

FIGHT LIKE A LION

D LION **BOXING**

**Business Services
Operations Research**

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TABLE OF CONTENTS

1

I. EXECUTIVE SUMMARY

3

II. INTRODUCTION

3

Description of the Business or Organization

3

Description of the Community

4

Overview of the Company's Current Corporate Social Responsibility

5

III. RESEARCH METHODS USED IN THE STUDY

5

Description and rationale of research methods

7

Process Used to Conduct the Selected Research Methods

9

IV. FINDINGS AND CONCLUSIONS OF THE STUDY

9

Findings of the Research Study

10

Conclusions Based on the Findings

12

V. PROPOSED STRATEGIC PLAN

12

Objectives and Rationale of the Proposed Strategic Plan

13

Proposed Activities and Timelines

18

Proposed Metrics or Key Performance Indicators to Measure Plan Effectiveness

19

VI. PROPOSED BUDGET

19

Costs Associated with Proposed Strategies

20

VII. BIBLIOGRAPHY



I. EXECUTIVE SUMMARY



Business Overview

In 2017, Armando Deleon struggled to find a boxing gym that provided a real boxing experience. He'd searched across Nassau County, but all of the "boxing" gyms he found placed too much emphasis on **cardio** and **aerobics** rather than **boxing techniques**. He'd never considered opening his own, until one day, he noticed a "For Rent" sign hanging in a local strip mall in Syosset, NY. Within a week, he had signed the rental contract, and started building his very own boxing gym. He called it **D Lion Boxing**, a spinoff of his last name.

Dedicated to teaching its members the fundamentals and techniques of boxing as a sport, D Lion Boxing provides a community environment for boxers of all age and skill levels. The **genuine camaraderie** it fosters between its members is the **most highly praised aspect** of the gym. While D Lion Boxing focuses on providing group boxing classes, it also provides private lessons and serves as a place to work out alone.

After its first year of business, the gym stopped advertising and marketing, resulting in a steady decline in customers. Thus, we have developed a strategic plan designed to attract new customers to D Lion Boxing through the **simultaneous enhancement of the gym's reputation and online brand presence**.



Figure 1: Our team pictured with Mr. DeLeon



Research

We used several sources of both primary and secondary research to develop our plan, including interviews, surveys, online articles, and website and social media analytics. Our research led us to the following findings and conclusions:

	D Lion Boxing has a weak website	<ul style="list-style-type: none">• Consumers called the website "unprofessional"• The website uses stock photos and basic designs• There are less than 75 users per week and it has a 52.05% bounce rate
	The local community is unaware of D Lion Boxing	<ul style="list-style-type: none">• 98% of local survey respondents had never heard of the gym• The gym opened just two years ago• The gym has very limited physical visibility as it is located in the back of a strip mall
	D Lion Boxing should improve its social media presence	<ul style="list-style-type: none">• The gym posts infrequently on its social media accounts• Consumers described the gym's content as "boring"• The gym's Instagram and Facebook only have 562 and 404 followers respectively
	Reviewing platforms present a big opportunity for D Lion Boxing	<ul style="list-style-type: none">• Surveys and online reviews show that reviews have large impacts on consumers' purchases• Customers are generally very satisfied with the gym's services
	D Lion Boxing needs to appeal to the female audience	<ul style="list-style-type: none">• The overwhelming majority of current members are men• Online research indicates more and more women are joining boxing gyms• The gym's main competitor has a large female customer base



Proposed Plan

Our proposed plan is called **Operation LIONESS**, with each letter representing goals our plan aims to achieve.



Launch a new website



Increase social media activity



Optimize online content



Negate unwelcoming reputation



Encourage more reviews



Showcase customer satisfaction



Streamline business processes

Operation Lioness will consist of 7 different activities.

1. **Lioness Classes and Cubsitting**

- Offer classes just for women
- Offer childcare services

2. **Lioness Self Defense Workshops**

- Provide free female self-defense classes open to the public

3. **Website Reconstruction**

- Redesign website to look more professional
- Add online booking and online payment
- Create digital contact database
- Showcase customer testimonials

4. **Social Media Content Enhancement**

- Improve visual quality and increase variety of online content
- Hire specialist to manage social media accounts

5. **Social Media Contests and Challenges**

- Start a monthly hashtag contest
- Create seasonal social media challenges

6. **Review Encouragement**

- Encourage customers to write reviews through banners and email blasts

7. **Online Advertisements**

- Run ad campaigns on Instagram and Facebook



Proposed Key Metrics

In order to assess the effectiveness of the plan as a whole, we will rely on the measure of return on investment (ROI). However, in order to evaluate the success of each individual activity within Operation LIONESS, we will use several key metrics, including increases in social media interaction, changes in website performance statistics, and more.



Proposed Budget and Predicted Return

Operation Lioness utilizes a multifaceted approach to attracting consumers to D Lion Boxing, simultaneously enhancing the gym's reputation and improving its online brand presence in a way that is designed to grow and diversify D Lion's customer base. Our proposed plan will cost a total of **\$33,753.33** and generate an estimated total revenue of **\$204,588**. With **\$170,834.23** in predicted profits, and an ROI of **501%**, we strongly suggest that D Lion Boxing implement Operation LIONESS.



II. INTRODUCTION

A. Description of the Business or Organization

Over the past decade, the fitness industry has seen a tremendous amount of growth. Worth over thirty billion dollars, the fitness industry has been expanding by 3-4% annually for the past decade and shows signs of continued growth (Midgely, 2018). This industry growth is being driven by one main sector: **boutique fitness**. Backdropped by the overarching trend of fitness as a status symbol and the rise of the “experiential economy”, boutique fitness is expanding at a rapid rate (Dixon, 2017). CBS finds that from 2014-2015, boutique studios doubled in number, increasing their share to 42% of the US health club market. Boutique studios tend to be smaller and more expensive, typically concentrating on one or two specific fitness areas like barre, yoga, **boxing**, and more.

D Lion Boxing is one such boutique studio. Located in Syosset, New York, D Lion Boxing is a boxing gym founded in 2017 open to all ages and skill levels. D Lion fuses cardiovascular and fitness training with proper boxing techniques, teaching the sport in a safe, structured manner while still providing a fun workout experience. While a majority of boxing gyms simply have participants punch bags without real instruction, D Lion Boxing members actually learn how to box, not just with a bag, but against other people. D Lion Boxing is what you would call a “**real**” boxing gym.

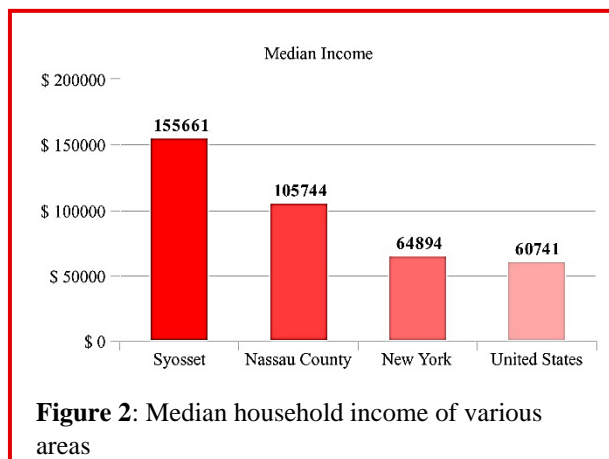
D Lion Boxing provides a variety of services. Similar to traditional gyms, the boxing gym is available for members to come work out whenever it is open. However, it mainly focuses on its group boxing classes, which are available to adults or “cubs” depending on the day and time. The gym also offers personal training sessions for those who prefer a more private environment. Memberships are \$129 per month and a package of 10 private training sessions is priced from \$500-\$800.

B. Description of the Community

Economic

Syosset is located in Nassau County, in Long Island, New York. Long Island produces a gross economic output of approximately \$170 billion a year, second only to New York City (O’Connell, 2018). This provides LI businesses with access to the largest local economy of New York besides NYC.

The U.S. Census Bureau finds that the median household income of Nassau County is \$105,744, and within Syosset specifically it is \$155,661. Compared to the median household income for the entire country, the income levels of these areas are substantially higher (Appelbaurn, 2018) (**Figure 2**). Nassau County’s median income is the highest of all the counties of New York (Winslow, 2016). The high-income level of the community surrounding D Lion results in subsequent higher levels of disposable income, giving the gym access to a large pool of consumer dollars.





Demographic

Syosset has a population number of nearly 20,000 people. The population is largely white, with a large Asian minority (World Population Review, 2019).

Around 47% of residents are Millennials or Gen Zers. This is critical as these two generations, dubbed “Generation Active”, are the source of over 81% of fitness class participants (Les Mills, 2019). Another 30% of residents are members of Gen X (Census Reporter, 2017), a key generation that represents 33% of all health club members (Dominic, 2018). The prevalence of these generations is promising for D Lion, as they are the sources for a majority of potential customers.

The population in Syosset is also well educated. Not only does Syosset rank as the third best school district in New York (Niche), but over 64% of Syosset residents have a bachelor’s degree or higher, compared to 33.4% of the national population (U.S. Census, 2017). This is significant as studies from the American Sociology Association find that there is a direct correlation between education level and physical activity.

Overall, economic and demographic factors show that Syosset is a prime location for a business like D Lion Boxing to thrive.

Geographic

Syosset is located in the suburbs of Long Island, surrounded by towns that match Syosset’s potential for customers due to similar economic and demographic make-ups.

Within Syosset, D Lion Boxing is located in a strip mall that is on Jericho Turnpike, a major east-west road that runs from Manhattan to the end of Long Island. This location makes it D Lion more accessible to potential customers, especially those that may come from different towns. The mall itself contains several other businesses that are health-oriented, such as Way of Life Healthy Cafe and All Star Physical Therapy (**Figure 3**). Being in close proximity to other businesses with a similar customer base provides an easy method of attracting new customers. However, within the strip mall, D Lion Boxing is located in the back, an area with little visibility that provides an obstacle to attracting new customers (**Figure 4**).



Figure 3: Front of the strip mall



Figure 4: Back of strip mall where D Lion Boxing is located

C. Overview of Company’s Current Corporate Social Responsibility

Reputation and online brand presence are key aspects of any business. It is critical for businesses to maintain good reputations, as reputation is directly linked to revenue. A study from VisionCritical found that 80% of consumers will not buy from a business with negative reviews. A good reputation distinguishes a business from competitors, attracts customers, and creates opportunity for growth (McCormick, 2017). Online brand presence is another important factor as a good online brand presence makes it easier to access to potential customers, showcase products



and services, build relationships with consumers, and market your business (Chrysalis Communications, 2016). With 97% of consumers using the internet to find local businesses (Capoccia, 2018), it is more important than ever for businesses to maintain effective an online brand presence.

D Lion Boxing has a rather good reputation among its loyal, albeit small, customer base. It is highly praised across several different platforms, including Yelp, Google, and Facebook (Figure 5). Although the gym has very little reviews, almost all of its reviews are five stars. The aspect of the club most highlighted by customers is the sense of belonging, welcomeness, and community that the gym provides. However, D Lion Boxing's reputation is damaged by the perception that it is male-centered, which discourages females from joining the gym.

D Lion's online presence is severely inadequate. While the gym has a website and a few social media accounts, they are poorly maintained. Its website lacks professionalism and is noticeably unorganized. D Lion Boxing's social media presence is also very minimal, with only accounts on Facebook and Instagram (Figure 6). On these platforms, D Lion's accounts have a small following, especially compared to its competitors.

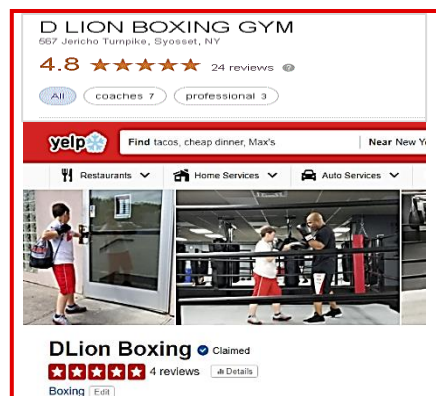


Figure 5: Google and Yelp reviews

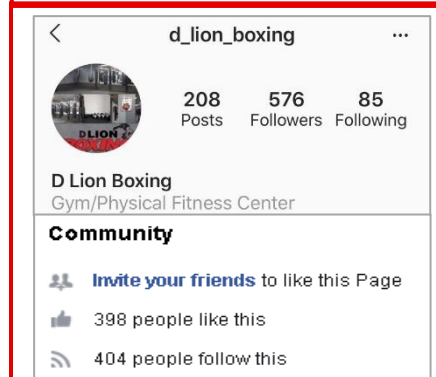


Figure 6: D Lion's Instagram page

III. RESEARCH METHODS USED IN THE STUDY

A. Description and Rationale of Research Methods

In order to create an effective marketing plan for D Lion, it was essential to conduct both primary and secondary research. Secondary research was conducted by analyzing the websites, online reviews, and social media of both D Lion Boxing and Title Boxing Club (its main competitor) and by gathering information from online articles. Sources for primary research included interviews, surveys, and website analysis.

Secondary Research Methods

D Lion Boxing Website

Rationale: D Lion's Website needed to be assessed in order to determine if it needed any redesigns. It was also necessary to study the website for more information about D Lion Boxing's services, features, and core values.

Title Boxing Club Website

Rationale: There were two main rationales behind studying the website of Title Boxing Club (D Lion Boxing's main competitor). First, we needed to compare D Lion Boxing's website to that of its competition. Second, inspiration gained from certain features or designs on Title's website could be used to alter D Lion's website.



Reviewing Platforms

Rationale: One of the key ways to assess a brand's reputation is through online reviews and ratings. We needed to study these ratings and reviews as they provided quantitative and qualitative metrics of reputation and revealed information about areas of success and areas that need improvement.

Online Articles

Rationale: Various articles on industry trends, promotional strategies, and ways to appeal to consumers provided us with supplementary information to create the best possible marketing plan.

Social Media

Rationale: Social media constitutes a significant portion of a brand's online presence. In order to properly assess D Lion Boxing's current online presence and determine aspects that need improvement, it was necessary to analyze its social media accounts.

Primary Research Methods

D Lion Boxing Manager Interview

Rationale: An interview with the manager of D Lion Boxing was crucial to gather key information on several topics that would be inaccessible otherwise like D Lion's customer demographics or current marketing strategies.

Title Boxing Club Manager Interview

Rationale: The interview with Title Boxing was needed to gain inside information on things like its marketing strategies or needed areas of improvement. This enabled us to better understand Title Boxing's strengths and weaknesses.

D Lion Boxing Customer Interviews

Rationale: Customer interviews were instrumental in getting insight into possible areas of improvement, gaps in service, and overall satisfaction with the gym. These interviews also provided key information on D Lion's target market.

Local Consumer Interviews

Rationale: Interviews with local consumers allowed for the effective gathering of information about their opinions and preferences. These interviews allowed us to ask questions that would be difficult to ask through surveys, as they would take too much time or effort to be answered.

Surveys

Rationale: Surveys are easily distributed and an efficient way to gather large amounts of data. A survey given to the local population allowed us to gather critical insight into several different topics, including local consumers' values, habits, preferences, and D Lion's brand recognition.

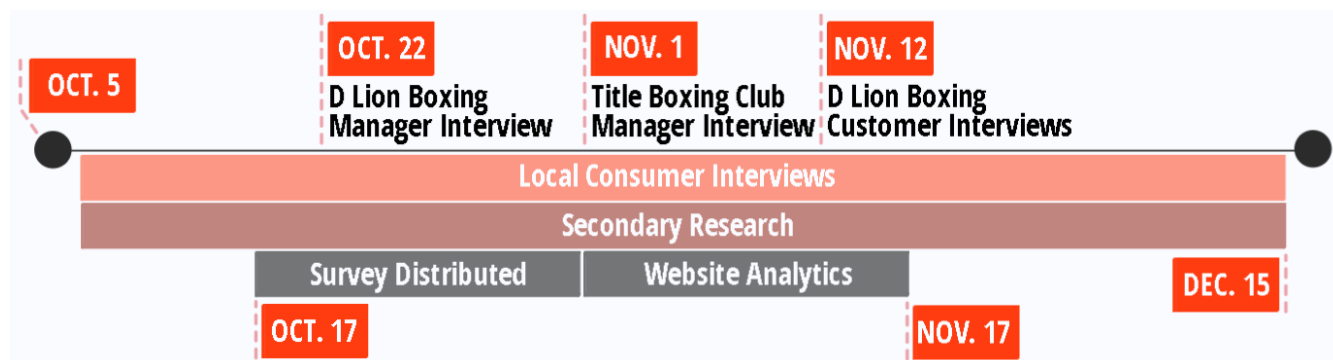
Website Analytics

Rationale: In order to assess D Lion's website, analytics would be needed to determine its current effectiveness. Website analytics gave valuable insight on customer website interaction, revealing details like bounce rate, number of weekly users, length of user session, and other relevant data.



B. Process Used to Conduct the Selected Research Methods

Secondary Research



D Lion Boxing Website

After first getting on the website, the aesthetic of each of the webpages was carefully noted (**Figure 7**). We analyzed the design of the website through the eyes of a consumer, noting color, layout, font, text size, pictures, and other aspects. We paid special attention to the navigability of the site and the ease at which one could find information.

Title Boxing Club Website

Once on Title Boxing Club's website, we used a similar approach to study its design as we did with D Lion's website (**Figure 8**). We noted features that were absent from D Lion's website, which we kept in mind as we browsed through Title Boxing Club's site.

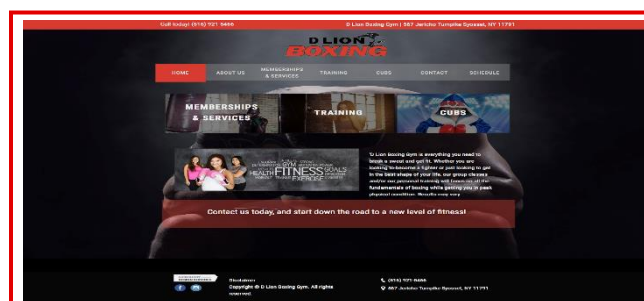


Figure 7: D Lion's website

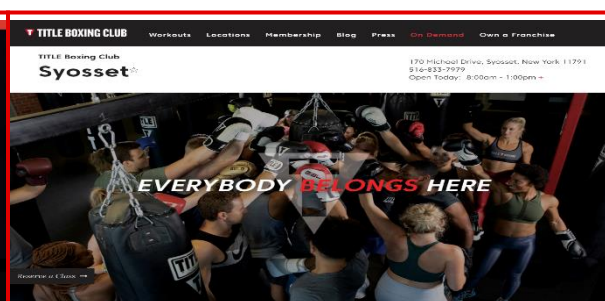


Figure 8: Title Boxing Club's

Reviewing Platforms

Both D Lion Boxing and Title Boxing Club were studied across several major reviewing platforms: Yelp, Google, and Facebook. The ratio of positive to negative ratings/reviews of each gym were analyzed. We paid special attention to the lower or negative ratings/reviews, as they revealed more about areas of improvement than the reviews of those who were completely satisfied. We also paid attention to the depth, quantity, quality of the reviews, as these aspects contributed to their overall reputability. After studying these major platforms, we also searched to see if the gyms were rated on other websites less conventionally used for reviews.

Online Articles

Online articles were used to find general information, statistics, and trends within the boxing industry. We then researched articles on how to improve and grow a business' online brand presence and reputation.



Social Media

We carefully examined and compared D-Lion Boxing's and Title Boxing Club's Instagram and Facebook pages, analyzing the number of followers/friends, likes and views on each post, the quality of the pictures or the content itself that was being posted (**Figure 9**). The organization and aesthetics of the page were also studied to determine how attractive each businesses seemed.

Primary Research

Manager Interviews

In order to develop questions for the interview, we looked on D Lion's website to learn about the services it provides and become familiarized with its mission statement. We then formulated questions designed to gain information not available online. For example, we asked about the ages of the current customer base to determine which age groups to target in our plan. After developing our questions, we conducted an interview with the manager of the gym, Armando Deleon (Figure 10), which was recorded, with his consent, in case we missed any responses. The same method was used to create the questions for Title Boxing's manager, Adam Insogna. In fact, many of our questions were similar or the same.

D Lion Boxing Customer Interviews

The questions were created with 3 objectives in mind: determine how customers find out about the gym, learn more about customer perceptions of the gym, and gain insight into the D Lion's online presence. Some questions included "Is there anything you would change about the club?" or "Do you ever use the gym's website?". After we finished formulating our questions, we interviewed 3 different customers.

Local Consumer Interviews

Fifty interviews were conducted with local consumers. First, we allowed them to browse through D Lion's social media and website. Then, we went through the same process with Title Boxing's social media and website. The consumers were asked three different types of questions. The first set of questions asked them to evaluate D Lion's online platforms independently. The second set of questions mirrored the first set, except they were focused on Title Boxing's online platforms. The third set of questions asked them to compare the platforms of the two gyms.

Surveys

First, questions regarding consumer behavior and preferences were formulated. Some were more general questions like "Which social media platform are you most active on?", while others were more specific like "Have you ever heard of D Lion Boxing Club?". After all the questions in the survey were created, they were transferred onto a Google Form, which allowed for easy online

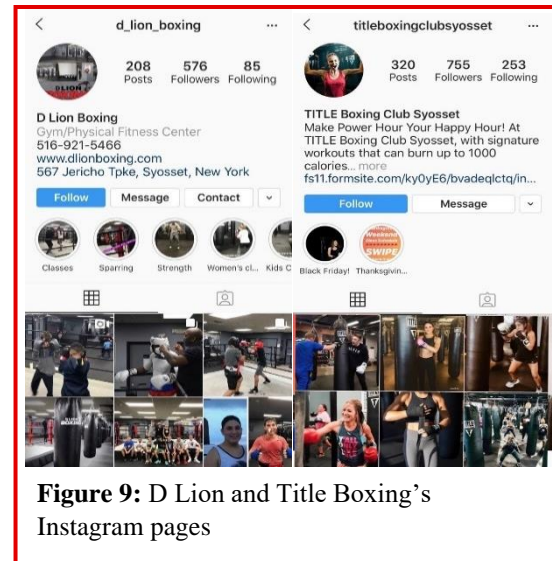


Figure 9: D Lion and Title Boxing's Instagram pages



Figure 10: Manager of D Lion, Armando Deleon



distribution. All the questions had corresponding answers that were in multiple choice or checkbox format, making them easy to answer. The form was distributed via social media

Website Analytics

We chose to use Google Analytics to gather data about D Lion Boxing's website as it provided extensive data about website audience and trends. After getting permission from Mr. Deleon, we integrated the analytics software into the D Lion's website's code. Data was then collected through the analytics program over the course of two weeks.

IV. FINDINGS AND CONCLUSIONS OF THE STUDY

A. Findings of the Research Study

Primary Research	
Method	Key Findings
D Lion Boxing Manager Interview	<ul style="list-style-type: none"> 4.5 D Lion Boxing is not currently actively marketing 4.5 A majority of customers are from Nassau County 4.5 Customers tend to be in their 30s and 40s, but range from as young as 5 to as old as 72. 4.5 Most members are men 4.5 There are around 80 current members 4.5 Most records are kept on paper
Title Boxing Club Manager Interview	<ul style="list-style-type: none"> 4.5 Social media is their most successful marketing tool, specifically Instagram 4.5 Title Boxing receives many inquiries through their website 4.5 Over 70% of Title Boxing Club members are female
D Lion Boxing Customer Interviews	<ul style="list-style-type: none"> 4.5 Customers love the genuine camaraderie with the other members and instructors 4.5 There is a common desire for more diversity, including an increase in female customers, who are often intimidated by the atmosphere of D-Lion Boxing 4.5 Customers appreciate how D-Lion Boxing teaches techniques and skills rather than cardio boxing. <ul style="list-style-type: none"> ○ One customer previously went to Title Boxing but once he joined D-Lion he loved it so much more because of the actual techniques being taught 4.5 Customers rarely use D Lion's website or interact with D Lion's social media 4.5 Most customers found D Lion Boxing through signage outside
Local Consumer Interviews	<ul style="list-style-type: none"> 4.5 Consumers overwhelmingly find D Lion Boxing's website unattractive, describing it as "disorganized", "unhelpful", and "unprofessional". 4.5 Consumers generally approved of Title Boxing website, describing it as "clean", saying it "flowed well" and was "pleasing to the eye". 4.5 Consumers preferred Title Boxing's website over D Lion Boxing's. 4.5 Consumers found that Title Boxing's social media content was more engaging while noting that D Lion's was "plain" and tended to be "blurry"
Surveys	<ul style="list-style-type: none"> 4.5 Local consumers are highly active on social media, concentrated on the platforms of Instagram, YouTube, and Facebook. 4.5 On a scale of 1-10, 64.3% of local consumers rated the importance of reviews as an 8 or higher. 4.5 Over 98% of local consumers have not heard of D Lion Boxing 4.5 Over 78% of local consumers are interested in trying boxing 4.5 Local consumers find the aesthetic and atmosphere of a gym important
Website Analytics	<ul style="list-style-type: none"> 4.5 The average bounce rate for D Lion's website is 52.05% 4.5 The average user spent only 31 seconds on the website 4.5 Only around 75 users were visiting the website per week



Secondary Research

Method	Key Findings
D Lion Boxing Website	<ul style="list-style-type: none"> The website is extremely basic, with plain graphs and stock photo There is very little information on the website The website is not very cohesive, with fonts blending in with the background, making text hard to read
Title Boxing Club Website	<ul style="list-style-type: none"> The competitor website is very professional, cohesive, and user friendly The competitor website includes many features that D Lion's website doesn't have including: a contact box to book classes, an extensive schedule, a frequently answered questions (FAQs) section, videos and photos of classes, and positive customer reviews
Reviewing Platforms	<ul style="list-style-type: none"> D Lion Boxing has a 4.8 star rating on Google, a 5 star rating on Yelp, a 5 star rating on Facebook. D Lion consistently has less reviews across all platforms than Title Boxing Title Boxing Club has a 5 star rating on Google, a 4 star rating on Yelp, and a 4.9 star rating on Facebook. Title Boxing Club is prevalent on several other review platforms that D Lion Boxing is not. On Listen 360, it has 224 Reviews with a 4.9 star rating, and on Classpass, it has 40+ reviews with a 4.8 star rating.
Online Articles	<ul style="list-style-type: none"> Boxing has become extremely popular, especially among women A business's website and reviews have large impacts on consumer purchases <ul style="list-style-type: none"> Ex. A single review can increase conversions by up to 10 % (Summy, 2019) Consumers prefer to complete most business interactions online A company's reputation can be enhanced through corporate social responsibility
Social Media	<ul style="list-style-type: none"> D Lion Boxing is very inactive on social media, with 562 and 404 followers on Instagram and Facebook respectively and an average of 2 posts per month on both of their accounts D Lion Boxing has unprofessional posts, with many videos and photos looking blurry due to their low quality D Lion's posts are dominated by male members Title Boxing Club has 754 and 1335 followers on Instagram and Facebook respectively, and posts around 10 times a month Title Boxing Club posts a lot of photos of their members, as well as inspirational quotes, customer testimonials, and workout challenges Title Boxing showcases a lot of their female boxers in their posts

B. Conclusions Based on the Findings

D Lion Boxing has a weak website

Not only did we notice that D Lion's website was rather basic, but consumers also found it inadequate. They described it as "unprofessional", and preferred the design of Title Boxing's website. Customers stated that they rarely used D Lion's website. In fact, while most of D Lion's customers discover the gym through physical signage, Title Boxing Club receives most of their inquiries through their website. D Lion's website also has a high bounce rate, few users, and an average user session of just 35 seconds. All of this indicates that D Lion Boxing's website fails to attract customers, and may actually be driving them away (**Figure 11**).

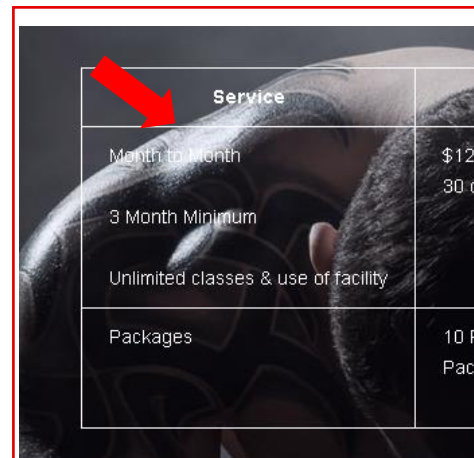


Figure 11: The words are not clear on D Lion's website



The local community is unaware of D Lion Boxing

Surveys indicated that almost no one knew about D Lion Boxing. D Lion also had fewer reviews and online followers than its main competitor, as well as very few website visitors. The gym itself is also located in the back of a strip mall, making it hard for customers to pass by and notice the gym. With a small online presence and a lack of physical visibility, D Lion Boxing attracts very little attention.

D Lion Boxing should improve its social media presence

D Lion Boxing does not currently have a lot of follower interaction on their social media, and many of its customers don't even follow its accounts. Since D Lion currently does not post much on or advertise their social media, there is a lot of room to grow their social media presence. This is especially important as Title Boxing Club does not receive much follower interaction either, meaning it is an opportunity for D Lion Boxing to gain an advantage.

Reviewing platforms present a big opportunity for D Lion Boxing

Online articles and surveys have shown that reviews have an extremely large impact on consumers' decisions. D Lion Boxing's current customers and reviews indicate that they love the gym, and that it provides great service. D Lion Boxing should capitalize on this sentiment and focus on increasing and showcasing customer reviews. (Figure 12) (Figure 13)



Figure 12: On Yelp, D Lion only has 4 reviews while Title has 112 reviews.



Figure 13: On Facebook, D Lion (right) only has 9 reviews while Title (right) has 48 reviews.

D Lion Boxing needs to appeal to the female audience

When going in to interview customers, we noticed that a majority of members were men. The one female customer we interviewed stated that she would love to see more women joining the gym, and other customers agreed. Both the manager and customers indicated that women tended to be intimidated by “real” boxing that happened in the gym. D Lion Boxing's social media only perpetuates the idea that the gym is geared towards males, with men dominating the posts. D Lion should work to dispel this reputation and seems more welcoming to women. This would open up a large market, as online articles and the competitor interviews indicated that many women are interested in boxing. Title Boxing has already capitalized on this growth, and D Lion needs to catch up (Figure 14).

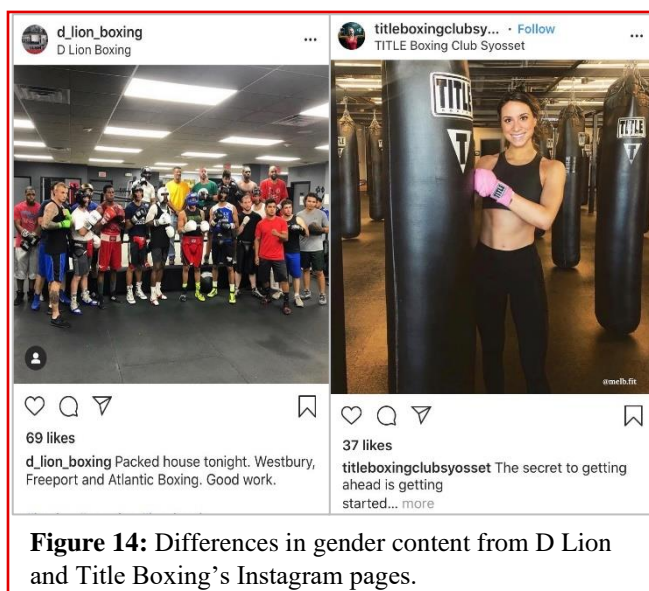


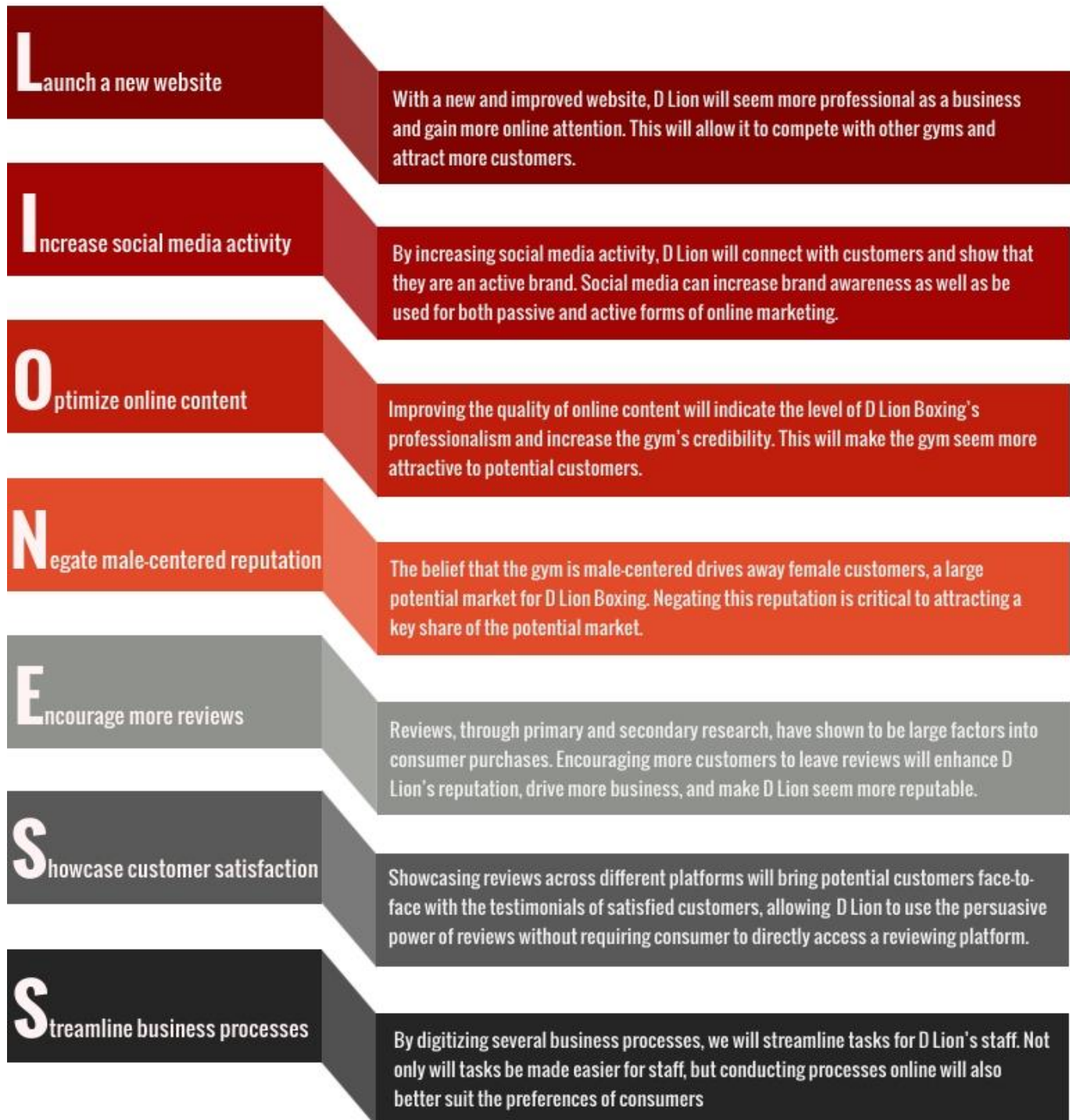
Figure 14: Differences in gender content from D Lion and Title Boxing's Instagram pages.



V. PROPOSED STRATEGIC PLAN

A. Objectives and Rationale of the Proposed Strategic Plan

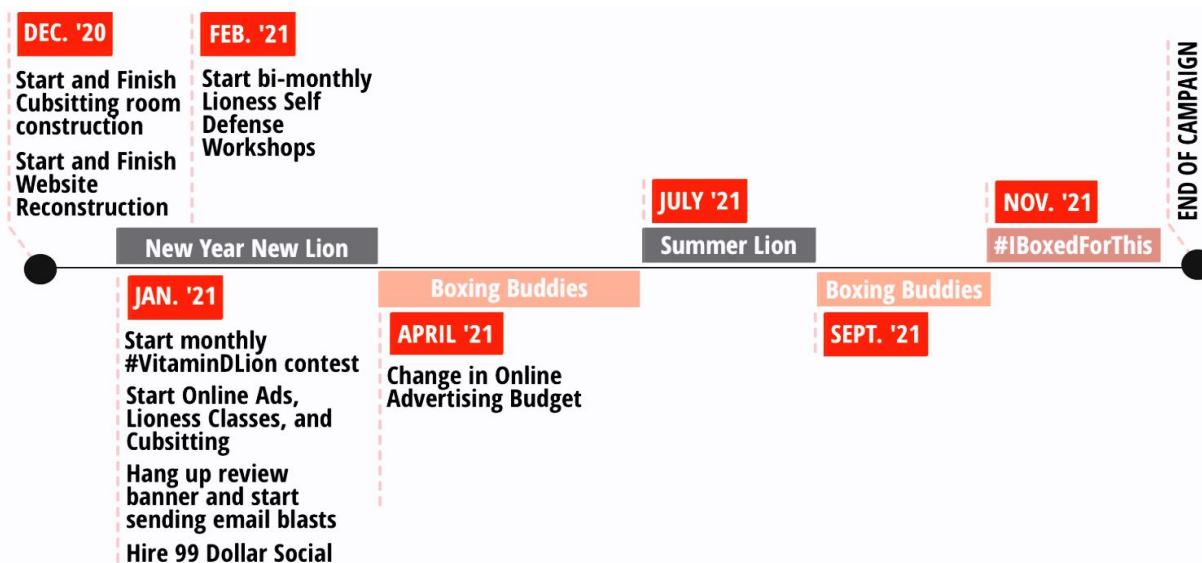
Our proposed plan is designed to alter and improve D Lion's reputation, as well as enhance the gym's online brand presence. Our objectives are represented by Operation LIONESS, which stands for:





B. Proposed Activities and Timelines

Our plan will consist of 6 activities: Website Reconstruction, Review Encouragement, Social Media Overhaul, Social Media Contests and Challenges, Lioness Self Defense Workshops, Lioness Classes, and Online Advertising.



ACTIVITY #1: LIONESS CLASSES AND CUBSITTING

In order to attract more to the gym, we propose that D Lion Boxing start hosting Lioness Classes, which will only be available to women. Both our own research and outside studies have concluded that many women tend to avoid gyms because they are intimidated by the male members. The Lioness Classes will create a more welcoming environment for potential female customers. They will be held twice a week, right before the “cub” classes for kids.

The launch of these classes will come alongside the start of Cubsitting Services. Cubsitting Services will be available during Lioness Classes to kids ages 5-12. In order to provide this service, we will expand the gym to create a 200 square foot room. We will furnish the area, buy supplies for the cubs’ entertainment, and hire two qualified caretakers to supervise the cubs. Cubsitting Services will be available as a \$10 add on to memberships.

By stacking Lioness and Cub Classes and providing Cubsitting Services, we will provide convenience that will encourage mothers to sign both themselves and their children up for classes.



ACTIVITY #2: LIONESS SELF DEFENSE WORKSHOPS

Since boxing is widely considered “one of the most effective methods for self-defense” (Evolve MMA) in order to encourage more women to join the gym, and enhance the gym’s reputation through corporate social responsibility, D Lion Boxing will host free female self-defense classes called “Lioness Self Defense Workshops”.

The free workshops will be held every two months, and will have a limit of 25 people per class. People who wish to participate will have to make a free reservation through Eventbrite, an event reservation platform. The classes will be advertised in several ways. First, we will post



about each class on D Lion’s website and social media three weeks before the class (**Figure 15**). Second, we will send out an email blast to our current and past customers, as well as notify customers during classes (**Figure 16**). Third, we will contact local women’s organizations including: the Long Island Association’s Women’s Collaborative, the Long Island Center for Business and Professional Women, and more. Finally, we will contact the local high school, Syosset High School, and reach out to clubs having to do with women’s empowerment, including: Feminist Club, Girls who Code, Young Women’s Forum, and more. We will work with these clubs to put up flyers and create an announcement for the high school advertising the event (**Figure 17**).

All of this exposure will not only familiarize more locals with the D Lion brand name, but will also associate D Lion with a good cause. D Lion Boxing will be recognized for providing free classes teaching women and girls important self-defense skills. This will not only enhance D Lion’s reputation, but also attract more female customers by helping dispel the image that D Lion is male-centered.



Figure 17: Flyer advertisement

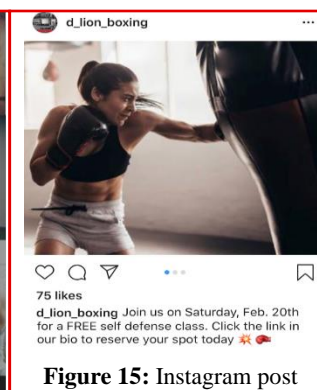


Figure 15: Instagram post

D Lion Boxing invites you, your mother, daughter, sister, and friends to a FREE female self-defense class on Saturday, February, 20th.

Our expert trainers will teach you proper punch and dodging techniques so that you are ready for any situation🥊🔥

Anyone younger than 16 must be accompanied by an adult over 18+.

🚫 NO EXPERIENCE OR EQUIPMENT NEEDED 🚫

SPOTS ARE LIMITED !!! RESERVE YOUR SPOT AT: <https://www.eventbrite.com/18/27746-jhgyuu-45>

See you there!

From,
Your friends at D Lion Boxing

📍 Find us at:
567 Jericho Turnpike
Syosset, NY 11791
516-921-5466 | info@dionboxing.com

Figure 16: Email advertisement



ACTIVITY #3: WEBSITE RECONSTRUCTION

Based on website analytics, local consumer interviews, and competitor comparisons, it is clear that D Lion Boxing’s website needs to be redesigned. However, we propose switching to the website building platform GoDaddy to the Wix platform, and use Wix’s “Business Basic” plan, which includes website templates specifically designed for businesses within the fitness industry. We propose using the template named “The Boxer” (**Figure 18**) and GSB Web Design, a local website designer partnered with Wix, will be hired to redesign the website with our specifications. The website redesign is predicted to take one week.

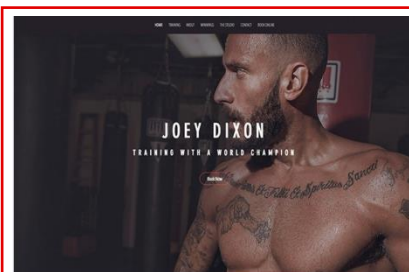


Figure 18: “The Boxer” template from Wix

Photos



Figure 19: Stock photo from D Lion website

In order to have the website accurately reflect the boxing club, we will hire a professional photographer to come in and take pictures for the website. These pictures will include stills of the gym, candid action shots of the members boxing, and regular posed shots of members smiling. Currently, the website utilizes low quality stock photos (**Figure 19**) that make it seem like D Lion Boxing is unprofessional and doesn’t care about its website.



Replacing the current images with high quality photos will allow potential customers to see a candid, yet professional looking side of D Lion Boxing and ensure that the website captures attention of users, as they tend to prefer photos of real people over stock images (Nielson, 2010). High quality images also communicate an investment by a business to achieve certain business standard, and lead customers to think more highly of the business (Vistaprint). Search engines also distinguish between stock photos and a businesses' own high quality images (Clutter, 2017), so replacing the current photos will also improve the website's search engine optimization ranking.

Testimonials and Reviews

On the website, we will have a section where we quote reviews of happy customers in order to showcase their satisfaction. The section will display several different reviews that highlight different aspects of D Lion Boxing.

Online Booking and Scheduling

The new website will also include online booking/scheduling features powered by Wix (Figure 20).

The schedule on the current website fails to show the time that classes end and is not updated to reflect potential changes. As of right now, the staff lets members know of any changes in the class schedule as they leave class or puts up paper signs on the walls (Figure 21), unreliable methods of passing along information. However, with the new website, it will be extremely easy for staff to update the gym's online schedule, which members will have constant online access to.

Online booking will allow D Lion's staff to know how many people to expect per class. Previously, the manager Mr. DeLeon had stated that the size of a class could vary from 8 to 25 people. With no way of predicting how many people will attend each class, the gym always runs a risk of being understaffed or overstaffed. The online booking feature will provide a more accurate estimate of the number of people that will attend, minimizing that risk.

Online Payment

Through Wix's "Business Basic" plan, D Lion Boxing will be able to accept payments through its website, providing an easy method for customers to pay for their membership or private training sessions. Online payment will not only be more convenient for the gym, but also cater towards the customers as most consumers prefer online payment methods (Graminga, 2015).

Contact List

Contacts will be collected through several areas of the website, including the "Contact Us" section and the online booking features. All contacts collected through the website will be

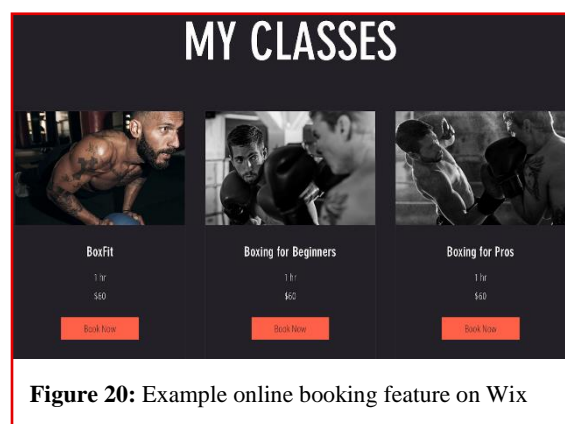


Figure 20: Example online booking feature on Wix

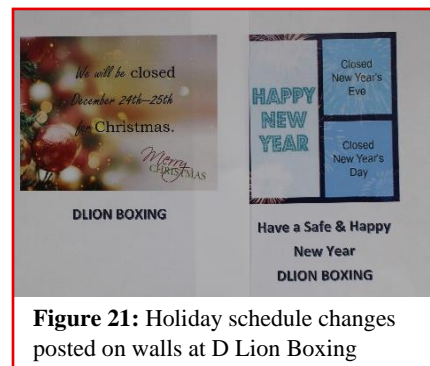
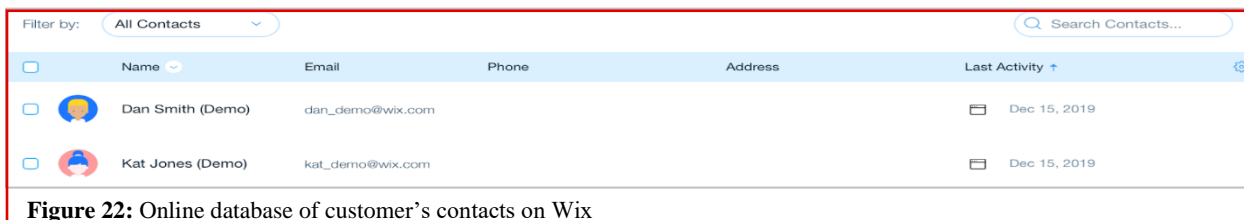


Figure 21: Holiday schedule changes posted on walls at D Lion Boxing



compiled into a contact list by Wix, through which D Lion Boxing will be able to keep track of its leads, contacts, and customers. Contacts gathered over the phone or in real life can also be added to the list, meaning D Lion Boxing will now be able to have a complete online database of their customers' contacts (**Figure 22**).



Filter by:	All Contacts	Search Contacts...				
	Name	Email	Phone	Address	Last Activity	
<input type="checkbox"/>	Dan Smith (Demo)	dan_demo@wix.com			Dec 15, 2019	
<input type="checkbox"/>	Kat Jones (Demo)	kat_demo@wix.com			Dec 15, 2019	

Figure 22: Online database of customer's contacts on Wix

When we interviewed Mr. Deleon, he explained that D Lion currently keeps track of everything on paper. This results in many lost or forgotten leads. With all the contact information stored online, the process of connecting with leads will be much easier.



ACTIVITY #4: SOCIAL MEDIA CONTENT ENHANCEMENT



D Lion Boxing currently only posts one type of content: photos and videos of classes. However, in order to make the gym's content more interesting, we will introduce a Boxer of the Week spotlight and hire the services of 99 Dollar Social. To improve the quality of D Lion Boxing's photos and videos, we will invest in a DSLR camera, providing a big upgrade from the phone quality of the current content.

The Boxer of the Week will be posted every week on Facebook and Instagram. Each Boxer of the Week post will feature a photo of a customer with a caption announcing his/her name and explaining why he/she has earned the title (**Figure 23**).

As of right now, D Lion Boxing is extremely inactive on social media, with infrequent posts and low activity. Mr. Deleon told us that D Lion Boxing has not been able to properly manage the

gym's Instagram or Facebook. Thus, we propose using the services of 99 Dollar Social, a company featured in Forbes and Entrepreneur Magazine that offers social media content management to small business owners (**Figure 24**). One of 99 Dollar Social's Content Specialists will manage D Lion's Facebook and Instagram accounts, posting daily on each. The specialist will post content specific to fitness and boxing, including: boxing techniques and strategies, inspirational quotes, and more. D Lion will also send the specialist other we want to post, including photos and videos from the gym, customer testimonials, and the Boxer of the Week spotlight



ACTIVITY #5: SOCIAL MEDIA CONTEST AND CHALLENGES

Hashtag Contest






On both our Instagram and Facebook accounts, we will encourage people to post with a custom hashtag we created, #VitaminDLion. With this hashtag, we will create a monthly



promotion to encourage more customers to post online about D Lion and increase exposure of the gym. At the end of every month, one random winner who posts with the hashtag and tags D Lion Boxing will be chosen to receive a free \$20 Amazon gift card.

Challenges

In order to further increase our social media presence, we will create online challenges throughout the year for our members. In order to be eligible to win prizes, they must be a member of the gym and be following D Lion Boxing's social media. The winners of every challenge will receive a free D Lion Boxing sweatshirt of their choice and a \$20 Amazon gift card.

 <h4>New Year New Lion</h4> <p>01/01/2021-03/31/2021</p> <p>Participants must:</p> <ul style="list-style-type: none"> • Check into the gym 35 times • Post about each visit • Tag D Lion Boxing <p>First 10 members to check in 35 times win</p>	 <h4>Boxing Buddies</h4> <p>04/01/2021-06/30/2021</p> <p>Participants must:</p> <ul style="list-style-type: none"> • Bring a friend (non member) to their first free trial class • Post about the visit • Tag D Lion Boxing <p>Participant who brings the most "boxing buddies" wins</p>	 <h4>Summer Lion</h4> <p>07/01/2021-08/31/2021</p> <p>Participants must:</p> <ul style="list-style-type: none"> • Check into the gym 35 times • Post about each visit • Tag D Lion Boxing <p>First 10 members to check in 35 times win</p> <p>(Summer Version of New Year New Lion)</p>	 <h4>Boxing Buddies</h4> <p>09/01/2021-10/31/2021</p> <p>Participants must:</p> <ul style="list-style-type: none"> • Bring a friend (non member) to their first free trial class • Post about the visit • Tag D Lion Boxing <p>Participant who brings the most "boxing buddies" wins</p> <p>(Second Run of Boxing Buddies)</p>	 <h4>#IBoxedForThis</h4> <p>11/01/2021-12/31/2021</p> <p>Participants must:</p> <ul style="list-style-type: none"> • Post about a gym visit and subsequent cheat meal • Tag D Lion Boxing and add #IBoxedForThis <p>Two Random Winners will be selected by D Lion Boxing</p>
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ACTIVITY #6: REVIEW ENCOURAGEMENT

As shown by our research, reviews clearly have a large impact on consumers' purchases. In order to build up the standing D Lion Boxing has on the most popular reviewing platforms, we will encourage our customers to review us through the website, banners, and email reminders.

On our website, we will direct the web designer to create a thin banner that invites viewers to review us on Facebook, Google, and Yelp (**Figure 25**). By the front desk, we will also hang a physical banner using the same design. Finally, we will send email blasts to customers inviting them to leave feedback on these platforms

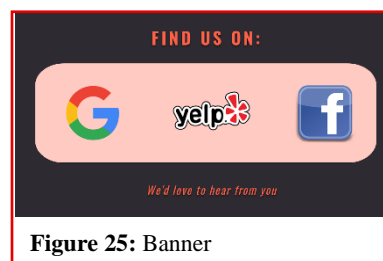


Figure 25: Banner



ACTIVITY #7: ONLINE ADVERTISEMENTS

In order to further attract customers and enhance D Lion's online presence, we will run small ad campaigns on Instagram and Facebook. Facebook ads automatically appear on Instagram, and Facebook allows us to target our ads to a specific audience. We will customize our audience to be people ages 15-55 who are within a 15 mile radius of Syosset. The audience will be furthered narrowed by their interests and behaviors. We will target those who are



interested in boxing, sports, physical exercise, and physical fitness and are “engaged shoppers” (people who have clicked on an ad in the past week). The ads will be directed towards driving users to our new website. The ads will run from January 1st, 2021 to December 31st, 2021. However, they will be concentrated in January, February, and March, as those are the months with the most gym membership signups (Kurtzleben, 2013). As research shows a minimum of \$5.00 a day should be spent on Instagram/Facebook ads driving link clicks (Schaller, 2018), there will be a daily ad budget of \$12.00 from January to March and a daily budget of \$7.00 for the rest of the year.

C. Proposed Metrics or Key Performance Indicators to Measure Plan Effectiveness

Our plan is designed to enhance D Lion Boxing’s reputation as well as improve D Lion’s online brand presence. In order to assess the effectiveness of our plan we will measure our return on investment, and use more specific key metric to assess each individual activity.

Activity	Key Metric	Measured By	Method
Lioness Classes and Cubsitting	Number of attendants	Online Booking and Payment	Having an average of 15 participants per class along with 15 purchases of the Cubsitting add on by the end of the year would indicate that the new services were successful.
Lioness Self Defense Workshop	Number of attendants	Eventbrite	In order to conclude that the workshops effectively enhanced D Lion Boxing’s reputation, we would like to see at least 23 attendants at each workshop. This would indicate that they were sufficiently advertised and that enough people were exposed to D Lion’s efforts to be socially responsible.
Website Reconstruction	Decrease in bounce rate	Google Analytics	A significant decrease in bounce rate would indicate that the website redesign successfully attracted more users (Figure 26). Similar to a decrease in bounce rate, an increase in length of the average user session would mean that users were staying on the website longer, indicating that the new website successfully held their attention.
	Increase in length of user session	Google Analytics	
Social Media Content Enhancement	Increases in Followers, Likes, and Comments	Built in Facebook and Instagram features	Increases in followers, likes, and comments would prove that the improved social media content is attracting follower interaction
Social Media Contest and Challenges	Number of Hashtag Uses	Built in Facebook and Instagram features	The number of hashtag uses will indicate the amount of engagement with the hashtag contest. The more uses, the more exposure D Lion Boxing will receive. We want the hashtag to be used at least 300 times by the end date of the plan. The number of tagged posts/stories will measure the number of entrants into the social media challenges. This metric is similar to the metric of hashtag uses as the more posts/stories D Lion Boxing is tagged in, the more online exposure the gym receives. We would like D Lion to be tagged in at least 600 posts/stories by the end date of the plan
	Number of Tagged Posts/ Stories	Awario (social media marketing tool provider)	
Review Encouragement	Increase in Reviews	Built-in Yelp, Google, and Facebook features	A significant increase in the number of reviews would indicate that the online and physical banners, along with the email blasts, successfully encouraged customers to review D Lion Boxing (Figure 27)
Online Advertisements	Increase in Instagram/ Facebook/ Website User Referrals	Google Analytics	Through Google analytics, we are able to track the sources of user referrals to the website. In order to measure the effectiveness of the online ads, we will track any increases in user referrals from Instagram and Facebook.



Increase in Admissions



Figure 26: Benchmarks for increase in admissions

Increase in Reviews



Figure 27: Benchmarks for increase in reviews

VI. PROPOSED BUDGET

A. Costs Associated with Proposed Strategies

Activity	Description	Unit Cost	Number of Units	Taxes	Total Cost
Lioness Classes	Trainer Salary	\$26.00 per hour	104 hours: biweekly, 52 weeks	\$206.86 (payroll)	\$2910.86
Cubsitting Services	Room Expansion: Labor, Materials and Overhead	\$6450.00			\$6450.00
		\$12,378.00			\$12,378.00
	Furniture	\$400.00		\$30.60	\$430.60
	Childcare Center Permit	\$200.00		\$15.30	\$215.30
	Entertainment Products	\$150.00		\$11.48	\$161.48
	Caretaker Salary	\$9.00 per hour	208 hours: biweekly, 52 weeks, 2 caretakers	\$143.21 (payroll)	\$2,015.21
Lioness Self Defense Workshop	Trainer Salary	\$26.00 per hour	48 hours: every two months, 12 months, two trainers	\$95.47 (payroll)	\$1343.47
Website Redesign	Wix Plan	\$23.00 per month	12 months		\$276.00
	GBS Web Design Services	\$399.00			\$399.00
	Professional Photographer	\$150.00			\$150.00
Social Media Overhaul	DSLR Camera	\$399.99		\$34.50	\$434.49
	99 Dollar Social Services	\$198.00 per month	12 months		\$2376.00
	Hashtag Contest: Gift Cards	\$20.00 per month	12 months		\$240.00
	Social Media Challenges: Sweatshirts, Gift Cards	\$19.99 per sweatshirt	24 sweatshirts		\$479.76
		\$20.00 per gift card	24 gift cards		\$480.00
	Banner	\$6.99		\$0.61	\$7.60
Online Advertising	January to March	\$12.00 per day	90 days		\$1,080.00
	April to December	\$7.00 per day	275 days		\$1,925.00
TOTAL COST					\$33,752.77



Predicted Return on Investment of Plan:

Since memberships are \$129 per month and D Lion Boxing's customers hold their memberships for an average of 12 months, each customer has a lifetime value of \$1,548. If a customer purchases the Cubsitting Services add on, their value will increase to \$1,668. We predict that the plan will attract around 131 new customers, with around 15 purchases of the childcare service add-on. This translates to a gross return of \$204,588, and with the proposed budget amounting to \$33,753.77, there is a predicted net return of \$170,834.23. The predicted return on investment (ROI) is 506%.

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