

## Glasgow Club Rebrand

Client: Glasgow Life  
Agency: 999  
Submission: Oct 2019

FOR PUBLICATION

I AM THE  
GOAL  
SMASHING

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999



# Executive Summary

Glasgow Club's legacy as the City Council's sport and leisure membership scheme was evident in their brand communications which failed to truly resonate with their wide-ranging target audiences. The brand was tired and dated, lacked vibrancy, personality and struggled to cut through in a very crowded market with an inconsistent look and tone of voice.

In recent years, Glasgow Club has faced increasing pressures from national fitness brands with multi-million-pound budgets boasting celebrity endorsements and the new, highly competitive budget chains offering 24/7 access. Add to that the complex health and social problems that Glasgow Life aim to tackle, they desperately needed a brand identity with a competitive edge that would make them stand out and reconnect with the people of Glasgow. Through our tailored people-focussed approach to their initial brief we gained a new level of understanding about the organisation, its challenges and the people it serves, meaning we not only delivered on the core objectives but exceeded them in numerous ways, delivering the best sales figures in their 20 year history.

## Key results

Within 8 weeks the brand relaunch\* Glasgow Club saw a:

# 56%

increase in new memberships across all age groups – well ahead of average industry growth rates

During their most important recruitment period\*\*\* after relaunch they saw a:

# 89%

increase in new memberships in January – the most competitive month for gym membership sign-ups

# 39%

increase in new memberships

Overall results during the first year\*\*\* were the best in the clubs' 20 year history

- Over **19%** increase in signs ups in the hard to reach 55–74 age range
- **16%** membership growth vs an industry average of 2%
- Between **12%–16%** increase in the 12–24 age group
- Increase in signs ups by under 12s of **1466%**
- **385%** ROI relative to design fee (despite 10% cut in media spend)
- **100%** of staff agree that the rebrand has made them feel more confident about promoting the service (vs 29% pre-rebrand)

## Additionally ...

# 19%+

increase in signs ups in the hard to reach 55 – 74 age range

# 1466%

Increase in signs ups by under 12s

# 385%

ROI relative to design fee (despite 10% cut in media spend)

\* Summer campaign post rebrand, May–July, 2018 v 2017 – YOY results

\*\* New year campaign post rebrand, Dec–Feb, 2019 v 2018 – YOY results

\*\*\* Post rebrand – May 2018–2019

# Context & Overview

## Project Brief & Background

The Glasgow Club name evolved organically from the need to badge the delivery of Glasgow City Council's sport and leisure services. The first logo was created in 1999 but, as Glasgow Club had never been properly developed as a brand, no official set of brand values, tone of voice or guidelines ever existed. Various communications and designs had been developed in isolation at different times and there was no universal consistency or hook to engage prospective members.

The client needed an agency that would develop the Glasgow Club from merely a name into a brand and help them fulfil the important social objectives that Glasgow Life and Glasgow Sport aim to deliver. With a large workforce and a widespread estate of leisure facilities in an extremely competitive market sector, brand recognition was increasingly vital. They desperately needed an identity with a commercial, competitive edge that would make the Glasgow Club stand out and connect with its audiences.

### Project objectives

Our brief was to establish a brand vision, a set of brand values relevant to the Glasgow Club's core audiences. Specifically, the objectives for the project were:

- 1 – **Develop and establish a distinctive brand that will stand out in the competitive marketplace**
- 2 – **Develop a brand voice that talks to all age groups**
- 3 – **Create a new engaging campaign approach**
- 4 – **Increase membership sign ups overall**
- 5 – **Widen the audience reach – especially in the youngest and over 55 age ranges**



### Deliverables

- Develop a brand tone of voice
- Create a new strapline to summarise their offering
- Review and progress the current colour palette
- Provide a brand toolkit of core assets
- Deliver a finalised brand guidelines document



# Context & Overview (cont'd)

## Overview of the market

The 2018 'State of the UK Fitness Industry Report'\* estimates the fitness market's value at £5bn with one in every seven people (nearly 10 million) having a gym membership.

During the 12 months to March 2018, the number of fitness facilities increased by 4.6 per cent with 275 new private and public centre openings while total membership grew by 2%. While the industry is growing with a UK penetration rate of 14.9%, there are clear variations between the performance of the public and private sectors. One of the big factors is the rise of low-cost chain gyms which offer their services at attractive entry points. These new disruptive brands with colossal budgets offer freedom through pay-as-you-go memberships, rather than monthly or annual subscription fees which put off a lot of people\*\*. The low cost market has continued to be the main driving force behind private sector growth and there are now over 500 low cost clubs, accounting for 15% of the market value and 35% of membership in the private sector.

## Obstacles and challenges

### Smaller budget vs competitors

- Glasgow Club is consistently and substantially outspent by national chains like PureGym, Village, Virgin Active and The Gym Group with such chains spending in the region of REDACTED CONFIDENTIAL DATA per annum on search marketing alone.
- Celebrity athletes Sir Chris Hoy (PureGym) and Sir Mo Farah (Village) are employed as brand ambassadors which is testament to the multi million pound budgets that the national brands have at their disposal

### New technology

- New technology has led to a huge increase in stay at home fitness activities such as Peloton spin class system, body coach style home workouts and even Les Mills on Demand, all stealing market share from fitness clubs

### Increased competition

- Cut through is very difficult around peak gym recruitment period when marketing channels are saturated
- Competitors tend to paint an unrealistic picture of optimum fitness in their marketing to attract new members
- Increased competition - every gym competes for new members in the new year - from budget to boutique gyms and neighbouring local authorities
- Other operators undertaking ever more aggressive marketing

### Health challenges

- Scotland's, and particularly Glasgow's, current health challenges are serious and complex. These include: an ageing population, enduring health inequalities, deprivation and poverty. A lack of physical activity contributes to nearly 2,500 deaths in Scotland and costs the NHS around £91 million per year\*\*\*.

# Creative Concept & Design Approach

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## 1

**Objective 1:** Develop and establish a distinctive brand that will stand out in the competitive marketplace.

In order to truly get under the bonnet of the organisation and gather insight from the client's target audience, we set up a series of pop-up studios within the Glasgow Club's gyms. In these pop-ups, staff and members were interviewed and given questionnaires to encourage them to talk about the existing brand, their own fitness and lifestyle goals and what the Glasgow Club means to them. We used these insights to inform the new brand vision and values.

### A change of focus

These early stage insights were key in informing our creative approach – a bolder solution that aimed to go beyond the original brief. The client bought in to our approach wholeheartedly and supported our aim to change perceptions of what a 'council gym' is, showing people in their own words why Glasgow Club is for them, keeping it front of mind for all prospective members.

## 2

**Objective 2:** Develop a brand voice that talks directly to the people of Glasgow.

When the client initially approached us, they primarily wanted a new identity system and a strapline. However, we knew that developing a more distinctive voice would resonate with the people of Glasgow, a city that is passionate and proud of its people and its personality. Our strategic approach was to uncover what made the gym special – and to put its people at the heart of the solution.





# Creative Concept & Design Approach

## 3

**Objective 3:** Create a new engaging campaign approach



### Post-rebrand campaign launch dates

Summer Campaign 1:

7th May – 1st July 2018 (8 weeks)

New Year Campaign 2:

26th Dec 2018 – 28th Feb 2019 (8 weeks)

### Design budgets:

REDACTED CONFIDENTIAL DATA

Rather than a 'catch all' strapline, we introduced a new, flexible messaging system – a series of statements about the Glasgow Club written from different points of view. This new approach is highly adaptable to a range of communications and embodies the brand through their customers' eyes and experiences informed by our research. In a series of confident, honest and insightful statements the values of 'Community', 'Inspiring' and 'Down to earth' are reflected. i.e.:

- **I am the Glasgow Club** – an endorsement full of pride and confidence, written from the point of view of an existing individual member
- **We're in the Glasgow Club** – a testament to the sociability and openness of the Glasgow Club and written from the point of view of two or more of its members
- **Join the Glasgow Club** – a call to action to attract new members

This more personal approach allowed us to talk to individuals and to reach the highly varied age-groups that we were targeting through a combination of message and new photography. The flexibility of the approach ensured we would engage members by relating to their situations and their lifestyle.

### A refreshed and standardised colour palette

The colour palette was rationalised and extended with lighter, darker and neutral tones improving accessibility. The colour matching of print, online, paint, vinyl and resilient surface application was streamlined, minimising turnaround time for new venue interior schemes.

As well as the expanded the colour palette, we created a new suite of iconography for way finding and service definition, introduced new photography principles to inject personality and vibrancy, directed a new photography shoot and redefined their branded collateral. All this was consolidated into a robust brand toolkit to provide more direction and flexibility, which will allow the brand to flourish for many years to come.

# Results 2018 Summer Membership campaign



## Objective 4: Increase sign up to our membership scheme

The results from both campaigns and the rebrand easily fulfil both the important final two objectives with overall signs up increasing by over 50% with the youngest and older age ranges achieving particularly impressive results.

### 2018 Summer Membership campaign

May – July 2018 (post rebrand) vs May – July 2017 (pre rebrand)

There were REDACTED CONFIDENTIAL DATA new memberships purchased during the 2018 summer campaign, representing a **56% increase in sales** from the previous year, a total campaign value of REDACTED CONFIDENTIAL DATA, a lifetime value of REDACTED CONFIDENTIAL DATA and an **ROI of 264%.**

## 56%

increase in sales from the previous year

## 264%

Return on investment for design budget

## Volume

### Total membership sales (8 week campaign period)

- 2018 (post-rebrand): REDACTED CONFIDENTIAL DATA new memberships
- 2017 (pre-rebrand): REDACTED CONFIDENTIAL DATA new memberships

### YOY comparison:

- **56%** increase YOY

## Value

### Initial value

- As the average membership price is REDACTED CONFIDENTIAL DATA the campaign initial value can be calculated as: REDACTED CONFIDENTIAL DATA

### Membership value over 12 months

- New members stay for an average of 12 months and spend REDACTED CONFIDENTIAL DATA each, giving an overall income of at least REDACTED CONFIDENTIAL DATA

### Cost per Acquisition

- 2018 REDACTED CONFIDENTIAL DATA

### Budget breakdown for this period

- REDACTED CONFIDENTIAL DATA



# Results 2019 New Year Membership campaign



**Objective 4:** Increase sign up to our membership scheme

## 2019 New Year Membership campaign

Dec – Feb 2019 (post rebrand) vs Dec – Feb 2018 (pre rebrand)

There were REDACTED CONFIDENTIAL DATA new memberships purchased during the 2019 New Year campaign, representing a **39% increase in sales** from the previous year, a total campaign value of REDACTED CONFIDENTIAL DATA and a lifetime value of REDACTED CONFIDENTIAL DATA

**39%**

increase in sales from the same period the previous year

**88%**

increase in sales overall YOY

## Volume

### Total membership sales (8 week campaign period)

- 2019 (post-rebrand): REDACTED CONFIDENTIAL DATA
- 2018 (pre-rebrand): REDACTED CONFIDENTIAL DATA

### YOY comparison:

- **39%** increase YOY

### Total Sales (January)

- 2019 (post-rebrand): REDACTED CONFIDENTIAL DATA
- 2018 (pre-rebrand): REDACTED CONFIDENTIAL DATA

### YOY comparison:

- **88%** increase YOY

## Value

### Initial value

- As the average membership price is REDACTED CONFIDENTIAL DATA the campaign initial value can be calculated as: REDACTED CONFIDENTIAL DATA

### Membership value over 12 months

- New members stay for an average of 12 months and spend REDACTED CONFIDENTIAL DATA each, giving an overall income of at least REDACTED CONFIDENTIAL DATA

### Potential lifetime value

- The average lifetime value of the monthly and 12 monthly memberships prior to the campaigns is REDACTED CONFIDENTIAL DATA per member. We can therefore calculate a potential value of REDACTED CONFIDENTIAL DATA for the all important new year campaign.

### Cost Per Acquisition

REDACTED CONFIDENTIAL DATA





## Results cont'd

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# 4

**Objective 4:** Increase sign up to our membership scheme

### Return on Investment for rebrand and design fee

ROI increased by 385% for the full year despite campaign media spend reducing by 10% from REDACTED CONFIDENTIAL DATA in 2018 to REDACTED CONFIDENTIAL DATA in 2019.

**507%** New year membership campaign

**264%**

In the first 8 weeks of the summer campaign (May to July 2018 rollout)

**385%**

In the first 12 months (May 2018 to May 2019)

### Further KPIs

#### Campaign landing page

Increase in page views more than doubled to **15%** YOY, users increased by **31%** and new users **27%** all YOY. From past experience increases have been around 7% YOY.

# Results



**Objective 5:** Widen the audience reach – especially in the youngest and over 55 age ranges

The results post-rebrand show that all age ranges grew ahead of the industry's average growth with a **1466% increase in signups** by the under 12s (from REDACTED CONFIDENTIAL DATA) and an **increase of over 19% in the 55 – 74 age range.**

Age Group	Redacted Confidential Data	% Difference
<12	–	2.2%
12-17	–	12.0%
18-24	–	16.8%
25-34	–	5.0%
35-44	–	11.9%
45-54	–	6.4%
55-64	–	19.1%
65-74	–	19.3%
75+	–	7.0%

## Staff survey results

Key statistics from a staff questionnaire to gauge feedback on the identity reinforce how effective the rebrand has been at gaining buy-in from the workforce\*. 100% of the wide-ranging sample of respondents agreed that they are 1) excited about the new brand direction and 2) have a renewed confidence and ambition for the service:

86%

agree that the new messaging resonates with the target audience (vs 43% pre-rebrand)

100%

agree that the new marketing materials are recognisable (vs 29% pre-rebrand)

100%

agree that the rebrand made them more confident in promoting the service (vs 28% pre-rebrand)

100%

agree that the new tone of voice is consistent (vs 0% pre-rebrand)

86%

agree that the rebrand is visually consistent (vs 27% pre-rebrand)

## Membership growth way ahead of industry average

Given that the fitness industry recorded average membership growth of 2% during the 12 months to March 2018\* Glasgow Club have substantially bucked this trend achieving an average of **16%** growth during the 12 months to 14 February 2019.

16%

Average membership growth over 12 months bucking the industry trend of 2%

	14 Feb 2019	14 Feb 2018	15 Feb 2017	22 Feb 2016	26 Mar 2015
GC Membership (PAYM)	REDACTED DATA	REDACTED DATA	REDACTED DATA	REDACTED DATA	REDACTED DATA

\*80% of Glasgow Club staff who were sent the questionnaire responded



# Influencing factors

As both campaigns rolled out, the Glasgow Club marketing team undertook a series of communication activities across outdoor, digital and print with a media spend of circa REDACTED CONFIDENTIAL DATA for each. This included activity such as print advertising, digital advertising, billboard advertising, online cross-channel marketing of content and general promotion through social channels.

Overall annual media spend for both years, May to May:

- 2018 - REDACTED CONFIDENTIAL DATA
- 2019 - REDACTED CONFIDENTIAL DATA

While January is the peak month for gym membership sign-ups and we would expect a year on year increase as the public become generally more conscious and proactive about their health, however a **389% YOY increase** is completely unprecedented.

## Marketing, media plan and spend

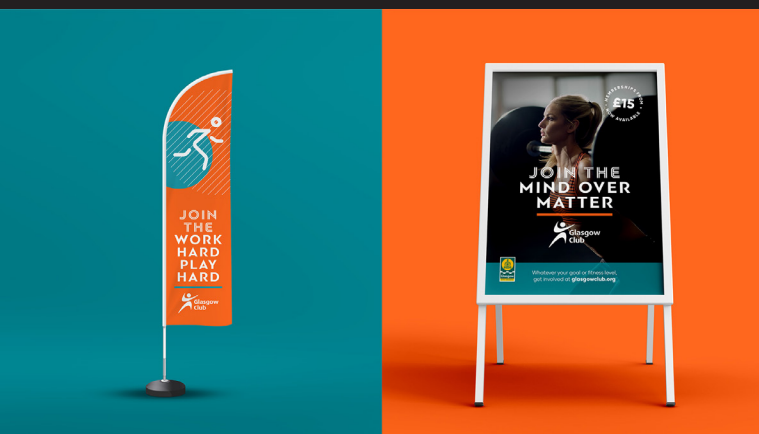
It could be assumed that an increase in media spend and marketing activity would account for the results, however these were achieved despite a **10% reduction** in overall media spend year on year with no additional activity being undertaken.

## Client testimonial from Kirsty Mayberry, Marketing Business Partner, Glasgow Life

"Glasgow Club's image has evolved organically over time, and as a result we've struggled to hold onto to a level of consistency. This coupled with a large estate of venues, people, and programmes, led to a bit of an identity crisis. We stepped into this project expecting a freshen up of our current look and feel which would give us more confidence in ourselves as a brand and how we communicate and present ourselves. What we came away with has exceeded our expectations. The messaging framework has given us a whole new lease of life and works perfectly for our ever-growing offer – it is simple and flexible yet allows us to be creative and imaginative. The photography style, extended colour palette and overall toolkit of assets have been immeasurably beneficial in what is a very competitive environment for us.

IN TERMS OF THE APPLICATION OF THE BRAND WORK ACROSS OUR TWO MAIN CAMPAIGNS SO FAR, THE RESULTS SPEAK FOR THEMSELVES. THE 2019 NEW YEAR CAMPAIGN PRODUCED THE BEST RESULTS WE HAVE EVER SEEN, IN THE 20 YEARS THAT GLASGOW CLUB HAS BEEN AROUND.

These results aside, we, as a marketing team and wider health and fitness operation, now feel equipped with a powerful branding solution that resonates with all of our customers and gives us the confidence to stand out in the marketplace."



\* 2018 State of the UK Fitness Industry Report – The Leisure Database Company (LeisureDB), 2018

\*\*The seven big fitness trends of 2017 so far, The Daily Telegraph, August 2017

\*\*\*The 2018 Scottish Health Survey (SHeS) – The Scottish Government, 2018