

# Survey Deck 1 – Sample Output

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**DRAFT**

**BAIN & COMPANY** 

# Penetration | Penetration is fairly high at ~80% globally; solo/SMB segment has lower penetration at ~50% against 90-95% for midsize/large segments

## PENETRATION

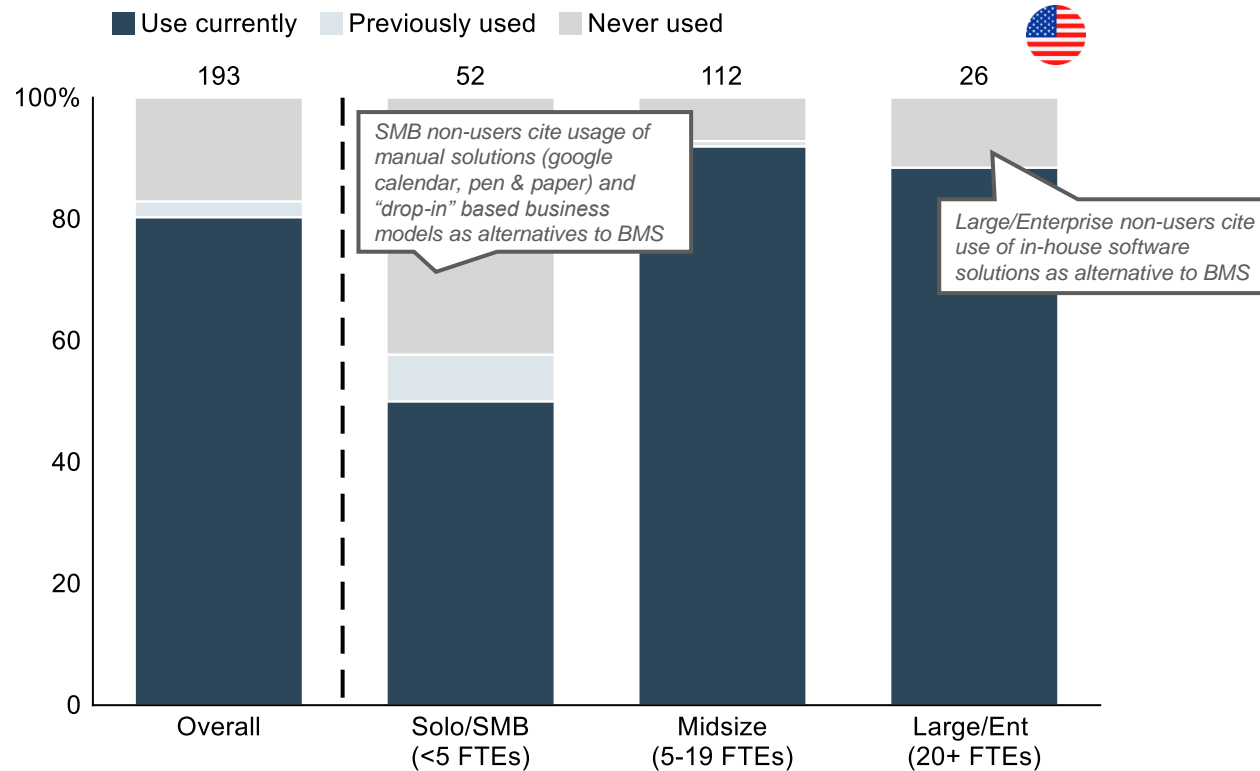


/ PRELIMINARY

Q: Does your organization **use a software solution** for business management?  
Q: Did your organization **previously use a software solution** for business management?

**Penetration is at ~80% in US; ~50% for businesses with <5 FTEs, while ~90% for those employing 5+FTEs**

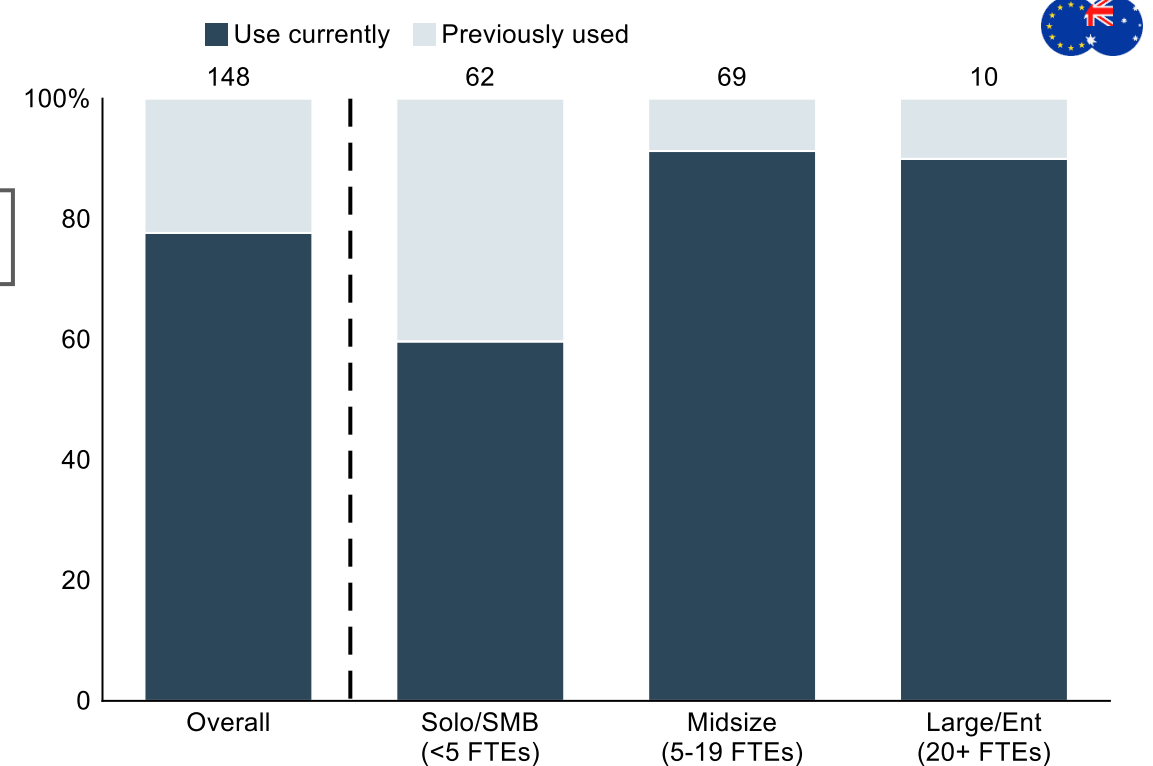
Business management software penetration by store size, US (% respondents)



Source: xxx questionnaire (N=425)

**Current penetration is at ~80% in Europe & APAC; ~50% for businesses with <5 FTEs**

Business management software penetration by store size, Europe & APAC (% respondents)

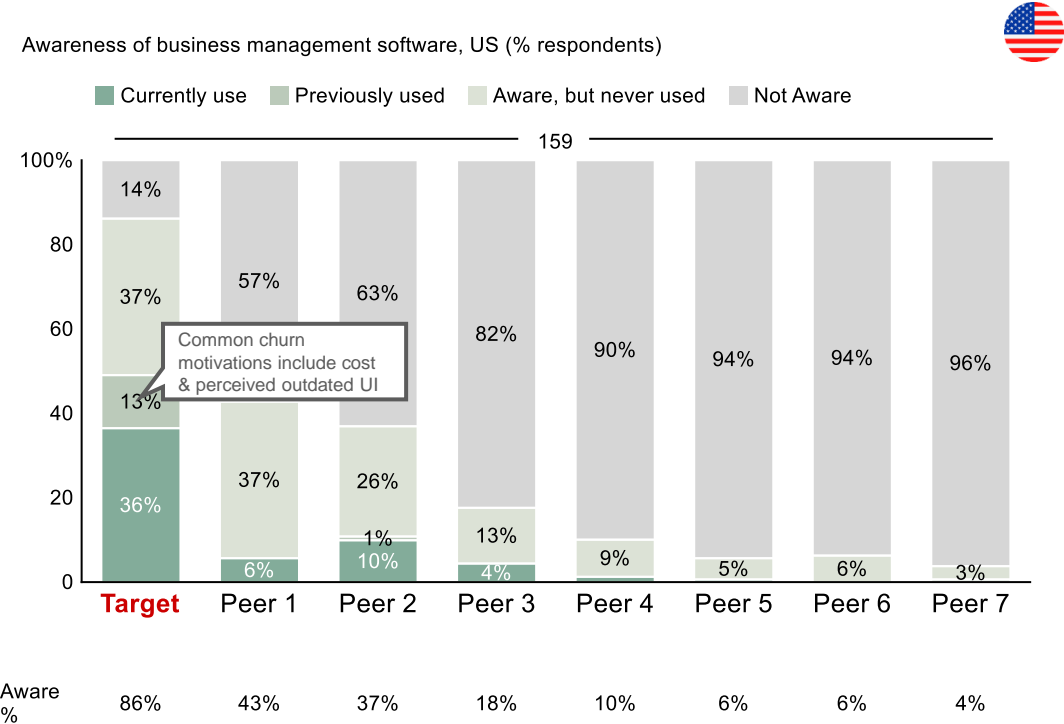


Unbiased sample

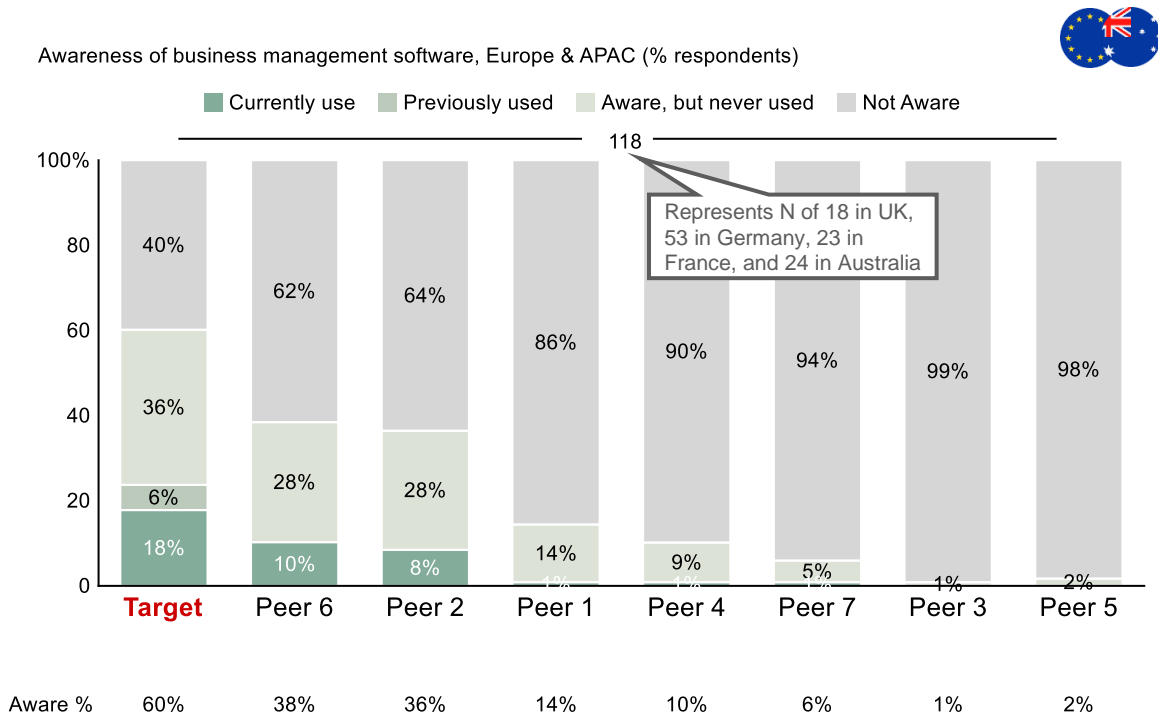
# Awareness funnel | Target is the most well-known and used vendor across geos; Peer 1 (US), Peer 2 (US, EUR/APAC), and Peer 6 (EUR) follow

Q: Which other business management software vendors are you **aware of**?  
Q: [If previously using a software vendor] Which software vendor did you **use previously**?  
Q: What software does your business **use for** <function>?

In the US, Target leads in awareness and usage; Peer 1 and Peer 2 follow



Within Europe/APAC, Target, Peer 6, and Peer 2 have highest awareness and usage



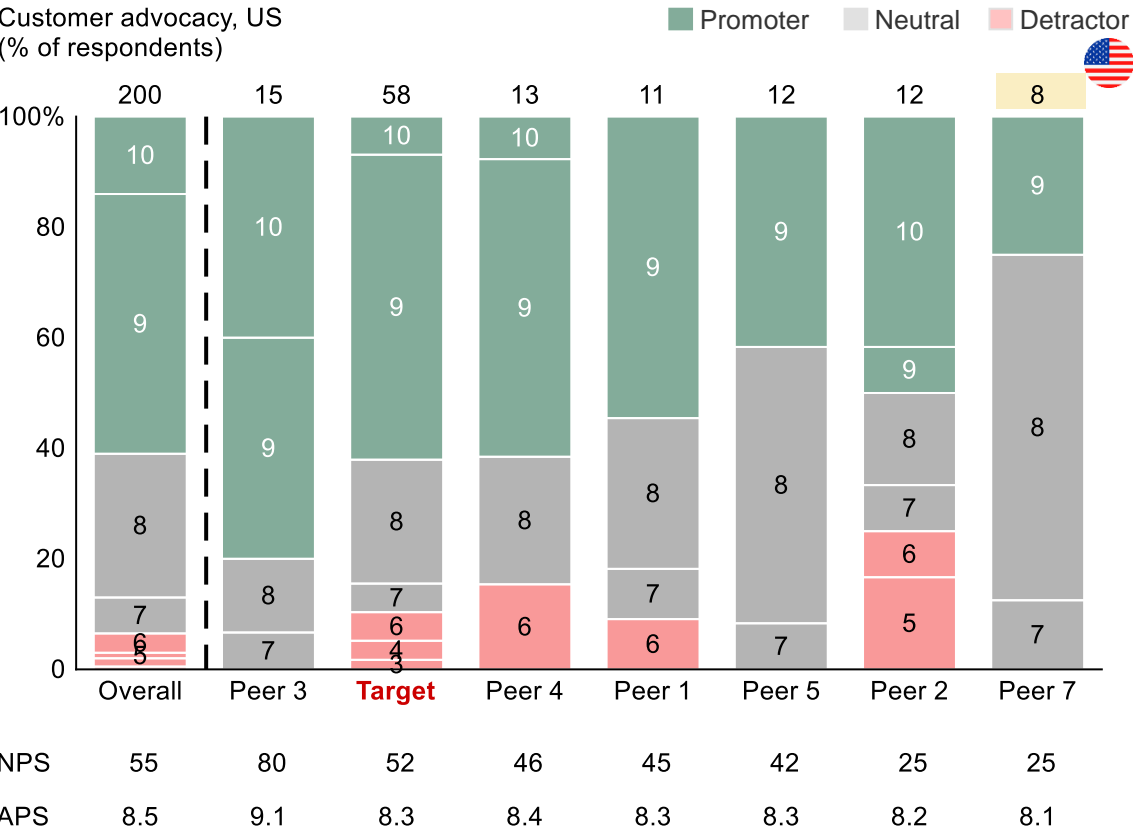
# Customer advocacy – by geography | Across US & Europe, customer advocacy is high; Target NPS in line with US competitors, slightly lower in Europe & APAC

CUSTOMER ADVOCACY

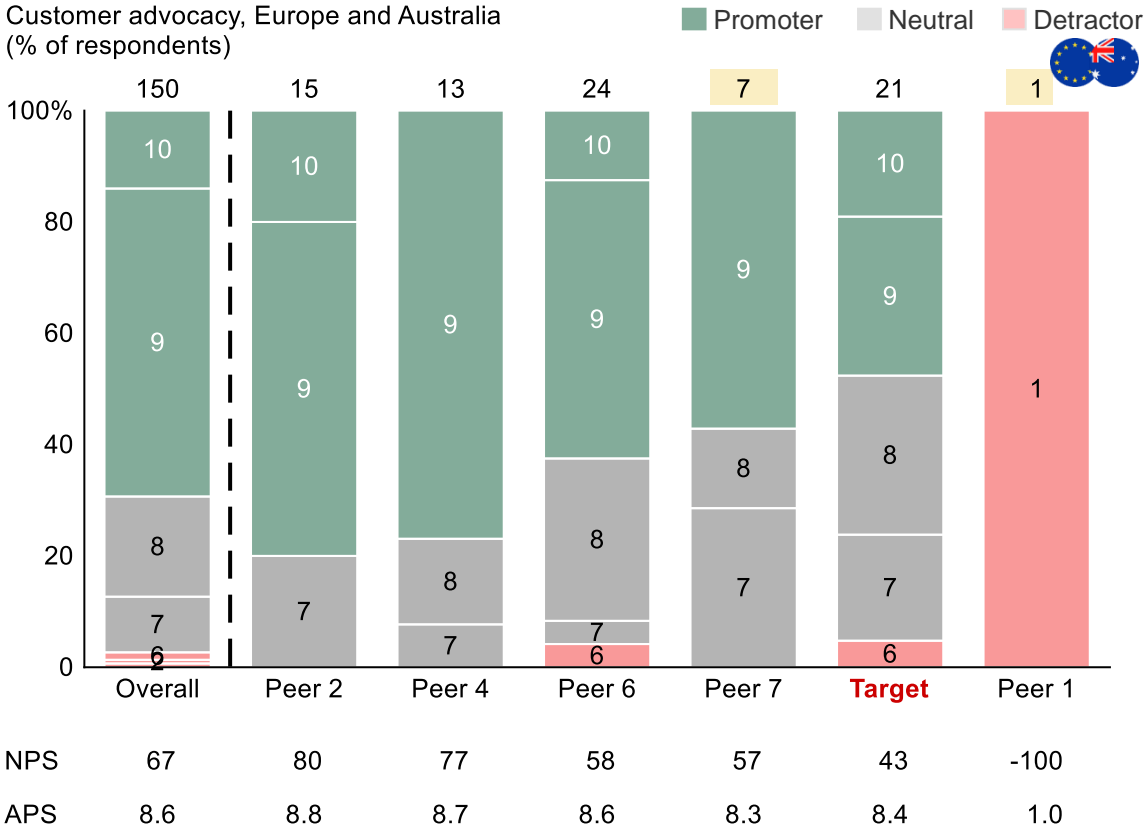
Low N  / PRELIMINARY

## In the US, Peer 3 NPS leads other priority vendors

Q: On a scale from 0 to 10, where 0 means “not at all likely” and 10 means “extremely likely”, how likely are you to recommend <primary business management software vendor> to a friend or colleague?



## In Europe & Australia, Target has slightly lower advocacy compared to other vendors

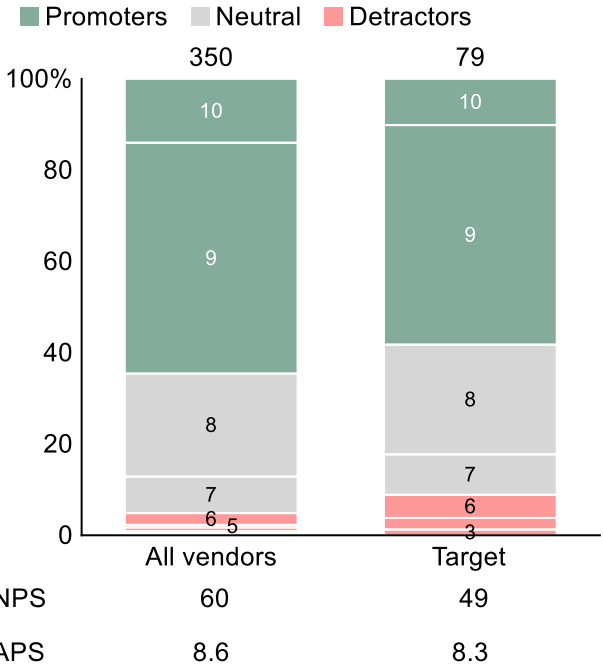


# Customer sentiment | Target customer feedback slightly lags other vendors; customers emphasize comprehensive functionality, but note a “clunky” interface

## Target advocacy slightly lags other fitness software vendors

Q: On a scale from 0 to 10, where 0 means “not at all likely” and 10 means “extremely likely”, **how likely are you to recommend <vendor> to a friend or colleague?**

Customer advocacy - Target  
(% of respondents)



## Promoters cite broad features & analytics; detractors cite clunky UI, poor innovation & customer service

Promoters	Comprehensive functionality	"We've been using it for years, and we love it. We love the functionality and the integrations they've added...Have improved particularly in the last few years – adding more integrations and features"	Co-Owner, Customer #18
	Reliable	"I highly recommend Target because it provides reliable service and increases our operational efficiency."	Owner, Customer #53
	Strong reporting & analytics	"With [Target] you could answer your questions within the software pretty easily. Their reporting was strong – they still have room to grow, but their reporting is strong."	Founder & CEO, Customer #12
Neutral	Scalability issues	"We are not entirely satisfied with Target. We find the system to be clunky and not capable of handling the demands of a large studio like ours....we often experience lags, and customers sometimes can't book classes."	Manager, Customer #70
Detractors	Clunky user interface	"[Target] just seems so clunky. It's a clunky interface and it's not intuitive."	Studio Manager, Customer #6
	Lack of innovation	"They just straight up did not innovate. By the time they started it was too late – they're not working to create a better software."	Director of Operations, Customer #8
	Weak customer service	"I think their weakest point is their customer service."	Owner, Customer #58

## Target strengths & weaknesses vary by customer size

### Strengths

- Smaller customers value Target's robust marketplace for lead generation & seamless booking/scheduling
- Enterprise customers value Target's comprehensive functionality across both integrations and in-house features
- Customers of all sizes value Target's reliability (limited outages)

### Weaknesses

- Small customers are dissatisfied with a lack of hands-on customer service
- Smaller, less tech-savvy customers are frustrated with complex, outdated UI
- Larger customers are dissatisfied with perceived lack of innovation and customization compared to competitors

Source: xxx questionnaire (N=425), Customer & vendor interviews

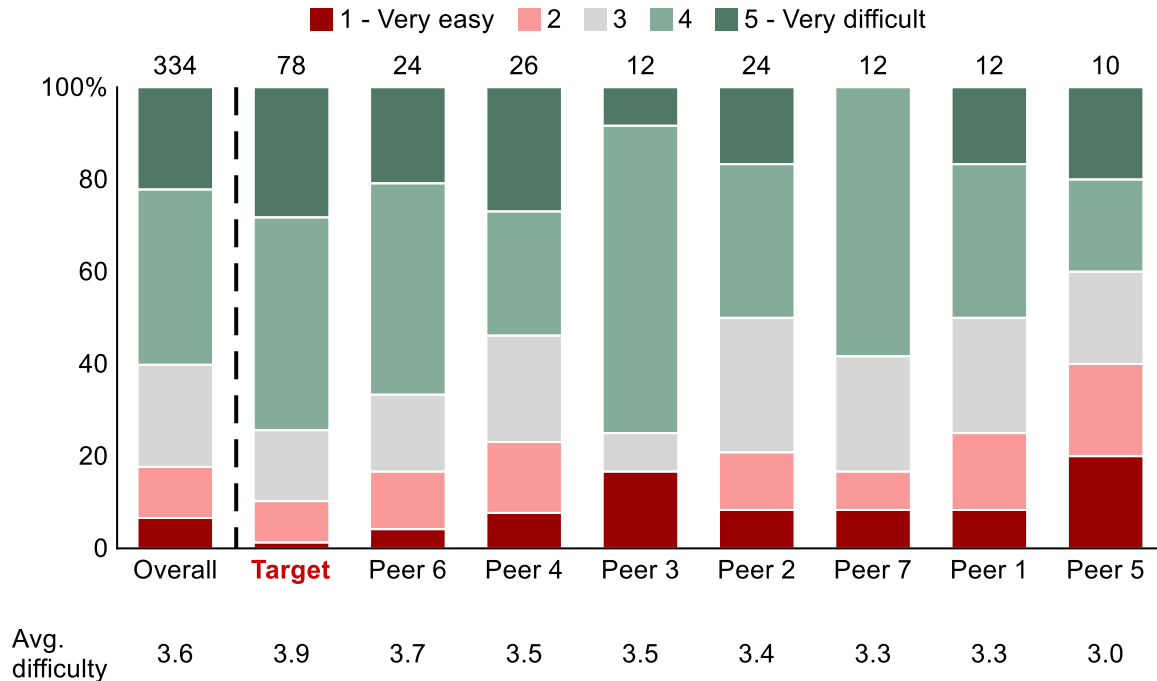
# Switching | Customers view Target as slightly more difficult to switch away from, compared to other vendors; low switching likelihood across vendors

## CUSTOMER LOYALTY

**Difficulty:** Target customers find it most difficult to switch away; difficulty to switch generally moderate-to-high

**Q:** On a scale of 1 to 5, where 1 is very easy and 5 is very difficult, **how difficult would it be for your organization to switch** from your current primary solution to a new provider?

Difficulty to switch  
(% of respondents)



Note: Excluded bar for 'Others'  
Source: xxx questionnaire (N=425)

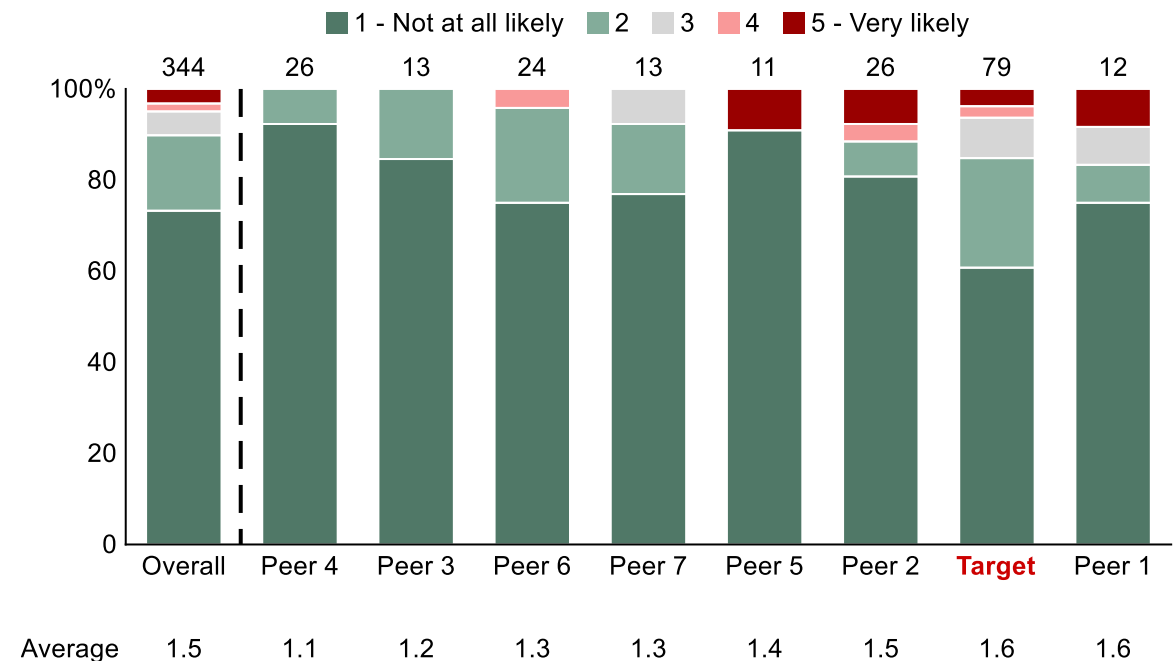


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**Likelihood:** Switching likelihood is low across vendors; Target customers indicate slightly higher switching likelihood vs. peers

**Q:** On a scale of 1 to 5, where 1 is very unlikely and 5 is extremely likely, **how likely is your organization to switch** away from using <primary vendor> in the next 5 years?

Likelihood to switch  
(% of respondents)



**KPCs** | xxx software customers place highest importance on ease of use and cost; ease of booking and an intuitive interface are also high priority

BUYING DYNAMICS				KPC		Least important12345Most important					To be refined		  / PRELIMINARY		
		KPC	SMB	MM	ENT	Details					Commentary				
<div>Higher</div> <div>Overall importance in xxx</div> <div>Lower</div>	Integrated payments	Table stakes				Customers view integrated payments as table stakes functionality in their business mgmt. system					“Any solution we choose needs to be integrated – payments and booking all in one place”				
	Ease of use					Ease of navigating the software on a day-to-day basis key for customers of all sizes					“Our #1 purchase criteria has to be ease of use – you want to have a great experience – you don’t want to have a question of where to find something”				
	Cost					Cost is most important for SMB & MM customers, but generally important for all size segments					“For us, cost is the most important – our choices often come down to cost”				
	End customer user interface					Frictionless booking process for end customers important for customer retention and revenue maximization					““User [interface] for the end customer is so important – it’s an individual experiencing your brand for the first time”				
	Employee user interface					Easy to learn and use interface for employees important in high-turnover industry like studio fitness					“One of our key criteria is the employee interface – the front desk is high turnover, so if it’s too complicated it becomes a training nightmare”				
	Reporting and analytics					Built-in reporting capabilities more imp. for smaller customers; Ent. frequently have dedicated systems					“Reporting is a huge pain point for us when we think about a solution - we need to be able to figure out when to add classes, which instructors to assign to what slots, where to remove classes – we need good reporting”				
	Lead generation / marketplace functionality					Marketplace functionality of lesser importance in studio fitness					“It’s nice when a software offers lead generation functionality – we want customers to be able to find us somewhere other than the [studio franchise] website”				
	Multi-location support					Particularly important for enterprise customers; less important for smaller customers					“We needed a solution that was integrated across all of our locations – we didn’t want to have separate logins or have to transfer data between locations”				
	Integration with other business tools and software					Less important for all customer size buckets, but still appreciated					“Direct integration is great – not having to do digital downloads to get your data into another software”				

Source: xxx questionnaire (N=245), Customer & vendor interviews