

# EQUINOX

*Integrated Marketing Plan*

*Executive Marketing Director: Jose Garcia*

*Creative Director: Jalyn Cox*

*Copywriter: Brittany Adames*

## PART I: INTEGRATED MARKETING PLAN

### Executive Summary

Equinox is an American luxury fitness club operating in over 135 locations in the United States, Toronto, Vancouver, and London. Marked by its unparalleled training, luxe amenities, and varied services, Equinox encourages members to embrace their lifestyle unapologetically. It offers a stream of high-quality services. The foundation and strategic analysis of this marketing plan lies in its internal strengths, external opportunities, and existing customer relationships. The company hopes to extend its brand recognition by fixating on branches predominantly in the London area, particularly in cities such as Shoreditch.

Equinox's biggest threat is Third Space, which is a fitness space offering luxury benefits and services. Its target audience is similar to our intended market: upper-class, 25-50 age range, male and female, professional groups. This serves as the largest competitive disadvantage, but can be curbed by emphasizing features that they do not readily promote and increasing engagement among existing and future members. Expanding into these areas serve as the largest opportunities for the brand in that it provides us with a stable expanse to deal with and is rich in our target market. The campaigns take place in a way that encourages attendance and commitment from our intended audience.

The first campaign primarily centers around promoting recognition of Equinox UK and its locations, particularly in London, while the second campaign seeks to actively influence and engage apartment residents and their friends at Equinox Shoreditch in The Stage, which is a new residential tower in the process of built in the city. By introducing monetary offerings and sponsoring celebrities (i.e. Ciara, Victoria Beckham, and Naomi Campbell) to host fitness classes through designated class packages, we hope to extend our value proposition of reinforcing Equinox as a lifestyle brand rather

than a mere fitness one. The social media campaign will establish this by publishing videos and photos of members who are representative of the five elements that Equinox embodies: love, water, spirit, movement, and light. Primarily channels on which this campaign will take place include Instagram, Twitter, and Facebook. The key aspects of this marketing plan are building recognition of Equinox's high-tech, world-class training through personal and interactive approaches in order to increase membership at Equinox UK locations. We want to transform Equinox's digital presence and in-person advertising by engaging communities in meaningful and impactful ways.

## **Situation Overview**

### *Company Overview:*

Equinox Holdings, Inc is the premier luxury fitness company in the United States, with over 8,000 employees today. Operating under the house of brands are beloved fitness brands like Equinox, SoulCycle, PURE Yoga, and Blink Fitness—these brands are present in more than 135 locations across the United States and globally. Constantly trying to find new ways to innovate as a lifestyle brand, Equinox plans to open a new line of hotels in New York City and Seattle by late 2019, and more across the United States in 2021-2022. Consumers of the Equinox brand have an high amounts of brand loyalty, so those familiar with the brand are likely to stay at one of the new Equinox hotels. Alongside the grand opening of the Equinox hotels, the company also plans to launch multi-day worldwide luxury tours by mid-2019, open to members and hotel guests. Equinox has 8-15 tours planned for 2019, and plans to start it off with a mountain climbing adventure in Morocco. Equinox continues to cater to every individuals needs in order to help them meet their lifestyle goals and exceed their expectations.

*Strategic Analysis:*

<b>Strengths</b> <ul style="list-style-type: none"> <li>- Brand consistency</li> <li>- Innovative technology</li> <li>- Diverse and cutting-edge classes</li> <li>- Customer service</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>- Exclusivity in marketing strategy</li> <li>- One year initial commitment</li> <li>- Price</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>- Tap further into the luxury fitness lifestyle market → hotels</li> <li>- International expansion</li> <li>- High potential for new luxury fitness centers in Shoreditch</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>- Third Space <ul style="list-style-type: none"> <li>1. Large brand awareness in London</li> <li>2. More locations in London</li> <li>3. More advanced technology</li> </ul> </li> </ul>

*Market overview (5-C Framework):*

- **Customers**– Equinox's general target market is the college-educated, affluent urbanites between the age of 25-50. These are the wellness obsessed men and women that appeal to Equinox's “high-performance living” brand identity. Because Equinox is targeting such an affluent audience, their consumers tend to be majority of white race, despite this Equinox demonstrates an elite and inclusive fitness community through their marketing by showing people of all backgrounds.
- **Collaborators**– With their fitness club, Equinox wants to create a “one-stop shop” where members can have all of their needs met in one location. This is reflected in their company, where Equinox only conducts their advertising in-house and carefully selects which clients or partners they want to work with. According to Liz Miersch, the editor-in-chief of Equinox's

online magazine, the company plans to “only partner with a few select brands each year” in order to maintain Equinox’s elite and exclusive brand identity. Equinox also often partners with different hotels or apartment complexes, like their partnership with the Ritz Carlton in Boston, in order to offer their residents a luxury facility to exercise in and sustain a constant consumer group for Equinox.

- Competitors– Third Space serves as a fierce competitor to Equinox in the London luxury fitness market. The London-based company has more locations in central London and an established brand identity with the local target market, which makes it harder for the US newcomer to gain new members. Third Space also competes with Equinox in their cutting-edge technology and facilities with offerings like their three-story high climbing wall, or their hypoxic altitude chamber for the fitness fanatics.
- Context (external factors)
  - *Economic*– Global revenue growth for Equinox with their worldwide luxury tours, slowly establishing the brand in international markets.
  - *Business*– The opening of Equinox hotels opens up new opportunities for them within the luxury lifestyle market, and success within the US can lead to further global expansion.
  - *Technological*– Equinox is continuously innovating new technologies for group fitness, with their cycling class “The Pursuit,” built like a video game where people compete for the top spot in the class.

- *Sociocultural*– Millennials and younger generations are putting more value on exercise compared to the older generations that put more emphasis on diet. Equinox curates their facilities to fitness, but offers healthy food options at their cafe.
- *Regulatory*– Equinox must mind international travel regulations when conducting their luxury excursions in order to avoid issues with both their members and the country they are visiting.
- *Physical*– Equinox must be more mindful of the location they choose to expand in and how they can use it to their advantage. This is why we chose to expand the company within the Shoreditch area, located close to the financial district and city center.

## **Equinox's Goal**

The social media campaign will be operated digitally, which minimize any extensive costs the company may need to cover. Studios will be set up with proper video and photo equipment in order to organize interviews and photoshoots with the Equinox members who will be featured on any social media platforms. By displaying members' real results, we hope to garner attention and focus to the brand. The Equinox Shoreditch campaign will require more extensive costs, largely from celebrity sponsorships, which may cost to an upwards of \$2M. Classes will be held at the apartment's location itself, and sales will be driven primarily from the class package deals. Funds will also be allocated to provide nutritious snacks and water throughout the duration of the three days during which classes will be taking place (Friday, Saturday, and Sunday).

With the opening of the Shoreditch location in early January of 2020, temporal benchmarks have been grounded in order to evaluate the timeliness of the campaigns. Posts on social media will be published every two days (Tuesday, Thursday, and Saturday). This will last until two weeks prior to the Shoreditch location's opening. Promotion for the referral program and class offerings with celebrities at Equinox Shoreditch will begin in the beginning of December, rearing right into the holiday season and generating sales over time. In order to gain feedback and evaluate performance, we hope to utilize the apartment residents' demographics in targeting specific groups for the courses and promoting the referral program as a key offering. The celebrity-led classes will take place the first weekend of Equinox Shoreditch's opening. After, we may distribute questionnaires on paper or via email to generate feedback after the events are over.

These campaigns are effective in narrowing our target audience and location so as to reach a more refined market. We hope to reinvent the company's brand equity by displaying realistic goals and progress in ways that are manageable and interactive. Our key consumer benefits are not only our luxury-driven amenities, but, in particular, our high-tech, world-class training and instructors. We want to point existing and new members to the array of exceptional and unparalleled training services Equinox provides in order to drive commitment and movement in their lifestyles.

## **Strategy**

### *Target Markets:*

Equinox will target college-educated Londoners, ages 25-50, living in the Shoreditch district with an average yearly income of £158,700 (the average income of those living near the Moorgate station in Shoreditch). These are the people that seek to balance their sedentary professional life with

a large focus on health and body. "Our customer has a very high-performance lifestyle and is very fitness oriented," Equinox chief marketing officer Carlos Becil told Business Insider. Londoners typically prefer collectively based activities such taking yoga classes or cooking a family dinner, therefore Equinox must position themselves as an all-around lifestyle brand that will aid them in many facets of their life. When evaluating lifestyle brands they enjoy hearing from peer recommendations, but prefer to conduct their own research methods before deciding to make a large purchase.

*Persona:* William Bishop

- *Personal:*
  - Age: 50
  - Shoreditch, London
  - Studied at Oxford University
  - Investment Banker
  - Married for 30 years
- *Psychological:*
  - Prideful
  - Suspicious
  - Perfectionist
  - Networker
  - Easily Frustrated
- *Goals:*
  - Spend more time with kids
  - Achieve balance with work / personal life
  - Quit smoking
- *Frustrations:*
  - People who cannot do the simplest tasks
  - Long lines
  - His wife
- *Lifestyle:*
  - Work = life
  - Go Go Go
  - Lack of Balance
  - Loves cigars
  - Convenience
- *Media Behavior:* Top 3 apps: ESPN, WSJ, Stocks
- Early Adopter + Researcher



*Persona:* Tasmin Smalls

- *Personal:*
  - Age: 28
  - Kensington, London, UK
  - Studied at University of Cambridge
  - Married for five years
  - Recent mother of two
- *Psychological:*
  - Naive
  - Posh
  - Extrovert
  - Patient
  - Spontaneous
- *Goals:*
  - Become a spin instructor
  - Spend more time with husband
  - Reach 10k followers on Instagram
- Frustrations:
  - People who can't hold a conversation
  - Getting catcalled by men
  - Being alone
- *Lifestyle:*
  - Family first
  - IG Lifestyle blogger
  - Loves spin class
  - Great cook
  - Loves to host
- *Media Behavior:* Instagram, Facebook, Photo-editing apps
- Impulse Shopper + Early Follower



*Value Proposition:*

- Customer value: As a luxury lifestyle brand, Equinox delivers more than just fitness. The facility is supported by state of the art technology and amenities, such as the Spa and the Equinox Shop, meant to provide consumers with the tools to maximize their Equinox experience. Personal trainers are educated with the latest science in Equinox's industry-leading fitness institute, and classes are pioneered by the industry's most inspiring instructors.

- Collaborator value: Due to the company's success, Equinox offers collaborators the opportunity to be associated with the company's elite and sophisticated brand image. The Stage, the luxury apartment complex focused on in our campaigns, benefits from a symbiotic relationship with Equinox in which the facility gives residents a luxury space to exercise in and the apartment complex provides Equinox with a definite set of members for the duration of their residence in the complex.
- Company value: Focusing more on the London luxury fitness market will allow Equinox to eventually grow their brand to an even larger international scale. Equinox is currently focused on their hotels, and creating a brand identity internationally will leave many avenues open for expansion in the luxury fitness hotel market. London is also a good testing ground because there is little localization to be done when marketing to the US target market compared to a British target market.

## Tactics

### *Marketing Mix:*

- Product: Equinox's product is a membership to an Equinox.
- Service: The service that comes with the membership is it gives you access to the state of the art facility that offers luxurious benefits and features to give its customers the tools they need to maintain or attain their high performance lifestyle. All employees at Equinox are experienced in their niche positions which range from impeccable customer service to fitness instructors.
- Brand: The brand hopes to extend its business ventures by encompassing elements such as the soul, energy, and hospitality, which are representative of the brand's original mantra: "It's Not

Fitness. It's Life." The Equinox's brand identity showcases a luxurious company that gives its customer state of the art tools in all several sections of elements stated.

- Price: The price of the Equinox Membership ranges (by location) from 180 euros to 270 euros for an initiation fee in addition to a 150 euro to 230 euro monthly rates.
- Incentives: Important incentives that drives customers to join Equinox is it that the membership offers customers an exclusive community drive towards this luxurious lifestyle that continues to inspire customers to perform and pushes customers to their peak abilities.
- Communication: Equinox's communication ranges from a predominantly in person experience, digital experience, and word of mouth. In person, customers are greeted within moments of entering any Equinox. They also have instructors and coaches helping them through every step of their Equinox journey whether that is taking classes, training alone, or working with a personal trainer. Equinox has an app that allows users to ask questions and get instant answers through AI communication. They also can sign up for classes, maintain their memberships, and compete with friends, families, and colleagues that also a part of the Equinox community. Equinox is constantly reaching out to consumers via social media posts keeping them updated while also promoting the luxurious brand image that they want their customers and potential new customers to connect to. These advertisements can be seen non digitally as well. Some advertisements are printed in magazines and billboards. Word of mouth is also a huge part of building the Equinox community. Because Equinox is a lifestyle brand, it is important that customers discuss the Equinox experience in a positive way due to the fact their friends, family, and colleagues probably share the same lifestyle goals as the current

customers are trying to attain. Even outside of this elite community, most people have a brand image they associate with Equinox due to word of mouth.

- Distribution: The distribution of the Equinox membership is an in-person experience. The customer goes to their local Equinox and get the whole luxurious treatment on top of having their own private tour of that facility. You can also sign up online for this tour, or you can immediately sign up and pay your fees online.

## **Implementation**

### *Physical Infrastructure:*

The physical infrastructure of the Equinox is usually located in city location; in this plan, we are discussing the location of London specifically. These location that they are currently in Kensington, E St. James's, and we are currently working on the opening of Shoreditch and Bishopsgate. All three of these locations are located in thriving, predominantly wealthier areas within London's demographics. The research was done before placing each individual club in these locations to make sure they were in areas where it was convenient for upper class individuals to join to get the elite luxurious lifestyle experience that Equinox offers. The development of our current Shoreditch location is still in the works, but it will truly combine the lifestyle messaging that Equinox is trying to promote and inspire its customers with. There is a showroom coming soon that will showcase the elevated experiences and unparalleled amenities that this new Equinox will offer. It will be an apartment complex within London's financial district that encompasses Equinox's goals in providing a luxurious

lifestyle for their consumers. The production of the product, which is the membership to Equinox, holds its value through the service delivered to each individual customer. Equinox invests in high tech equipment and technology to truly give the consumer's this elite treatment that they are striving for. We have AI intelligence through the Equinox app that helps with responding to all our client's questions and needs. Our app also allows individuals to sign up for classes and events within the Equinox facility. We also ensure that all the best equipment is available for our members to use as well within our facilities. There is also another technological experience that Equinox offers as well called the Equifit that does tests on each individual's body which helps explore the needs and wants of their own body. It helps people understand what they do should to work on in the gym for those who do not know where to begin.

*Organizational Infrastructure:*

The functional structure of Equinox contains employees of all different niche specialties to give the customer's the luxurious experience they are yearning for. Greeters are trained in customer service, and they work to give this elite treatment for the customers. They learn the names of every member and greet them by name when they come and go from the Equinox facility. They are also there to answer any questions or meet the concerns of any individuals. Equinox works hard to raise the bar for all fitness instructors. We pride ourselves on the Equinox education that we require of all fitness instructors that wish to work at Equinox. This ensures that all of our instructors are backed with vigorous training and education to instruct our members in the best way possible. It also ensures that all Equinox

instructors are serious about their work because they must invest a great deal of money into the Equinox education and training in order to work at Equinox. We continue to strive to push our employees to reach the peak abilities in order to give our members the most elite coaches, instructors, and customer service.

*Business Processes:*

- Implementation Process and Schedule: The implementation process of our two campaigns. Campaign #1's goal is to increase awareness of Equinox UK and our personal training services to Londoners. The strategy in doing this would be to create and promote the new Equinox UK Facebook, Twitter, and Instagram accounts to the age 25-50 target demographic. All platforms will be created in mid-November 2019, during which posts will be set up to be published every two days. These posts will be showcased at 2 PM on Tuesdays, Thursdays, and Saturdays. This campaign will last until two weeks prior to Equinox Shoreditch's opening, so we can build a platform of London Equinox members or potential members to make them aware of the current London Equinox locations. The brand will create new social media accounts exclusively for Equinox's UK branches. The campaign's creative aspect will contain series of interviews and photoshoots with Equinox members within the London area. We will have a concoction of their portraits, testimonials, and fitness profiles will be posted every two days a month prior to the opening of the Shoreditch location. This is a sure way to attract more consumers either through word of mouth of friends of the people we have showcased, or through people seeing the Equinox brand identity as something they can relate to. This is a great way to open up our Equinox UK social media pages and increase our follower count. The beginning of interviewing will begin early August, so we have material available to post

every two days come mid-November. The campaigns success will be evaluated by the increase in followers to the accounts and the number of engagements of each profile post, while paying close attention to the type of person that our following resonates with the most. Once we pinpoint the type of posts our audience responds to the most we can, we will also pay attention to the traffic driven to the Equinox homepage, as well as the Equinox magazine.

Campaign #2's goal is to promote our target audiences' awareness of the opening of the Shoreditch location and to increase sales within that location. Starting in the beginning of December, advertising efforts will be put into place on social media platforms in order to promote members to purchase classes for themselves and/or their friends or family during the holiday season. In early January, the Equinox located in the apartment complex, The Stage, in Shoreditch, will have its Grand Opening. On the first weekend of Equinox Shoreditch's opening, classes will be held according to the package each member purchases. During this first weekend, we will bring in our sponsored celebrities, Ciara, Victoria Beckham, and Naomi Campbell, with the opportunity for our members to buy a celebrity work out class with these three women. This will bring forth the opportunity to create packaged deals that will promote awareness of this new gym while also maintaining the luxury fitness lifestyle that Equinox wants to create. We will be promoting to the 25 to 50 year old female and male demographic that already are members of Equinox. This could be people within the apartment complex who already have the Equinox membership, or people in the surrounding areas that are members of any London Equinox location. They will be granted the opportunity to buy these packages that will allow them to either buy a class for themselves or a class for their friends, families, and/or colleagues. This campaign will be evaluated by the amount of guests brought

in by current members, paying close attention to the demographics of members bringing in potential new members. Since we will have more information about members living in The Stage we can individually target the demographic bringing in guests, in order to increase membership in Shoreditch and other London Equinox locations.

## **Control**

### *Performance Evaluation:*

The social media campaign evaluation will largely be based off its increase in social engagement and frequency. We will analyze and assess business insights and reach on every given platform. The Equinox Shoreditch campaign will be evaluated based on indicators such as changes in sales and membership, comparing the strategy's momentum in comparison to competitors such as Third Space, and monitoring the ROI (return on investment). Qualitative metrics will predominantly be used in order to assess the success and incentives of the campaigns. If engagement is stagnant or decreasing, then we will adjust the campaigns accordingly. Reach will be judged by the amount of social engagement on posts, word of mouth, and possible questionnaires to customers following the Equinox Shoreditch campaign.

### *Environmental Analysis:*

The Stage, which is the apartment complex where Equinox Shoreditch will be installed, is currently under project management and in the process of being built, which serves as a tremendous opportunity for our extension of our business ventures. Internal and external factors for the social media campaign do not pose any particular threat to the campaign itself, but it is also important to note competitors' traction in regards to engagement and reach on posts in comparison to the Equinox UK pages.

## PART II: CAMPAIGNS

### **Campaign #1: Equinox Social Media Campaign**

- *Goal:* The goal of the Equinox social media campaign is to increase awareness of Equinox UK and our personal training services to Londoners.
- *Strategy:* The strategy is to promote the new Equinox UK Facebook, Twitter, and Instagram accounts to the age 25-50 target demographic. This campaign will feature a profile and photo series of Equinox members in London of their personal training experience. By creating this campaign it allows the London market to see real people and the real results of Equinox's personal training program, showing off the state of the art program brought by our personal trainer's innovation.
- *Tactics:* The brand will create new social media accounts exclusively for Equinox's UK branch. After doing a series of interviews and photoshoots with Equinox members, their portraits, testimonials, and fitness profiles will be posted every two days a month prior to the opening of the Shoreditch location.
- *Implementation:* All platforms will be created in mid-November 2019, during which posts will be set up to be published every two days. These posts will be showcased at 2 PM on Tuesdays, Thursdays, and Saturdays. This campaign will last until two weeks prior to Equinox Shoreditch's opening so as to shift the focus to promoting the new location.
- *Control:* The campaigns success will be evaluated by the increase in followers to the accounts and the number of engagements of each profile post, while paying close attention to the type of person that our following resonates with the most. Once we pinpoint the type of posts our audience responds to the most we can begin catering to those accordingly. We will also pay attention to the traffic driven to the Equinox homepage, as well as the Equinox magazine.

### **Campaign #2: Shoreditch Location Grand Opening**

- *Goal:* The goal of the Grand Opening events in the new Shoreditch Equinox apartment complex is to promote our target audiences' awareness of the opening.
- *Strategy:* In early January, the Equinox located in the apartment complex, The Stage, in Shoreditch, will have its Grand Opening. During this first weekend, we will bring in our sponsored celebrities, Ciara, Victoria Beckham, and Naomi Campbell, with the opportunity for our members to buy a celebrity work out class with these three women. This will bring forth the opportunity to create packaged deals that will promote awareness of this new gym while also maintaining the luxury fitness lifestyle that Equinox wants to create. We will be promoting to the 25 to 50 year old female and male demographic that already are members of Equinox. This could be people within the apartment complex who already have the Equinox membership, or people in the surrounding areas that are members of any London Equinox location. They will be granted the opportunity to buy these packages that will allow them to either buy a class for themselves or a class for their friends, families, and/or colleagues.
- *Tactics:* Ciara and Naomi Campbell are already Equinox ambassador celebrities, so this will be a great opportunity for them to come out. Ciara was in the latest advertisement campaign, "It's Not Fitness, It's Life", so people will have a fresh image in their minds on who Ciara is to the Equinox brand. Naomi Campbell is another ambassador who is a London native that this demographic can relate to. Lastly, Victoria Beckham is not currently an ambassador for Equinox, but it would a great opportunity to capitalize on. Beckham publically shares how she loves SoulCycle, which is owned by Equinox, so she will be a great spokesperson and celebrity guest to have within the Equinox classes that weekend. We will promote these events on our upcoming Equinox UK social media pages that were spoken of in the first campaign.

### **Schedule:**

#### *Friday:*

7am: Ciara Pilates Class

12pm: Victoria Beckham Cycling Class

5pm: Naomi Campbell Yoga Class

#### *Saturday:*

7am: Victoria Beckham Yoga Class  
12pm: Naomi Campbell Pilates Class  
5pm: Ciara Cycling Class

*Sunday:*

7am: Naomi Campbell Cycling Class  
12pm: Ciara Yoga Class  
5pm: Victoria Beckham Pilates Class  
7pm: Meet and Greet

*Packaged Deals:*

- Basic: £50 will give you one class for one person
- Double Basic: £90 will give you one class for you and a friend
- Elite Basic: £175 will give you one class for two people and a meet and greet
- Elite Deluxe: £225 will give you one class for two people, the meet and greet, and a complimentary guest class for a friend outside of this event
- *Implementation:* Starting in the beginning of December, advertising efforts will be put into place on social media platforms in order to promote members to purchase classes for themselves and/or their friends or family during the holiday season. On the first weekend of Equinox Shoreditch's opening, classes will be held according to the package each member purchases.
- *Control:* This campaign will be evaluated by the amount of guests brought in by current members, paying close attention to the demographics of members bringing in potential new members. Since we will have more information about members living in The Stage we can individually target the demographic bringing in guests, in order to increase membership in Shoreditch and other London Equinox locations.

