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PROPOSAL TO IMPROVE THE MARKETING MIX OF THE FITNESS CENTER

NÁVRH ZDOKONALENÍ MARKETINGOVÉHO MIXU FITNESS CENTRA

BACHELOR'S THESIS

BAKALÁŘSKÁ PRÁCE

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Problem analysis
Proposed solutions
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CHURCHILL, Gilbert A. and BROWN, Tom J. Basic marketing research. 7. ed. Mason: South-Western Cengage Learning, 2014. ISBN 978-1-133-43521-1.

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ABSTRACT

This bachelor thesis analyzes and proposes improvements to the marketing mix of AZ Fitness in Brno, with the goal of increasing weekend attendance. Using the 4P marketing model and customer personas, the research is based on structured observations and interviews with the owner and employees. A brief comparison with two competing fitness centers is also included. The findings highlight key areas for improvement in services, pricing, visibility, and promotion. The proposed changes aim to support AZ Fitness in attracting more clients and strengthening its position in the local market.

ABSTRAKT

Tato bakalářská práce analyzuje a navrhuje zlepšení marketingového mixu fitness centra AZ Fitness v Brně s cílem zvýšit návštěvnost o víkendech. Na základě modelu 4P a vytvořených zákaznických person byla provedena strukturovaná pozorování a rozhovory s majitelem a zaměstnanci. Součástí je také srovnání s dvěma konkurenčními fitness centry. Výsledky ukazují klíčové oblasti ke zlepšení v oblasti služeb, cen, viditelnosti a propagace. Navržené změny mají za cíl pomoci AZ Fitness přilákat více klientů a posílit jeho postavení na místním trhu.

KEYWORDS

Marketing, Marketing Mix, 4P, Product, Price, Place, Promotion

KLÍČOVÁ SLOVA

Marketing, Marketingový mix, Produkt, Cena, Distribuce, Propagace

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Affidavit

I declare that the present bachelor project is an original work that I have written myself.
I declare that the citations of the sources used are complete, that I have not infringed upon any copyright (pursuant to Act. no 121/2000 Coll.).

Brno dated 11th May 2025

Štěpán Huser

author's signature

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INTRODUCTION

The importance of physical activity and a healthy lifestyle is gaining increasing attention globally, driven by rising awareness of physical and mental well-being, as well as by broader societal and healthcare trends. In urban environments, especially among working professionals and students, fitness centers have become essential spaces that support not only physical fitness but also mental resilience, social interaction, and overall quality of life. However, the wide array of available fitness services, workout philosophies, and membership models can overwhelm potential clients, often leading to a mismatch between expectations and reality, underutilized memberships, and fluctuating motivation levels.

In this competitive and rapidly evolving fitness industry, clear market positioning and a well-crafted marketing mix are crucial to maintaining relevance and attracting a loyal customer base. With digital platforms offering users countless alternatives and instant information, fitness centers must continually adapt their offerings, communication strategies, and service design to stand out and meet the changing needs of their target audience.

This bachelor thesis is focused on AZ Fitness, a fitness center located in Brno, Czech Republic, which offers a range of fitness and wellness services including group classes, personal training, and gym access. The author has a direct professional connection with the company through part-time employment. Despite offering a quality service, AZ Fitness faces challenges with attracting more clients during weekends, when attendance is significantly lower compared to weekdays. Furthermore, the company operates in a highly competitive local market, with numerous alternatives available in close proximity.

The objective of this thesis is to analyze and improve the marketing mix of AZ Fitness to better align with client expectations and behavioral patterns, particularly focusing on increasing weekend attendance. This will be achieved by examining the current product,

price, place, and promotion strategies; identifying customer personas; benchmarking local competitors; and integrating current fitness and marketing trends. The result will be a set of practical, research-based recommendations for enhancing the overall marketing mix of AZ Fitness, with a special emphasis on targeting growth opportunities and fostering long-term customer engagement.

PROBLEM DEFINITION, GOAL OF THE THESIS AND METHODOLOGY

Problem definition

AZ Fitness is a well-established fitness center located in Brno AZ Tower building, offering a wide range of services including gym access, group classes, and personal training. The center has successfully built a loyal and stable customer base, with strong attendance during the main workout days of the week—typically from Monday to Thursday. These days show consistent footfall and client engagement, indicating that the core offering and marketing strategies are effective for the weekday clientele. However, a significant problem has been identified during the weekends, specifically on Fridays, Saturdays, and Sundays. On these days, the number of visitors declines noticeably, resulting in underutilized space, fewer booked classes, and a drop in overall customer engagement.

This sharp difference in attendance between weekdays and weekends poses both an operational and strategic challenge. From an operational perspective, it leads to inefficiencies in resource allocation, staffing, and facility usage. Strategically, it limits the company's growth potential and revenue opportunities, especially considering that weekends should offer more flexibility for many people, including students and working professionals, to engage in fitness activities.

The root causes behind the low weekend attendance are not yet clearly defined. It is unclear whether the issue lies in the service offering, pricing structure, communication strategy, or external factors such as customer lifestyle, competition, or weekend preferences. This lack of clarity makes it difficult for AZ Fitness to take targeted and effective action.

Therefore, this thesis aims to examine the existing marketing mix of AZ Fitness and identify the key weaknesses or gaps that may be contributing to the weekend attendance decline. The objective is to propose specific improvements to the current marketing

strategy that will attract more visitors on weekends and align the center's offerings with the needs and motivations of its target audience during these days.

Goal of the thesis

The main goal of this bachelor thesis is to develop a proposal for improving the marketing mix of a local fitness center—AZ Fitness—with a specific focus on increasing weekend attendance, which is currently significantly lower compared to Monday through Thursday. Using relevant theoretical frameworks and analytical tools, the author will evaluate the current marketing mix of the company and propose targeted improvements that aim to address this issue and enhance overall performance.

The partial goal of the theoretical chapter is to define, explain, and justify the use of theoretical concepts relevant to the marketing mix. This includes a detailed description of the 4P model (Product, Price, Place, Promotion), as well as supporting concepts such as customer personas and research methodologies. Personas will be constructed based on real-life observation and insights gained from the author's ongoing part-time work at the fitness center. Current fitness industry trends and consumer behavior will be explored through desk research.

The partial goal of the analytical part is to examine both internal and external factors affecting the current marketing mix of AZ Fitness. This includes evaluating the effectiveness of the center's service offerings, pricing, distribution channels, and promotional strategies. The analysis will be supported by competitor benchmarking and the identification of key characteristics of the company's client base, especially with regard to differences in weekday and weekend behavior.

The partial goal of the proposal part is to recommend concrete adjustments to the marketing mix that are both realistic and impactful. These recommendations will be grounded in the findings from the analytical section and supported by practical implementation guidance. Emphasis will be placed on feasibility, cost-efficiency, and the potential to increase weekend attendance, as well as on aligning the marketing mix more closely with the needs and expectations of AZ Fitness's current and potential customers.

Methodology

The methodology of this bachelor thesis is based on qualitative research methods aimed at gaining a comprehensive understanding of the current marketing mix of AZ Fitness and identifying realistic opportunities for its improvement, especially in relation to

increasing weekend attendance. The analytical part is built primarily on two data sources: structured personal observations of visitor behavior at AZ Fitness across different days and time slots, and semi-structured interviews conducted with the company's owner and selected employees from various departments. These interviews provided insights into internal marketing activities, challenges, and opportunities from a managerial and operational perspective. To further contextualize these findings, the thesis also includes a basic competitive comparison using the 4P model, based on publicly available data and first-hand visits to local competitors. The observations were focused on tracking customer flow, types of services used, demographics, and behavior patterns, while the interviews helped clarify internal processes, target group priorities, and promotional strategies. These data collection methods were chosen to align closely with the thesis objective—to propose practical improvements to AZ Fitness's marketing mix that are tailored to customer behavior and internal capabilities.

1 THEORETICAL PART OF THE BACHELOR THESIS

1.1 What is marketing

Marketing is a broad and dynamic field that plays a central role in the success of every business. At its core, **marketing is the process of identifying, anticipating, and satisfying customer needs profitably** [1]. It is not just about advertising or selling a product; rather, it encompasses a wide range of activities aimed at creating value for both the business and the customer.

According to Kotler and Keller, marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others [2]. This means that marketing involves understanding what people want, developing products or services to meet those wants, and delivering them in a way that benefits both the customer and the organization.

Marketing includes tasks such as **market research, product development, pricing, distribution, promotion, and customer service**. These activities are typically

organized using well-known strategic tools, such as the **marketing mix** or the **STP model (Segmentation, Targeting, Positioning)**. Each of these helps companies plan and execute their marketing in a more structured and effective way.

The ultimate goal of marketing is not just to sell, but to build long-term relationships with customers and maintain their loyalty. In today's competitive and digital world, marketing must be adaptable, data-driven, and customer-focused to remain effective [3].

In summary, marketing is a strategic business function that connects companies with their target audiences. It helps businesses understand their market environment, create value, and deliver meaningful customer experiences.

1.2 Customer personas

1.2.1 Definition and Purpose of Customer Personas

A customer persona, also called a buyer persona, is a semi-fictional representation of an ideal customer based on real data and some educated assumptions about customer demographics, behavior patterns, motivations, and goals. These personas help businesses understand and relate to their customers more effectively by seeing them as real people rather than as abstract data points. The concept allows marketers to tailor their messages and strategies to specific types of consumers and therefore improve the effectiveness of marketing efforts.

1.2.2 Origins and Development of the Concept

The idea of customer personas was first widely introduced by Alan Cooper, a software developer and author, in the 1990s. He used personas in the context of user-centered design in software development, but the method was later adopted and further developed in marketing. Since then, customer personas have become an important part of strategic marketing planning [4].

1.2.3 Types of Customer Personas

Customer personas can be classified into several categories depending on their role in the decision-making process. The most common distinction is between **primary personas**, which represent the core target audience, and **secondary personas**, which describe additional segments that also use the product but are not the main focus. Some companies also use **negative personas**, which represent types of customers they do not want to attract—such as those who are unprofitable or unlikely to convert [5].

In B2C (business-to-consumer) settings, personas often focus on lifestyle, habits, motivations, and demographics. In B2B (business-to-business) settings, they may include job roles, decision-making power, and business challenges [3]. This typology helps marketers fine-tune their targeting strategies and tailor value propositions.

1.2.4 Methods for Creating Customer Personas

Personas can be developed using both **quantitative** and **qualitative** research methods. Common sources include customer surveys, interviews, focus groups, CRM data, web analytics, and social media listening [2]. One particularly useful approach for small businesses or localized services—such as fitness centers—is **observation**.

In this thesis, **non-participant observation** is used as the primary method for building customer personas. This involves systematically watching how customers behave in the AZ Fitness center without interfering with their activities. Information such as estimated age, possible occupation, group vs. solo participation, chosen services (gym, group lessons, sauna, solarium), and mode of arrival (on foot, by car, or public transport) can all be noted. This practical, low-cost method allows the identification of natural patterns and behaviors, which are especially valuable when no existing customer data is available [6].

1.2.5 Digital Use and Tools for Persona Development

In today's digital environment, many marketers use tools like **HubSpot's Persona Builder**, **Google Analytics**, or **Meta Business Suite** to automate and update customer

personas based on live data. These tools allow businesses to dynamically respond to shifts in customer behavior and personalize communication more efficiently. Although this thesis focuses on observation-based persona development, the role of digital analytics is acknowledged as increasingly important in long-term strategy.

1.2.6 Role of Customer Personas in Marketing Strategy

In marketing, customer personas help companies to understand customer needs and expectations. By identifying key characteristics and segmenting customers into groups, marketers can adjust their product offers, pricing strategies, distribution channels, and communication techniques more efficiently. Personas also help to align marketing strategies with customer behavior, which can lead to improved customer satisfaction and loyalty [7].

1.2.7 Advantages of Using Customer Personas

One of the key benefits of using customer personas is the ability to focus marketing strategies more precisely. According to a report by HubSpot, businesses that use personas effectively are able to generate better leads and increase sales performance [8]. Deloitte also confirms that understanding customer needs and preferences through segmentation tools like personas leads to improved brand engagement and customer loyalty [9]. Additionally, personas help with internal communication in companies—making it easier for marketing, sales, and customer service teams to work with the same understanding of their target customers [3].

1.2.8 Limitations and Criticism of Customer Personas

However, there are also some limitations to using customer personas. One disadvantage is that the process of creating personas can be time-consuming and may rely too much on assumptions if there is a lack of quality data. Poorly researched or overly generalized

personas can lead to misleading conclusions and ineffective marketing strategies [2]. Moreover, customers are not static and their behavior can change over time, meaning that personas should be regularly updated based on new data.

1.2.9 Customer Personas in the Fitness Industry

In the fitness sector, personas are often built around customer **goals, schedule availability, and preferred workout styles**. For example, one persona might represent a student who visits the gym after school and values affordability and flexibility, while another might represent a corporate employee who attends early morning sessions and values fast, high-intensity workouts. Some customers might be motivated by health concerns, others by appearance, stress relief, or social interaction.

Understanding these diverse motivations is essential for adjusting services and marketing campaigns. A gym that understands its personas can better design its class schedules, offer personalized membership packages, and run more effective promotions [10].

1.2.10 Practical Examples of Customer Personas in Business

Despite these challenges, customer personas remain a valuable tool in marketing practice. For example, a gym might create separate personas for a young university student looking for affordable fitness options, a middle-aged professional interested in personal training, and a retired person who values health and wellness classes. Each of these personas would reflect different motivations and expectations, and the marketing mix can be adapted accordingly.

1.2.11 Application of Customer Personas in This Thesis

In this thesis, customer personas will be used to better understand the typical clients of AZ Fitness in Brno. Since the goal is to improve attendance during weekends, defining

key customer types based on observation and available data will help to identify what kind of people are (and are not) visiting the gym on Fridays, Saturdays, and Sundays. This insight will serve as a foundation for developing a more effective marketing strategy and improving the current marketing mix.

By using customer personas, I aim to tailor the proposal for AZ Fitness in a way that takes into account the real preferences and needs of their clients. This method will support the final recommendations and ensure they are grounded in a clear understanding of customer behavior.

1.3 Marketing Mix

1.3.1 Definition and Origins of the Marketing Mix

The marketing mix is one of the most fundamental and widely used frameworks in marketing strategy. It refers to a combination of tools and tactics that a business uses to influence the demand for its products or services. The concept was introduced by E. Jerome McCarthy in 1960, who structured it into four basic categories known as the 4Ps: **Product**, **Price**, **Place**, and **Promotion** [11]. These four elements allow marketers to systematically plan, analyze, and optimize their marketing activities in relation to their target market.

Over time, especially in the context of services, the model was extended by Booms and Bitner into the 7Ps, adding **People**, **Process**, and **Physical evidence** to better capture the characteristics of service marketing. Despite this development, the original 4P model remains widely used and relevant for strategic planning, particularly in cases where the focus is on market positioning and tactical improvements.

1.3.2 4Ps vs. 7Ps: Model Choice Justification

While the 7Ps framework offers a broader approach for services, this thesis will use the **4P model only**. The reason for this decision lies in the **nature of the available data** and the **strategic focus** of the research. This thesis is centered on marketing strategy improvement, with the main goal of increasing weekend attendance at AZ Fitness in Brno. The observed customer behavior, industry data, and competitive insights are best aligned with the traditional 4Ps framework. The additional service-related elements of People, Process, and Physical evidence—while useful in some contexts—are less central to the specific challenge being addressed in this research and would not substantially contribute to the practical outcomes of the proposed strategy.

1.3.3 Detailed Explanation of the 4Ps

Product

The **Product** component of the marketing mix refers to the physical item or service that a business offers to satisfy customer needs. In the context of a fitness center, the product includes not only gym equipment and access to facilities, but also services such as personal training, group classes, wellness areas like saunas or solariums, and even digital access like mobile apps or online booking systems. Product differentiation—through quality, variety, and innovation—can significantly influence customer satisfaction and loyalty [2].

For AZ Fitness, understanding what service components are most valued by customers (e.g., group classes vs. self-training) will be essential in tailoring the product offering to increase weekend attendance. Product improvements can include adjusting group lesson schedules, introducing weekend-only offers, or improving specific services like the solarium.

Price

Price refers to the amount customers are willing to pay for a product or service and includes pricing strategies, discounts, memberships, or bundled offerings. Pricing

affects not only revenue but also brand perception—whether a gym is seen as premium, budget-friendly, or flexible [12]. Key pricing strategies relevant to fitness centers include value-based pricing, time-based pricing (e.g., weekend or off-peak discounts), and loyalty programs.

For AZ Fitness, price adjustments such as special weekend passes, student discounts, or bundle deals for couples or families may be useful for encouraging more weekend visits. Understanding how price sensitivity varies among different customer personas is important for setting optimal pricing levels.

Place

Place (also referred to as distribution) covers all decisions related to the accessibility of the service. In the case of physical fitness centers, this includes the geographic location, parking availability, public transport access, operating hours, and how easily customers can enter and use the facilities. With the rise of digital services, "place" can also include online channels for information, booking, or customer support [3].

AZ Fitness benefits from its location in Brno, but the observation method in this thesis will help clarify whether most weekend users arrive on foot, by car, or via public transport. These insights can be used to adjust marketing communication (e.g., promoting ease of access or nearby parking for weekend visitors) or consider changes to opening hours and facility availability during off-peak times.

Promotion

Promotion encompasses all communication methods used to inform and persuade potential customers. This includes advertising (both online and offline), social media, influencer collaborations, in-gym promotions, referral programs, and public relations. An effective promotion strategy aligns with the target audience's media habits and lifestyle [1].

In AZ Fitness, promotional efforts can be optimized for weekends by focusing on digital platforms popular among the target personas. For instance, Instagram or TikTok campaigns showing weekend energy in the gym, testimonials from regular visitors, or promotions like “Bring a Friend for Free on Saturdays” could help increase engagement.

1.3.4 Application of the 4Ps in the Fitness Industry

The 4P framework is highly applicable to the fitness and wellness industry, where customer motivation, accessibility, and perceived value play major roles in decision-making. Many gyms and wellness centers use the 4Ps to develop tiered memberships (Product), offer flexible payment options (Price), locate facilities strategically in urban centers (Place), and run seasonal or referral-based promotions (Promotion) [13].

For example, chains like **FitInn** or **Form Factory** successfully use online platforms to highlight promotional campaigns, emphasize affordability, and adjust service offerings based on user feedback and trends—all of which are anchored in the 4P structure.

1.3.5 Strengths and Limitations of the Marketing Mix Model

The marketing mix remains one of the most accessible and practical tools for marketing planning. Its simplicity allows businesses of all sizes to organize their marketing activities and focus on the customer value proposition. However, one of the main **criticisms** of the model is its **internally focused nature**—it emphasizes what the company offers, not necessarily what the customer demands [14]. Additionally, the static nature of the original model makes it less adaptable to the rapidly changing digital environment unless combined with modern tools like customer journey mapping or relationship marketing.

Nonetheless, as Kotler and Keller point out, the model remains relevant when used flexibly and in combination with customer insights [12]. In this thesis, the model’s

structure provides a strong basis for analyzing AZ Fitness's current marketing approach and for forming practical recommendations.

1.3.6 Real-World Applications of the Marketing Mix

Several global brands use the 4P model to align their marketing efforts. For example:

- **Nike** uses product innovation (Product), premium pricing (Price), global retail and online distribution (Place), and motivational storytelling via athletes (Promotion).
- **Lidl** adjusts its pricing and product assortment per country while heavily promoting affordability and quality in local contexts.
- **FitX**, a European fitness chain, emphasizes low prices and 24/7 access (Product and Price), while focusing on social media advertising and word-of-mouth (Promotion).

These cases demonstrate how the 4Ps can be adapted for different industries and target groups while maintaining strategic alignment.

1.3.7 Relevance of the Marketing Mix for This Thesis

In this thesis, the marketing mix model serves as the main analytical and proposal framework. AZ Fitness's current approach will be evaluated through the lens of the 4Ps to identify areas where changes could drive higher weekend attendance. Based on customer personas, observation, and desk research, a newly proposed marketing mix will be developed to better align the gym's offering with customer expectations and behavioral patterns.

Focusing on the 4Ps ensures that the proposal remains grounded in strategy, directly addresses the defined business problem, and provides realistic, actionable recommendations.

1.4 Observation research method

1.4.1 Definition and Purpose of Observation

Observation is one of the basic **qualitative research methods** used to collect data through direct or indirect watching of people, objects, or events. In marketing and social research, observation is especially useful for studying behaviors in their **natural setting**, without relying on self-reported data from respondents, which can sometimes be biased or inaccurate [6]. This method is particularly effective in environments where human behavior plays a significant role in service use and experience, such as in fitness centers.

1.4.2 Types of Observation

There are different types of observation depending on the level of researcher involvement and the structure of the process. In **participant observation**, the researcher becomes actively involved in the setting being studied, whereas in **non-participant observation**, the researcher remains a passive observer, minimizing influence on the observed subjects. Observation can also be **structured**, using predefined criteria or checklists, or **unstructured**, where observations are more open-ended and flexible in nature [15].

In this thesis, a **non-participant structured observation** method is applied to gather specific and repeatable data points about customer behavior in the AZ Fitness center.

1.4.3 Advantages and Limitations of Observation

One of the main **advantages** of the observation method is that it captures **actual behavior**, rather than what individuals claim they do. This is useful for identifying **customer habits, movement patterns, and preferences**, especially in physical spaces like stores, gyms, or leisure facilities. It provides rich contextual information and can reveal details that may be overlooked in interviews or surveys [16].

However, there are also **limitations** to the method. Observation can be **time-consuming** and requires careful scheduling to observe different times and customer types. There is also a risk of **researcher bias**, where interpretations may be influenced by expectations or assumptions. Moreover, observation does not provide insight into **internal motivations or thoughts** unless it is combined with other methods such as interviews or questionnaires [16].

1.4.4 Relevance of Observation for This Thesis

In this bachelor thesis, observation is used as a primary tool to collect data about **customer behavior at AZ Fitness**. The goal is to identify certain characteristics and behavioral patterns that may help explain why weekend attendance is significantly lower compared to weekdays.

The observation focuses on:

- **Estimated age group** of visitors
- **Potential occupation** (e.g., students, working professionals, retirees)
- **Motivation for visiting** (relaxation, training, socializing, rehabilitation)
- **Use of services** (e.g., gym workouts, group lessons, sauna, solarium)
- **Mode of transportation** (walking, car, public transport)

Special attention is paid to **how visitors arrive at the gym**, which can indicate their **place of residence or distance traveled**, and thus help define the **primary service area** of AZ Fitness. These insights will later be used in the proposed **marketing mix** adjustments—especially when targeting relevant customer groups and improving AZ Fitness’s appeal during weekends.

By using observation, the thesis grounds its findings in **real behavior** and **direct experience**, which strengthens the practical relevance and probability of the strategic recommendations.

2 ANALYTICAL PART

2.1 Company introduction

AZ Fitness is a modern and professionally equipped fitness center located in the **AZ Tower** in Brno, the tallest building in the Czech Republic. The center is operated by the company **AZ FITNESS s.r.o.** and has been providing its services since 2013. Its strategic location within a dynamic business district makes it highly accessible and visible to a large number of potential customers.

The fitness center is situated in an area with a **high concentration of office buildings and corporate complexes**, which offers an ideal opportunity to attract a wide range of working professionals. Just a two-minute walk (approximately 150 meters) from AZ Fitness is **M-Palác**, another tall building housing a variety of office spaces and businesses. Additionally, the **Spielberk Office Center**, located roughly 500 meters (7-minute walk) away, is one of Brno's largest and most prominent business parks, accommodating a significant population of employees on a daily basis.

This business-heavy surrounding creates an advantageous environment for AZ Fitness to build a strong weekday customer base, particularly before and after working hours or during lunch breaks. The center offers not only gym access but also professional training services, group lessons, saunas, wellness zones, and modern facilities, all of which are designed to meet the needs of a diverse clientele—from fitness beginners to advanced athletes.

Table 1: AZ FITNESS s.r.o. registration information

Date of incorporation	September 26, 2013
Company headquarters	Pražákova 1008/69, Brno-město, 639 00 Brno
Company ID (IČO)	02084996
Legal form	Limited Liability Company (s.r.o.)

[17]

2.1.1 Brief History

AZ Fitness was officially established on **September 26, 2013**, by its founder **Pavel Pěňčík**. The company operated under his ownership for nearly a decade, developing its initial business operations and market presence in Brno's fitness sector. However, due to limited available records and the author's lack of involvement with the business during this early phase, the specific strategic direction or development milestones under the original ownership remain unknown.

A significant change occurred on **March 1, 2022**, when ownership of the company was transferred to **Mr. Tomáš Rufer** and his wife **Kateřina Rufer**. While the reason for the sale and the transaction value are not publicly disclosed, this transition marked a new phase in the company's development.

Under the leadership of Mr. Rufer, AZ Fitness underwent substantial transformation. Although the **company retained its original name**, the new management invested in extensive **renovation and modernization** of both the facility and its operations. Key upgrades included the **acquisition of new fitness equipment, reconstruction of interior spaces** such as the **reception area, locker rooms, and administrative offices**, as well as **visual redesign** elements intended to enhance the customer experience.

The author has been employed part-time at AZ Fitness since **June 2022**, which provides a direct understanding of the company's current operations, structure, and customer dynamics under the new ownership. However, this work experience does not extend to the company's earlier period, and therefore the focus of this thesis is placed entirely on the **current state and future development potential** of the business under its present leadership.

2.2 Customer Personas

To better understand the typical clientele of AZ Fitness and tailor marketing recommendations to their needs, four customer personas were developed. These personas were constructed based on first-hand observations within the fitness center,

interviews with employees and the owner, and the author's own work experience at AZ Fitness. The goal was to identify distinct customer types with different motivations, behaviors, and usage patterns, especially in relation to weekend attendance. These fictional profiles represent key segments of the gym's clientele and serve as a practical tool for aligning marketing mix improvements with real customer expectations.

2.2.1 Persona 1: The Beginner Enthusiast

Name: David

Age: 23

Occupation: University student

Motivation: Wants to improve his fitness and build confidence. He's a beginner to intermediate-level gym-goer.

Behavior: David has tried several gyms in Brno but prefers AZ Fitness because it's less crowded than gyms located in the very center. He appreciates the high-quality equipment, convenient location, and the calm atmosphere that allows him to focus on his workouts.

2.2.2 Persona 2: The Office Guy

Name: Tomáš

Age: 35

Occupation: Corporate employee in AZ Tower

Motivation: Prioritizes convenience and staying active despite a busy work schedule.

Behavior: Tomáš goes to the gym immediately after work, as it's located in the same building on the third floor. The proximity makes it easy for him to maintain a regular fitness routine without extra travel time.

2.2.3 Persona 3: The Group Class Enthusiast

Name: Jana

Age: 42

Occupation: Accountant

Motivation: Enjoys the social and motivational aspects of group workouts, as well as the variety of classes offered.

Behavior: Jana attends AZ Fitness two to three times a week for group classes. She alternates between high-energy workouts like TRX or Tabata and more relaxing sessions like yoga or Pilates. She prefers these classes over working out alone in the gym.

2.2.4 Persona 4: The Dedicated Gym Regular

Name: Martin

Age: 38

Occupation: Auto mechanic

Motivation: Maintains his fitness and health through consistent exercise, which has been a part of his routine for over ten years.

Behavior: Martin lives in Brno-Židenice, about ten minutes away from AZ Tower. He values the easy parking and accessibility of the fitness center. He typically visits the gym after work, appreciating the well-equipped space that caters to his long-term fitness habits.

2.3 Current Marketing Mix of AZFITNESS

2.3.1 Product

A) Services

The **core service** of AZ Fitness is access to a large, professionally equipped gym located in the AZ Tower in Brno. The gym features **560 m²** of training space filled with top-tier fitness machines from **Life Fitness** and **Hammer Strength**, offering strength training, cardio, and functional training options. The equipment includes 35 Life Fitness machines, 11 Hammer Strength stations, over 50 pairs of dumbbells (1–60 kg), 6 benches, 10 Olympic barbells, 2 cable towers, 3 squat racks, 9 treadmills, 8 elliptical trainers, and 3 indoor bikes, 3 fully equipped training halls for group lessons.

In addition to standard gym access, AZ Fitness offers a variety of **fitness and wellness services**:

- **Group Lessons:** These are designed to suit a wide range of fitness goals and are included with selected entry passes. The current offering includes:
 - Group Workout
 - Full Body Workout
 - Body Core Training
 - Interval Training
 - Circuit Training
 - Functional Training
 - Tabata
 - Pilates
 - Fitbox

These lessons are suitable for various fitness levels and are led by qualified instructors.

- **Personal Training:** AZ Fitness works with a team of **nine certified personal trainers**, each with specialized skills across different areas such as hypertrophy, fat loss, posture correction, rehabilitation, functional strength, competition preparation, and nutritional guidance. Some trainers also provide sessions in English. Customers can book individual or two-person sessions tailored to their specific goals and needs.
- **Massage Services:** The center also provides access to **two massage therapists**, whose services are promoted on the website. Appointments are made via phone, offering clients a way to support muscle recovery, relaxation, and overall well-being alongside their training routine.
- **Assisted Entry:** Clients can book guided 60-minute gym sessions with a trainer who helps them navigate the machines and exercises safely and effectively. Options are available for individual or dual clients.
- **InBody Diagnostics:** Monthly body composition analysis using InBody equipment is provided free of charge to members (1x/month), and available as a paid service to others. It provides insights into body fat, muscle mass, hydration levels, and more.
- **Wellness Zone (Saunas):** Includes both a **Finnish sauna** and a **steam bath**. Access is available independently or with discounts for pass holders. Towel service is included.
- **Collagen Solarium:** Customers can access a modern open-sky solarium either by paying per minute or purchasing pre-paid packages (30 or 60 minutes).
- **Fitness Start Package:** Tailored for newcomers to fitness, this all-in-one service includes a personal consultation, InBody measurement, complete machine introduction, towel rental, hydration, post-workout protein, and a branded shaker.
- **Online Reservation System:** Through the website's linked platform, clients can book group lessons, personal training, and other services. This system supports service availability and convenience.

Membership options include:

- **Full-day and morning-only memberships** (monthly or yearly)
- **10-entry transferable season passes**
- **One-time entries**
- **Student/ISIC discounts**
- **Happy Hour pricing (10:00–14:00)**
- Acceptance of **benefit programs** (Multisport, Unisport, Edenred, Sodexo, etc.)

B) Products (Physical Goods)

AZ Fitness also offers several **physical products** for sale at the reception, complementing the training experience:

- **Shakers** (included in some services, or available individually)
- **Towel rentals**
- **Drinks and supplements**
- **Healthy desserts**
- **Healthy Fresh Meal Boxes** (fresh food from RAF House restaurant)
- **Parking card** (available for purchase to customers with membership)
- **Vouchers and Gift Cards:** Usable for memberships, services, or specific offerings
- **Gym accessories** (various booty bands variants)
- **Healthy Packaged Foods** (granola, muesli, oats)

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2.3.2 Price

The pricing strategy of AZ Fitness combines elements of both **cost-based pricing** and **competitive-based pricing**. According to the owner, the company previously hired an external analyst who calculated optimal pricing based on internal cost structures to ensure financial sustainability. These prices were then adjusted where necessary to remain competitive within the Brno fitness market. As a result, the final price list reflects a balance between covering operational costs and offering attractive pricing compared to nearby competitors.

Table 2: Memberships

Service / Product	Price (CZK)	Notes
1-Year Basic Membership	17,000 CZK	Unlimited gym, group lessons, sauna, InBody 1x/month
1-Year Morning Membership (6:00–14:00)	15,500 CZK	Same as above, limited time access
3-Month Basic Membership	4,600 CZK	
3-Month Morning Membership (6:00–14:00)	4,200 CZK	

Table 3: Season Passes

Service / Product	Price (CZK)	Notes
10-Entry Pass (Transferable)	1,700 CZK	Valid for 60 days
10-Entry Pass (Happy Hour 10:00–14:00)	1,500 CZK	
10-Entry Pass (Student / ISIC)	1,500 CZK	

Table 4: One-Time Entry

Service / Product	Price (CZK)	Notes
Standard Entry	200 CZK	Valid for 180 minutes
Happy Hour Entry (10:00–14:00)	170 CZK	
Student Entry	170 CZK	

Table 5: Personal Training

Service / Product	Price (CZK)	Notes
Assisted Gym Entry – 1 Person (60 min)	700 CZK	
Assisted Gym Entry – 1 Person (10x 60 min)	6,500 CZK	
Assisted Gym Entry – 2 Persons (60 min)	750 CZK	
Assisted Gym Entry – 2 Persons (10x 60 min)	7,000 CZK	

Table 6: Wellness

Service / Product	Price (CZK)	Notes
Sauna (Standalone Entry – 120 min)	180 CZK	Includes towel, steam & Finnish sauna
Sauna with Entry Pass	80 CZK	Discounted for valid entry holders
Sauna with Season Pass	150 CZK	
Sauna with Month Pass	80 CZK	

Table 7: Solarium

Service / Product	Price (CZK)	Notes
Solarium – per minute	16 CZK	
Solarium Pass – 30 minutes	420 CZK	
Solarium Pass – 60 minutes	720 CZK	

Table 8: Other Products

Service / Product	Price (CZK)	Notes
Identification Card	200 CZK	Required for garage access and client ID
Towel	30 CZK	
Protein Shake	56 CZK	
Packed Water	32 CZK	
Fresh Meal Box	140 CZK	
Carntine sports drink	52 CZK	
Fitness Start Package	900 CZK	consultation, InBody, towel, drink, shaker..
InBody Diagnostics	250 CZK	Members receive 1 free scan/month

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2.3.3 Place

Physical Location

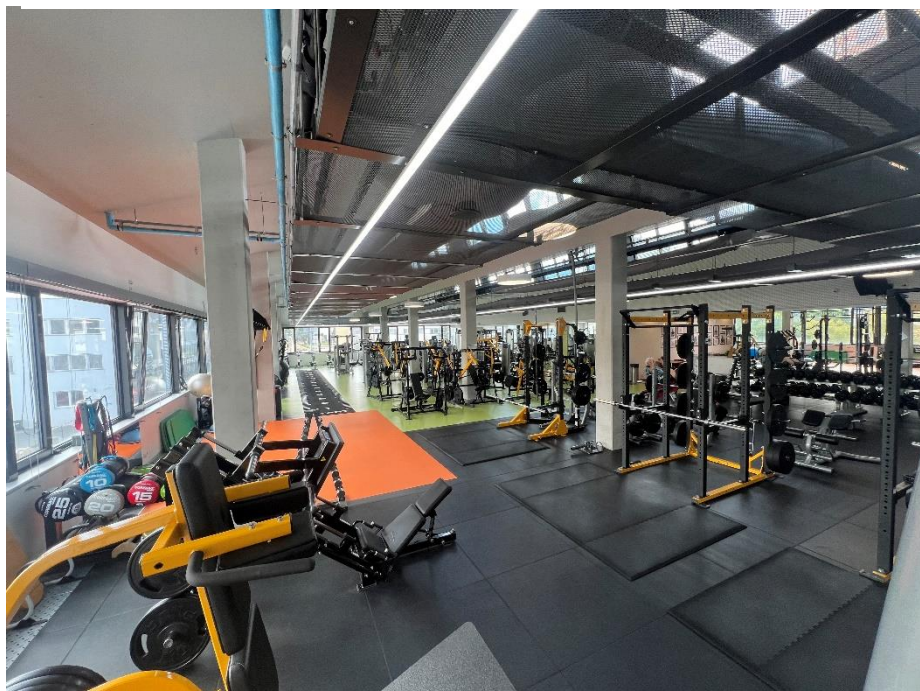
AZ Fitness is located on the **third floor of AZ Tower**, which holds the title of the **tallest building in the Czech Republic**. The tower is a well-known landmark in Brno and serves as both a commercial and residential hub. The gym is accessible from the ground-level lobby via **elevator** or **stairs**, making access straightforward for all visitors, including those with mobility limitations.

The AZ Tower is situated in a vibrant **business district** of Brno, surrounded by major office complexes including **M-Palác** (approx. 150 meters / 2-minute walk) and **Spielberk Office Center** (approx. 500 meters / 7-minute walk). These large business facilities provide a strong potential customer base, especially during working days, and reinforce the center's strategic location.

Figure 1: AZ Fitness Gym 1



Figure 2: AZ Fitness Gym 2



Public Transport Accessibility

While the location is advantageous in terms of office proximity and visibility, **public transport options are limited:**

- The **nearest bus stop** is **Bidláky**, located approximately **200 meters** away (3-minute walk). It is served by **bus line 40**, which operates **only once every 20 minutes**, limiting its utility for high-frequency commuters.
- The **nearest tram stops** are **Hluboká** and **Vsetínská**, both located about **1 kilometer** away (15-minute walk). Although this distance may be acceptable for some customers, it represents a potential barrier for individuals relying solely on public transportation.

As such, the location is more conveniently accessed by **car, bicycle, or foot** from nearby offices rather than through public transit alone.[20]

Parking and Entry

To accommodate clients who drive, AZ Fitness provides **40 designated parking spaces** in the **-2 underground level** of the AZ Tower. Parking is **free of charge for up to 3 hours**, but strict conditions apply:

- Customers must **purchase a parking card** for a one-time fee at the reception.
- Prior to each visit, customers are required to **notify reception by phone** and **register their vehicle's license plate number (SPZ)**.
- The **maximum parking time is limited to 3 hours**, and during this time, the customer must be **physically present at the fitness center**.[21]

Facilities

The core of the facility is a **spacious gym area** (560 m²) featuring high-end strength and cardio equipment from Life Fitness and Hammer Strength.

The center also includes a **wellness zone** with two types of saunas: a **Finnish sauna** and a **steam bath**. Additionally, a dedicated **solarium room** equipped with a collagen tanning system.

Group activities take place in **three separate training halls**, located on the upper floor of the fitness center.

The **reception area** includes a comfortable **seating zone** for waiting or relaxation. Locker rooms are available for both men and women, offering changing space, storage lockers, and shower facilities.

Visibility

One noticeable limitation in the current placement strategy of AZ Fitness is its **lack of visibility within and around AZ Tower**. Despite being in a prominent high-rise building with high daily foot traffic from office workers and visitors, the fitness center **does not feature any external signage, posters, or branded banners** that would indicate its presence to passersby.

Similarly, within the AZ Tower lobby, **there are no visible wayfinding elements or promotional materials** to guide potential clients toward the third-floor fitness center. As a result, individuals unfamiliar with the gym may remain unaware of its existence, which limits the potential to attract spontaneous visitors or new customers from among the building's occupants and visitors.

This shortcoming represents a missed opportunity to leverage the strategic location of the fitness center, especially considering its proximity to several large office complexes. The topic of **increasing visibility and physical brand presence** will be addressed in more detail in the proposal part of this thesis.

2.3.4 Promotion

The promotional strategy of AZ Fitness focuses on **raising brand awareness, increasing membership sales, and attracting new clients**. In a competitive urban fitness market, the ability to effectively communicate service value and engage target audiences is a key factor in customer acquisition and retention.

Target Audience

AZ Fitness directs its promotional efforts primarily at **individuals interested in an active and healthy lifestyle**, with a focus on **office professionals** working in nearby buildings, **fitness enthusiasts**, and **existing clients** who may be motivated to expand their service usage or refer others. The messaging and services are tailored to clients who value personalized training, modern equipment, and wellness amenities.

Promotional Tools

AZ Fitness currently relies on a limited but functional set of promotional tools. These include:

A) Advertising

The fitness center **does not run any paid advertising campaigns** through Google Ads, Facebook Ads, Instagram Ads, or other digital ad platforms. There are also no billboard ads or print advertising activities associated with the brand. As a result, the brand's visibility beyond its immediate customer base remains limited and relies heavily on organic reach and word-of-mouth.

B) Sales Promotion

AZ Fitness **occasionally launches special promotional offers**, which are communicated through:

- **In-gym digital signage** (displayed on a TV near the reception desk, though not always clearly visible to all customers),
- **Social media posts on Instagram and Facebook**,
- **Website announcements** in the form of graphics or banners.

Examples of recent promotional campaigns include:

- **Summer Deal (April–May 2025)**: "3 + 1 Month Free" membership promotion, offering one additional month free with the purchase of a 3-month membership. This was promoted with a visually engaging graphic and tagline: *"Ve formě i přes léto?"* (Stay in shape over summer?).
- **Christmas Offer (November–December 2024)**: A holiday pricing package offering discounts on solarium time, entry passes, and multi-month memberships. Prices were bundled and promoted visually under the label *"Vánoční akční ceník."*
- **"Bring a Friend" Promotion**: As part of the "Akce měsíce" (Monthly Deal), clients could bring a friend for a **free first visit**, provided the guest registered through the AZ Fitness app. This campaign encouraged community and accountability in training, using the phrase: *"Motivace ve dvou je vždy jednodušší."*

These promotions serve to reward loyalty, increase engagement, and encourage new user acquisition, although their **visibility is currently limited** to existing followers or in-gym visitors.[22]

C) Community Engagement and Events

Beyond standard promotional posts and price-based incentives, AZ Fitness actively engages its community through **interactive campaigns and events**, primarily on Instagram and within the gym. These activities serve as important tools for increasing

brand visibility, fostering loyalty among existing members, and creating a more personal connection with the audience.

One such initiative was a **raffle giveaway** on Instagram, where followers had the chance to win **two tickets to the Brno student music festival “Studentský Majáles.”** The participation conditions were simple: follow the AZ Fitness Instagram account (@azfitnessbrno) and tag a friend in the comments. The winner was then randomly selected. This format followed the standard structure of social media giveaways and was designed to increase page engagement and reach among younger audiences, particularly students.[23]

In addition to giveaways, AZ Fitness occasionally organizes **Instagram-based challenges** to motivate participation and content creation. For example, a **plank challenge** invited followers to submit a photo of themselves performing a plank on two inflatable exercise balls. Participants had to tag AZ Fitness and share their entry publicly. Two winners were selected and awarded a **500 CZK voucher** to the gym’s in-house bar, reinforcing brand interaction both online and in-person.

The most successful recent event was the **AZ Fitness Quiz**, organized directly in the gym. The quiz featured a mix of general knowledge and fitness-themed questions, carefully designed to be accessible to all visitors regardless of their fitness knowledge. The event attracted approximately **30 participants** and created a lively, social atmosphere. Prizes included **two one-month memberships, vouchers to the gym bar, and sports drinks**. The quiz was not only well-attended but also highly engaging, strengthening the sense of community among clients.

These activities illustrate AZ Fitness’s efforts to go beyond traditional promotion and build meaningful, experience-driven relationships with its customers. While limited in frequency and scale, such events demonstrate strong potential for brand loyalty development and local community building. Opportunities to expand and systematize these initiatives will be explored in the proposal part of this thesis.

2.4 Competition Analysis based on Marketing mix

In order to better understand AZ Fitness's current market positioning and identify areas for improvement, a **competitive analysis based on the marketing mix model (4P)** will be conducted. This approach allows for a structured comparison of the key elements that shape the value proposition and customer experience of competing fitness centers.

The analysis focuses on **two direct competitors** located in close proximity to AZ Fitness:

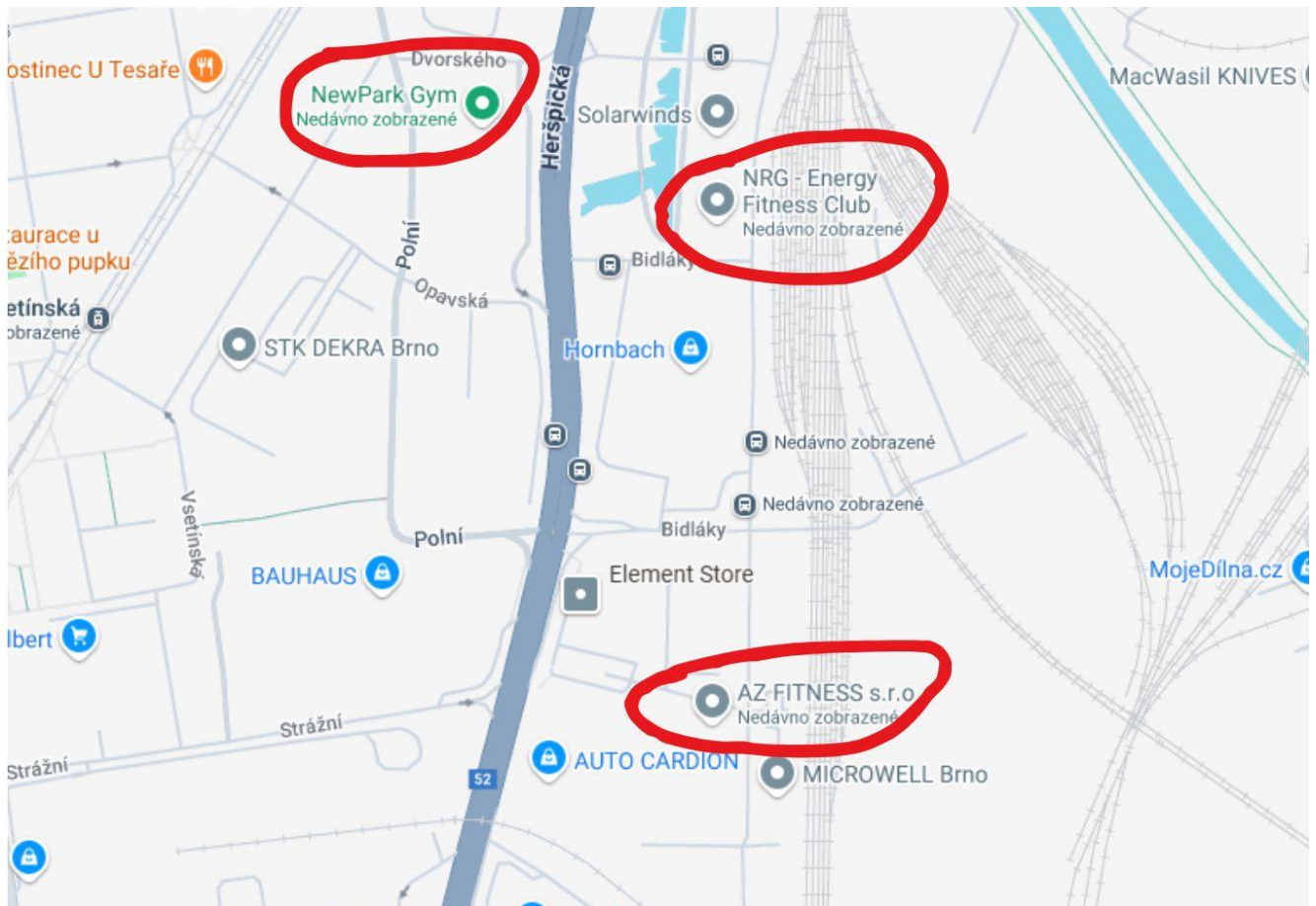
- **NRG Fitness**, situated within the **Spielberk Office Center**, approximately 500 meters (7-minute walk) from AZ Fitness, and
- **NewPark Gym**, located roughly 800 meters away (13-minute walk).

These two fitness centers represent **the most immediate competitive threat** due to their location, modern facilities, and service offerings targeted at a similar customer base — working professionals, fitness enthusiasts, and urban residents. By evaluating and comparing the **Product, Price, Place, and Promotion** strategies of each competitor, this analysis aims to highlight key differences, competitive advantages, and potential gaps in AZ Fitness's current marketing approach.

The findings will directly inform the proposal chapter of this thesis, where actionable recommendations for AZ Fitness will be developed in response to observed market dynamics and competitor strengths.

The map below displays the geographical locations of the three fitness centers included in the competitive analysis: AZ Fitness, NRG Fitness, and NewPark Gym. Each location is clearly marked and circled to highlight their proximity within the Brno area. This visual comparison helps illustrate the local competition and the accessibility of each facility for potential customers.

Figure 3: Map of Fitness centers included analysis



2.5 Marketing Mix of NRG Fitness

2.5.1 Product

NRG Fitness, located in the **Spielberk Office Center**, approximately 500 meters (7 minutes on foot) from AZ Fitness, offers a diverse portfolio of services that combine fitness, group training, and wellness experiences. The facility positions itself as a comprehensive health club focused on performance, recovery, and convenience.

A) Services

The core service is access to a fully equipped gym and **unlimited group classes**, included in all membership and one-time entry options. The range of available group workouts includes:

- **Yoga**
- **Push-Pull Training**
- **Circuit Training**
- **Cardio Trainings**
- **Wake Up and Sweat**
- **Spinning**
- **Full Body Sculpt**

These sessions are designed to cover both strength and conditioning disciplines, with options for early morning and evening exercise routines suitable for working professionals.

Personal training is available, though limited to a **single in-house trainer** who provides individualized plans and a flexible training approach. Training pricing is as follows:

- 60-minute personal training
- Package of 11 sessions
- Dual training (2 clients)

Wellness services are a key differentiator for NRG Fitness:

- **Sauna & Relaxation Zone:** Included in all memberships and one-time entries at no extra cost, offering an advantage over gyms that charge separately for sauna access.
- **Solarium:** Available, providing clients with aesthetic and wellness-related benefits.

- **Sports Massages:** A wide range of therapeutic massages is offered, including full body, targeted zones (back, neck, arms, legs), and abdominal-focused massages. Prices range from:
 - 15 minutes
 - 30 minutes
 - 60 minutes
 - 90 minutes
- **Thai Massages:** Including Classic Thai, Aroma Oil, and Foot & Hands massages. These services are currently marked as **unavailable due to technical issues**.
- **Fitness Diagnostics & Consultations:** 30-minute sessions, focused on analyzing body composition and training effectiveness, though this service is also temporarily unavailable.

Membership options include:

- **One-time entry**
 - **1-month unlimited access**
 - **3-month unlimited access**
- All memberships include gym access, group classes, sauna use, and unlimited visits. The 3-month option also includes **a towel provided for each training session**.

NRG Fitness accepts benefit programs such as **MultiSport** and **ActivePass**, and offers discounted pricing for students.

B) Other Products (Physical Goods)

NRG Fitness also offers a range of physical products that support the client experience:

- **Shakers** – Branded drink shakers available at the front desk
- **Towel Rental** – Included with some memberships or available individually

- **Drinks and Supplements** – A variety of nutritional products and beverages are sold on-site
- **Parking Card** – Parking access is granted only to holders of an **NRG Fitness Club Card**, limiting its availability to regular members[24]

2.5.2 Price

Table 9: Price Table of NRG Fitness

Category	Service / Product	Price (CZK)	Notes
Memberships	"1-Month Membership	"	"1,900 CZK
	1-Month Membership (Student)	1,500 CZK	Same as above, student discount
	3-Month Membership	5,200 CZK	Unlimited gym, group lessons, sauna, towel included per visit
One-Time Entry	"Single Entry	"	"190 CZK
	"Single Entry (Student)	"	"150 CZK
Personal Training	60-minute Personal Training	600 CZK	1-on-1 individual training
	Package of 11 Trainings	5,499 CZK	Prepaid package
	Dual Training (2 persons)	450 CZK/person	Training in pairs
Wellness	Sauna & Relaxation Zone	Included	Included in all types of entry

	Solarium	13 CZK/min	Pay-per-minute tanning service
Massages	Sports Massage (Full Body, 90 min)	1,200 CZK	Recovery & performance massage
	Sports Massage (60 min)	900 CZK	
	Sports Massage (30 min)	500 CZK	
	Back + Neck (30 min)	500 CZK	
	Legs Front or Back (20–30 min)	300–500 CZK	Separate for front or back
	Abdomen + Chest (15 min)	250 CZK	
	Arms (20 min)	300 CZK	
	Classic Thai (60 min)	850 CZK	Currently unavailable
	Aroma Oil Massage (60 min)	1,000 CZK	Currently unavailable
	Foot & Hands Massage (60 min)	850–1,000 CZK	Currently unavailable
	Sport Massage with Oil (60 min)	850 CZK	Currently unavailable
Other Products	Towel Rental	20 CZK	
	Protein Shake	45 CZK	
	Packed Water	35 CZK	
	Parking Card (for NRG Club Card holders only)		Parking available only with active NRG membership

	Diagnostics & Consultation (30 min)	350 CZK	Currently unavailable
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2.5.3 Place

NRG Fitness is located in the **Spielberk Office Centre** at **Holandská 878/2, Brno**, situated on the **ground floor** of one of the city's most modern business complexes. This strategic location places the gym in direct contact with a high-volume professional environment, surrounded by corporate offices, international firms, and business travelers. The center is positioned just **500 meters (7-minute walk)** from AZ Fitness, making it one of its closest and most relevant competitors in Brno.

Physical Location

The gym's **ground floor position** within the Spielberk Office Centre ensures convenient access for both visitors and employees working in the building. Its placement within such a high-profile business park offers a natural alignment with its target audience — working professionals looking for flexible, high-quality fitness and wellness services during or around office hours. Entry is clearly marked, and the reception is easily accessible from the main entrance.

The interior includes a **well-equipped gym area, dedicated rooms for group classes, a sauna and relaxation zone, massage rooms**, and reception space. The layout supports smooth circulation between training and wellness zones, contributing to a well-organized customer flow.

Public Transport Accessibility

NRG Fitness benefits from relatively good public transport accessibility:

- The **nearest bus stop** is **Bidláky**, located just **210 meters** (approximately **3 minutes on foot**) from the gym. It is served by **bus line 40**, which runs at **20-minute intervals**, connecting the area with other districts of Brno.

- The **closest tram stop** is **Vojtova**, located **850 meters** away (**12-minute walk**). Although slightly less convenient than the bus, it adds connectivity for visitors who commute via tram.

Parking and Entry Conditions

Parking is available on 15 reserved spaces directly behind the fitness center.

However, access is **strictly limited to holders of the NRG Fitness Club Card**. To use the parking:

- Clients must be **physically present in the gym**
- Parking is allowed for a **maximum of 120 minutes**
- Visitors must **set their arrival time manually** using the time dial on their club card, which is displayed on the vehicle dashboard

Visibility

The visibility of NRG Fitness is **only marginally better** than that of AZ Fitness. The gym benefits from a **standing sign placed near the entrance** to the Spielberk Office Centre, which helps passersby and first-time visitors locate the general building where the fitness center is situated. This external signage is helpful in identifying the building entrance but does not provide sufficient guidance beyond that point.

Once inside the **main reception area of the office building**, there are **no additional signs or navigational elements** directing visitors toward the fitness center itself. As a result, individuals unfamiliar with the facility may encounter uncertainty in finding the correct path to the gym entrance, particularly during their first visit.

This **limited internal visibility** may pose a barrier to spontaneous visits or new customer acquisition and represents a missed opportunity to leverage the gym's strategic location within a busy business complex.

Figure 4: Standing sign NRG Fitness



2.5.4 Promotion

NRG Fitness's promotional efforts appear to be relatively limited in scope and visibility. While the gym positions itself as a **premium fitness provider**, with claims such as "*nejlepší fitko v Brně*" (the best gym in Brno) featured prominently on its website, there is little publicly available evidence of a structured or active promotional strategy across digital or physical channels.

Target Audience

Given its location within the **Spielberk Office Centre** and proximity to other corporate buildings, the gym's target audience largely overlaps with that of AZ Fitness. This includes **working professionals**, **fitness enthusiasts**, and **urban residents** seeking a combination of performance training and wellness in a modern, premium environment.

Promotional Tools

A) Advertising

There is **no accessible data** indicating whether NRG Fitness engages in any form of **paid advertising** (e.g., Google Ads, Facebook/Instagram ads, sponsored posts). Their

visibility seems to rely primarily on **organic traffic**, social media presence, and word-of-mouth within the local office community.

B) Sales Promotion

NRG Fitness does not appear to regularly offer **discounted memberships, limited-time deals, or multi-month campaigns**. A few passive promotional suggestions are visible, such as marketing **membership vouchers as Christmas gifts**, but there is **no evidence of actual seasonal discounts or bundled offers**.

It is also notable that the gym only **introduced ISIC student discounts and student membership options in early 2025**, which is relatively late compared to industry standards. This may have slowed their ability to attract student clientele, a segment that AZ Fitness has targeted much earlier.

C) Community Engagement and Events

Unlike AZ Fitness, **NRG Fitness does not appear to actively organize any community events, challenges, or in-gym competitions**. The only visible example of community-driven content is a **five-year-old YouTube challenge** promoting branded shakers — with no recent follow-ups or event series since. There is **no announcements section on their website**, and no indications of offline or online initiatives designed to engage their member base beyond regular training.[25]

NRG Fitness maintains an **Instagram, Facebook page, and website**, which are used for basic informational purposes but do not demonstrate an active or creative promotional approach.

2.6 Marketing Mix of NewPark Gym

2.6.1 Product

NewPark Gym is one of the largest and most versatile fitness facilities in the city, with a total area of **2,300 m²**. Designed as a multifunctional training center, the gym integrates general fitness, performance training, and combat sports, catering to a broad spectrum of clients — from complete beginners to competitive athletes.

A) Services

Training Areas:

- **Fitness Zone:** A large gym area equipped with more than **60 Hammer Strength machines**, covering all major strength training needs.
- **Functional Zone:** An **800 m² open training space** dedicated to crosstraining, mobility, and functional workouts.
- **Group Training Hall:** Space for instructor-led fitness sessions.
- **Fighting Zone:** Includes a professional **ring**, **large MMA cage**, and **punching bags**; hosts combat sport classes across disciplines.
- **Strongman Zone:** Outfitted with specialized strength equipment such as sleds, yokes, and atlas stones.

Group Lessons:

NewPark Gym provides a broad variety of group fitness classes, including:

- Fitness Mix
- Circuit Training
- Jumping Space
- Kangoo Jumping
- Crosstraining
- TRX (available in both **Czech** and **Ukrainian**)
- Pilates + Stretching (available in both **Czech** and **Ukrainian**)
- Olympic Weightlifting (Vzpírání)

The inclusion of lessons in **Ukrainian** sets NewPark apart as an inclusive and internationally-aware fitness center, accommodating a broader client base.

Combat Sports Classes:

A key differentiator is NewPark's extensive combat sports program, which includes:

- MMA
- Brazilian Jiu-Jitsu (BJJ)
- MMA Judo
- BJJ Grappling
- MMA for Beginners
- Combat Sports for Women
- BJJ for Kids (ages 9+)

On-Ramp Course:

All new clients intending to join Crosstraining or Olympic Weightlifting classes must first complete the mandatory **ON RAMP** course. The program introduces correct movement technique and safety, and is offered in both group and personalized formats. Upon completion, clients receive a certificate and access to advanced classes.

Personal Training:

Personalized, one-on-one training sessions are available and adapted to the individual's goals. A valid gym entry (single or membership) is required in addition to the training.

Solarium:

NewPark Gym features a modern **Ergoline solarium**, offering both one-time access and prepaid usage packages.

Massage services are not offered at this facility.

Membership options include:

- Full-access and Happy Hour memberships (monthly, 3-month, 6-month, and annual options)
- 10-entry season passes
- One-time entries (for Open Gym or group classes)
- Mandatory ON RAMP course for Crosstraining and weightlifting
- Student/ISIC discounts (excluding certain pass types)

- Happy Hour discount window (9:00–13:00)

Other Products (Physical Goods)

Available physical products and consumables include:

- Branded **shakers**
- **Towel rentals**
- A selection of **drinks and supplements**, including water, energy drinks, and nutritional products

These are available at the front desk and support clients before and after their training sessions[26]

2.6.2 Price

Table 10: Price Table of NewPark Gym

Category	Service / Product	Price (CZK)	Notes
Memberships	Monthly Membership (Full Access)	1,630 CZK	Unlimited Open Gym or 1 group lesson per day
	Monthly Membership (Happy Hour, 9:00–13:00)	1,310 CZK	Time-restricted to Happy Hour period
	3-Month Membership (Full Access)	4,330 CZK	Same services as monthly, valid for 3 months
	6-Month Membership (Full Access)	8,150 CZK	Valid for 6 months

	Annual Membership (Full Access)	15,260 CZK	Valid for 12 months
One-Time Entry	Single Entry (Open Gym or Group Lesson)	160 CZK	No time limit; valid for one full visit or one group class
	10-Entry Pass	1,440 CZK	Valid for 2 months; not transferable
Discounts	Happy Hour Discount (9:00–13:00)	–20%	Applies to Happy Hour pass and one-time entry
	Student Discount (ISIC, age 12–26)	–20%	Applies to most services except long-term passes and Happy Hour
Personal Training	Individual Training Session	On request	60-minute 1-on-1 training; gym entry must be purchased separately
Courses	ON RAMP Course (Group, 5 hours)	1,610 CZK	Mandatory intro course for Crosstraining/Weightlifting + starter pack
	ON RAMP Course (Individual, 8 sessions)	On request	Tailored 1-on-1 version; includes certificate and gym access
Solarium	Solarium – per minute	18 CZK / min	
	Solarium Prepaid Package – 1,500 CZK	15 CZK / min	Valid for 6 months
	Solarium Prepaid Package – 3,000 CZK	12 CZK / min	Valid for 12 months

Other Products	Towel	40 CZK	
	Protein Shake	38 CZK	
	Packed Water	31 CZK	

2.6.3 Place

NewPark Gym is located at **Heršpická 6, Brno**, situated within a **vnitroblok area (courtyard complex)** inside a large, warehouse-style building. Despite being slightly set back from the main road, the gym benefits from excellent transport accessibility, convenient parking, and the best visibility among the three fitness centers compared in this thesis.

Physical Location

The gym occupies a **spacious industrial-style facility** in a repurposed warehouse, contributing to its large-scale fitness environment spanning 2,300 m². It is accessed from the inner courtyard of the complex, which contains various commercial units. The entrance to the gym is clearly marked with signage at the **building itself**, and **directional signs** are placed at the courtyard entry to help visitors find their way.

Public Transport Accessibility

The gym is very well connected to Brno's public transport system. The **nearest tram stop is Vojtova**, located just **350 meters (approx. 5-minute walk)** from the entrance. Tram line **number 8** serves this stop with **6–7 minute intervals**, providing frequent and reliable access from various parts of the city, including the city center.

This high-frequency tram service gives NewPark Gym a competitive advantage over other gyms in terms of accessibility by public transport, especially when compared to AZ Fitness and NRG Fitness, which are farther from reliable tram access.

Parking and Entry

NewPark Gym offers **90 minutes of free parking** within the **vnitroblok courtyard**. Clients drive through a gate barrier to enter, where they receive a parking ticket from a

machine. This ticket is **stamped at the fitness center reception**, making the parking free for the specified duration.

The **availability of parking spaces depends on the time of day**, as the lot is shared with other businesses in the complex. However, this system generally provides convenient access for clients arriving by car, especially for daytime visits.

Visibility

Among all three fitness centers analyzed, **NewPark Gym has the strongest physical visibility**. At the **entry to the courtyard**, a **sign with an arrow** points visitors toward the gym. Additionally, the **building where the gym is housed features a large-scale exterior billboard** with the NewPark Gym branding.

This **gigantic visual display is visible from both directions of Heršpická Street**, one of Brno's main arterial roads leading into and out of the city. The billboard is also partially visible from **Spilberk Office Park** and surrounding buildings, enhancing awareness among local office workers and passing traffic. These strong visual cues help the gym stand out and attract attention from both pedestrians and drivers.

Figure 5: NewPark Gym visibility 1

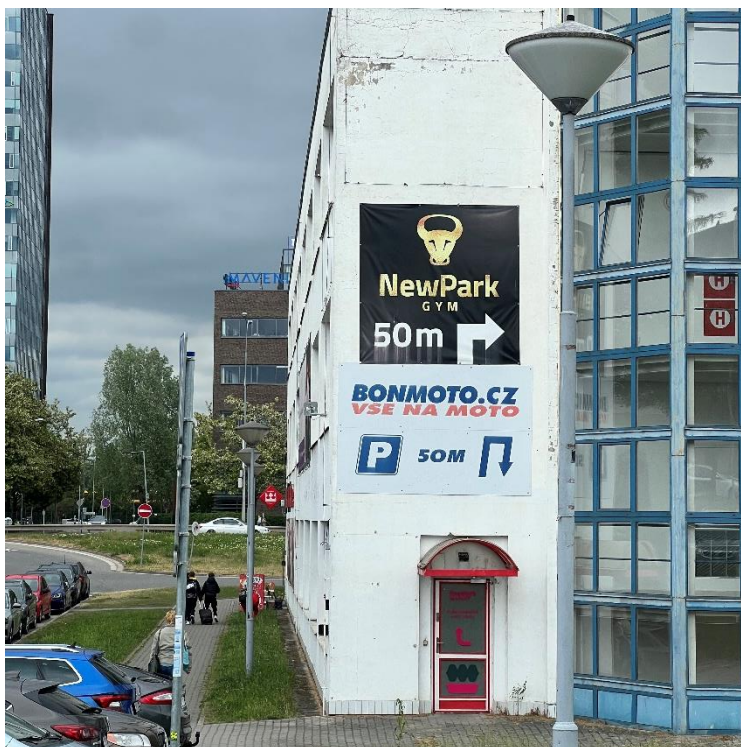


Figure 6: NewPark Gym visibility 2



Figure 7: New Park Gym visibility 3



Figure 8: New Park Gym visibility 4



2.6.4 Promotion

The promotional strategy of NewPark Gym is not explicitly defined through publicly visible campaigns or stated objectives, but the nature of its offering and location suggest a broad and inclusive approach. Unlike AZ Fitness and NRG Fitness, which are situated directly within high-density office complexes, NewPark Gym appears to focus more on **local residents, fitness enthusiasts, and combat sports practitioners**, while still being accessible to those commuting from across the city due to its excellent tram connectivity.

Target Audience

The gym likely targets a diverse mix of client segments, including:

- **Local residents** from the nearby residential neighborhoods

- **Fitness and health-conscious individuals** seeking a large, well-equipped facility
- **Strength athletes and functional fitness trainees** drawn by the strongman and crosstraining zones
- **Combat sport enthusiasts**, including fighters and hobbyists, who are attracted to the dedicated fighting zone and wide variety of martial arts classes
- **Expats and Ukrainian-speaking clients**, due to the inclusion of multilingual group lessons

This broader and more inclusive audience positioning reflects the facility's physical scale, diverse offering, and multilingual approach.

Promotional Tools

A) Advertising

There is **no publicly available evidence** of paid advertising campaigns run by NewPark Gym. Whether the company uses digital ads (e.g., Facebook, Instagram, Google Ads) could not be verified, and there are no mentions of print or billboard campaigns beyond the in-place signage and branding at the facility itself.

B) Sales Promotion

NewPark Gym does **not actively promote limited-time offers or discounts** on its website or social media. Unlike AZ Fitness, there are no seasonal promotions (e.g., summer, Christmas) or membership bundles advertised as temporary deals. The only regularly mentioned options include the **ON RAMP course**, general membership types, and student/Happy Hour discounts, all of which are permanent components of the offering rather than promotional actions.

C) Community Engagement and Events

The gym does **not appear to organize any additional community events, challenges, or social activities**. Its Instagram and website mainly focus on sharing **weekly lesson schedules, gym news, and updates about regular classes**, without any evidence of larger-scale community-building activities. This represents a relatively **low level of direct customer engagement** compared to gyms that organize raffles, quizzes, or in-gym competitions.[27]

2.7 Conclusion of Competitor Analysis

The competitor analysis presented in this chapter was conducted using publicly available and up-to-date information sourced from the **official websites, social media profiles, and observations from real-world visits** to the selected fitness centers. The goal was to objectively examine the **marketing mix (4P)** strategies of **NRG Fitness** and **NewPark Gym**, two of the most relevant competitors located in close proximity to AZ Fitness.

Each competitor offers a unique set of services and promotional approaches, with varying degrees of specialization, accessibility, and market positioning. While NRG Fitness emphasizes wellness and convenience within a corporate environment, NewPark Gym stands out through scale, combat sports offerings, and inclusivity.

The findings of this analysis will serve as an important reference point in the upcoming **proposal chapter**, where specific and practical recommendations will be made to enhance the **marketing mix of AZ Fitness**, particularly in areas where its offering or positioning can be improved in comparison to local competitors.

3 PROPOSAL PART

Based on the analysis of AZ Fitness's current marketing mix, customer preferences, and competitor strategies, it has become evident that several aspects of the existing marketing approach can be enhanced to better attract and retain clients—particularly

during weekends, when attendance is significantly lower. The following proposal presents specific and actionable suggestions aimed at improving the core elements of the marketing mix (Product, Price, Place, and Promotion) to increase brand visibility, strengthen customer loyalty, and boost overall foot traffic. These recommendations are grounded in the findings from the analytical part of the thesis and are tailored to fit the local market conditions and AZ Fitness's unique position within the Brno fitness industry.

3.1 Product

To address the issue of lower visitor numbers on weekends, AZ Fitness should consider the following product innovations and service enhancements:

3.1.1 Weekend Pass Introduction

A specialized weekend pass could be introduced at a competitive price point, allowing unlimited access to the gym during Saturdays and Sundays. This offer would cater to working individuals who are unable to attend during weekdays and would help increase weekend foot traffic.

Weekend Pass – 1 Month

To attract clients who can only visit on weekends and do not wish to pay for a full membership, AZ Fitness should introduce a **weekend-only pass**. This pass would grant access to the gym on Saturdays and Sundays for one calendar month.

- **Price:** 590 CZK/month
- **Access:** Unlimited entry on weekends only
- **Target group:** Full-time employees, students, or occasional exercisers who prioritize affordability and flexibility

The price was determined by estimating the per-day value of existing memberships (approx. 50–57 CZK/day), multiplied by the average number of weekend days per

month (9), and adding a modest convenience margin. This makes the pass a valuable and cost-effective option without undercutting the value of the full membership.

Implementation Timeline: Month 1–2

Steps:

- Define purchase terms and update sales system (Month 1)
- Prepare and publish visuals on the website and reception (Month 2)
- Train reception staff on new product and sales pitch (Month 2)

Resources Needed:

- Graphic designer for visuals (internal)
- Website admin for adding new pass
- Reception staff training (1 session)
- Social media announcement post (part of ad budget)

3.1.2 Transparent Pricing for Massages

Currently, massage pricing is not listed publicly, which may discourage potential clients from booking. Clearly displaying massage prices on the official website—similar to competitors such as Energy Fitness—would remove this friction point and increase interest in wellness services.

3.1.3 Expanded Weekend Group Classes

Many customers look for structured workouts on weekends. By introducing more group classes specifically scheduled for Saturdays and Sundays, the center can attract clients who prefer guided training. If current staffing levels are insufficient, external trainers could be contracted for weekend sessions.

3.1.4 New Wellness Weekend Package

A bundled wellness package for weekends could include gym access, a massage, and entry to the wellness zone, offered at a slightly discounted rate. This would appeal to couples or individuals seeking a relaxing weekend activity and could position the center as a hybrid of fitness and wellness.

3.1.5 Wellness Weekend Package

To strengthen AZ Fitness's positioning as both a fitness and relaxation destination, a new **Wellness Weekend Package** is proposed. This offer includes gym access, a 30-minute massage, and a sauna session, valid exclusively on Saturdays or Sundays.

- **Price:** 790 CZK / person
- **Includes:** 1× gym entry, 1× 30-minute massage, 1× 120-minute sauna access
- **Duo Package:** 1,490 CZK for 2 people
- **Target audience:** Adults aged 25–45 seeking weekend relaxation, couples, office workers

The price was calculated by summing the standard individual prices of the included services (approx. 880 CZK) and applying a package discount to create perceived value while maintaining profitability. This initiative can also improve massage utilization during weekends and increase cross-service engagement.

3.1.6 Rental of Training Halls

During weekends when demand for group classes is lower, the underutilized training halls could be offered for rent to external instructors, personal trainers, or small wellness groups. This would generate additional revenue and expand AZ Fitness's reach within the local fitness community. Price would be determined by the owner.

Implementation Timeline: Month 3–4

Steps:

- Define rental terms and pricing (Month 3)
- Promote availability on website and social media (Month 4)
- Create online booking inquiry form

Resources Needed:

- Legal/financial input for contract template
- Website update and visuals
- Communication with trainers or businesses

3.2 Price

Although no fundamental pricing change is proposed, price-related strategies can be adjusted to support the product innovations:

3.2.1 Discounted Weekend Packages

Special weekend-only offers (e.g., “2-for-1 entry,” group discounts, or wellness bundles) can incentivize weekend visits without affecting regular weekday pricing.

3.2.2 Membership Addons

Offer optional wellness add-ons to regular memberships, such as discounted massage credits or weekend class bundles.

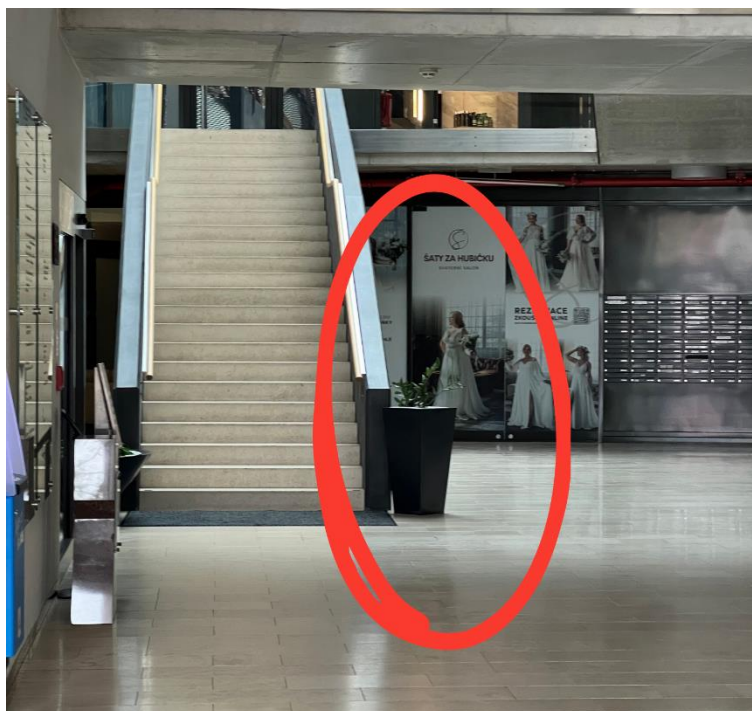
3.3 Place

Improving the **visibility** of AZ Fitness is essential, especially given its location in the AZ Tower, see NewPark Gym visibility perks on page 56, where a clear and large emphasis is put on the visibility of the fitness center.

3.3.1 Enhanced Signage in AZ Tower

Many potential clients are unaware of the gym's location. Introducing large, freestanding sign in the lobby of AZ Tower—with clear navigation to the fitness center—would increase walk-in interest and visibility to nearby businesses and visitors. Here is a suggestion of a place where said standing sign could be placed. This is directly in the lobby of AZ Tower next to the stairs and elevator both leading to the 3rd floor where AZ Fitness is located

Figure 9: Visibility sign placement proposal



This place would be ideal spot for a standing sign with arrows pointing to fitness with AZ Fitness branding similar to NRG fitness sign that can be seen on page 48.

Implementation Timeline: Month 2–3

Steps:

- Get AZ Tower lobby layout approval (Month 1)
- Design and print signage (Month 2–3)
- Install signage with directional arrows (End of Month 3)

Resources Needed:

- Design services
- Printing vendor
- Approval from building management

3.4 Promotion

To ensure that the new offerings are communicated effectively, the following promotional activities are recommended:

3.4.1 TikTok Account Launch

Given the growing popularity of TikTok among target demographics, AZ Fitness should establish a profile and repost engaging Instagram videos. Behind-the-scenes content, trainer introductions, or workout highlights can expand brand visibility and attract younger users.

3.4.2 Weekend Events and Monthly Challenges

Introducing regular monthly fitness challenges, for example Squad Challenge, Bench Challenge etc., with small prizes could create a sense of community and engagement. Each month could feature a different trainer or training style, enhancing brand dynamism.

3.4.3 Social media advertising

A daily advertising budget of **1,000 CZK** for a **7-day Instagram campaign** is proposed to promote **special offers**, highlight **unique deals and events** (such as Summer Deal or Christmas offer), and raise awareness of weekend activities at AZ Fitness. These campaigns should include both Instagram Story and Feed placements, targeting users aged 20–40 living in the Brno area.

The suggested budget was calculated based on the average weekday revenue of AZ Fitness, which is approximately **35,000 CZK per day**. A 1,000 CZK advertising spend represents **less than 3%** of this daily revenue, making it a financially reasonable investment for targeted promotional boosts.

Over the course of the 7-day campaign, the total advertising spend would amount to **7,000 CZK**. Given that the average weekly revenue is approximately **175,000 CZK** (based on estimated weekday revenue of 35,000 CZK × 5 days and weekend revenue of 15,000 CZK × 2 days), this promotional budget would account for only **~4% of total weekly revenue**.

These campaigns would **only be launched** if a specific **offer or package is actively running** and requires additional visibility to maximize reach and engagement.

Implementation Timeline: Active only during special promotions (flexible)

Steps:

- Launch campaigns when offers like Weekend Pass or Wellness Package are live
- Define ad content and audience (Brno, age 20–40)
- Monitor reach and conversions, adjust if needed

Resources Needed:

- 1,000 CZK/day budget (7,000 CZK total per campaign)
- Instagram business account with ad access

3.5 Summary of Proposed Marketing Mix Improvements

Table 11: Summary of Proposed Improvements

Proposal	Goal	Timeline	Expected Impact
Weekend Pass (1 Month)	Attract price-sensitive weekend users	Month 1–2	Increase in weekend attendance from new segments
Wellness Weekend Package	Position gym as fitness + relaxation hub	Month 2–3	Higher engagement from adults & couples on weekends
Expanded Weekend Group Classes	Serve clients who prefer structured workouts	Month 2–4	Broaden appeal and use underutilized weekend slots
Rental of Training Halls	Monetize unused space during weekends	Month 3–4	Generate extra revenue and attract external trainers
Massage Price Transparency	Improve service accessibility	Immediate	More bookings from clients unaware of massage options
Standing Sign in AZ Tower Lobby	Increase visibility and attract walk-ins	Month 2–3	More spontaneous visits from office workers/guests

TikTok Account Launch	Increase online visibility among youth	Month 2 onward	Boost brand awareness and follower growth
Monthly Fitness Challenges	Build community and engagement	Ongoing (monthly)	Strengthen loyalty and word-of-mouth promotion

CONCLUSION

This bachelor thesis set out to analyze and improve the marketing mix of AZ Fitness, with a primary focus on addressing the challenge of low weekend attendance. Through a combination of theoretical exploration, customer persona development, competitive benchmarking, and practical observation, the research has provided a comprehensive overview of the current state of AZ Fitness’s marketing strategy and offered actionable proposals for its enhancement.

The theoretical part established a strong foundation by outlining the relevance of the 4P marketing mix model in the fitness industry, while also highlighting the significance of customer personas in designing more targeted and effective marketing activities. The analytical section demonstrated that although AZ Fitness offers high-quality services in a strategically located facility, certain weaknesses—particularly in visibility, weekend offerings, and promotional reach—limit its ability to attract a broader and more diverse client base during off-peak times.

The proposed solutions focus on enhancing the service offering through new weekend-specific products, improving price flexibility, increasing brand visibility within the AZ Tower, and expanding promotional efforts on digital platforms such as TikTok and Instagram. These recommendations are designed to be realistic, cost-effective, and easily implementable, and are supported by evidence from both internal analysis and external market comparison.

Ultimately, the goal of this thesis has been not only to solve a practical business problem but also to demonstrate how marketing theory can be applied in real-world

contexts to drive meaningful improvements. By adopting the proposed changes, AZ Fitness can strengthen its market position, improve customer engagement, and unlock new growth potential—especially during weekends. The findings and proposals presented here may also serve as a reference for other fitness centers facing similar challenges in today’s dynamic and competitive fitness landscape.

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LIST OF ABBREVIATIONS

BJJ: Brazilian Jiu-Jitsu

CRM: Customer Relationship Management

CZK: Czech Crown (Koruna)

MMA: Mixed Martial Arts

SPZ: Státní poznávací značka (license plate)

STP: Segmentation, Targeting, Positioning

TRX: Total Resistance eXercise

TV: Television

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ANNEX 1

Questions from the founder and company employee's interview

Business Operations & Services

What is the average daily revenue on weekends and on weekdays?

Is the parking card available only with a membership, or can it be purchased separately?

What is included with a MultiSport card?

What is the most popular and most frequently purchased membership package?

What is the difference between a membership and a prepaid pass (permanentka)?

Why are there no group classes on weekends?

Why did the previous owner sell the company?

Customers & Behavior

Do clients frequently ask about discounts, packages, or special offers?

Do you hear complaints about pricing? If yes, what do they usually relate to?

What forms of transportation do clients most commonly use to get here?

Have any clients mentioned that they stopped coming due to accessibility or parking issues?

Do people use the online reservation system or do they prefer to call?

Are clients generally aware of all the services we offer, or are they sometimes surprised by something we provide?

Do clients often say they came based on a recommendation from someone they know?

In your opinion, where do most new clients hear about AZ Fitness? (Instagram, Facebook, Google, walk-ins, word-of-mouth, etc.)

In your opinion, what is the main reason for lower attendance on weekends?

How would you describe a typical weekend visitor in terms of age, motivation, or workout preferences?

Products & Front Desk

What is the most popular product at the reception bar?

What are the most frequently asked about / purchased products at the reception bar?

Marketing & Promotion

Does the fitness center pay for any advertising on Google Ads or social media?

Does AZ Fitness have any advertising on billboards or other advertising spaces in Brno?

Who manages social media for AZ Fitness?

Staff Perspective

Who is the biggest competitor and why?

If you had full control over one change to improve the fitness center, what would you do?