



## BACKGROUND

The Retail and Fitness Company was number 1 in its industry for over 30-years.

There was little competition in the market. They had 5 different lines of business: retail stores, fitness centers, corporate fitness management, restaurants and cafes, and competitive fitness.

With the advent of on-line fitness, more choices of fitness centers, unique retail brands, and a younger generation wanting more, the brand and market share started to decline.

A new CEO was brought in to turn-around the business. information

## THE CHALLENGE

The retail stores were losing money, the fitness centers were profitable but membership was in decline. The Fitness Challenge business that ran sponsored races was doing very well. There were several problems. First, the 3 Directors of the businesses did not collaborate or align. Second, morale was low and turn-over high. Conscious Business Insights conducted a REAL Leadership and Cultural Fitness Assessment, and three additional leadership and cultural issues were highlighted:

1. Managers and leaders were promoted based on favoritism not on competency.
2. Excellent performance was rewarded the same as poor performance.
3. Teamwork and cross-collaboration was discouraged between the companies - creating internal competition.

## THE SOLUTION & RESULTS

Conscious Business Insights working closely with the company reinvented itself to become the "one-stop-shop" for fitness needs. They focused on building the managerial and leadership skills of their directors and rewarding teamwork. They established a culture of continual learning and transparent feedback. They made a number of strategic decisions on marketing and refreshing the brand. They refocused their sales efforts on fitness membership from giving discounts to providing benefits to membership at their stores, restaurants, fitness challenge programs and the fitness centers.

The Senior team worked on transforming leadership effectiveness and created a high performing culture.

Within 6-months membership increased by 30%. Within 18-months the company was producing a small profit.

After 2-years, the company is now seeing organic growth.

For information or a demonstration of our methodology and technology

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