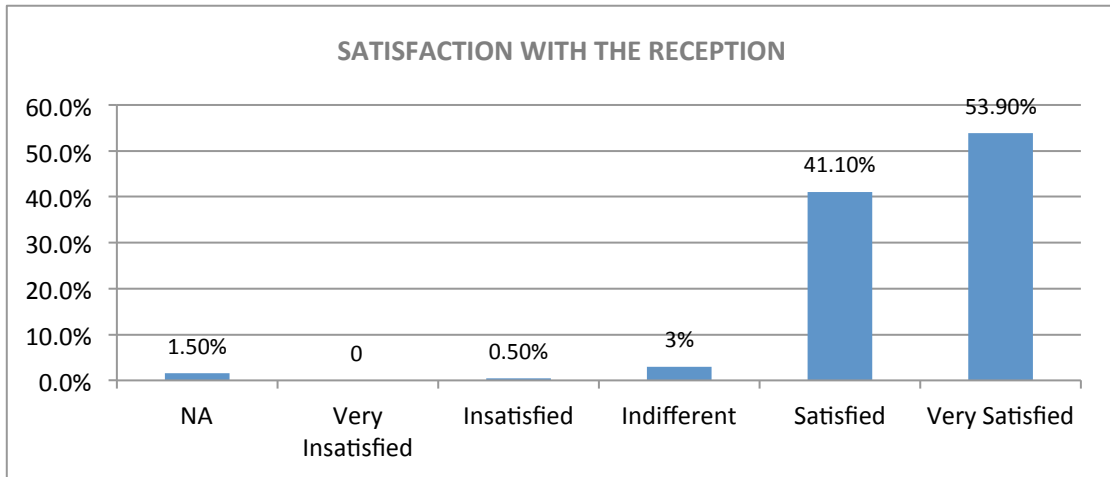
4. PREFERRED TIME OF THE DAY TO GO TO GCP

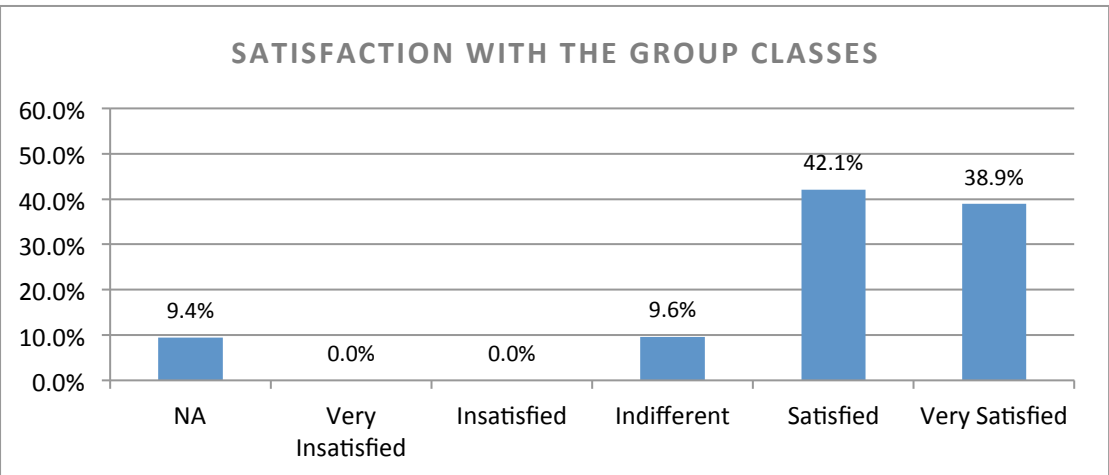
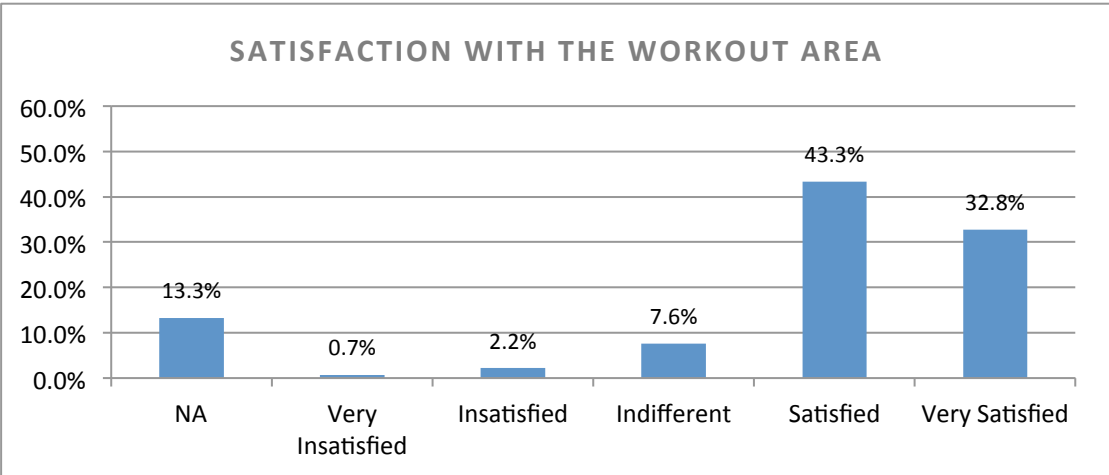
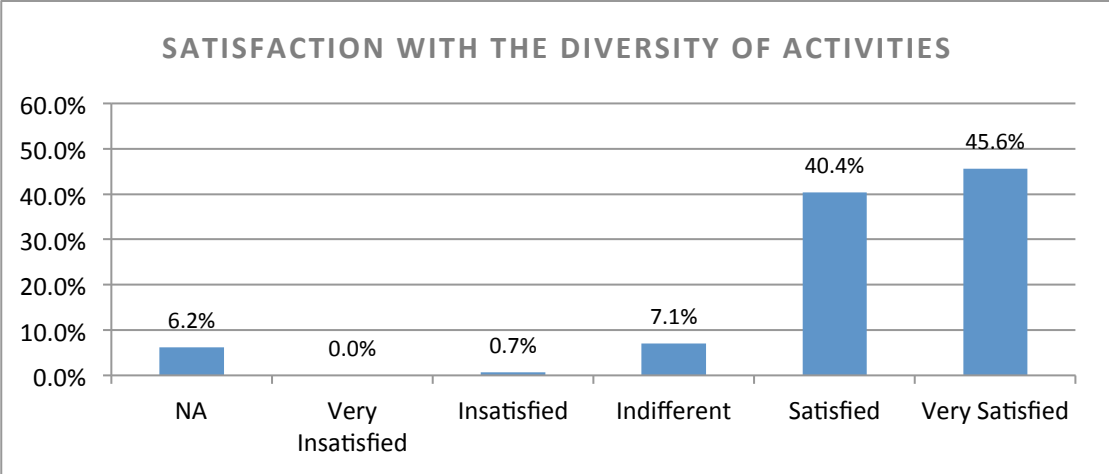
	Selected	Selected (%)	Not Selected	Not Selected (%)
Morning	219	53,9%	187	46,1%
Afternoon	208	51,2%	198	48,8%
Evening	127	31,3%	279	68,7%

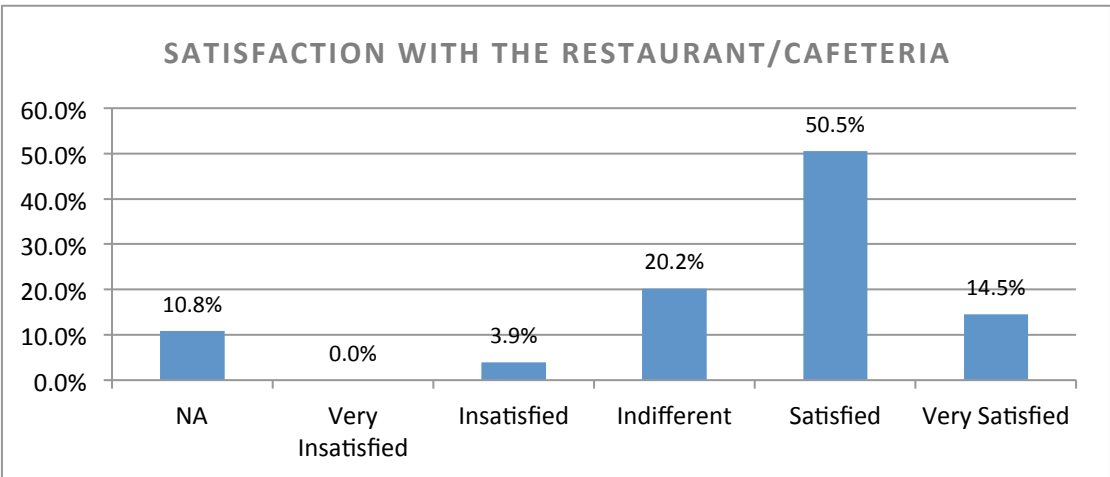
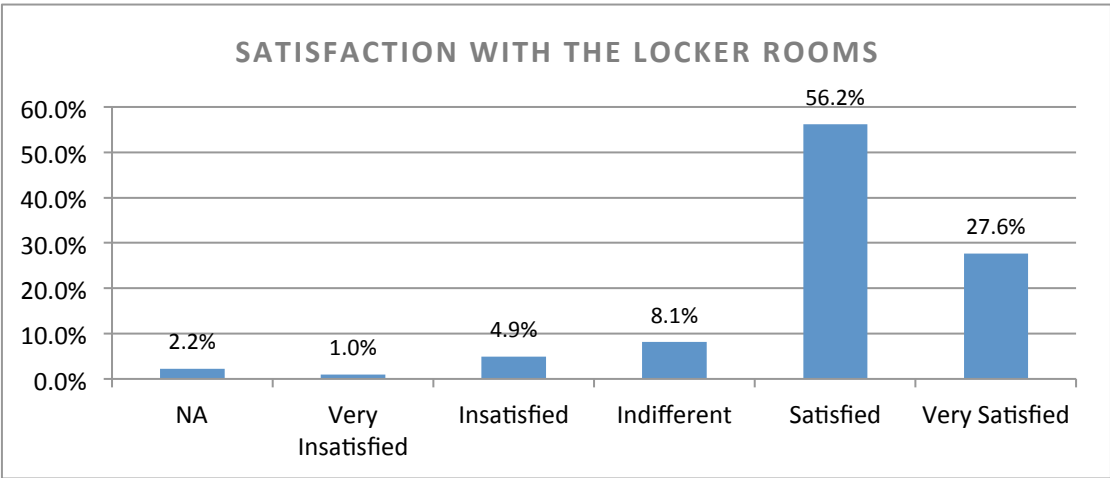
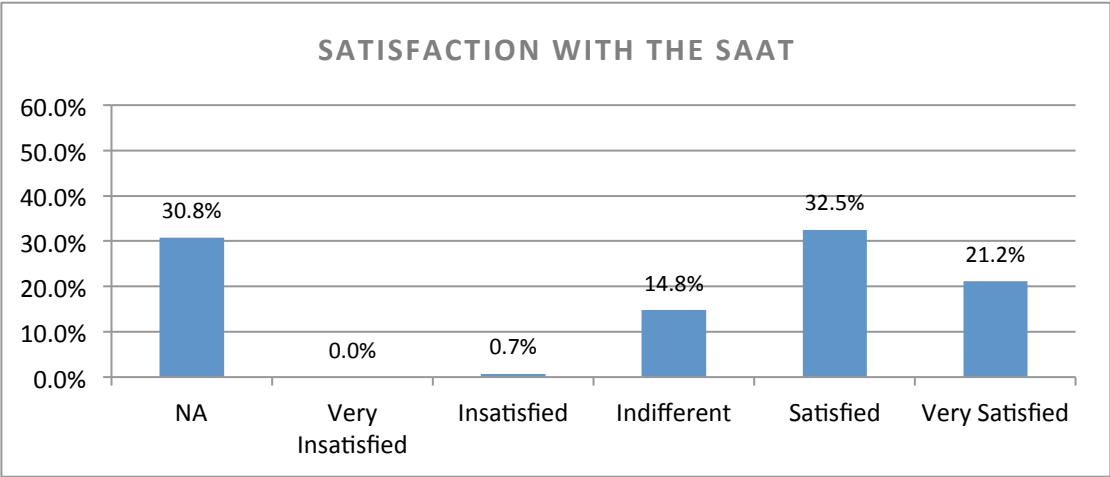
5. MOTIVES FOR FREQUENTING GCP

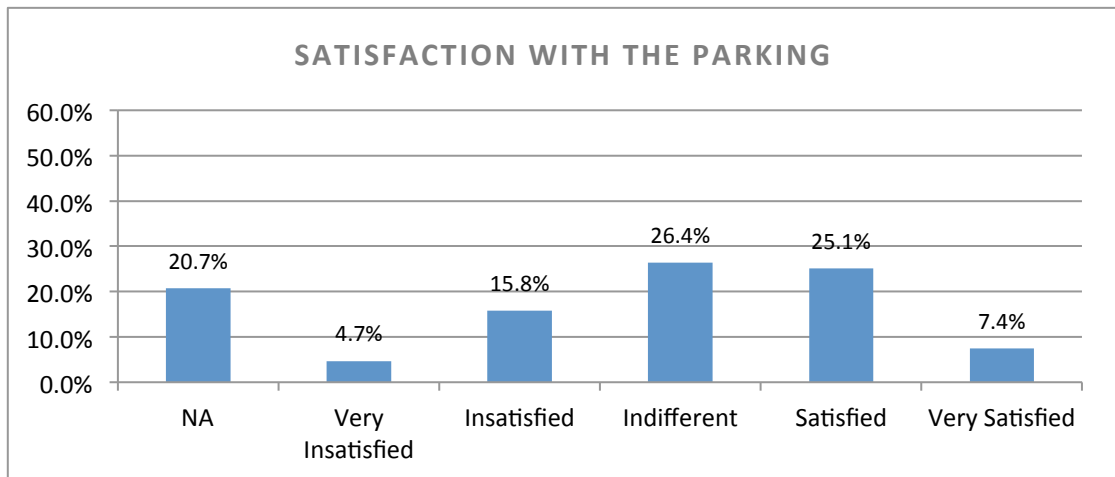
	Selected	Selected (%)	Not Selected	Not Selected (%)
Location near home	205	50,5%	201	49,5%
Location near work	51	12,6%	355	87,4%
Technical quality of employees	226	55,7%	180	44,3%
Reputation and values of GCP	173	42,6%	233	57,4%
Frequency of family/friends	108	26,6%	298	73,4%
Adequate schedule	130	32,0%	276	68,0%
Diversity of activities	117	28,8%	289	71,2%

6. SATISFACTION WITH GCP









7. AGREEMENT WITH SEVERAL STATEMENTS ABOUT GCP

	Totally Disagree	Disagree	Neither Agree nor Disagree	Agree	Totally Agree
Comfortable and nice place	0%	0%	3,0%	42,1%	54,9%
Service quality	0%	0,2%	3,4%	47,8%	48,5%
Dynamic concept	0,2%	2,2%	15,5%	50,2%	31,8%
Facilities preservation	0,2%	1,7%	10,3%	55,2%	32,5%

Place for socialization	0%	0,7%	17,0%	46,6%	35,7%
Active/Sportive Lifestyle	0%	0%	11,6%	46,8%	41,6%
Easy accessibility	0%	3,9%	8,6%	53,4%	34,0%
Would recommend	0%	0%	3,0%	37,7%	59,4%
Overall satisfaction	0,2%	0,7%	7,4%	42,9%	48,8%

8. CROSS TABULATION MEMBERSHIP CARD X WEEKLY REGULARITY

% Within Weekly Regularity		Weekly Regularity					Total
		Less than once a week	Once a week	Twice to three times a week	Four to five times a week	More than five times a week	
Membership Card	Gold	100,0%	50,0%	34,3%	53,0%	41,7%	42,4%
	Classic	0%	50,0%	46,6%	29,5%	18,8%	36,9%
	Star	0%	0%	5,9%	12,8%	35,4%	11,8%
	Kids	0%	0%	2,5%	3,4%	0%	2,5%
	Acqua	0%	0%	10,8%	1,3%	4,2%	6,4%

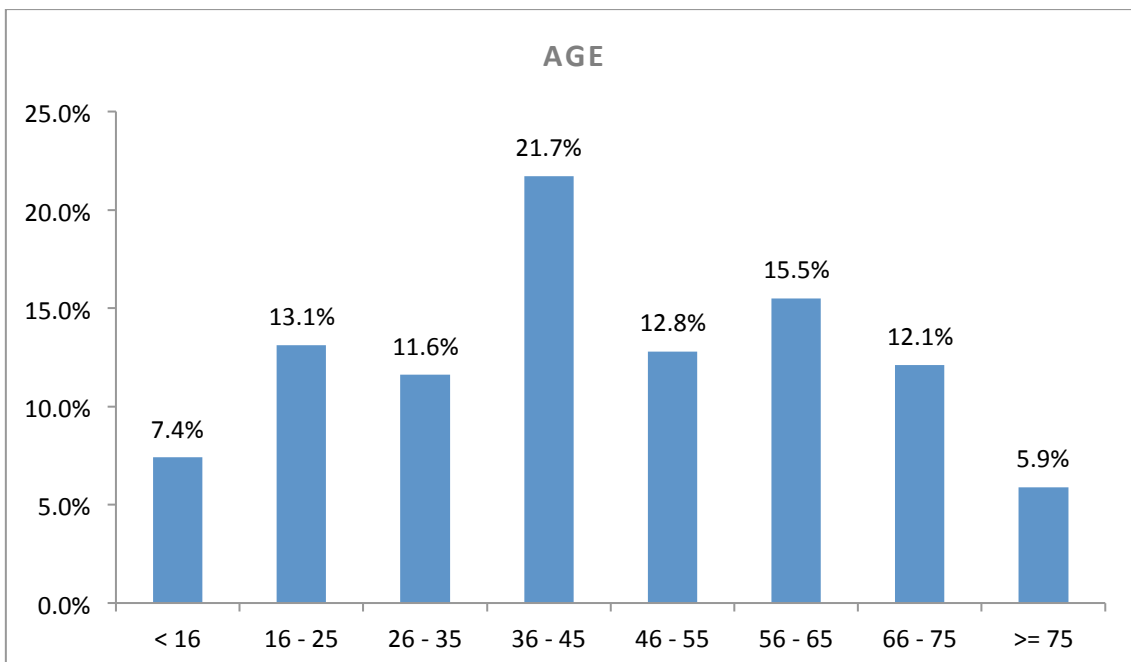
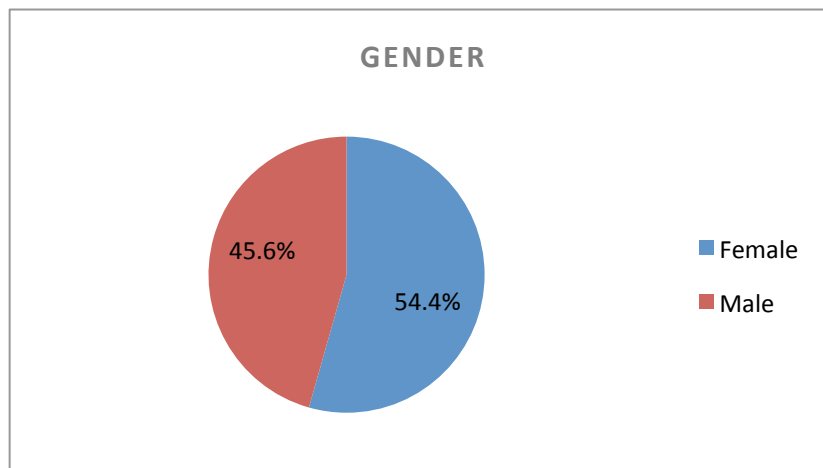
9. CROSS TABULATION WEEKLY REGULARITY X MEMBER SENIORITY

% Within Weekly Regularity		Weekly Regularity					Total
		Less than once a week	Once a week	Twice to three times a week	Four to five times a week	More than five times a week	
Membership Seniority	Less than a year	0%	0%	13,7%	15,4%	6,3%	13,3%
	Between 2 and 6 years	0%	50,0%	35,8%	34,9%	52,1%	37,4%

Between 7 and 14 years	0%	25,0%	12,3%	17,4%	14,6%	14,5%
More than 15 years	100,0%	25,0%	38,2%	32,2%	27,1%	34,7%

10. SAMPLE CHARACTERISTICS

406 Responses



APPENDIX 8: QUESTIONNAIRE FORM: MOTIVATIONS FOR PHYSICAL ACTIVITY PARTICIPATION

Q1

Este questionário está a ser realizado no âmbito de um estudo das motivações e interesses para a prática de exercício físico para uma dissertação de Mestrado da Universidade Católica Portuguesa.

As suas respostas são confidenciais e serão utilizadas apenas para fim do estudo em causa. O questionário não demorará mais do que 5 minutos a responder.


Obrigado pela sua colaboração.


Q2

Frequenta algum ginásio ou health club?

Sim

Não




 **Display This Question:** ✕


If Frequenta algum ginásio ou health club? **Não** Is **Selected** [Edit](#)

Q20

Quais são os seus motivos para não frequentar um ginásio ou health club? Selecciona no máximo 3 opções.



- Não tenho tempo
- É um serviço demasiado caro
- Prefiro praticar exercício físico no exterior
- Desloco-me bastante a pé ou de bicicleta no dia-a-dia
- Evito situações em que possa ser julgado(a) pela minha aparência
- Pratico exercício físico num clube desportivo
- Não me importo com a minha aparência
- Não gosto de ter de me deslocar para praticar exercício físico
- Não tenho companhia para ir comigo
- Penso que, em geral, os ginásios e health clubs são mal frequentados
- Por motivos de saúde
- Os espaços do ginásio têm demasiada afluência para o espaço e equipamento disponíveis

 **Display This Question:** ✕

If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q15

Há quanto tempo é sócio do seu ginásio ou health club?

- Menos de 2 anos
- Entre 2 e 6 anos
- Entre 7 e 14 anos
- 15 anos ou mais



Display This Question:

If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q14

Quantas vezes por semana pratica exercício físico no seu ginásio ou health club?

- Menos de 1 vez por semana (Não vou todas as semanas)
- Entre 1 a 2 vezes por semana
- Entre 3 a 4 vezes por semana
- 5 ou mais vezes por semana



Display This Question:

If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q17

Em que altura do dia costuma frequentar o seu ginásio ou health club? Selecciona todas as opções que se aplicam.

- Manhã (até às 12h)
- Almoço (das 12h às 15h)
- Tarde (das 15h às 19h)
- Noite (a partir das 19h)



Display This Question:

If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q3

Como ficou a conhecer o ginásio ou health club que actualmente frequenta?

- Recomendação de amigos, familiares ou colegas
- Publicidade na televisão ou imprensa
- Website
- Local por onde passa com frequência
- Promoção feita pelos colaboradores do ginásio



Display This Question:
 If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q4

Por que razão optou pelo ginásio ou health club que frequenta actualmente? Selecciono no máximo 3 opções.



- Localização próxima do trabalho
- Localização próxima de casa
- Qualidade técnica dos profissionais
- Reputação e valores do ginásio ou health club
- Frequência de amigos, familiares ou colegas
- Adequabilidade de horários
- Diversidade de modalidades
- Preços praticados
- Promoção na altura da inscrição

Display This Question:
 If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q5

Que modalidades pratica no seu ginásio ou health club e com que frequência?



	1 vez por semana	2 vezes por semana	3 vezes por semana	4 vezes por semana	5 vezes por semana	Mais de 5 vezes por semana	Não pratico esta modalidade
Cardiofitness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Musculação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condição física (inclui GAP e ABS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Body Combat e/ou Body Attack	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Body Pump	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Power Jump	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pilates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoga	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Step	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aeróbica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artes marciais	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Danças (inclui Zumba)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Natação e/ou Hidroginástica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Display This Question:
 If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q10 **De que forma se desloca para o seu ginásio ou health club?**



- A pé
- De bicicleta
- De transportes públicos
- De carro

Display This Question:
 If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q11 **Indique o seu grau de concordância com as seguintes informações:**



	Discordo totalmente	Discordo	Não concordo nem discordo	Concordo	Concordo totalmente
Se um ginásio concorrente oferecer os mesmo serviços a um preço inferior, trocarei de ginásio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recomendo o meu ginásio a amigos, familiares ou colegas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Se estiver insatisfeito(a) com o meu ginásio, di-lo-ei aos colaboradores do mesmo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O primeiro sítio onde vou procurar mais informação acerca de um estabelecimento é o seu website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Um website visualmente atractivo faz a diferença na minha escolha como consumidor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O uso de figuras públicas na promoção de um ginásio atrai bastante a minha atenção	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Display This Question:
 If Frequenta algum ginásio ou health club? **Sim** Is **Selected** [Edit](#)

Q6 **Quais são os seus motivos para a prática de exercício físico? Selecciono no máximo 3 opções.**




- Para perder peso
- Para me manter em forma
- Para prevenir o aparecimento de doenças
- Porque o meu médico me aconselhou
- Para melhorar a minha aparência física
- Para relaxar depois de um dia de trabalho
- Para conhecer novas pessoas
- Para passar tempo com os meus amigos, familiares ou colegas
- Porque gosto da competição física
- Para me ajudar a recuperar de uma doença/lesão
- Porque me faz sentir bem

Q7

Pratica outra actividade física sem ser a frequência de um ginásio ou health club? (Exemplos: futebol, jogging, golfe, ténis, etc.)

Sim

Não

 **Display This Question:** ✕
If Pratica outra actividade física sem ser a frequência de u... **Sim** is **Selected** [Edit](#)


Q8

Qual é o âmbito da prática desta actividade?

Desporto federado

Lazer

Para competição em eventos pontuais (ex.: torneios, maratonas, etc.)

 **Display This Question:** ✕
If Pratica outra actividade física sem ser a frequência de u... **Sim** is **Selected** [Edit](#)

Q9

Com que frequência pratica esta actividade?

Menos de 1 vez por semana

1 a 2 vezes por semana

3 a 4 vezes por semana

5 ou mais vezes por semana

Q12

Género

Feminino

Masculino

Q13

Idade

Inferior a 18 anos

18 a 25 anos

26 a 35 anos

36 a 45 anos

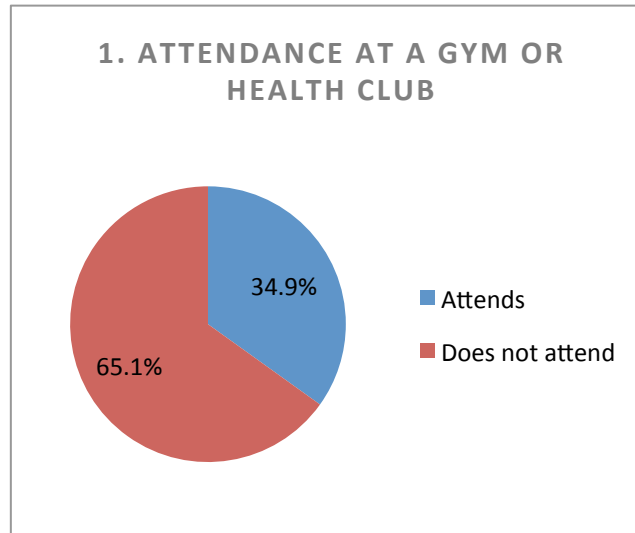
46 a 55 anos

56 anos ou superior

Q22

Obrigado pela sua colaboração.

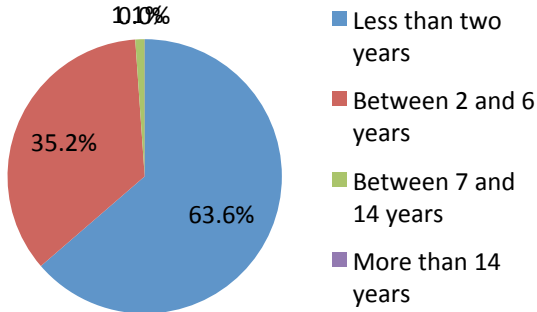
APPENDIX 9: MOTIVATIONS FOR PHYSICAL ACTIVITY PARTICIPATION SURVEY RESULTS



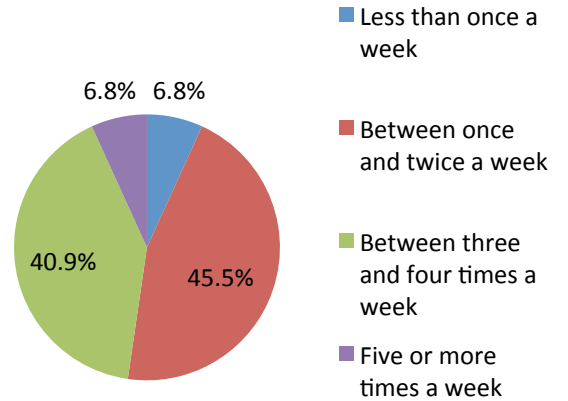
2. MOTIVES FOR NOT FREQUENTING A GYM OR HEALTH CLUB

	Selected	Selected (%)	Missing	Missing (%)
It is too expensive	98	38,9%	154	61,1%
I have no available time to do that	67	26,6%	185	73,4%
I would rather practice exercise outdoors	66	26,2%	186	73,8%
I have no one to go with me	35	13,9%	217	86,1%
I walk or bike a lot in my daily living	31	12,3%	221	87,7%
I believe that gyms are too crowded	20	7,9%	232	92,1%
I do not like to move to practice physical activity	14	5,6%	238	94,4%
I already practice exercise in a sports club	13	5,2%	239	94,8%
I avoid situations where I can be judged by my appearance	8	3,2%	244	96,8%
I do not care about my appearance	5	2,0%	247	98,0%
I think that gyms and health clubs are poorly attended	3	1,2%	249	98,8%
For health reasons	3	1,2%	249	98,8%

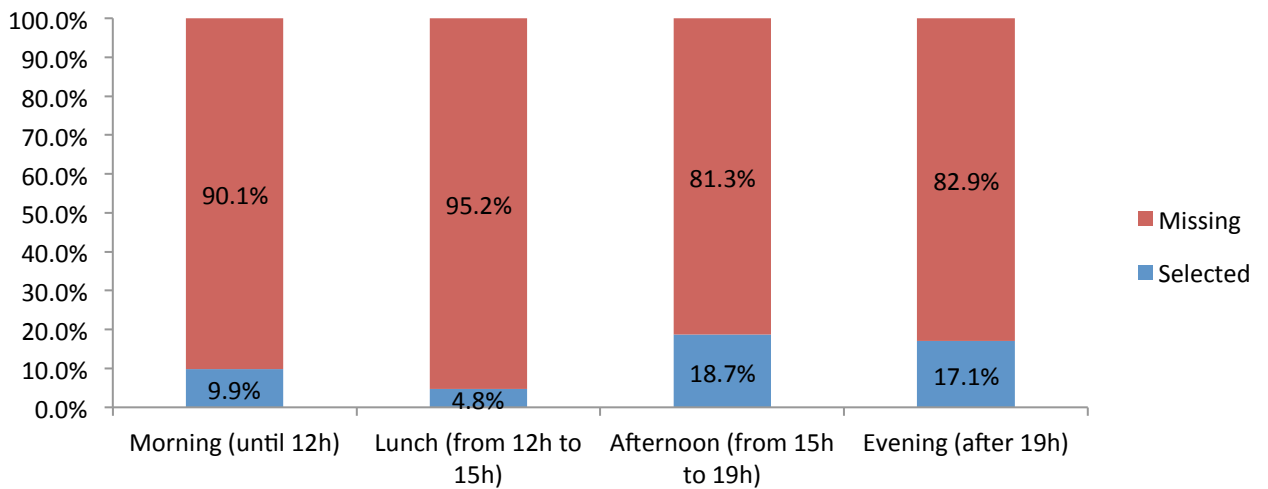
3. MEMBER SENIORITY IN THE CURRENT GYM OR HEALTH CLUB



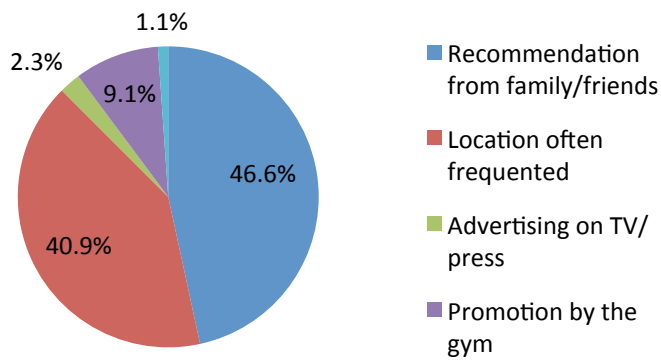
4. WEEKLY REGULARITY AT THE CURRENT GYM OR HEALTH CLUB



5. PREFERRED TIME OF THE DAY TO ATTEND THE GYM



6. PREFERRED TIME OF THE DAY TO ATTEND THE GYM



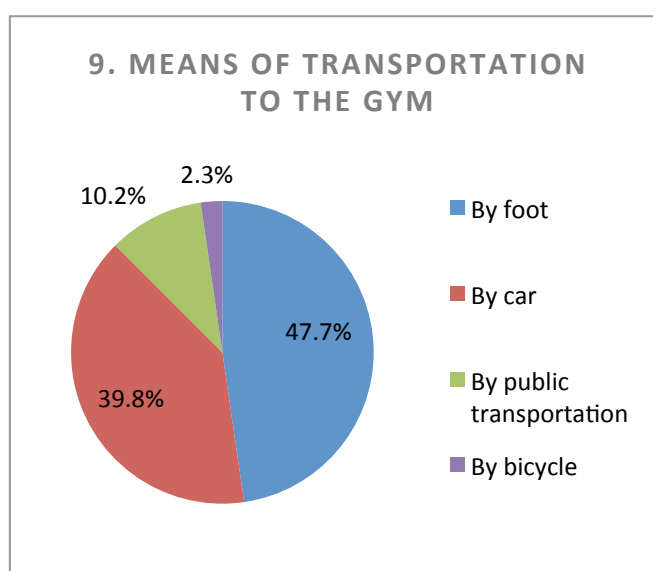
7. REASONS FOR CHOOSING THE CURRENT GYM OR HEALTH CLUB

	Selected	Selected (%)	Missing	Missing (%)
Location near work	14	5,6%	238	94,4%
Location near home	61	24,2%	191	75,8%
Technical quality of employees	11	4,4%	241	95,6%
Reputation and values of the gym	13	5,2%	239	94,8%
Frequency of family/friends	27	10,7%	225	89,3%
Adequate schedule	24	9,5%	228	90,5%
Diversity of activities	23	9,1%	229	90,9%
Prices practiced	41	16,3%	211	83,7%
Promotion at the time of enrollment	14	5,6%	238	94,4%

8. ACTIVITIES PRACTICED AND THEIR FREQUENCY

	Once a week	Twice a week	Three times a week	Four times a week	Five times a week	More than five times a week	I do not practice this activity
Cardiofitness	19,3%	37,5%	15,9%	8,0%	3,4%	0%	15,9%
Weight lifting	18,2%	29,5%	17,0%	6,8%	2,3%	1,1%	25,0%
Physical conditioning	22,7%	18,2%	5,7%	2,3%	0%	1,1%	50,0%
Body Combat	8,0%	2,3%	5,7%	0%	0%	0%	84,1%
Body Pump	14,8%	5,7%	1,1%	0%	0%	0%	78,4%
Power Jump	6,8%	2,3%	2,3%	0%	0%	0%	88,6%
Cycling	18,2%	5,7%	3,4%	1,1%	1,1%	1,1%	69,3%
Pilates	8,0%	3,4%	0%	0%	0%	0%	88,6%
Yoga	9,1%	0%	0%	0%	0%	0%	90,9%
Step	9,1%	5,7%	3,4%	0%	0%	0%	81,8%
Aerobics	3,4%	1,1%	0%	0%	0%	0%	95,5%
Martial arts	2,3%	0%	0%	0%	0%	0%	97,7%
Dancing	15,9%	4,5%	0%	0%	0%	0%	79,5%
Swimming	11,4%	4,5%	1,1%	0%	0%	0%	83,0%

9. MEANS OF TRANSPORTATION TO THE GYM



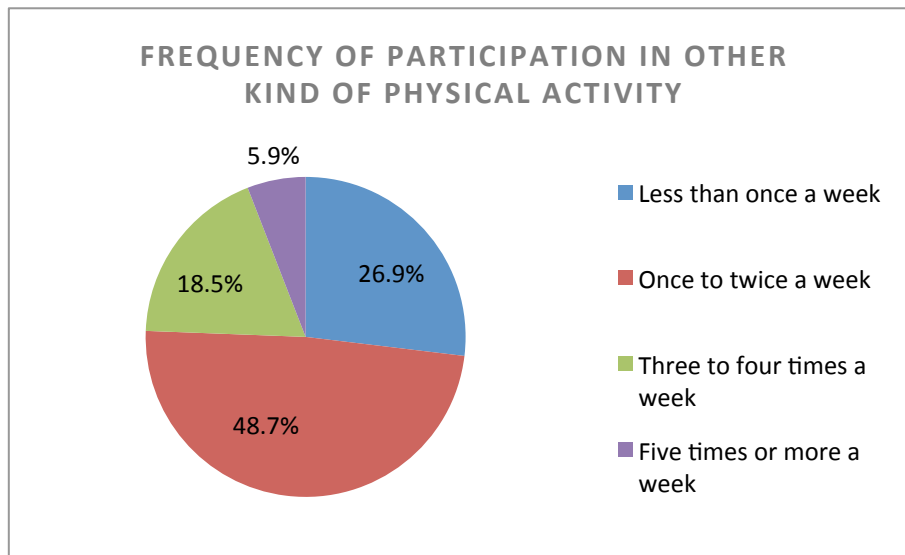
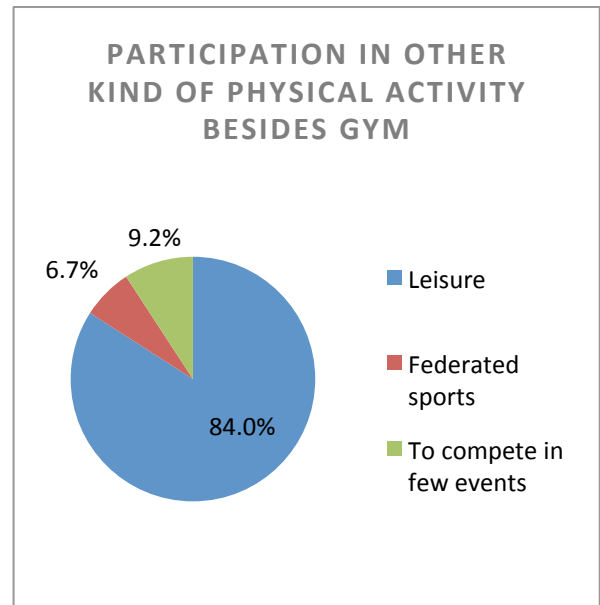
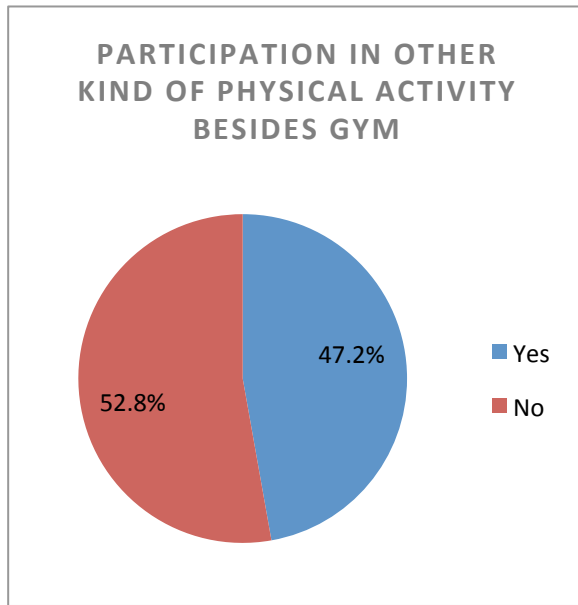
10. STATEMENT AGREEMENT

	Totally Disagree	Disagree	Neither agree nor disagree	Agree	Totally Agree
If another gym offers the same services at a lower a fee, I will switch	6,8%	17,0%	31,8%	37,5%	6,8%
I recommend my gym to family and friends	0%	1,1%	11,4%	64,8%	22,7%
If I am unsatisfied with my gym I will express it to the employees	1,1%	12,5%	28,4%	42,0%	15,9%
The first source of information for me is the Internet	1,1%	10,2%	10,2%	54,5%	23,9%
A visually appealing website makes the difference in my decision	3,4%	20,5%	15,9%	40,9%	19,3%
Using celebrities to promote a gym attracts me to it	34,1%	37,5%	19,3%	6,8%	2,3%

11. PERSONAL MOTIVES FOR PRACTICING PHYSICAL ACTIVITY

	Selected	Selected (%)	Missing	Missing (%)
To lose weight	25	9,9%	227	90,1%
To keep in shape	68	27,0%	184	73,0%
To prevent diseases	20	7,9%	232	92,1%
My doctor advised me	5	2,0%	247	98,0%
To improve my appearance	51	20,2%	201	79,8%
To relax	26	10,3%	226	89,7%
To meet new people	2	0,8%	250	99,2%
To spend time with family/friends	2	0,8%	250	99,2%
I like physical competition	5	2,0%	247	98,0%
To help me recover from a disease/injury	2	0,8%	250	99,2%
It makes me feel good	43	17,1%	209	82,9%

12. PARTICIPATION IN OTHER KIND OF PHYSICAL ACTIVITY



13. CROSS TABULATION GYM FREQUENCY X OTHER PHYSICAL ACTIVITY PARTICIPATION

% Within Other Physical Activity Participation	Other Physical Activity Participation		Total
	Yes	No	
Gym Frequency	Yes	40,6%	34,9%
	No	59,4%	65,1%

14. CROSS TABULATION GENDER X “I AVOID SITUATIONS WHERE I CAN BE JUDGED BY MY APPEARANCE”

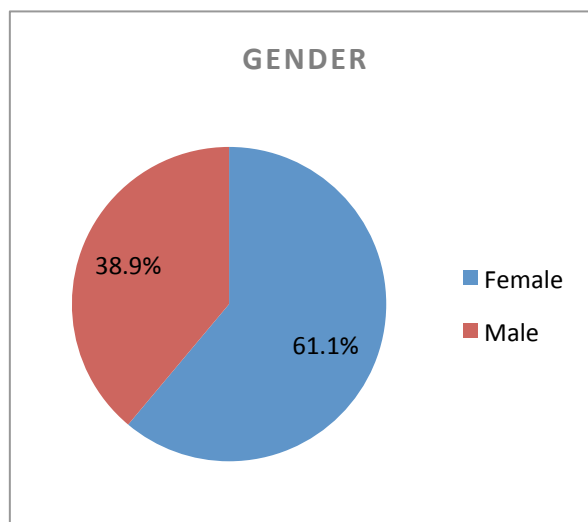
% Within “I avoid situations where I can be judged by my appearance”		“I avoid situations where I can be judged by my appearance”
		Selected
Gender	Female	62,5%
	Male	37,5%

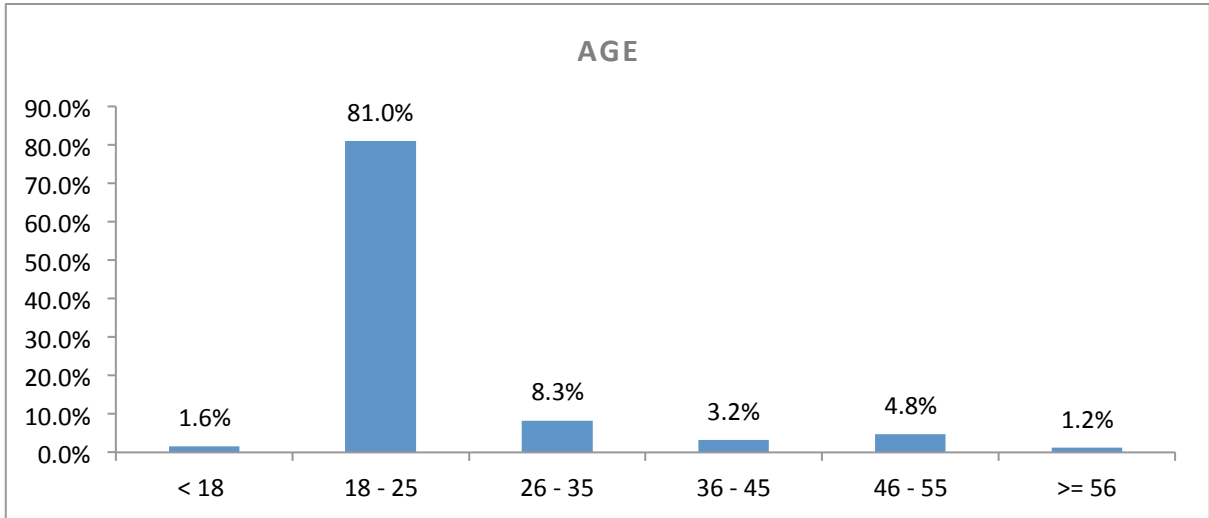
14. CROSS TABULATION GENDER X “I DO NOT CARE ABOUT MY APPEARANCE”

% Within “I do not care about my appearance”		“I do not care about my appearance”
		Selected
Gender	Female	20,0%
	Male	80,0%

15. SAMPLE CHARACTERISTICS

252 responses





APPENDIX 10: BENCHMARKING ANALYSIS

1. OPENING HOURS

	Holmes Place Amoreiras	Clube VII	Fitness Hut	Ginásio Clube Português
Monday to Friday	7h - 22h	7h - 22h30	7h - 23h	7h - 22h
Saturday	9h - 20h	9h - 21h	9h - 21h	9h - 20h
Sunday and Holidays	10h - 18h	10h - 18h	9h - 18h	9h - 14h

2. HOLMES PLACE AMOREIRAS

	Term Loyalty	Platinum 19	TOP 18	LOCAL	One time
Enrollment fee		150€			100€
Monthly fee	1 ano	95 €	81,90 €	71,90 €	125 €
	2 anos		69,90 €	59,90 €	

The membership includes:

- Free parking for 3 hours
- Nutritional Counseling
- Training Plan
- Sports activity insurance
- Monthly fee protection insurance
- Initial guidance

3. CLUBE VII

Access	Free Pass		Few times per week	Reduced schedule		Access to tennis courts
	Fitness	Global	Cartão Partilhado	Cartão Parcial Fitness	Cartão Parcial Plus Fitness	Tennis Off-Peak
Workout area	Yes	Yes	Yes	Yes	Yes	No
Group classes	Yes	Yes	Yes	Yes	Yes	No
Swimming pool	Yes	Yes	Yes	Yes	Yes	No
Sauna & Turkish bath	Yes	Yes	Yes	Yes	Yes	No
Towels	Yes	Yes	Yes	Yes	Yes	Yes
Free reevaluations and training plans	Yes	Yes	Yes	Yes	Yes	No
Daily usage of lockers	Yes	Yes	Yes	Yes	Yes	Yes
Babysitting (2 free hours per day)	Yes	Yes	No	No	No	No
Free parking for 2 hours	Yes	Yes	Yes	Yes	Yes	No
Access to tennis courts	No	Yes	No	No	No	Yes

MONTHLY FEES

	Fitness	Global	Cartão Partilhado	Cartão Parcial Fitness	Cartão Parcial Plus Fitness	Tennis Off-Peak
Temporary Individual	99€	119€	Shared card for 2 persons (1 entry/day) 62€ per person	62€	72€	57€
Youngsters	88€	105€				
	75€	88€				
Family	74€	84€				

SCHEDULE

	Fitness	Global	Cartão Partilhado	Cartão Parcial Fitness	Cartão Parcial Plus Fitness	Tennis Off-Peak
Monday to Friday	Unlimited	Unlimited	Unlimited	14h – 17h	10h – 17h	7h – 16h
Saturday	Unlimited	Unlimited	Unlimited	14h – 21h	14h – 21h	14h – 21h
Sunday	Unlimited	Unlimited	Unlimited	10h – 18h	10h – 18h	10h – 18h

4. FITNESS HUT

Access	One Off	One	Move	One Time
Free Pass Schedule	No	Yes	Yes	No
Workout area	Yes	Yes	Yes	Yes
Locker Rooms	Yes	Yes	Yes	Yes
Social Networks	Yes	Yes	Yes	No
Group classes	No	No	Yes	No
Every Fitness Hut gym	No	No	Yes	No
Price without annual commitment	€5,5/week	€8,8/week	€11,0/week	€8,80/day
Price with annual commitment	€4,4/week	€6,6/week	€8,8/week	
Monthly fee	17,6€	26,4€	35,2€	

APPENDIX 11: WEBSITES COMPARISON

HOMEPAGE

NEW

ACTUAL



NEWS



ABOUT GCP



ACTIVITIES

Actividades

Horário das Modalidades | [Clique aqui](#)

GINÁSIO

Para conhecer as actividades de ginásio que oferecemos, clique aqui

Mapa de aulas do ginásio disponível aqui

PISCINA

Para conhecer as actividades de piscina que oferecemos, clique aqui

GINÁSIO CLUBE PORTUGUÊS

NEWSLETTER "O SPORT"

SUBSCREVER | [Insira o seu e-mail](#) | PESQUISA | [Pesquise aqui](#)

MAPA DE AULAS | [Clique aqui](#) | HORÁRIO DAS ACTIVIDADES | [Download PDF](#)

HOME | GCP | SÓCIOS | **ACTIVIDADES** | EMPRESAS | EVENTOS | INSTALAÇÕES | CONTACTOS | LOCALIZAÇÃO | PARCEIROS | LINKS ÚTEIS

Experimente GRÁTIS!

Ginásio

Piscina

Outdoor

NESTE VERÃO FIQUE EM FORMA COM O VERÃO

NOTÍCIAS

14 Junho 2013
PRIMAÇÃO - ÁGUAS ABEIRIAS
 A Câmara Municipal de Beja promove o 1.º Encontro de 8 dias
 saber mais

07 Junho 2013
FESTER NACIONAL DE GINÁSTICA
 O Ginásio Clube Português
 saber mais

1 de 8

Clube Saúde

MEMBERSHIP

Sócios

Ser sócio do Ginásio Clube Português é ser sócio de um dos Clubes mais antigos do mundo. São várias as formas de Adesão ao Clube que visam ir ao encontro das necessidades dos nossos sócios e abranger todas as faixas etárias.

Vaja abaixo a melhor opção para si.

Cartão GOLD
 Permite o acesso total ao clube no que diz respeito às aulas de Condição Física, Fitness, Yoga, Pilates, Moderada, Danças, Bike, Desportos de Combate, Sala de Exercício e Utilização Livre da Piscina Municipal de Campo de Ourique.

Cartão CLASSIC
 Permite frequentar todas as Aulas de Condição Física, Fitness, Yoga, Pilates, Moderada, Danças, Bike e Desportos de Combate e utilização Livre da Piscina Municipal de Campo de Ourique.

Cartão STAR
 Este cartão permite o acesso às classes de Pré-representação, Representação, Pré-Competição e Competição.

Cartão KIDS
 Permite frequentar as aulas de Aikido, Capoeira, Fun Gym, Futebol, Hip Hop Kids, Formações Específicas de Esgrima, Judo, Ginástica Aeróbica, Ginástica Rítmica, Tiro com Arco e aulas de Play Gym.

Cartão BABY
 Permite o acesso às aulas de Baby Gym.

Cartão ACQUA
 Permite aceder às diferentes aulas de Hidroginástica e à utilização em Regime Livre da piscina.

Cartão ACQUA TERAPIA
 Livre trabalho manual que permite a frequência a qualquer aula de Hidroterapia.

[Junte-se a nós!](#)

GINÁSIO CLUBE PORTUGUÊS

NEWSLETTER "O SPORT"

SUBSCREVER | [Insira o seu e-mail](#) | PESQUISA | [Pesquise aqui](#)

MAPA DE AULAS | [Clique aqui](#) | HORÁRIO DAS ACTIVIDADES | [Download PDF](#)

HOME | GCP | **SÓCIOS** | ACTIVIDADES | EMPRESAS | EVENTOS | INSTALAÇÕES | CONTACTOS | LOCALIZAÇÃO | PARCEIROS | LINKS ÚTEIS

Experimente GRÁTIS!

Condições de adesão

Ser sócio do Ginásio Clube Português é ser sócio de um dos Clubes mais antigos do mundo. São várias as formas de Adesão ao Clube que visam ir ao encontro das necessidades dos nossos sócios e abranger todas as faixas etárias.

Vaja abaixo a melhor opção para si.

Cartão GOLD
 Permite o acesso total ao clube no que diz respeito às aulas de Condição Física, Fitness, Yoga, Pilates, Moderada, Danças, Bike, Desportos de Combate, Sala de Exercício e Utilização Livre da Piscina Municipal de Campo de Ourique.

Cartão CLASSIC
 Permite frequentar todas as Aulas de Condição Física, Fitness, Yoga, Pilates, Moderada, Danças, Bike e Desportos de Combate e utilização Livre da Piscina Municipal de Campo de Ourique.

Cartão STAR
 Este cartão permite o acesso às classes de Pré-representação, Representação,

NESTE VERÃO FIQUE EM FORMA COM O VERÃO

NOTÍCIAS

14 Junho 2013
PRIMAÇÃO - ÁGUAS ABEIRIAS
 A Câmara Municipal de Beja promove o 1.º Encontro de 8 dias
 saber mais

07 Junho 2013
FESTER NACIONAL DE GINÁSTICA
 O Ginásio Clube Português
 saber mais

1 de 8

CEMAUDIUM

EXERCISE & HEALTH

Exercício, Saúde e Bem Estar

O Ginásio Clube Português está preparado para enquadrar qualquer pessoa independentemente da sua idade (crianças a idosos), abrangendo também populações especiais (obesidade, diabetes, osteoporose, reabilitação cardíaca, idosos, entre outros). Aposta numa equipa técnica qualificada e motivada e na implementação de protocolos, orientações e normas de funcionamento acompanhando os conhecimentos mais atualizados na área do exercício e saúde.

Sala de Avaliação e Aconselhamento Técnico

Para uma prática segura e eficaz de qualquer programa de exercício físico é essencial conhecer o nível de condição física de cada indivíduo, assim como as suas limitações de saúde, objetivos e necessidades. Só assim conseguimos encaminhá-lo para a obtenção dos seus objetivos com sucesso.

A SAAT caracteriza-se por ter um atendimento personalizado, profissionais especializados, transversalidade a todas as actividades do clube e ser um serviço completamente GRATUITO para o sócio. É dirigida a todos os sócios, independentemente da sua idade, abrangendo também pessoas com condições especiais de saúde (obesidade, diabetes, osteoporose, doença coronária, problemas de coluna, etc).

Programas Especiais

Os Programas Especiais servem para aumentar a especificidade e o acompanhamento individualizado dos sócios face ao seu perfil, respeitando os seus desejos e necessidades, e tendo como principal objetivo, contribuir para a melhoria e preservação da saúde e qualidade de vida dos sócios.

Actualmente o GCP tem a funcionar três Programas Especiais: o Programa de Reabilitação Cardíaca, o Programa de Gestão e Controlo de Peso e o Programa de Obesidade Infantil.

Estes programas dão acesso a um acompanhamento individualizado na área do exercício (sessões de Treino Personalizado) e na área da Nutrição. O planeamento e a supervisão das sessões de treino são realizados por técnicos com formação superior especializada e certificada para o efeito.

GINÁSIO CLUBE PORTUGUÊS

NEWSLETTER "O SPORT"

SUBSCREVER | [Insira o seu e-mail](#) | PESQUISA | [Pesquise aqui](#)

MAPA DE AULAS | [Clique aqui](#) | HORÁRIO DAS ACTIVIDADES | [Download PDF](#)

HOME | GCP | **SÓCIOS** | ACTIVIDADES | EMPRESAS | EVENTOS | INSTALAÇÕES | CONTACTOS | LOCALIZAÇÃO | PARCEIROS | LINKS ÚTEIS

Experimente GRÁTIS!

Sede Piscina Municipal Outdoor

Cartão GOLD | **Cartão CLASSIC**

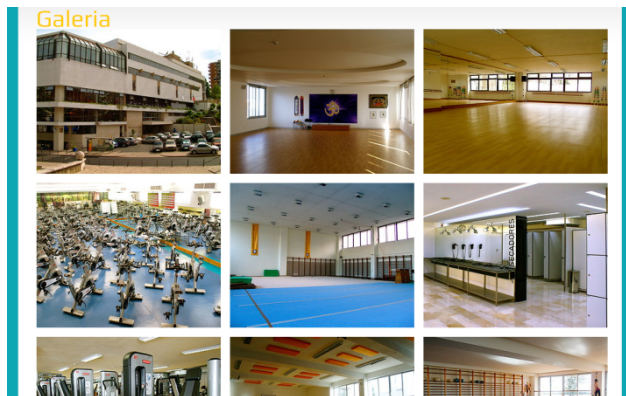
Cartão STAR | **Cartão KIDS**

Cartão BABY | **Sala de Avaliação e Aconselhamento Técnico**

Programas Especiais | **Outras Actividades**

GINÁSIO CLUBE PORTUGUÊS 2011 © TODOS OS DIREITOS RESERVADOS | TEL. | 21 344 15 80 | POWERED BY TALENT


GALLERY




CONTACTS

Visite-nos!

Ginásio Clube Português
 Praça Ginásio Clube Português, nº 1
 1250 - 111 Lisboa
 21 384 15 80 (Telefone)
 21 384 15 89 (Fax)
 Autocarros: 74, 713
 Metro: Estação do Rato



Piscina Municipal de Campo de Ourique
 Rua Correia Teles, 103-A
 1350 - 097 Lisboa
 Info: piscina@gcp.pt
 21 386 95 41 (Telefone)
 21 386 95 43 (Fax)
 Autocarros: 12, 203, 701, 742



Contactos

Email: info@gcp.pt
 Facebook: facebook.com/ginasioclubeportugues

Director Geral
 Directora Financeira

Contactos

Ginásio Clube Português
 Praça Ginásio Clube Português, nº 1
 1250 - 111 Lisboa
 21 384 15 80 (Telefone)
 21 384 15 89 (Fax)
 Email: info@gcp.pt
 Facebook: facebook.com/ginasioclubeportugues

Directores
 José Carlos Reis | josecarlosreis@gcp.pt

Direção Desportiva
 Ramiro Fernandes | ramirofernandes@gcp.pt
 Mário José Dias Cid | mariojosedias@gcp.pt

Direção de Exercício e Saúde
 Cristina Caetano | cristinacaetano@gcp.pt
 Maria Mendes | mariamendes@gcp.pt

Direção de Marketing
 Hugo Oliveira | hugooliveira@gcp.pt
 Patrícia Silva | patriciasilva@gcp.pt

Directora Financeira
 Alexandra Laisão | alexandralaisao@gcp.pt

Secretariado
 Paula Almeida | paulaalmeyda@gcp.pt
 Fátima Franco | fatimaf Franco@gcp.pt
 Isabel Soares | isabelsoares@gcp.pt

Piscina Municipal de Campo de Ourique
 Rua Correia Teles, 103-A
 1350 - 097 Lisboa
 Info: piscina@gcp.pt
 21 386 95 41 (Telefone)
 21 386 95 43 (Fax)
 Directora Técnica Desportiva
 Miguel Valério | miguelvalerio@gcp.pt

APPENDIX 12: POWERPOINT PRESENTATION FOR GCP'S BOARD

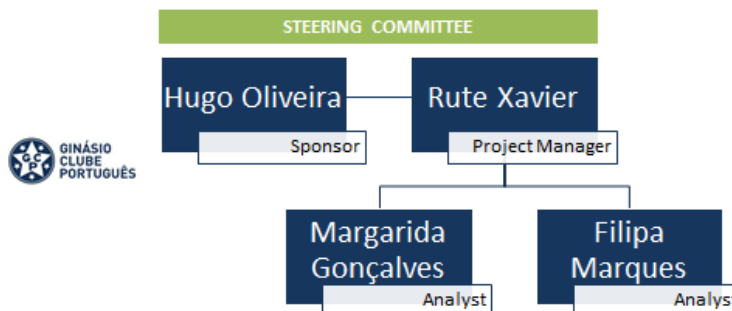


CONTENTS

- Team
- About GCP
- Objectives
- Methodology
- Recommendations
- Appendices
 - Internal Analysis
 - External Analysis
 - Surveys' Results



TEAM



ABOUT GCP



OBJECTIVES

- Development of marketing strategies for Ginásio Clube Português having in mind the following challenges:
 - What do physical activities practitioners value in a health club?
 - How to attract the increasing share of the Portuguese population that has a sedentary lifestyle?
 - How can the proximity of GCP with the members be improved?
 - What can be done to attract new members but more important retain the existing ones?



METHODOLOGY

- **Interviews to the Board members**
 - Understand the *modus operandi* of GCP
 - Clarify the vision of each department for GCP
- **Mystery shopping**
 - Conducted at GCP and its main competitors:
 - Holmes Place Amoreiras
 - Clube VII
 - Fitness Hut Amoreiras
- **Surveys**
 - Motivations for practicing physical activity
 - GCP members' satisfaction and service quality perception



RECOMMENDATIONS

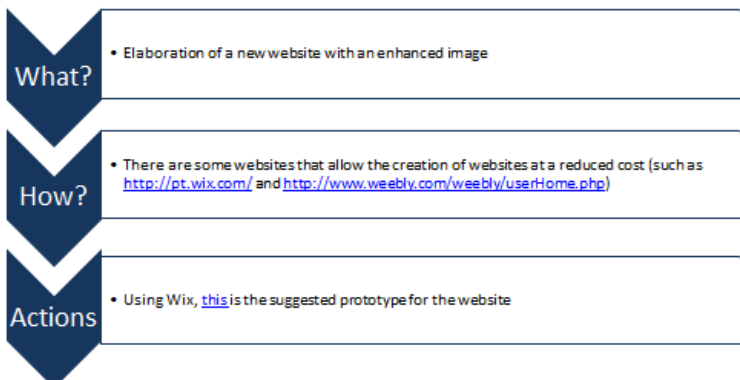
CUSTOMER ACQUISITION



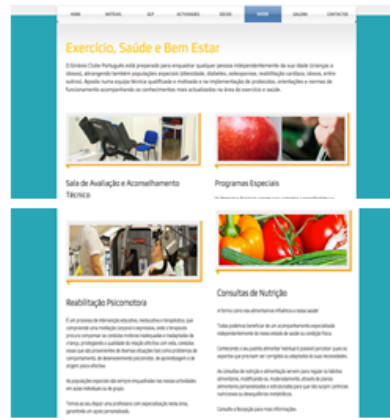
AREAS OF PRACTICE CUSTOMER ACQUISITION



IMPROVED WEBSITE



IMPROVED WEBSITE



10

IMPROVED WEBSITE

WIX

	eCommerce (New for 2020! Unlimited)	Unlimited (Entrepreneurs & Freelancers)	Combo (All Professionals)	Connect Domain (Most Basic)
Yearly Savings Plan	€16 ¹⁷ /month (€24.42) + \$128 Ad. Vouchers + Free Domain (incl.) Save 38%	€12 ⁴² /month (€24.42) + \$128 Ad. Vouchers + Free Domain (incl.) Save 48%	€8 ²⁵ /month (€24.42) + \$128 Ad. Vouchers + Free Domain (incl.) Save 38%	€4 ⁰⁸ /month (€24.42) + \$128 Ad. Vouchers + Free Domain (incl.) Save 31%
Monthly Plan	€19 ⁹⁰ /month	€15 ⁰⁵ /month	€10 ⁹⁵ /month	€5 ⁹⁵ /month (No Ad. Vouchers)
Shipping Cost	✓	✗	✗	✗
Review Wix Ads	✓	✗	✗	✗
Storage	2.5GB	2.5GB	1GB	50MB
Bandwidth	5GB	UNLIMITED	1GB	50MB
App Factor	✓	✓	✓	✗
Mobile ads Free	✓	✓	✓	✗
Connect Your Domain	✓	✓	✓	✗
Free Hosting	✓	✓	✓	✓
Google Analytics	✓	✓	✓	✓
Premium Support	✓	✓	✓	✗

All Premium Plans Always Include:
 ✓FREE Hosting ✓No Setup Fee ✓Templates ✓Google Analytics ✓Premium Support ✓Fully Customizable

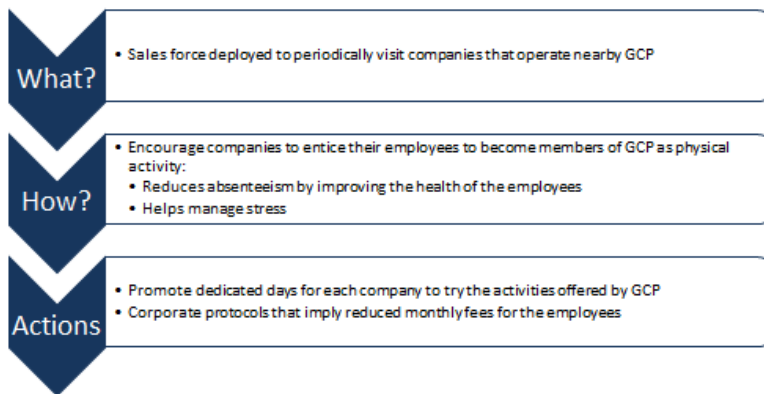
• Pricing plans for two possible websites that allow the creation and publication of a website

weebly

	Pro \$6.63+ /mês	Starter \$3.29+ /mês
Expanded stats	✓	✓
Customizable footer	✓	✓
Remove link to Weebly	✓	✓
SEO plugins/features	✓	✓
Analytics premium	✓	✓
Backup no site	✓	✗
Header slideshow	✓	✓
HD video & audio players	✓	✓
Password protect pages	✓	✓
Editor permissions	✓	✓
Storage	Unlimited - 250MB files	Unlimited - 100MB files
Google Advertising Credit	\$100	\$100

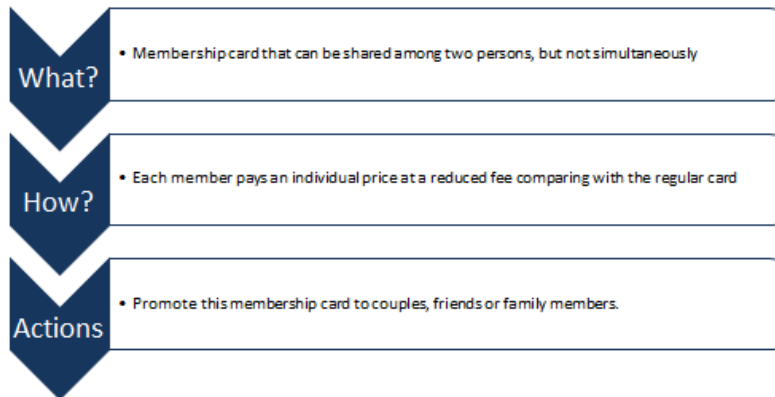
11

RAISING CORPORATE CLIENTS



12

SHARED MEMBERSHIP CARD



11



SEGMENTATION Segmentation Methods

12

Targeting based on generation

Baby Boomers
 Between 49 and 67 years old
 Directed to the workout room
 and group classes

Generation Z
 Between 0 and 17 years old
 Directed for formation and
 representation classes
 Can attract their parents for
 schedule convenience

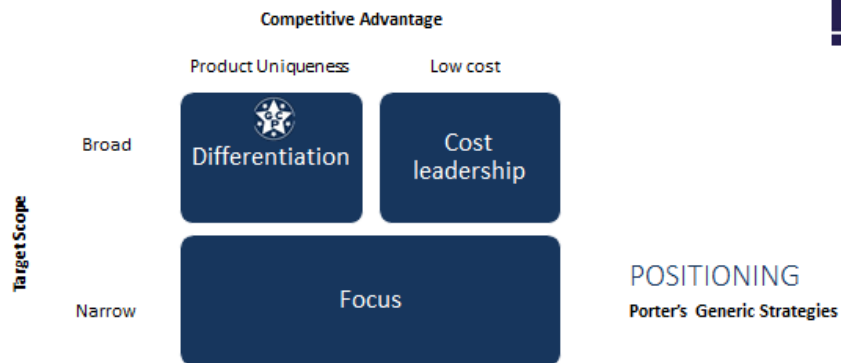
Niche exploration

- Population with specific health conditions:
 - Directed to special programs
 - Guarantees efficiency and customer satisfaction

TARGETING

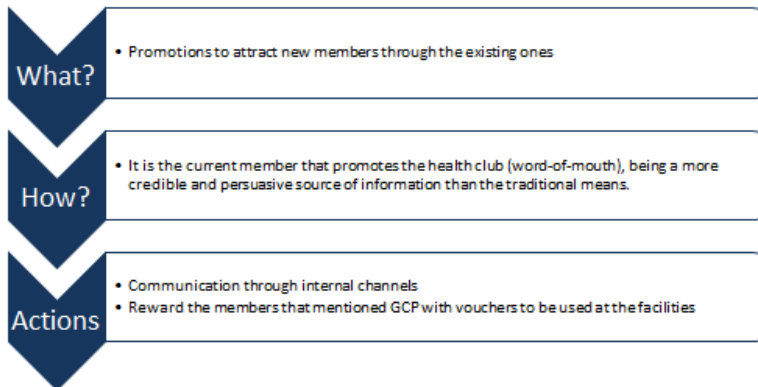
You can't be all things to all people
 Michael Porter

13



12

MEMBER GET MEMBER



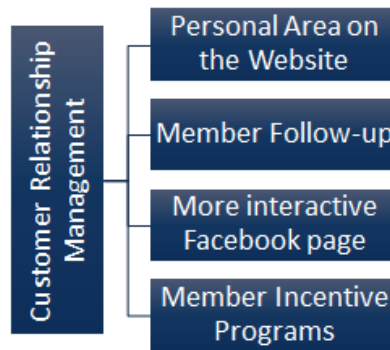
17

It costs five times more to acquire a new member than to retain an existing one
 (Grantham et al., 1997)

RECOMMENDATIONS CUSTOMER RETENTION

18

AREAS OF PRACTICE CUSTOMER RELATIONSHIP MANAGEMENT



PERSONAL AREA ON THE WEBSITE

What?

- Personal area on the website where each member can have access to their personal records

How?

- There are some CRM softwares available in the market. For example: <http://www.prcinf.pt>

Actions

- Allows better monitoring of customer preferences
- Allows for appointment scheduling for SAAT physical evaluation or training plan renewal sessions
- Can work as a communication between professors and members

MEMBER FOLLOW-UP

What?

- Follow-up program for each member

How?

- Through messaging, phone calls, satisfaction surveys, etc.

Actions

- Text message sending with 1 day in advance warning for training, physical evaluations at SAAT and other sessions
- Emailing members about the availability of the journal "O Sport"
- Assessment of the motives of each cancellation and try to revert the situation
- Develop program of reception and accompaniment of members on their first visits

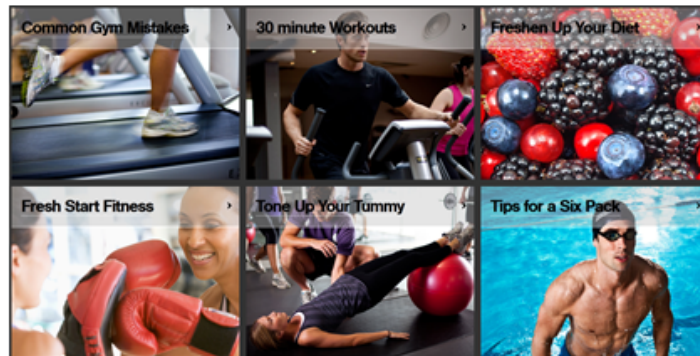
FACEBOOK PAGE

- Update Facebook with videos about the activities offered, health, curiosities, taking advantage of the different specializations of the staff of GCP



FACEBOOK PAGE

- Update Facebook with videos about the activities offered, health, curiosities, taking advantage of the different specializations of the staff of GCP



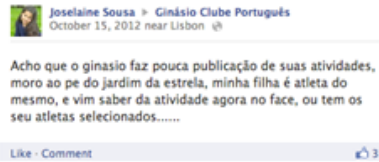
FACEBOOK PAGE

- Encourage the professors to publish in GCP's Facebook incentive messages to attend their classes, try new activities and to return.



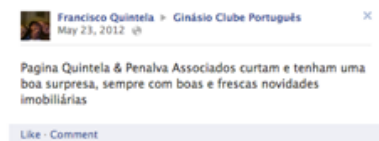
FACEBOOK PAGE

- Improve the engagement of members through Facebook



FACEBOOK PAGE

- Eliminate the advertising by external people in the Facebook page and which is not directly related with the business of GCP.



MEMBER INCENTIVE PROGRAMS

- Sell GCP merchandising
- Reward system according to the usage of members (example: point attribution)
- “Biggest User” Competition that rewards the top three members that frequent GCP the most during summer with voucher to be used at the facilities
- Selection of the members that attend the least and offer them a personal training session to encourage them to get back to their training habits



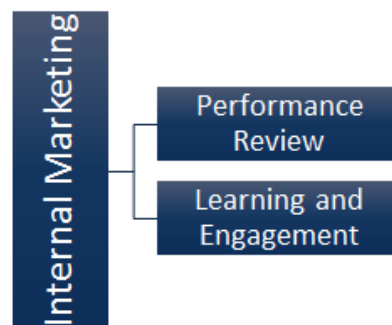
MEMBER INCENTIVE PROGRAMS

- Exhibition of the history of GCP so that members understand the value and the importance of the members in the progress of the institution and its future



22

AREAS OF PRACTICE INTERNAL MARKETING



23

PERFORMANCE REVIEW

Professors

- Evaluation of the professors with a pedagogical basis but that could be incorporated in their salary
- The members could be part of this evaluation process through their personal area on the website

Reception

- Employees should have a variable component in their salary
 - Increase their autonomy and define commissions that reward initiative

24

LEARNING AND ENGAGEMENT

- Tutoring necessary to adapt employees to the new tasks that are implied by the new CRM system and to improve customer service



RECOMMENDATIONS

GENERAL

AREAS OF PRACTICE GENERAL



PARKING

- Free parking for members for 2 hours
- Special card available for the residents in the area to be charged a monthly fee to use the parking lot

11

OPERATIONS

- Control of entrances in the group classes by a ticket system on the way out of the locker rooms that would be necessary in order to enter a class



12

OPERATIONS

- Display sign posts indicating the directions for the workout room, the gymnasiums and other points of interest
- Improve the communication between departments so as to coordinate in a more efficient way the activities promoted by each of these
- Enhanced phone call reception:
 - "Hi, I am (name) from Ginásio Clube Português. How can I help you?"

13



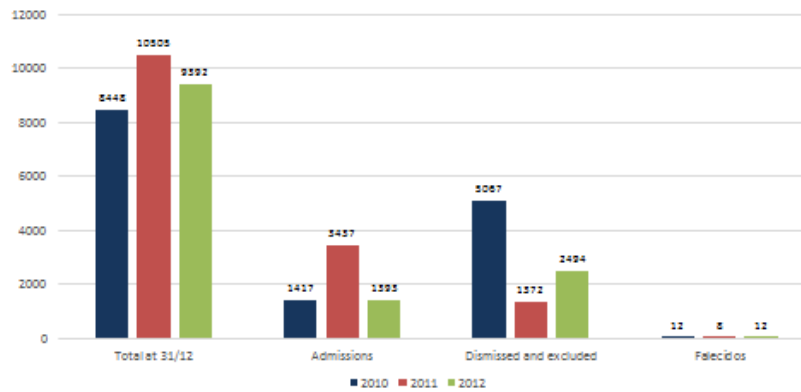
FILIPA MARQUES

MARGARIDA
GONÇALVES

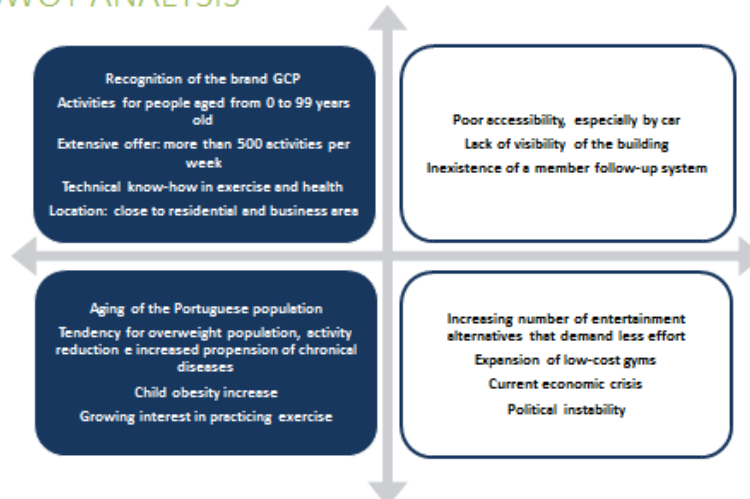
APPENDICES

INTERNAL ANALYSIS

EVOLUTION OF THE NUMBER OF MEMBERS OF GINÁSIO CLUBE PORTUGUÊS



SWOT ANALYSIS



EXTERNAL ANALYSIS

MARKET ORGANIZATION



10

PEST ANALYSIS

POLITICAL ANALYSIS

- The Government decides on the laws that will regulate gyms and health clubs
- Political uncertainty and instability due to the economic crisis
- Possible tax increases (for example, VAT raise from 6% to 23%)
- Direct influence of Câmara Municipal de Lisboa in Piscina de Campo de Ourique, what limits the offer to the members as well as can imply the possible dismiss of the contract

ECONOMIC ANALYSIS

- Economic growth conditioned by the European economic crisis
- Inflation rate has influence on the salaries of the employees and in the prices practiced by gyms and health clubs
- Population with reduced purchasing power, leading to a lower attendance to the gym

11

PEST ANALYSIS

SOCIAL ANALYSIS




- Population aging
- Population impoverishment
- Health concerns
- Less availability for leisure
- Preference for low-cost alternatives
- Research on-line, purchase off-line

TECHNOLOGICAL ANALYSIS

- Tendency to use the latest technologies to enhance customer experience through electronic devices
- Constant evolution of equipment
- Existence of software that support the management of gyms and health clubs, making the decision process easier and improving customer service
- Usage of the Internet as a means of socialization and share of experiences

12

COMPETITOR ANALYSIS

Main competitors	 Holmes Place Health Club	 ClubeVII	 Ginásio Clube Português
Similarities with GCP	Premium Segment	Family Concept	Geographical proximity
Differentiating factors	Personal Training	Social Component	Low prices
Social Networking	All of them are on Facebook with daily posts		
Average monthly fee	€83	€82	€26

MYSTERY SHOPPING GINÁSIO CLUBE PORTUGUÊS



ASPECTS TO IMPROVE

- Reception in the first visit
- Directions on the location of the gymnasiums
- Parking
- Lack of healthy food displayed in the cafeteria
- Reception

MYSTERY SHOPPING HOLMES PLACE AMOREIRAS



STRENGTHS

- Member Follow-up
 - Before entering as a member
 - In case of absence for a period of time
 - Motivation transmitted from professors to the return of members
- Free parking for 3 hours
- Personal Training
 - Training Academy
- Continuous learning system of staff

WEAKNESSES

- No transparency in the prices practiced
- Locker room with low capacity in rush hours
- Little space in the workout room

MYSTERY SHOPPING CLUBE VII

STRENGTHS

- Space propitious to socializing
- Personalized training of Pilates
- Free parking for 2 hours
- Guided visit in the first time

WEAKNESSES

- High prices
- Irregular reception and dependent on the person behind the counter

19

MYSTERY SHOPPING FITNESS HUT AMOREIRAS

STRENGTHS

- Accessible prices
- For an increased cost, the member can have access to any Fitness Hut gym
- Weekly challenges for members

WEAKNESSES

- Previous reservation of group classes
- Low capacity of locker rooms especially during rush hours
- Physical assessment and training plan at additional cost
- Little support and concern of the professors in the workout room

20

QUESTIONNAIRE RESULTS MOTIVATIONS AND INTERESTS FOR THE PRACTICE OF PHYSICAL ACTIVITY

21

MOTIVATIONS AND INTERESTS FOR PRACTICING PHYSICAL ACTIVITY

TOP 5 REASONS FOR NOT ATTENDING A GYM OR HEALTH CLUB

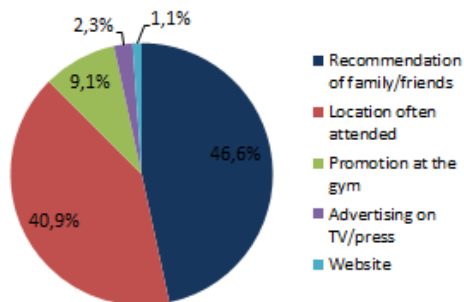
1. Too expensive service
2. I have no available time
3. I would rather practice exercise outdoors
4. I have no one to go with me
5. I walk or bike a lot in my daily living

MOTIVATIONS TO PRACTICE PHYSICAL ACTIVITY

1. To keep in shape
2. To enhance my physical appearance
3. It makes me feel good
4. To lose weight
5. To relax

MOTIVATIONS AND INTERESTS FOR PRACTICING PHYSICAL ACTIVITY

HOW DID THEY BECOME AWARE OF YOUR GYM



TOP 5 REASONS FOR CHOOSING A GYM

1. Location near home
2. Prices practiced
3. Frequency of family/friends
4. Adequate schedule
5. Diversity of activities

MOTIVATIONS AND INTERESTS FOR PRACTICING PHYSICAL ACTIVITY

TOP 5 ACTIVITIES WITH MORE PRACTITIONERS

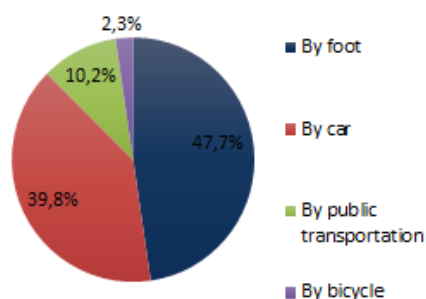
1. Cardiofitness
2. Weight lifting
3. Physical conditioning
4. Cycling
5. Body Pump

TOP 5 ACTIVITIES MORE OFTEN PRACTICED

1. Weight lifting
2. Body Combat
3. Cardiofitness
4. Cycling
5. Power Jump

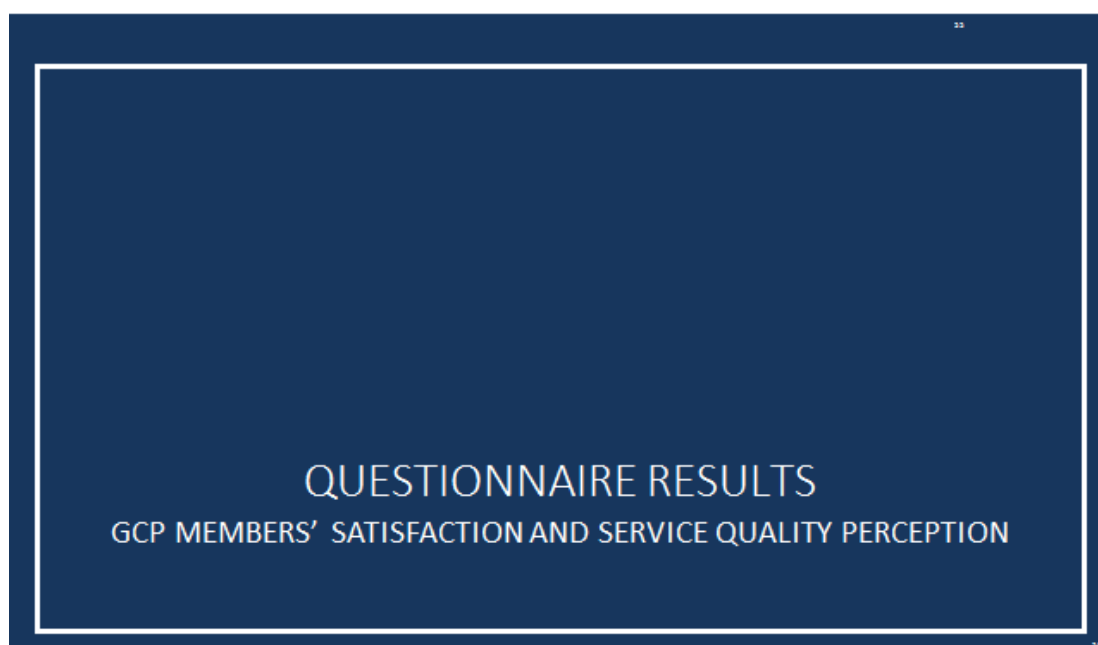
MOTIVATIONS AND INTERESTS FOR PRACTICING PHYSICAL ACTIVITY

MEANS OF TRANSPORTATION TO THE GYM



SATISFACTION WITH THE CURRENT GYM AND ITS PROMOTION

- 45% of the respondents is sensitive to **price**
- 88% **would recommend** the gym they currently attend
- 57% will express their **insatisfaction** to the employees
- The **Internet** is the main source of information for 79% of the respondents and 60% attributes importance to the **aesthetics of the website**
- 72% admits that the use of **celebrities** does not influence their decision



GCP MEMBERS' SATISFACTION AND SERVICE QUALITY PERCEPTION

MOTIVES FOR CHOOSING GINÁSIO CLUBE PORTUGUÊS

- Qualidade técnica dos professores
- Localização próxima de casa
- Reputação e valores do GCP
- Horário adequado das actividades
- Diversidade de actividades
- Frequência de familiares e/ou amigos
- Localização próxima do trabalho

MEMBERSHIP CARD, WEEKLY REGULARITY AND MEMBER SENIORITY

- Gold members practice exercise more often than Classic members
- The oldest members tend to be more frequent users of GCP than the most recent ones

GCP MEMBERS' SATISFACTION AND SERVICE QUALITY PERCEPTION

MEMBER SATISFACTION

- 95% are satisfied with the reception
 - 84% are satisfied with the price-quality relation
 - 92% are satisfied with the convenience of the schedule
 - 86% are satisfied with the diversity of activities
 - 76% are satisfied with the workout room
 - 81% are satisfied with the group classes
 - 31% is not aware of *Sala de Avaliação e Aconselhamento Técnico*; 76% of the ones that have already attended are satisfied
 - 84% are satisfied with the locker rooms
 - 65% are satisfied with the restaurant/cafeteria
 - Only 32% of the respondents are satisfied with the parking lot
 - 97% are satisfied with GCP's employees
-