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The Case of EvoluGYM: Designing and Analyzing the Communication Strategy of a Fictional Fitness Brand

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Faculté de Philosophie et Lettres
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The Case of EvoluGYM:
Designing and Analyzing the Communication Strategy of a Fictional Fitness Brand

Mémoire de création en anglais présenté par Mara BALDARELLI
en vue de l'obtention du diplôme de Master en Communication Multilingue
à finalité spécialisée en communication interculturelle et des organisations internationales

Sous la direction de Marie HERBILLON et Quanah ZIMMERMAN
Lectrice : Lieselotte BREMS

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PART 1: Introduction and Methodological Framework

1. Introduction

In a world where individuals are hyper connected, social media has forged its way into their lives and has become part of their everyday consumption habits. Indeed, these digital platforms provide rapid online recommendations based on current trends: from original and trendy recipes at a restaurant to the most effective cardio routine, social media shapes our daily lifestyle choices. Brands that rely on social media as a primary marketing and communication tool in order to increase their sales and enhance their online popularity have recognized the power of these mediums. Thus, many online strategies have been implemented to reach new customers, such as organization of interactive events, online communication campaigns, collaborations with popular influencers and the publication of weekly stories and posts about the brand itself and its products. Sharing opinions and promoting a brand have been key drivers behind the phenomenon of products or brands becoming 'viral' or 'trendy'. These specific digital phenomena have been present across many sectors, including beauty, luxury, fashion, sports, fitness, nutrition, and other lifestyle-related industries. In this regard, because these fields are still very popular on social media platforms, this dissertation will focus on the sports, fitness and nutrition industries.

In 2025, I visited a fitness center located in Liège, which I had never heard of before, and which did not have any communication strategy in place. During the first year of my master's degree, we were asked by Professor Gilson to work on a fictitious communication campaign in public relations, as part of the course entitled *Pratiques des relations publiques dans l'ère numérique*. I took this opportunity to create the communication strategy of the fitness center I was visiting because I realized that it did not have a clear and strong strategy to help it prosper over time. Moreover, in the context of social media where the topics related to fitness, sports, nutrition and a heathy lifestyle are recurrent and highly popular trends, I found it relevant to choose this particular sector for my work. One year later, this whole concept inspired me significantly for my master's thesis. Therefore, I decided to keep the same fitness industry as my main topic, but I went one step further by developing a fictitious fitness company that does not exist in real life for the purpose of this dissertation.

This work seeks to understand how a communication strategy can build a strong fitness company that wants to increase its visibility and respond to the modern codes of the healthy lifestyle culture that is prominent on social media platforms today. In this context, the following hypothesis has been formulated in order to orient this project: if EvoluGYM implements a coherent multi-platform communication strategy based on fundamental principles of marketing and public relations, such as including modern and interactive digital communication, branding techniques and both online and offline campaigns, then the brand will be able to strengthen its visibility and develop a more competitive position within the fitness market. As a result, EvoluGYM could become successful within the fitness industry and attract members who are interested in improving their overall health and lifestyle. These research questions will also guide this dissertation: How is a brand built within a competitive market? What type of communication strategy should be implemented? How is such strategy developed, and what are the parameters of its success? In the context of this dissertation, how can a realistic yet fictitious communication campaign be designed in order to contribute to the success of EvoluGYM?

To support this evaluation, the dissertation is structured into three main parts, which combine both theoretical reflection and practical application. The first part establishes the contextual and methodological framework of the study by introducing the research context and outlining the methodology adopted throughout the project.

The second part focuses on theoretical foundations of branding and marketing within the fitness industry. It examines the evolution of the fitness lifestyle as a global trend, defines the concept of a brand, and introduces the fictitious fitness center. Moreover, based on the observation of market practices and data collected from digital platforms and official brand materials, this section also includes comparative analyses of visual identity systems, pricing strategies, service offerings, and communication practices. In addition, it explores key branding concepts such as brand identity, brand image, positioning, storytelling, audience targeting and many other, all of which contribute to the development of a coherent multi-platform communication approach at the time of the fitness center's launch.

The third and final part presents the practical implementation of this strategy through the creation of concrete communication tools and promotional initiatives in order to maximize the visibility and long-term development of EvoluGYM. These include the design of social media

platforms, a website, branded products, partnerships, events, and related communication activities.

This work does not follow the structure of a traditional dissertation based solely on the theoretical and critical analysis of a specific topic. Rather, it adopts a project-oriented approach that combines academic research with the development of a concrete communication strategy. This dissertation thus seeks to demonstrate how a fitness brand can effectively position itself and build a strong identity within a highly competitive market.

2. Methodology

In recent years, social media has become central to the communication strategies of many companies. According to a study conducted by Li et al., the rapid expansion of these platforms over the past decade has highlighted the need for structured approaches that increase marketing performances and advance customer engagement (Li et al., 2021: p. 66). Companies leverage social media platforms to expand their geographic reach and bolster brand evaluation (Li et al., 2021: p. 51). In this context, the role of social media has shifted from being a simple communication tool to a strategic resource and a source of marketing intelligence that marketers must strategically integrate into their overall communication strategies (Li et al., 2021: p. 54).

In the beginning, I considered working on an existing fitness center as the basis for this dissertation, but I eventually decided to adopt a different methodological approach. My first intention was to work on Cornetto Gym, a fitness center located in Liège, as I expected that a real-life case study would provide a solid foundation and valuable data. However, despite several attempts, it was not possible to arrange a meeting with the founder, and the fitness center faced a series of operational and administrative difficulties, including a temporary closure and a fire. As a result, access to reliable information became too limited to support the development of a comprehensive communication strategy. For these reasons, I chose to develop a fictitious company from the ground up. This approach allowed me to overcome these constraints while having greater flexibility to design a coherent communication strategy. Although fictitious, the project was designed to remain realistic and applicable to the current fitness market.

A benchmarking analysis constitutes the starting point for the development of EvoluGYM's communication strategy within the fitness industry. For this purpose, three different fitness centers have been selected to conduct a comparative analysis of their communication practices, based on criteria such as their positioning within the market and activity on social media platforms. The selected fitness centers were chosen because they can be considered relatively well-known among fitness practitioners. On the one hand, Basic-fit and Jims are recognizable names with a presence across many cities. On the other hand, Evo land, was included to provide a contrast with the more accessible and standardized fitness brands, given its more limited presence and distinctive positioning. Therefore, this selection makes it possible to compare EvoluGYM with both mainstream fitness brands and a more differentiated fitness center within the sector. This analysis follows a systematic approach that examines their digital presence

based on predefined criteria such as brand identity, positioning, content types, tone of voice, storytelling, platforms used and community engagement. This ensures comparability across the three cases and allows for the identification of communication gaps and opportunities within the sector.

After this comparative framework, a platform-specific analysis of major social media channels, such as Facebook, Instagram, TikTok, and LinkedIn is also conducted, based on the observation of existing brand practices. The objective is to determine the relevance of each platform for EvoluGYM according to its target audiences, communication purposes, content formats, and strategic objectives. Criteria such as audience engagement, content adaptability and alignment with communication goals will be used. In parallel, particular attention is given to the brand's website which functions as a 'communication hub' as it centralizes the information related to EvoluGYM's services, products, team members and brand values, analyzed in terms of coherence with brand identity, and overall user experience.

Furthermore, this dissertation explores additional communication levers, including strategic collaborations with influencers or partner brands, as well as the organization of events, selected based on their alignment with the brand identity and their position within the current fitness industry trends. All these initiatives are considered essential tools to strengthen EvoluGYM's visibility and prove its credibility on the market. The methodology additionally culminates in the development of a communication plan that integrates these different elements into a coherent and actionable strategy (i.e. content planning, platform coordination, campaign structuring and the definition of key communication messages).

Moreover, a series of visual materials was developed to illustrate the proposed communication strategy for EvoluGYM. These visual elements include branding materials, mood boards, stakeholder analyses, communication tools, website mock-ups, social media content, event announcements, advertising campaigns, and communication planning documents. Part of these visuals were designed through Canva to embody creative work and the platform's design functionalities to translate the theoretical concepts presented (second part of this dissertation) into practical communication applications (third part of this work). The social media content presented in this dissertation (e.g. for Facebook, Instagram, TikTok, LinkedIn) was created directly on each platform. Personal photographs and visual inspirations sourced from publicly available content (e.g. Pinterest) were also used for both types of visual designs. Some of these

materials were also adapted in Canva or with the help of the artificial intelligence to ensure consistency with the fitness center's visual identity. These illustrations are conceptual prototypes designed to demonstrate how EvoluGYM's communication strategy could be implemented in practice.

To consolidate the creative choices made throughout this process, a visual brand guideline has been developed and is provided in the appendices (pp. 107-109). This three-page document brings together the main elements of EvoluGYM's identity, including typography, color palette, logo designs, content types, and design principles. It also provides additional examples and mock-ups, such as outdoor advertising and merchandising applications, to illustrate how the visual identity can be consistently applied across different communication formats.

Finally, it is important to clarify the scope of this master's thesis. The objective of this dissertation is to develop an effective communication strategy and examine how a brand can evolve over time. This work, however, does not aim to provide health or coaching research on the benefits of physical activity, dietary analyses related to supplementation, or financial analysis of how fitness centers maximize profit. Nevertheless, relevant literature in coaching, fitness, health, communication, and marketing was consulted to develop an effective yet differentiated communication strategy within the specific context of the fitness industry. Among the main academic sources used throughout this dissertation, *Marketing Management* by Philip Kotler and Kevin Lane Keller provided essential theoretical foundations in marketing, branding, consumer behavior, and strategic positioning. Likewise, the article "An Exploration of the Brand-Identity-Brand Image Linkage: A Communications Perspective" by Shiva Nandan contributed to the understanding of the relationship between brand identity, brand image, and communication strategies within brand development.

Building on this theoretical framework, this dissertation also develops an analysis of current practices in the fitness sector to create a brand concept designed to ensure effective long-term positioning on the market. Furthermore, this dimension is supported by complementary sources, including scholarly documents, reputable websites, dictionaries, statistical data, press articles, and institutional reports such as publications from the World Health Organization on physical activity and global health trends. These materials help ensure consistency between the theoretical framework and strategic choices developed throughout this dissertation.

PART 2: Brand Strategy and Identity Construction of the EvoluGYM Brand

3. Fitness Lifestyle as a Global Trend

According to the World Health Organization, physical activity is beneficial to health and well-being. Conversely, physical inactivity increases risk for noncommunicable diseases and other poor health outcomes (World Health Organization, 2024). Public health recommendations for children and adolescents advise accumulating at least 60 minutes of moderate to vigorous physical activity daily as well as activities that strengthen muscle and bone at least three days a week (Bull FC et al. qtd. in Duarte Junior et al., 2024: p. 1060). Moreover, the results of the study conducted by Heckel et al. demonstrate that the adult population benefits both socially and psychologically from regular gym attendance (Heckel et al. 2024: p. 556). For older adults, the World Health Organization has developed intervention policies aimed at ensuring healthy aging for older people (Rudnicka, Napierala et al. qtd. in Navarra et al. 2023: p. 2). Regular physical activity has been widely recognized as a protective factor in the prevention and treatment of common diseases that affect the elderly, such as heart disease, stroke, diabetes, and some type of cancer (Cunningham, O'Sullivan et al. qtd. in Navarra et al. 2023: p. 2). Taken together, these studies suggest that the health-and-fitness-oriented lifestyles are beneficial for both social and psychological wellbeing (Heckel and al. 2024: p. 551).

Interest in this topic has been growing for many years. Communication surrounding health and fitness has shifted from traditional offline channels to digital platforms, moving from medical research publications to social media trends on platforms such as TikTok, Instagram or even YouTube. The COVID-19 pandemic further reinforced public interest in healthy habits, fitness advice or gym routines that could be easily accessed through social media. During this period, the adoption of healthier lifestyles and methods was significantly encouraged (The University of Sydney, 2020). Additionally, in response to increasing audience demand, fitness influencers started to reinvent themselves by creating home-based content aligned with healthy lifestyle values. Workout routines, weight-loss or weight-gain advice and journeys, and protein-based recipes became the main form of content posted on social media at that time (TikTok, Instagram and YouTube in 2020, June 2026).

In order to better understand the evolution of the fitness phenomenon, it is necessary to clarify what is meant by the concept of a "trend." A trend is defined as a "general development or

change in a situation or in the way that people are behaving" (Cambridge Dictionary Online, February 2026). Devon Powers further conceptualized a trend as "a temporally bounded, dynamic pattern of observable change" (Oxford Academic, February 2026). In contemporary digital environments, social media platforms continuously generate and circulate trends that evolve at a rapid pace. For instance, a fitness influencer may share a workout routine or a protein-based breakfast recipe that resonates with the needs of the audience. Users may then replicate these behaviors, and this contributes to the circulation and amplification of lifestyle patters online. This mechanism illustrates how trends emerge and transform within the digital ecosystems.

To understand how cultural and consumer phenomena influence the fitness industry, it is essential to distinguish between a fad, a trend, and a megatrend, which represent different levels of transformation within the macroenvironment. According to Kotler and Keller, a fad is unpredictable, short-lived, and lacks significant social, economic, or political impact (Kotler and Keller, 2012: p. 74). Fads are characterized by rapid popularity but fleeting relevance, often fueled by viral attention. In contrast, a trend is a direction or sequence of events with momentum and durability. Trends are more predictable than fads and provide insights into the shape of the future, offering strategic guidance for businesses. A megatrend operates on an even larger scale. It represents a slow-forming, long-term social, economic, political and technological transformation that, once established, exerts influence over extended periods, about seven, ten years or even longer (Kotler and Keller, 2012: p. 74).

Over the past five decades, fitness and gym-related trends have undergone radical transformations. From aerobics in the 1970s to resistance training, CrossFit, and high-intensity interval training (HIIT) in the 2000s and 2010s, the industry has evolved through successive wave of trends (X. Bryant, 2020). However, the societal concern for health, physical appearance, and well-being has remained constant, which explains the persistence of the fitness trends over time (X. Bryant, 2020). Based on the framework developed by Kotler and Keller, the fitness lifestyle and gym culture should not be seen as short-lived trends, but as part of a broader, long-term megatrend (Kotler and Keller, 2012: p. 74). While specific practices and platforms have evolved, the fundamental preoccupation with health and body optimization has persisted for decades. In the 21st century, this concern has adapted to the digital era, where social media platforms facilitate the rapid distribution of advice, routines, and lifestyle models related to health and physical appearance.

The shift toward health and fitness lifestyles has created significant business opportunities for individuals and brands wanting to build a presence within the fitness industry. Over the past decade, the fitness area has experienced sustained and substantial growth. Between 2008 and 2018, gym membership increased by 37.1 %, reflecting a strong rise in consumer engagement. By 2019, global industry revenue had reached 96.7 billion USD, and this figure continued to grow, reaching 124.7 billion USD by 2024. Projections indicate that this upward trajectory is expected to continue, with industry forecast to reach approximatively 302 billion USD by 2034, driven by a compound annual growth rate of 9.2 % over the next decade (Hill, 2026). Overall, these statistics not only demonstrate the rapid expansion of the fitness sector but also the increasing societal interest in the fitness-oriented lifestyle.

Furthermore, these figures explained above show that the fitness lifestyle was not a temporary trend limited to the pandemic. The persistence of this phenomenon can be explained by the way certain topics manage to attract a disproportionate amount of public attention, thus bubbling to the top in terms of popularity. Through their visibility, these popular topics contribute to shaping collective awareness of what is considered “trending” (Sitaram et al., 2011: p. 1).

With the rise of social media, fitness culture has been able to adapt its marketing strategy over the years. It has evolved from traditional gym memberships at fitness centers to digital content such as workout routines, gym advice, protein recipes and a “week of gym outfits” videos on TikTok or Instagram. Over the past decade, many fitness trends have emerged on social media, particularly on TikTok. Among the most popular are “Reformer Pilates,” the “12-3-30 workout” and the “Shy Girl workouts.” Reformer Pilates is a variation of classical Pilates performed using a specialized machine known as a reformer. It focuses on building explosive strength while remaining low-impact, thereby minimizing the risk of injury. This method combines a range of exercises to create the perfect full-body workout that promotes lean muscle development. The 12-3-30 workout is a treadmill-based exercise routine popularized by TikTok influencer Lauren Giraldo. The numbers “12, 3, 30” refer to walking for 30 minutes on a treadmill set at a 12 % incline and a speed of three miles per hour. Its popularity stems from its accessibility as it only requires a treadmill and is suitable for a wide range of individuals. Finally, the “Shy Girl Workout” consists of simple exercises, requires minimal equipment, limited space and minimal visibility. It can be performed at home or in public fitness centers without drawing attention. According to the educational blog Inform, this trend gained over 200 million views under the hashtag “ShyGirlWorkout” on TikTok (Connor, 2023). These three examples illustrate only a

small part of trends circulating on social media, which regularly generate new variations of fitness-related content, such as “5 to 9 productive morning routine,” the “what I eat in a day as a gym girl,” or the “perfect lower body workout.” (Instagram and TikTok, February 2026).
Nevertheless, social media is not the only area in which actors have capitalized on the fitness lifestyle trend. Numerous brands have seized the occasion to establish businesses related to the fitness industry. For example, the well-known brand Gymshark was founded in 2012 by Ben Francis. The company gained prominence through its early use of social media marketing strategies. Instead of traditional advertising, the brand collaborated with emerging fitness influencers such as Lex Griffin or David Laid on platforms like YouTube and Instagram. Today, Gymshark is valued at over £1 billion and is widely recognized as one of the most successful direct-to-consumer fitness brands in the world, which has built its success through digital marketing strategies and community engagement rather than traditional retail channels (Gymshark, February 2026).

The Fitness Lifestyle is no longer limited to exclusionary, and superficial aesthetics ideals. It has now evolved into a more inclusive phenomenon and reflects integrated models of physical and mental wellness, prevention, and personalization (McAvoy et al., 2025: pp. 18-19). Furthermore, the fitness lifestyle continues to reinvent itself through emerging trends and digital innovations. As a result, this sector represents a significant opportunity for brands seeking to expand their businesses and capitalize on the sustained growth of the fitness industry (McAvoy et al., 2025: pp. 17-28).

4. Definition of the term “brand”

Seetharaman et al. define a brand as “an asset that does not have a physical existence and the value of which cannot be determined exactly unless it becomes the subject of a specific business transaction of sale and acquisition” (Seetharamn et al. qtd. in Nandan, 2005: p. 264). Additionally, the American Marketing Association defines a brand as “a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors” (American Marketing Association qtd. in Kotler and Keller, 2012: p. 241). Kotler and Keller thus conclude that branding works as a means to distinguish the goods of one producer from those of another (Kotler and Keller, 2012: p. 242).

Bringing these definitions and conclusions together, the notion of differentiation is essential as customers will choose a brand over another depending on specific factors. These factors are linked to many different parts of a company and are proofs of its added value: the customer experience and services, the product’s quality, the brand’s identity or the communication’s positioning. Therefore, brands provide added value, both to the firm and to the consumer.

Furthermore, the company’s added value mentioned above can be called brand equity: Farquhar defines brand equity as the added value with which a brand endows a product (Farquhar qtd. in Nandan, 2005: p. 264). According to marketers and researchers, a brand’s added value is reflected in the way consumers feel, think and behave towards a company, as well as in the prices it commands, the market share and its profitability. From a marketing management’s perspective, building a strong brand equity works by creating the right brand knowledge structure with the right consumers (Kotler and Keller, 2012: p. 243).

According to Kotler and Keller, branding is endowing products and services with the power of a brand. Branding creates mental structures that help consumers organize their knowledge about products and services in a way that clarifies their decision making and, in the process, provides value to the firm (Kotler and Keller, 2012: p. 243). In that sense, branding engages in the process of building a company’s identity. Brand identity originates from the company: it is how the company seeks to identify itself. A firm often use branding strategy as a way to communicate its identity and values to consumers and other stakeholders. Therefore, the main purpose of

developing a brand's identity is to attract and retain customers, while managers and employees work to make the brand unique and consistent with its promises (Nandan 2005: p 265).

In order to do so, three main sets of brand equity drivers must be exploited by a company's communication team, according to Kotler and Keller. First, there is a high relevance in the initial choices for the brand elements or identities making up the brand: the brand's name, its URLs, logos, characters or slogans. The products, services and all accompanying marketing activities and supporting marketing programs are highly required as well. Finally, it is important for a brand to imply other associations indirectly transferred to the brand by linking it to some other entity: a well-known person, a particular thing or a specific place (Kotler and Keller, 2012: pp. 249-250). It is where the company's communication team plays a crucial role: it should use specific communication and PR techniques and be able to transfer the right information of the brand to the customer.

Consequently, an efficient branding and communication strategy is essential to a company's survival and success. To grow, increase sales and retain both new and existing customers, a company must implement strong communication and public relations strategies. Therefore, the communication team is responsible for conveying the brand's key characteristics to consumers through carefully designed and targeted communication strategies (Kotler and Keller, 2012: p. 243).

5. Introducing the brand: EvoluGYM

Now that the foundations of branding have been established, it is essential to present the brand developed in this dissertation. This work focuses on the development of a new brand, grounded in a strategic branding approach, rather than on the analysis of an existing brand and its communication strategies.

EvoluGYM, the focus of this dissertation, is an emerging fitness center located in Belgium. The distinctive aspects of EvoluGYM lie in its affordable membership prices, combined with services, such as high-quality equipment, extended opening hours, nutritional coaching, performance tracking, themed classes, and many others. Additionally, the company provides a high-quality and personalized experience for each customer. It offers many services meant to help its customers reach specific health and fitness goals, whether it is weight loss, muscle gain, toning, stretching, or cardio.

The brand's services are available on EvoluGYM's website which is accessible to anyone without having to pay a membership in advance. Customers consulting EvoluGYM's website have the opportunity to fill in a fitness goal questionnaire that assesses current health status, needs, future purposes, etc. Based on the customer's answers, certified trainers have adjusted the settings of an AI that will configure the right recommendations for the new customer before they actually create a membership at the fitness center. These recommendations will suggest a weekly workout routine, health and nutrition advice, as well as the most suitable EvoluGYM membership for them. Obviously, this questionnaire is optional. It allows customers to be independent in their fitness choices without having to pay for anything beforehand. However, if some members prefer human contact to receive fitness and health advice, they have the opportunity to come to the gym and benefit from a five-day fitness trial and a one-hour consultation with one of EvoluGYM's certified fitness trainers if they subscribe to one of EvoluGYM's memberships. This option gives customers the chance to try out all the facilities of the fitness center before deciding whether to continue paying their membership in the following months or years. It is also a way to see if EvoluGYM will be a perfect match for the customer's needs and goals.

In line with this positioning, EvoluGYM is a customer-oriented brand that offers a range of options designed to serve individual preferences and needs. Consumers have different levels of

psychological engagement with brands depending on their needs, motives and goals (Schmitt, 2012: p. 8). Therefore, a personalized and flexible service offer becomes essential to address these differences effectively. This highlights EvoluGYM's dedication to providing a brand experience that is both customized and engaging.

To attract and connect with potential new members, a carefully planned communication strategy will be implemented. This strategy will emphasize how the fitness center accommodates different profiles and fitness objectives while highlighting the benefits of joining the gym. Furthermore, increasing consumers' awareness of the link between the brand and its product category can enhance brand accessibility in memory and increase the likelihood of brand choice (Hoyer, Brow and Nedungadi qtd. in Schmitt 2012: p 9). In this sense, EvoluGYM aims to position itself as a relevant option within the competitive market.

The communication strategy will mainly focus on the brand's website (pp. 66-71) and social media channels (pp. 58-65), as these platforms offer relevant opportunities to increase the brand's visibility and maintain a direct and interactive relationship with its audience. The strategy will provide dynamic and up-to-date content that resonates with the audience. For instance, it will include members sharing their transformation stories and journeys, certified personal trainers offering practical guidance to reach specific goals, and collaborations with fitness influencers and nutrition brands such as Pauline Galand (influencer) and Myprotein (nutrition brand). The objective of this approach is to respond to consumer needs by creating enjoyable, motivating, and health-oriented experiences that support both physical and overall well-being.

6. Products and services

In the gym industry, fitness centers can either be like Basic-fit and provide the basic services linked to physical activities and getting a good sweat (Basic-fit, February 2026) or like Evo land that provides services that involve physical activities; collective classes; a nutritional area where customers can buy supplements or receive advice; and a coworking space where they can create a sense of belonging (Evo land, February 2026). In other words, fitness companies can either stick to the basic form of a workout brand or be a little more innovative. As EvoluGYM is customer-oriented, it is obvious that this fitness center will optimize its services and be as innovative as possible in order to fulfill customers' needs rather than only proposing

a gym facility that provides non-customized services. One important thing to note is that EvoluGYM is a new emergent fitness center that offers innovative services compared to regular gyms present in Belgium. Therefore, EvoluGYM's services will obviously be limited and probably not perfect in the beginning. However, with interactions and constructive feedbacks from customers or with growing financial stability, the brand's offer could be extended and perfected in the future.

EvoluGYM is designed as a next-generation, customer-based fitness center that goes beyond the standardized low-cost gym model. Inspired by premium fitness concepts such as Evo land in Germany, EvoluGYM combines performance, personalization and community-building within one environment. The gym offers personalized training programs based on in depth-composition analysis and individual performance assessments. Each member benefits from tailored workout plans and nutritional coaching provided by certified trainers and dietitians. Additionally, they benefit from regular performance tracking through digital tools such as fitness apps. This data-driven approach enables customers to set and achieve measurable objectives such as weight loss, muscle gain, strength development, or overall health improvement. Furthermore, other factors ensure both flexibility and safety in the training process: high-quality equipment, extended opening hours, the permanent presence of qualified professionals and other services.

Beyond individual training, EvoluGYM provides a range of collective classes designed to meet diverse needs and fitness levels. These include high-intensity group workouts (HIIT), low-impact functional trainings sessions, stretching yoga classes, mobility workshops and recovery sessions. The diversity of this offer allows members to alternate between performance-oriented training and well-being practices which promote long-term adherence rather than short-term results.

Furthermore, the gym integrates a nutritional shop that offers high-quality supplements and health products in collaboration with recognized nutritional brands such as Life Pro Nutrition or Myprotein to support members' progress. Customers receive personalized advice from certified trainers and dietitians to ensure that supplementation and nutrition strategies are aligned with their specific goals.

Another aspect that differentiates EvoluGYM from traditional gym chains is its strong emphasis on community and belonging. The facility includes a co-working and social space where members can work, exchange experiences, discuss their progress or participate in informal networking workshops and events. This hybrid fitness-lifestyle environment transforms the gym into a social hub rather than a simple training facility.

This dissertation does not aim to provide a scientific study in sports physiology; its main focus is to develop an effective brand communication for EvoluGYM. However, to promote the effectiveness of the services and strengthen the brand's credibility, it is important to clarify what makes EvoluGYM's model distinctive.

The efficiency of EvoluGYM lies in its personalized methodology. Unlike standardized fitness chains, the concept is based on individualized training programs, body composition assessments, performance tracking, and integrated nutritional guidance. The service was designed based on insights from certified fitness professionals and nutritional specialists to ensure that the proposed programs align with evidence-based training principles: progressive overload or adaptability for example. Combining professional supervision and a holistic approach to performance and well-being makes EvoluGYM position itself as a results-oriented company rather than a simple access-to-equipment facility. This data-driven framework reinforces both the efficacy of the services and the credibility of the brand in a competitive fitness market.

SERVICE/ FEATURE	EvoluGym (fictive)	Basic-fit (existent)
Personalized Training Programs	Tailored plans based on individual assessments and goals.	General training schedules via the app. (~~fully individualized~~)
Body Composition Analysis	Included as a standard service.	Not standard - no detailed body analysis offered.
Nutritional Coaching by Specialists	One-on-one guidance with dietitians.	Nutritional guidance not structured or personalized.
Performance Tracking	Continuous progress tracking integrated into member journey.	App-based workouts but no dedicated performance monitoring.
Certified Personal Trainers On-Site	Always available for training support.	Available but usually on request and not integrated into every membership.
Group-Classes (Live & Guided)	On-person yoga classes: different styles: yoga, strength, mobility…	Group classes included.
Low-Impact/ Wellness Classes (yoga)	Included.	Virtual classes available but not led by specialized instructors.
Community & Social Space/ Co-Working Area	Dedicated space for discussion, networking and social interaction.	No community workspace or social gathering area.
Nutritional Shop with Expert Advice	On-site supplement & health product offering with advice.	No dedicated shop.
Opening hours	Extended, member-friendly hours. → 7 a.m. to 10 p.m. all week.	24/7 access available with memberships but it depends on the type of Basic-Fit.
Membership	Designed to be competitive yet value-oriented	Known for low-cost access.
Sense of community	Integral brand focus and environment.	Community is not emphasized. Training environment is more individual focused.
Trial Period	Free 5-day trial included + 1h with a certified professionnal.	No free trial included.

Figure 1: Comparative analysis between EvoluGYM and Basic-fit's services

This table aims to show in detail what EvoluGYM offers compared to an already existent example, here Basic-fit. The comparison is based on a typology set around key services used in the fitness industry named: core services (e.g. gym access and equipment), complementary services (e.g. group classes and wellness activities), personalized services (e.g. coaching and nutritional guidance), and community-oriented services (e.g. social spaces and member engagement initiatives). In addition, this approach reinforces the validity of EvoluGYM's positioning because it relies on a real-market reference, which allows the identification of the areas in which the brand provides added value.

While many services offered by Basic-fit, such as group classes or gym access, are also available at EvoluGYM, what truly differentiates the brand is its focus on personalization and professional support. For instance, EvoluGYM provides personalized coaching, certified nutritional advice and human-centered guidance, ensuring that every member receives programs shaped to their goals and abilities. In addition to individualized services, EvoluGYM emphasizes community and engagement. Social and co-working spaces allow members to share experiences and motivate each other. Another aspect of the brand that is not common to all brands in the fitness industry is that all members can benefit from the 5-day full-access trial and a 1h consultation with one of EvoluGYM's certified fitness trainers. It allows prospective members to experience the gym's full range of services before committing to the brand for a long period of time. Furthermore, EvoluGYM's integration of wellness services, includes yoga, low-impact classes, and more, that goes beyond traditional gym offerings. This highlights the brand's focus on overall health rather than solely exercise. Finally, the brand offers extended member-friendly schedules, with the fitness center opening from 7 a.m. to 10 p.m., seven days a week. This flexibility may allow members to choose training times that better align with their personal and professional commitments, potentially making fitness more convenient for everyone.

Now that the comparison between the existing fitness center (Basic-fit), and the innovative and fictive fitness center (EvoluGYM) has been established, the next step involves the definition of EvoluGYM's membership prices in order to further demonstrate its added value and market positioning. Prices and quality are considered as the most widely used type of informational signals, indicating whether a brand is positioned as a value, premium or luxury brand (Zeithaml qtd. in Schmitt, 2012: p. 12). Consequently, prices do not only determine profitability but also shape consumers' perception of the brand. Within EvoluGYM's communication strategy,

pricing plays an important role and affects the brand's communication, as it influences how the brand presents itself in the market and targets specific social classes. Many factors influence pricing, such as the brand's proposition regarding the quantity and quality of its products and services. As EvoluGYM is a young and new brand, it will propose affordable prices based on the competitors' pricing and local market norms. The brand will also aim to attract members with the lowest prices possible, as it is entering the market for the first time.

A point of comparison with EvoluGYM's membership pricing can be found in Basic-fit, which applies a differentiated pricing offer. Membership fees do not vary according to members' age, as all individuals are required to pay the same price regardless of their age category. However, additional fees are required to access upgraded services. The entry-level membership, referred to as "Comfort," is priced at 24,99€ per month an provides access to a single fitness club in Belgium (or in the specific European country where members select their membership parameters). To gain access to all Basic-fit across Belgium, members must opt for the "Premium" option that costs 29,99€ per month. Although this membership does not include certain services such as hydration facilities or group classes. Finally, the only and most comprehensive membership that includes access to all standard fitness services is available for a price of 34,99€ per month (Basic-fit, March 2026).

It should be noted that these services remain standardized, as they correspond to basic offerings which are available in most fitness centers, with no personalization or "member-specific adaptation" included. This contrasts with the EvoluGYM membership offers listed in the table below.

MEMBERSHIP TYPE	Monthly Price	Access included
Student (16-25)	32€	Unlimited gym access, all group classes, personalized training plan, body composition assessments, nutritional coaching, co-working space, performance tracking.
Adult (26-64)	45€	Unlimited gym access, all group classes, personalized training plan, body composition assessments, nutritional coaching, co-working space, performance tracking.
Senior (65+)	39€	Unlimited gym access, all group classes, personalized training plan, body composition assessments, nutritional coaching, co-working space, performance tracking.
Family/ Friends (2 members)	85€/ 60€	Full access for both members to all services

Figure 2: EvoluGYM's membership pricing table

Unlike traditional gyms that differentiate their services based on pricing tiers, EvoluGYM adopts a fully inclusive model: every member, regardless of age category, benefits from the same comprehensive service ecosystem. The price variation reflects socio-economic considerations (students and seniors benefit from adapted pricing), not the level of access. This table is thus meant to reflect differentiated value tiers while staying realistic in a European fitness market context. The inclusive model strengthens perceived fairness, community cohesion, brand trust and long-term loyalty. It positions EvoluGYM as a premium yet socially conscious fitness brand that is different from other low-cost models that monetize add-ons and restrict advanced services to higher-paying fees.

7. Brand positioning: understanding the market

As brand differentiation has been referenced multiples times above (Definition of the term "brand" - pp. 15-16), attention now turns to defining what brand positioning is. Brand positioning, among other components of brand identity, is defined as characters and attributes that make a brand one of a kind among all the brands in the same field. Its purpose is to differentiate a brand from others and to emphasize the benefits offered to consumers (Nandan, 2005: p. 266). Professors Kotler and Keller state that "no company can win if its products and services resemble every other" (Kotler and Keller, 2012: p. 274).

Furthermore, positioning is crucial as to establish the brand's identity in the minds of the target market to increase benefits to the firm. In that sense, a company should be able to position itself in order to help guide its marketing strategy to clarify the brand's essence, to identify the goals it helps the consumer achieve, and to show how it does so in a very different way than others. This concept should be understood among all companies to use it as context for making decisions (Kotler and Keller, 2012: p. 276)

That is why the next sections will attempt to establish EvoluGYM's positioning. These components of the brand positioning will focus on fundamental key aspects such as how the brand is funded, who its target audience is, what their needs and expectations are, and what differentiates the company from its competitors, among other essential elements. Through these focus points, a comprehensive study of EvoluGYM's strategic positioning and competitive advantage within the fitness industry will be developed.

7.1. Financing the brand

Through the reading and elaboration of this dissertation it is important to keep in mind that it does not aim to develop a complete business model focused on financial management or commercial performance of the EvoluGYM brand. Its primary objective is to design and analyze an effective communication strategy for a fictional fitness club. Nevertheless, in order to create a brand that appears as viable and realistic as possible, it is essential to include a business plan. A business plan establishes a clear strategic framework: it defines the target market, positioning, value propositions, and competitive environment. This ensures that the communication strategy is funded on a structured and credible context rather than developed on unrealistic assumptions. Additionally, it functions as a reference that aligns the brand's

vision, positioning, and long-term goals with its communication choices. Furthermore, a coherent business plan that outlines financial projection and operational considerations strengthens the credibility and plausibility of the project. For this reason, the business plan is included in the appendix attached to this dissertation but will not be developed any further within this dissertation.

7.2. Target audience

In order to develop an effective communication strategy a brand's positioning should identify its target audience and how to meet its needs and objectives. The target audience plays a critical role in the influence on the communicator's decisions about what to say, how, when, where, and to whom (Kotler and Keller 2012: p 482). Before establishing any message or promotion for a new brand launched in the market and its services, it is crucial to identify the specific characteristics of the receptors that would want to engage with the brand. Criteria such as demographics, age, behavior, interests, expectations and other relevant factors constitute essential data that must be collected in order to understand and reach the audience in the most effective manner (Zimmerman, 2025).

7.2.1. Generations

The distinction of generations will remain the main category to describe the target audience in this dissertation. In the 21st century, seven generations are currently alive. First, there is the Generation of Winners, also called the Greatest Generation who are people born between 1900 and 1923. Although only a small number remain alive today, this generation is still included in the classification. Second, the Silent Generation consists of people born between 1923 and 1943. Third, individuals born between 1943 and 1963 are referred to as the Baby Boomer Generation, or simply Boomers. They were followed by the emergence of Generation X, which includes individuals born between 1963 and 1984. Generation Y, also known as Millennials, includes people born between 1984 and 2000. Next, Generation Z, sometimes called Google Kids, consists of those born between 2000 and 2020. The most recent generation is Generation Alpha, which includes children born or expected to be born between 2020 and 2040, who will be raised mostly by adults from Generation Y and Z. Although multiple versions and scenarios exist regarding the separation of generations depending on researchers' perspectives, Sliusarenko states that the boundaries are generally consistent, with each generation separated

by approximately 20 years (Sliusarenko, 2021: pp. 345-346; Gilson, 2024).

According to Kotler and Keller, based on the target market analysis and other considerations, companies must decide which channels to employ to reach their customers. Increasingly the answer is to use multiple channels (Kotler and Keller, 2012: p 454). Marketing communications are therefore a crucial tool for any firm: they constitute the means by which the company informs, persuades, and reminds customers about the products and services it offers. In other words, marketing communications represent the company's voice; they enable the firm to establish a dialogue and build relationships with consumers. By strengthening customers loyalty, marketing communications can contribute to customer equity (Kotler and Keller, 2012: p. 476).

Even though EvoluGYM primarily targets young and dynamic generations such as Generation Z (6-26 years old) or the Generation Y (26-42 years old), the brand also offers services suitable for Generation X (42-63 years old) and Baby Boomers (63-83 years old) such as the different collective and innovative classes that the brand organizes (as explained right after). The key challenge for the brand is to identify how to use the right channels and communication strategies to establish differentiated communication methods to deliver the right message to the right audience (Social Media - pp. 58-65).

Technology has transformed the way consumers process communications, and even whether they choose to engage with a company at all. For instance, in 1960, a company could reach 80 percent of U.S. women with a single 30-second commercial aired simultaneously on three television networks. Today, the same advertisement would need to be broadcast on 100 channels or more to achieve a similar reach (Kotler and Keller, 2012: p. 476). Generation Z has grown up alongside rapid technological evolution and numerous digital innovations. Therefore, this generation can be effectively reached through the contemporary social media platforms such as Instagram or TikTok (Kalita and Goswami, 2025: p. 34). To capture their attention, companies must produce short and visually engaging contents, such as brief videos, stories or collaborations with influencers. These practices are necessary because younger consumers now have the freedom to choose how they receive commercial content and can easily disregard anything they find irrelevant. Additionally, Generation Y also consumes content through social media but prefers different platforms than Gen Z. This audience tends to engage with more informative content delivered via emails, brand websites or the social media platform they are

most familiar with: Facebook (Saura, Debasa and Reyes-Menendez, 2019: p. 11). Unlike Generation Z, they are generally capable of paying attention to videos or posts for more than 30 seconds, which makes them somewhat easier to reach. In contrast, Generation X is not the primary target audience for modern fitness centers such as EvoluGYM. Nevertheless, many adults of this group remain interested in maintaining their health and physical appearance. They may be drawn to collective, joyful, or wellness-oriented services offered by the brand. This generation will mostly be targeted through informative or promotional content on Facebook, traditional media such as radio, newsletters, and other offline channels. Another effective approach is to feature content from people of the same age that share their fitness journeys or transformations, which can inspire and raise awareness about the importance of staying active at any age.

Finally, the Baby Boomer Generation represents an older segment that often seeks new and engaging experiences or opportunities for social interactions. For instance, a sixty-three-year-old woman might enjoy enrolling in weekly low-impact workout classes or participating in a Tuesday-cardio session at EvoluGYM. To reach this audience, a portion of the communication strategy should remain offline, including advertising in magazines, newspapers, or on billboards. Fitness centers, however, can cater to all age groups and adapt their offerings to meet specific needs of each audience. There are countless possibilities to target any demographic, provided that EvoluGYM's communication strategy aligns with customers values and preferences.

According to Kotler and Keller's analysis, market communications allow companies to link their brands to other people, faces, events, experiences and feelings. They can contribute to brand equity by establishing the brand in memory and creating a brand image as well as drive sales and even affect shareholder value (Kotler and Keller, 2012: p. 476).

7.2.2. Needs and purposes

In order to identify customers' needs and purposes, according to Barcelos et al, it is important to specify that during the consumption activity a customer can either have a hedonic goal, a utilitarian goal, or both in mind (Barcelos et al., 2018: p. 62). Hedonic value is used by customers who only see the recreational and enjoyable aspects of a purchase, whereas utilitarian value occurs when a customer mainly focuses on the practical and rational aspects before making a purchase (Vieira et al., 2022: p. 175).

It is also essential to mention that the brand concept is based on the consumer needs that a brand can satisfy. Therefore, Park et al. identify three categories of customers' needs: functional, experiential and symbolic. A brand's functional concept is designed to solve externally generated consumption needs; consumers will thus be triggered to buy and use functional brands in situations where the product addresses utilitarian needs. Furthermore, the experiential concept is designed to fulfil an internally generated need for stimulation. In other words, the main customer motivation to buy a product is the enjoyment that is derived from the consumption activity and can therefore be reattached to the hedonic goal. However, the symbolic concept is designed to associate the individual with a desired group, role or self-image (Park et al. qtd. in Nandan, 2005: p. 266).

Connections between brand and consumers have to be established through dialogue and more customized interactions that relate to consumer needs, motivations and dreams to the core benefits provided by the brand. Effective communication is about conveying the essence of the brand to the desired audience in such a way that the consumption experience conforms to purchase expectations (Nandan, 2005: p. 271).

For example, the brand Rolex not only has a functional but also a symbolic brand concept. Indeed, customers are usually choosing Rolex watches for reasons that are not solely functional: status seeking or ego gratification can play a large part in purchasing motivations (Nandan, 2005: p. 271).

The fitness center EvoluGYM can satisfy both utilitarian and hedonic goals, depending on the customer's motivation. On the one hand, it fulfills a utilitarian goal through services that focus on efficiency and results. EvoluGYM offers personalized training programs, body composition analysis, nutritional coaching, and performance tracking, which helps its customers achieve measurable objectives such as weight loss or muscle gain. High-quality equipment, extended opening hours, certified personal trainers and affordable membership prices also reinforce the functional and practical value of the gym. These services show that the gym is a tool to help customers reach specific health and fitness goals in a structured way.

On the other hand, EvoluGYM supports hedonic goals through services that are focused on customers' enjoyment and social experiences. For instance, group low-impact, yoga workout classes and the co-working space acting as a social hub create a fun and motivating atmosphere

among participants. Additionally, relaxation areas and themed classes are other services that can create an emotional attachment to the gym. Therefore, the fitness center is clearly not only a place to achieve physical results, but also a space for self-expression and shared experience.

It can also be argued that going to the gym fulfills a symbolic goal. Some individuals may train mainly to be perceived more positively by others rather than genuinely enjoy the activity or pursue long-term physical progress. For example, practices such as “ego lifting” illustrate this symbolic dimension: lifting heavy weights to impress others rather than to improve technique or achieve sustainable results. In this sense, the gym becomes a space for social recognition and acceptance rather than a place to take care of one’s health and improve performance.

7.3. SWOT analysis

The original SWOT analysis is one of the oldest and most widely adopted effective approaches to enrich current corporate strategizing (Puyt et al., 2023: p. 2). The SWOT analysis is designed as a matrix that helps the company identify its internal and external factors. On the one hand, strengths and weaknesses are part of the company’s internal positive and negative factors. On the other hand, opportunities and threats are part of the company’s external positive and negative factors (Gilson, 2024). The SWOT matrix is therefore divided in four categories called the strengths, weaknesses, opportunities and threats. Its objectives are to identify what skills the company does possess or needs to fix in order to satisfy its customers’ desires (Terech, 2018: p. 46).



Figure 3: EvoluGYM's SWOT analysis

EvoluGYM's main strengths lie in its strong focus on responding to customers' demands. Indeed, as mentioned above, it is a customer-oriented company that not only offers an innovative and flexible concept but also provides high-quality services while paying close attention to members' needs and objectives. Consequently, the fitness center can adapt to different customer profiles and offer personalized experiences supported by certified fitness trainers and nutrition coaches. Additionally, the fitness center will also strengthen its differentiation from competitors through well planned communication and marketing strategies.

The opportunity of growing interest in the fitness and healthy lifestyle trends also represents a threat. Particularly on social media platforms, which facilitate communication and community building, it is easier to promote misleading information about nutrition and fitness practices. As highlighted by Thomas et al.: "misinformation is often shared unintentionally by parties unaware of the falsehood of its information, whereas disinformation is shared with an awareness of the falsity and potential harm of its information" (Thomas et al., 2025: p. 2). This is often the case for companies that only seek financial benefits. Additionally, in many cases, individuals who lack certification or expertise promote unsustainable fitness habits or unrealistic results that are not supported by reliable scientific evidence. This may represent a significant threat not only to the fitness market but also to members' health. That is why EvoluGYM adopts a totally different approach and takes advantage of the growing demand for personalized health guidance to provide customized and efficient health advice coming from certified specialists.

An important threat that needs be mentioned is the price competition from low-cost gyms. Several well-known gym chains such as Basic-fit or Jims provide the basic fitness services at very affordable prices. Additionally, in these gyms, to access services beyond the basic membership you generally must pay an additional fee. In contrast, the fitness brand's added value is that it provides high-quality services in every one of its memberships because the prices do not vary based on the services but on the status of the person (adult, senior, student, etc). In other words, at EvoluGYM members have access to all the premium services included in their membership without additional charges based on the services they use. This pricing model constitutes a competitive advantage for EvoluGYM, which allows the company to differentiate itself from many gym chains offering affordable memberships while remaining competitive in the fitness market.

Regarding the weaknesses, many are linked to the fact that EvoluGYM is a new brand entering the market. The EvoluGYM brand has less recognition, limited financial resources and a limited initial customer base compared to already existing and long-lasting fitness brands. In the beginning, EvoluGYM will therefore need to carefully manage its financial resources, especially on the high operational costs (utilities, staffing, maintenance, hygiene, marketing and customer acquisition, member services) and high fixed costs (rent, insurance, fitness equipment, technology, systems, administrative costs).

7.4. Stakeholders

Stakeholders are defined as groups or individuals who have a stake in, or expectation of, the project's performance. It can include the customers, employees, suppliers, users, the community at large and many other actors (Newcombe, 2005: p. 842). Holistic marketing is based on "integrating the value exploration, value creation, and value delivery activities with the purpose of building long-term, mutually satisfying relationships and coprosperity among key stakeholders" (Kotler and Keller, 2012: p. 36). The operating principle is to build an effective network of relationship with key stakeholders, and profits will follow (Kotler and Keller, 2012: p. 20).

Before establishing EvoluGYM stakeholder's matrix, it is important to divide all the different actors into three categories. The first category contains the project contributors who are the people directly contributing to the success of the project. The second category is defined by the participants involved, whose contributions have a long-term effect. The third category is filled with observers who are the people exterior to the project and contribute indirectly to it from the outside (Gilson, 2024).

The project contributors	**The participants involved in the project**	**The observers**
- Founders of EvoluGYM - Shareholders - Investors - Bank and insurance companies - Certified fitness trainers - Dietitians/ Nutrition coaches - Suppliers - Business partners	- Founders of EvoluGYM - Gym members - Potential future members - Suppliers - The communication and marketing team - The website management team - The customer care team - Influencers and fitness ambassadors - The human resources	- Media and Journalists - Competitors - Institutions (EU institutions, national regulators, local authorities) - Fitness industry associations - Public health institutions

Figure 4: EvoluGYM's stakeholders' listing

The brand's manager has to be aware of this stakeholders' classification in order to prioritize the right actors that have the highest influence on the project's growth. There can be two types of stakeholders' matrix: the power/ predictability matrix or the power / interest matrix (Newcombe, 2005: p. 844). As the model studied and used during the master's degree was the power / interest matrix (Gilson, 2024), the emphasis will be placed on this specific model in this dissertation.

The power / interest matrix classifies the stakeholders in relation to the power that they hold and their level of interest in the project (Newcombe, 2005: p. 844). It is divided into four zones: A, B, C and D. Zone A includes the most powerful stakeholders that are highly interested in the project; such actors require a special attention as they are the most influent ones. Zone B represents the actors that have limited decisional power but a high interest in the project's success; they need to be kept informed. Zone C classifies the actors that do not have any power nor any interest in the project; they require minimum attention. Finally, the stakeholders of Zone D own power but have very little interest in the project's success which means that they have to be kept satisfied.

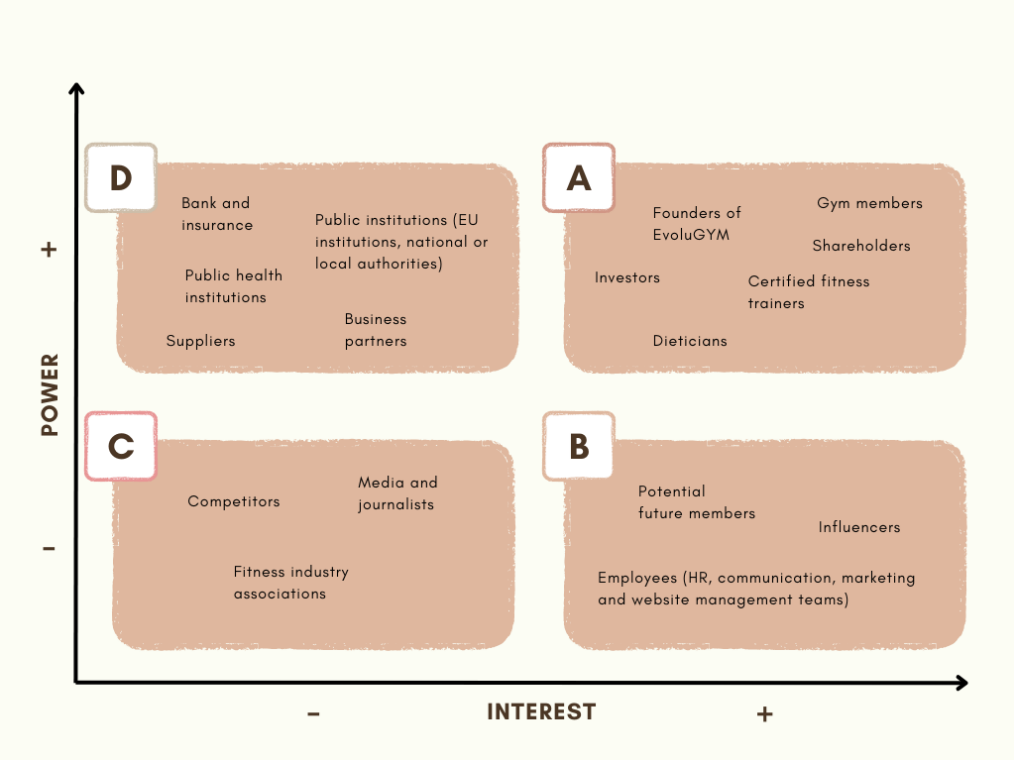

Figure 5: EvoluGYM's stakeholders' matrix

The stakeholders from Group A must be managed closely as they are the most critical actors for the success and sustainability of EvoluGYM. These stakeholders possess both a significant decision-making power and a strong interest in the development of the fitness center. The most important stakeholders of this zone are obviously the gym members along with professional actors (certified fitness trainers and dietitians). They work hand in hand: the brand's main mission is to target its customers' needs while certified fitness trainers and dietitians directly contribute to establishing high-quality services offered by the brand. This is even more important as EvoluGYM's main mantra is to provide customer-based services and to prioritize their well-being. Even if in certain cases these fitness experts would often be classified in Group B (low power – low interest) they strategically own a high importance. Their active involvement is essential to ensure a long-term strategic development and the delivery of high-quality services within the fitness center. Finally, the founders, shareholders and investors of the company directly influence decisions and financial investments, thus without them, the company would never have been created.

In Group B, the stakeholders demonstrate a strong interest in EvoluGYM's activities but have limited influence over its strategic decisions. Although these actors do not hold a significant decision-making power, they play an important role in the establishment of the reputation, the service experience and the community engagement of the brand. Employees involved in operational actions such as marketing, communication, website management, or human resources are meant to create a strong brand identity through social media platforms, fitness events and communication campaigns. Additionally, fitness influencers should work closely with the communication and marketing team as they can provide insight of the brand while promoting its services on media, thus contributing to the company's reputation as well. Lastly, potential members need to remain well informed about EvoluGYM's activities and developments in order to encourage individuals to join the brand. Maintaining transparency and encouraging engagement with these actors can improve the brand's visibility and foster a positive relationship between the fitness center and its community.

Stakeholders located in Group C have limited influence over EvoluGYM and generally demonstrate a lower level of interest in the project. Competitors, media and journalists, and fitness industry associations remain in this category as long as they feel satisfied. Nevertheless, if they start to feel unsatisfied, they can increase their interest and move temporarily to Zone A because of their powerful position, it is thus the most difficult group to manage (Newcombe,

2005: p. 845). All three stakeholders from Group C do not have direct involvement in the project nor an influence on internal decision as long as the situation is stable. However, if a crisis situation arises, certain stakeholders could intervene and move to a different group category. For instance, media and journalists could ruin the brand's reputation if an accident happens in the fitness center. They would take action and tarnish the brand's reputation for example. Here the media and journalists could temporarily gain both power and interest, moving closer to Group A. Consequently, EvoluGYM should monitor these stakeholders, so they remain defenseless.

Group D includes key stakeholders such as bank and insurance companies, public health organizations, suppliers, public institutions and business partners. These actors possess considerable influence over EvoluGYM but they are not interested in the brand's project. They have little interest in the project's development but they definitely play an important role in the internal decisions of the company. The bank and insurance companies affect the financial conditions of the sustainability of the fitness center; the public institutions and health organizations apply regulatory frameworks that influence the stability of the brand; suppliers provide essential resources that allow the gym to deliver high-quality services to members; business partners establish contractual agreements that reinforce the reputation of the company. To be more precise regarding the suppliers' stakeholders: as members who visit the fitness center mainly look for a good environment if the equipment is not in perfect condition, it will directly influence the consumer to go to another gym center.

After giving complete details about the different stakeholders involved in EvoluGYM's project, it is important to specify that every analysis is subjective. The analysis provided in this dissertation can change from one perspective to another based on the criteria that each individual has. That is why, in building projects and in order to make them as viable as possible, it would be preferable to have different people involved in the stakeholders' analysis.

7.5. Value proposition

As a summary of all the sections presented in this chapter about brand positioning, it is important to clarify EvoluGYM's value proposition. According to professors Kotler and Keller, a brand's value proposition is a set of benefits that companies establish to satisfy customers' needs. It can be represented by a combination of products, services, information and

experiences. The value proposition is thus a promise about the experience customers can expect from the company's market offering and their relationship with the supplier (Kotler and Keller, 2012: pp. 10, 127, 398).

EvoluGYM is a modern fitness center that prioritizes personalized support and community experience rather than only providing basic access to workout equipment. It is designed for individuals who want to improve their physical performance and overall well-being, the gym offers customized training programs based on body composition analysis and individual fitness objectives. All members benefit from guidance provided by qualified trainers and nutrition specialists, as well as tools that allow them to monitor their progress over time. In addition to individual training, EvoluGYM encourages motivation and long-term engagement through group classes and complementary services such as an access to nutritional advice, high-quality supplements and a co-working area. Through this approach, EvoluGYM aims to help members achieve sustainable fitness results while creating a motivating and supportive fitness community. Additional information about EvoluGYM's values can be found on pages 41-42.

8. Branding

8.1. Brand identity

According to Professor Nandan, an important part of establishing brand identity lies inside the marketing mix strategy (2005: p. 265). This strategy is defined through the four Ps model (product, promotion, price and place) and enables companies to communicate specific messages about their brand's features and values (Nandan, 2005: p. 265). In this sense, the marketing mix plays a part in shaping brand identity, which refers to how a company seeks to differentiate itself from competitors and positions itself in the mind of consumers. Consequently, brand identity reflects the way a company expresses its distinctiveness to its target audience (Nandan, 2005: p. 265).

More specifically, Harris and de Chernatony argue that brand identity is made up of interrelated components, some of which are developed in this dissertation: brand positioning (p. 25), brand culture (p. 40), brand vision (p. 40), brand mission (p. 41), brand values (pp. 41-42), brand purpose (p.42), brand personality (pp. 43-50), relationships and presentations (qtd. in Nandan, 2005: p. 266). These elements participate in the creation of a meaningful representation of the brand. This approach is complemented by Park et al., who introduce the notion of brand

concept. A brand concept is defined as "the unique meaning of a brand, which originates from the combination of its product features and the company's efforts to shape meaning around them" (qtd. in Nandan, 2005: p. 266). Therefore, brand concept is linked to the types of consumers' needs a brand seeks to satisfy (functional, symbolic or experiential: Needs and purposes - pp. 28-30) (Harris, de Chernatony and Park et al. qtd. in Nandan 2005: p 266).

This theoretical approach can be illustrated through the example of EvoluGYM. Based on accessible yet luxury-grade services, the brand's positioning testifies to the brand's commitment to customers' well-being. The fitness center prioritizes qualitative services, such as individually adapted programs, as well as careful attention to the health impacts of its guidance, over profit-driven objectives. This reflects a clear set of values that shapes EvoluGYM's identity as a brand that emphasizes both the physical and psychological well-being of its members. Such characteristics take part in the differentiation of EvoluGYM from competitive fitness centers.

Moreover, following this logic, communication strategies and visual elements also play a crucial role in building EvoluGYM's brand identity and shaping its brand image. Through both internal and external communication, the fitness center reinforces the values and meanings associated with its identity, which influences how it is perceived by its members and the broader public.

8.2. Brand image

Brand image refers to consumers' perceptions of the brand. In this regard, Herzog states that "brand image is a sum total of impressions that consumers receive from many sources, all of which combine to form a brand personality and a brand's position in the market" (Herzog qtd. in Nandan, 2005: pp. 266-267). The personality of a brand or a company is defined as a reflection of the values embodied by the organization that influence consumer responses and loyalty (Garanti and Sias Kissi, 2019: p. 1482). For example, EvoluGYM's personality should reflect its value proposition (pp. 36-37) centered on personalized support, expertise, community engagement and the core values of the brand (premium, customer-oriented, health-focused and modern) listed below (pp. 41-42).

In addition, consumers form an image of the brand in their minds based on the links they have stored in memory with respect to a brand. Aaker argues that a brand image is a set of associations, usually organized in some meaningful way (Aaker, 1997: p. 348). There are three

dimensions of brand associations. The first dimension is the attributes which can relate to the size, the color or the weight. It can also be based on attributes such as "youthful", "durable" or be categorized as product-related (unique to the type of product) or non-product related (packaging). The second dimension includes the benefits which refers to the consumer's perception of their needs that are being satisfied (the experiential, functional and symbolic needs). The third dimension of brand associations is attitudes: consumers' overall evaluations of a brand on the basis of cognitive, affective and conative elements, which can be favorable or unfavorable (Nandan, 2005: p. 267). Therefore, all companies strive to build a brand image with as many strong, favorable and unique brand associations as possible (Kotler and Keller, 2012: p. 10)

Finally, on the basis of the different aspects of brand image and brand identity, it is essential to observe and explore their relationship as they cannot exist separately.

8.3. Relationship between brand identity and brand image

Based on the literature above, brand identity differs from brand image: the former is created by managerial activities, while the latter is related to the consumer's perception of the brand (Nandan, 2005: p. 267). However, the two concepts are closely interrelated and the gap between "company reality" and "consumer perception" has to be minimized or eliminated (Nandan, 2005: p. 268). For example, a member of a fitness center evaluates the brand based on its name, offerings and visual identity. If the center's identity, such as a motivational and modern facility, aligns with the member's perception, this reinforces trust and loyalty. Additionally, it creates value for both the firm and consumers and encourages members to remain engaged and recommend the fitness center to others (Nandan, 2005: p. 270). Therefore, it is essential that organizations understand and manage their brand identity in relation to how purchasers perceive and retain the value it brings to the market, that is, their brand image (Terech, 2018: p. 47).

From a communications perspective, both brand identity and brand image are products of the communication environment in which they evolve (Nandan, 2005: p. 268). When brand image and identity are aligned, consumers are more likely to develop loyalty toward a brand, as they can better understand and relate to the brand's message (Nandan, 2005: pp. 270-271). To achieve this, a strong relationship between the brand and consumer must be established through dialogue and more personalized interactions that link consumers' needs, motivations and aspirations to the core benefits offered by the brand. In this context, effective communication

is fundamental to convey the brand's essence in a way that ensures the consumption experience meets expectations formed at the time of purchase (Nandan, 2005: pp. 271-272).

To reach this goal, the brand should emphasize in its communication the company's culture, vision, mission, values and purposes, which are outlined and developed in the following sections.

8.3.1. Brand culture

Brand culture is defined as the set of cultural codes developed by brands that influence the comprehension and the value of these organizations on the market (Barbu qtd. in Maden, 2013: p. 43). It encompasses the various elements that identify and distinguish companies' products or services. For instance, it includes names, logos, symbols, designs, as well as broader cultural traits, phenomena, traditions and images within these elements (Maden, 2013: p. 43). Brand culture is closely related to brand identity, as it is constructed through the marketing mix. According to Maden, "companies create brand culture with their marketing mix because its elements (product, place, promotion and price pp. 17-24) tell stories about the products and services" (Maden, 2013: p. 43).

For instance, the brand culture of the fitness center EvoluGYM would be understood through key components, including its core values (pp. 41-42), brand personality (pp. 43-50), name (p. 50), and visual identity (pp. 43-48). These elements shape the meanings associated with the brand and its differentiation in the market. Each of these aspects will be further examined and developed in the following pages.

8.3.2. Brand vision

Brand vision is the core purpose for a brand's existence. It represents the set of values that along with brand culture, provide direction and guidance (Nandan 2005: p 266). The vision of a company is what it wants to achieve and wants to become in its growing years (Gilson, 2024).

EvoluGYM's purpose is to redefine the traditional gym model by becoming a lifestyle space that combines fitness, well-being, physical transformations and social interactions. Apart from achieving physical results, the brand also seeks to foster a sense of community while creating an innovative fitness environment that supports long-term health and engagement, connection and shared motivation.

8.3.3. Brand mission

Brand mission refers to the operational actions the company undertakes today and will carry out in the future. The mission describes the organization's core functions and what it does not do (Gilson, 2024). From this perspective, the mission indicates to management and staff how to show customers that the brand will fulfill their needs and satisfy their overall expectations (Terech, 2018: p. 47).

EvoluGYM's mission is to provide a premium range of expertise in the fitness industry: certified fitness trainers, dieticians, high-quality equipment and services, personalized programs and more to people who want to remain or become active and take care of their health. The fitness center is open 7 days a week from 7 a.m. to 10 p.m. to suit every member's daily schedule and each service can be personalized to see efficient and realistic results on their physique.

8.3.4. Brand values

Brand values refer to the core principles and beliefs that guide its actions, decisions and overall behavior (Gilson, 2024). These values define what the brand stands for and how it interacts with its customers. They help create consistency in communication and build trust with the audience through social media platforms, services, ads and other communication strategies. Brand values are often represented through descriptive adjectives (Gilson, 2024). In this regard, Aaker shows that brands can be characterized through human-like traits, typically expressed as adjectives (e.g. sophisticated, innovative), which convey brand-related meanings (Aaker, 1997: p. 348).

In line with the section entitled "value proposition" outlined above (pp. 36-37), EvoluGYM's values can be described as premium, customer-oriented, health-focused and modern. The brand promotes achievable fitness results within a motivating environment, supported by the expertise and guidance of qualified professionals.

Moreover, EvoluGYM promotes a realistic approach to fitness and health improvement because it relies on evidence-based practices that aim to help members achieve long-term results. However, this positioning should be approached with caution, as outcomes may vary from one individual to another. For instance, despite the use of certified methods and professional coaching, factors such as genetics or specific health conditions may influence the effectiveness

of certain fitness programs. As a result, while some members may achieve lasting results quickly, others may need more time to find strategies that are fully adapted to their individual needs.

8.3.5. Brand purpose

Brand purpose defines what a company does for individuals, the value it brings to society and its underlying emotional motivation (Gilson, 2024). More specifically, it represents a long-term and central objective that is embedded in a brand's identity, meaning system and strategic direction. This purpose goes beyond profit generation and focuses on meaningful engagement with broader societal issues or concerns. It extends past profit or stakeholder maximization and emphasizes benefits that are generated for a wide range of stakeholders, including the collective well-being of society at large (Patti et al., 2022: p. 703).

EvoluGYM's purpose is to help individuals improve their quality of life through personalized and realistic fitness practices. The brand goes beyond only offering access to equipment by supporting members in achieving long-term physical and mental well-being. EvoluGYM's purpose is to make the fitness industry a precursor of long-term lifestyle rather than short-term effort.

8.4. Shaping Brand Personality

8.4.1. Visual identity system of a brand

The logos, colors and typography are part of what is called the visual identity system of a brand (Trehan and Kalro, 2024: p. 1055). These elements represent the brand and are considered as key components of a company's broader corporate visual identity system. They are used across a company's communications to express its personality and ensure coherence with its goals and objectives (Baker et al. qtd in Wertz, 2023: p. 1389). Through contemporary communication channels (e.g. social media), consumers learn and understand what the brand's visual elements stand for (Wertz, 2023: pp. 1388-1389).

When the visual identity of a brand is first created, it does not immediately carry a strong meaning in consumers' brains. It is over time, through repeated exposure, that elements, such as the logo, gain meaning in order to shape a brand's personality. Indeed, building a strong and positive brand equity (p. 15) is a step-by-step process that requires consistency in the use of visual elements (Aaker qtd. in Wertz, 2023: p. 1389).

More specifically, a brand's logo has become an increasingly visible aspect of corporate marketing. According to Wertz, designers consider the logo as one element of a corporate visual identity that works overtime, in combination with consumer experience, to develop meaning in the consumer's mind (2023: p. 1390). The most well-known logos from companies such as Nike and Apple have decades of meaning and brand equity (p. 15) behind them. Therefore, when a firm designs or introduces a logo, it must consider that its advertisements, in-store visibility (logo) and digital presence shape consumer experience and play a crucial role in forming perceptions and opinions concerning the brand's visual identity (Wertz, 2023: p. 1389).

In addition, Doyle and Bottomley indicate that simple and bold fonts are usually associated with affordable and durable products (e.g. coffee), whereas elegant and italicized fonts tend to suggest luxury (e.g. jewelry and perfume) (qtd. in Trehan and Kalro, 2024: p. 1055). Therefore, a brand must ensure coherence between all components of its visual identity in order to communicate consistent meaning within a specific product category (Trehan and Kalro, 2024: pp. 1055-1056). In the same way, color choices also contribute to brand positioning, as they can evoke different emotional and symbolic associations among consumers. As a reminder, brand positioning refers to the process of defining how an organization's offer is perceived as

unique and valuable by a specific target audience in comparison with competitors (Terech, 2018: p. 47).

Following that logic, if one compares the visual identity of the well-known gym chain Basic-fit[1] and the premium German fitness center named Evo land,[2] it can be clearly concluded that these two brands that provide the same category of products are fundamentally different in terms of visual identity and positioning strategies.



Figure 6: Visual identity comparison between Evo land and Basic-fit

On the one hand, Evo land presents itself as a premium fitness center that offers high-quality services and facilities. The company owns the most effective gym equipment that is scientifically designed for muscle growth, a "fitness bar" where members can fuel and hydrate themselves as well as a productivity and networking area all accessible when a member owns a membership. According to what can be observed on Evo land's social media and website, its visual identity is built around a sophisticated color palette, predominantly composed of black, white and dark blue tones. In addition, Evo land's membership prices are less affordable than regular and "low-cost" fitness centers (Evo land, March 2026). On the other hand, Basic-fit uses a bright orange as its main color. The company offers the standard gym equipment that provides basic functionality without additional services, alongside an affordable membership price (Basic-fit, March 2026). Its color palette, combined with bold typography, positions the

[1] Basic-fit, Official Website , https://www.basic-fit.com/fr-be/home., Accessed March 2026.

[2] Evo land, Official Website, https://evo-land.de, Accessed March 2026.

brand within the low-cost fitness segment rather than the premium positioning adopted by Evo land. This short analysis demonstrates that visual identity plays a crucial role in shaping the brand's identity, personality and positioning. Through visual elements alone, members are able to identify the "social standing" of the brand and form expectations regarding the level of service and overall experience. In conclusion, visual identity does not only represent a brand but does also shape how it is perceived in the market.

The visual identity of EvoluGYM was developed through multiple attempts and changes. Because it is a fictitious project, meaning that the brand does not yet hold a real position in the market, it was necessary to define a clear design, mood, color palette, atmosphere and overall aesthetic that the new fitness center would embody if it really existed. To support this process, a mood board was created to provide a coherent visual representation of the project. The pictures used in the mood board are coming from platforms such as Canva and Pinterest, from existing fitness centers applications, as well as from a personal gallery. This mood board represents EvoluGYM's initial visual foundation and guided the creation of the logo, the selection of typography and the development of the brand's aesthetic. Furthermore, the final part of this dissertation will be dedicated to the design of the brand's social media content, the website interface and the collaborations, all of which are inspired by the visual direction of the mood board.

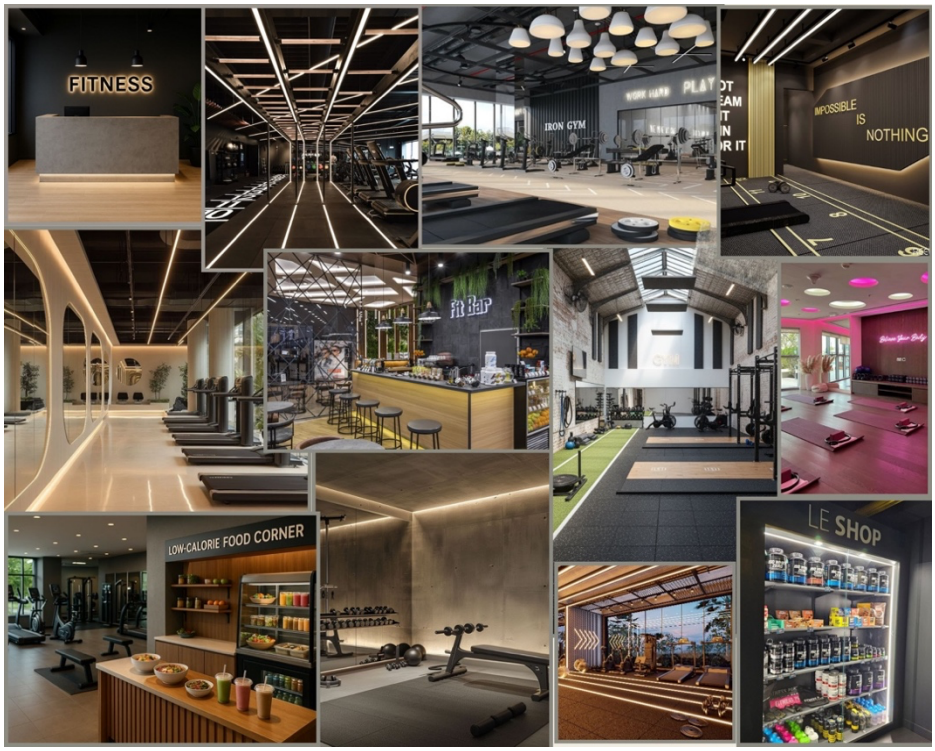

Figure 7: EvoluGYM's inspiration mood board

The visual identity was designed to be consistent with the brand's values and tone. For that reason, particular attention was paid to the interior design of the fitness center, which is meant to induce a feeling of calmness and well-being. The choice of colors and decoration is meant to strengthen this atmosphere.

Regarding the interior of the fitness center, the inspiration drawn from the mood board reflects a fitness environment and a sense of understated luxury. For instance, beige and light brown tones are used for the walls, while black mats to protect the floor and black gym equipment would be preferred to bring contrast and practicality. In addition, elements such as plants and lighter decorative features are included in the food corner and the fit bar. These elements induce a natural touch and create a more welcoming environment, while the colorful fitness products (smoothies, fruits, protein snacks, etc.) will add a natural visual dynamism with popping colors to the space.

The logo represents another key visual element in the construction of EvoluGYM's brand identity. To further support the visual positioning of EvoluGYM and make its aesthetic choices even more legitimate, a comparative mood board was developed. This mood board brings together a selection of premium and luxury brands, including Loro Piana, Cartier, Ralph Lauren, and SKIMS. This comparative analysis highlights that many of these brands rely on neutral and earthy tones (e.g. beige, brown and burgundy) as central components of their visual identity systems. From a branding perspective, these choices can be understood as strategic brand codes. As argued by Diana Derval in her book *Designing Luxury Brands: The Art and Science of Creating Game-Changers,* muted and warm tones contribute to an "understated elegance and simplicity", which are associated with authentic and refined lifestyles (Derval, 2024: pp. 124-125). Moreover, these color palettes are often paired with minimalist, legible and elegant typography. This choice to keep technical sophistication visually restrained serves as a marker of enduring prestige and excellence (Derval, 2024: p. 12). Indeed, branding can be understood as a system of "customer relationships" that require congruent combinations of visual, verbal and sensory elements in order to shape perception and enhance brand experience. In this sense, using clear typography that aligns with the brand narrative is essential because a brand must be congruent to its codes and effectively communicate its identity (Derval, 2024: p. 31). For instance, Cartier and Ralph Lauren illustrate how burgundy or beige tones can evoke heritage and prestige. Loro Piana and SKIMS demonstrate how softer variations of burgundy and brown can signal a more understated form of luxury. The examples and literature discussed above thus

demonstrate how color and typography work in conjunction to build a coherent premium and luxury brand positioning.



Figure 8: Comparative mood board of premium and luxury brands

In this context, EvoluGYM adopts a palette of neutral and earthy tones, including beige, burgundy, brown and light grey, to develop its overall visual identity (e.g. logos, website, Instagram content, etc. as shown below). These colors are combined with a legible typography for the brand name "EvoluGYM". This approach aligns with established visual codes but it also differentiates itself from conventional fitness industry aesthetics, which often rely on visually aggressive color schemes (e.g. Basic-fit - see figure 6 p. 44). This comparative analysis thus legitimizes EvoluGYM's logo design choices because it demonstrates that its aesthetic direction is consistent with branding practices within the premium and luxury landscape.

Let us now move on to the core of EvoluGYM's logos. The company has developed two different logos designed for specific purposes. Both logos include a light beige and neutral typography, making them adaptable to a variety of supports such as gym equipment or branded products (yoga mats, smoothies, shaker bottles, etc.). The first logo is relatively simple and includes a clean typography in capital letters and neutral tones. The simplicity of the logo allows it to serve as a brand symbol that can be applied to different categories of EvoluGYM's product. The second logo is a more complex design: it includes a circular shape and a visual combination

of a dumbbell with the initials of the gym's name which constitute the center of the logo. This version can be used on communication channels such as social media, merch products, delivery boxes and many other. Both logos remain consistent with the brand's identity and stay neutral and unpretentious. Additionally, the typography is very easy to read for consumers so that they can immediately recognize and understand the brand. Even though both logos can be used for specific purposes, they can also be inclusive and used on any support, which was exactly the purpose of choosing rather simple designs. In terms of colors, the first logo is available in several neutral shades, including dark purple (close to burgundy), brown and light grey. By contrast, the second logo, is only presented in a single color to reinforce visual coherence. Overall, these color choices were made to enhance the versatility of both logos, which allows them to adapt to diverse products backgrounds.

It should be noted that while neutral colors were selected, the black color, which could be considered as the most classic color along with white was deliberately avoided. This choice reflects the fact that many premium and luxury brands (e.g. Evo land, Dior, Chanel, Givenchy) rely on black and white over other colors to maintain the "sense of luxury" with minimal complexity (Wang et al., 2022: p. 974). In contrast, EvoluGYM positions differentiation as a core objective through its service offer and its visual identity. For this reason, the brand tried to establish a distinct visual meaning, to convey a sense of quality and sophistication in using neutral colors apart from black and white.



Figure 9: EvoluGYM's first logo (in three colors) and second logo

In conclusion, the visual identity of EvoluGYM illustrates how design choices do matter to communicate a brand's values and positioning. It is through coherent combination of colors, typography, logo designs and spatial elements, that EvoluGYM aims to convey that it offers a premium, yet accessible fitness experience, aligned with the expectations and needs of its members.

8.4.2. Tone of voice

The tone of voice is the way a brand addresses its customers: how it talks to them, what its personality and values are. When customers deal with employees, the tone of voice and general friendliness of the company becomes a direct extension of the brand and even a personification of the company (Brown and Maxwell qtd. in Barcelos et al., 2017: p. 61). Depending on its target audience and the reputation it wants to convey, a company can choose between a human (friendly voice) or a corporate (formal voice) tone of voice (Barcelos et al., 2017: p. 61). Besides the choice of words, it can also include other elements of communication style (e.g. musicality in spoken language) or graphic elements in websites (e.g. emoticons) (Barcelos et al., 2017: p. 62).

Many experts argue that brands should use a humanized tone of voice, especially on social media because it gives the consumers a feeling of being closer to a real brand (Barcelos et al., 2017: p. 61). Even though each brand has a different communication style and positioning, they should all adopt the concept of conversational human voice. This concept refers to "an engaging and natural style of organizational communication as perceived by an organization's public based on interaction between individuals in the organization and individuals in publics" (Kelleher qtd. in Barcelos et al., 2017: p. 61).

The brand's tone of voice is important, especially, when a member encounters EvoluGYM for the first time on social media, because it is the moment when one forms an opinion about an unfamiliar brand (Barcelos et al., 2017: p. 61). Therefore, the way brands communicate with consumers can be a decisive step in shaping consumers' attitudes and responses as well as customers' progress into the loyal phase.

As explained above (pp. 28-29), a brand's consumers can have two types of goals: hedonic (enjoyment-focused) and utilitarian (result-focused) (Barcelos et al., 2017: p. 62). In this

context, it is advisable to use a human voice in a brand's interactions with customers on social media if its products or services are primarily hedonic (e.g. sports club) and associated with contexts of low situational involvement and risk (Barcelos et al., 2017: p. 73). Additionally, in this condition, the overall posts about the brand should not be negative. For a brand's products and services that are utilitarian (e.g. financial consulting) and associated with contexts of high situational involvement and risk, the choice of tone of voice makes little or no difference. Thus, the brand can still choose between a human or corporate voice in these situations, provided that the products or services are associated with contexts of low situational involvement and risk (Barcelos et al., 2017: p. 73). However, it is advisable to use a corporate voice for an organization's products and services that are associated with contexts of high situational involvement and risk (Barcelos et al., 2017: p. 73).

Following Barcelos et al.'s logic, EvoluGYM should be using a human voice to address its members. The tone of voice used in the fitness center's communication, more specifically on its social platforms, can be defined as motivational and empowering. A first area where the tone of voice is represented is in EvoluGYM's name: the main purpose of the company is to make its members be the main character of their own evolution, of their own growth. The brand is caring and pushes every individual to their best as to achieve lasting and healthy results through supported and mentored advice. The simpleness of the combination between "Evolu" and "GYM" shows that the brand is not superficial, it rather searches for its members' transition to a better lifestyle while providing qualitative resources. In addition, some products will use the prefix "Evolu" in order to unify the brand's identity and personality. For instance, the company produces its own beverages in its shared fitness bar space such as "the EvoluJuice" or "the EvoluShake" that are services provided by the brand. This will participate in shaping EvoluGYM's reputation in consumers' minds.

To conclude, it has to be clarified that this section's purpose was to introduce the key concepts which will be illustrated in the following section. This third and final section will focus on the elaboration of the brand's online communication strategy. The elements that shape the brand's visual identity and personality such as logos, tone of voice, color palette or typography, will be exemplified through social media content, collaborations and more.

9. Storytelling and Storydoing

Storytelling can be defined as a tool for brand building in a context where individuals pursue a goal of creating a "good life" for themselves (Fog et al., 2005: p. 19). A strong brand is not only defined by its products and services, but also by the connections it establishes with consumers and employees (Fog et al., 2005: p. 15). In this regard, storytelling plays a central role, because it works as a powerful narrative that appeals to emotions and fosters a sense of belonging (Fog et al., 2005: p. 19). Moreover, storytelling is able to strengthen the brand both internally and externally, as it makes the brand's values (pp. 41-42) and culture (p. 40) more accessible to its stakeholders (Fog et al., 2005: p. 21).

To be effective, however, the message expressed through storytelling needs to reflect the company's vision (p. 40), mission (p. 41), purpose (p. 42), as well as the experience it is trying to sell (Fog et al., 2005: p. 80). Storytelling can thus work as a way to translate the brand's vision into an aspirational narrative and reinforce brand's mission through concrete and relatable stories. In addition, storytelling serves as a means to express the brand's purpose, as it addresses its broader societal role in a way that resonates with stakeholders and fosters a connection to the brand.

To build a coherent brand identity, EvoluGYM should thus develop one core story that serves as the foundation for all its communication (Fog et al., 2005: p. 23). This narrative should be aligned with the overall brand's positioning (pp. 25 and 43) in order to ensure consistency across communication channels. Therefore, the objective is to create a concept that will appeal to members' emotions and foster a sense of engagement (Fog et al., 2005: p. 48). While EvoluGYM's core story (its values, objectives and offers) ensures coherence, it can be communicated through a wide variety of formats and narratives (Fog et al., 2005: p. 98). These include stories about employees, the founder, the founding of the company, its successes and crises, its products, partners, customers, or opinion leaders (Fog et al., 2005: pp. 99-120).

From this perspective, storytelling does not only limit itself to branding strategy but also serves operational communication purposes. For instance, sharing anecdotes or personal stories of the journeys of coaches or members on social media can convey the brand's identity in a transparent way (Fog et al., 2005: pp. 50, 54). Employees play an important role in this process. According to Fog et al., they are the most effective storytellers, as they act as brand ambassadors and

position themselves at the center of the organization (2005: p. 126). To fulfill this role, they must clearly understand the company's values, missions and culture. When employees are properly informed about the brand's narrative, they are able to communicate about it with enthusiasm to customers (Fog et al., 2005: p. 126), which reinforces the brand's tone of voice and its overall identity.

Moreover, storytelling facilitates the communication of values and the transmission of knowledge (Fog et al., 2005: p. 144). It can appear under different forms and can be delivered by various actors, including employees, clients, influencers or the brand itself. In the contemporary digital environment, however, the rise of social media and the rapid spread of information have changed communication dynamics. Consumers are now better informed and interested in making the marketplace more transparent, which reduces companies' control over their brand image (Fog et al., 2005: p. 177).

Although this situation can represent a challenge for companies, it also reflects a positive shift from the traditional one-way communication model toward more interactive approaches, which facilitate consumers' brand perceptions. As a result, the content generated by consumers plays a decisive role: customers tend to perceive brand messages as biased, while reviews and feedback are considered more trustworthy. In this context, consumers' opinions can significantly influence brand reputation (Fog et al., 2005: p. 178). Brand reputation is the overall perception of a firm in the marketplace regarding its credibility, including the extent to which it is seen as competent in delivering products and services, trustworthy in meeting customer needs with honesty and integrity, and possessing a favorable overall image and relational appeal (Kotler and Keller, 2012: p. 203).

Moreover, recent marketing developments emphasized that there was a shift from storytelling to storydoing, which means that storytelling alone is no longer sufficient (Rodríguez-Ríos and Lázaro Pernias, 2025: p. 211). In this context, brands are now expected to take concrete actions in addressing societal and environmental issues. This evolution has thus led to the rise of storydoing companies which provide consumers with tools to engage into societal or environmental purposes (Rodríguez-Ríos and Lázaro Pernias, 2025: p. 211). Storydoing can therefore be understood as an extension of storytelling, because the brand's value now lies in its actions as much as its in stories. This approach is based on three key elements: a clear purpose (an ambition that goes beyond profit), tangible brand assets (such as products or

experiences that reflect the brand's purpose), and finally amplification through storytelling. In this framework, storytelling remains essential but primarily serves to emphasize the brand's actions (Baraybar, Luque and Montague qtd. in Rodríguez-Ríos and Lázaro Pernias, 2025: p. 211).

For this reason, EvoluGYM should use storytelling to communicate its identity and adopt a storydoing approach. This implies prioritizing transparency in the fitness center's services which will help its members make choices and navigate the marketplace of tomorrow (Fog et al., 2005: p. 50). Additionally, this gym organization should maintain a trust-based relationship with its customers as these relationships shape the foundations of a powerful brand (Fog et al., 2005: p. 178). In a world where communication strategies evolve rapidly, EvoluGYM must shift from communicating meaning to fostering active engagement among its customers, which will reinforce the credibility of the fitness center and its emotional connection with its audience (Rodríguez-Ríos and Lázaro Pernias, 2025: p. 211).

PART 3: EvoluGYM Communication Strategy: Content, Channels and Plan

10. Benchmarking Analysis

Before developing the last section of this dissertation dedicated to EvoluGYM's communication strategy, it is essential to analyze practices that already exist within the fitness industry. This benchmarking thus aims to answer the question: What communication strategies are currently implemented by key competitors, and how can EvoluGYM differentiate itself among them?

To address this issue, three fitness actors have been selected: Basic-fit,[3] Jims[4] and Evo Land.[5] These fitness centers reflect three distinct communication models: a low-cost fitness chain, a mid-range fitness chain, and a premium fitness center. Moreover, the following five criteria will serve to structure this analysis: the position of the brand; the type of content (utilitarian, inspirational, or entertaining); the relationship with the community (only a relationship from a brand to a client or a relationship where clients are the ambassadors of the brand); the platforms used to communicate; the tone of voice and storytelling.

In order to provide a multidimensional comparison of the three competitors, the choice of these five criteria is based on a communication benchmarking typology, which integrates brand positioning theory, content strategy frameworks, relationship marketing, and narrative branding approaches. The analysis is based on data collected from the official websites and social media platforms of the three fitness centers. To ensure consistency and comparability, the observation period was limited to content published between January 2026 and April 2026. Brand positioning is used as a foundational criterion because it determines the target market and overall communication direction of each fitness center, in line with established positioning theory (Brand positioning - pp. 25-36). The type of content (utilitarian, inspirational or entertaining) allows the analysis to assess whether communication remains one-way or evolves

[3] Basic-fit, Official Website, https://www.basic-fit.com/fr-be/home, Accessed April 2026.
Basic-fit, Facebook Account, https://www.facebook.com/BasicFitBelgie/?locale=fr_FR, Accessed April 2026.
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[4] Jims, Official Website, https://www.jims.be/fr, Accessed April 2026.
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Jims, Instagram Account, https://www.instagram.com/jims_belgium/, Accessed April 2026.
Jims, Youtube Account, https://www.youtube.com/@JimsFitness/videos, Accessed April 2026.
[5] Evo Land, Official Website, https://evo-land.de, Accessed April 2026.
Evo Land, Instagram Account, https://www.instagram.com/evo_land.de/reels/, Accessed April 2026.

toward interaction and co-creation with users. The type of content criterion also helps to draw conclusions about the relationship between the fitness center and its community. The platforms used are included based on digital channel notions collected through the analysis of each fitness center's social media use. Finally, tone of voice and storytelling are analyzed through narrative frameworks. Together, these criteria provide a structured benchmarking framework that compares how each fitness center constructs its brand identity and its communication strategy and how it engages with its audience.

Criteria	Basic-fit	Jims	Evo Land
Brand Positioning	- Low-cost fitness center. - Accessible. - Mass market. → Focus on affordability and convenience.	- Mid-range fitness center → Focus on support, guidance, and accessibility. Emphasis on well-being and support.	- Premium and experience-oriented fitness center. → Focus on personalization, lifestyle and holistic well-being.
Type of Content (utilitarian, inspirational or entertaining)	- Primarily utilitarian, offers gym information and basic fitness tips. - Some light inspirational content.	- Mix of utilitarian and inspirational content - Examples: fitness advice, health tips, motivational messages, etc.	- Strong inspirational content. - Includes elements of lifestyle, experiences, feedback and advice. - Includes some utilitarian content related to services.
Relationship with the community	- Mostly one-way communication (brand → client) - Limited community engagement.	- Moderately interactive - Some engagement with members is made. - Still a brand-driven communication.	- More community-oriented approach. - Promoting members' engagement, involvement and their overall experiences.

Platforms Used	- Instagram, Facebook, Youtube and limited presence on TikTok. - Mobile-app. - Website.	- Instagram, Facebook and Youtube. - Mobile-app. - Website. - More localized communication.	- Instagram. - Website - Premium-oriented channels. - Focused on visual and experiential communication.
Tone of voice & Storytelling	- Tone of voice = functional, accessible and promotional. - Storytelling focuses on clarity rather than emotion.	- Tone of voice = reassuring and supportive. - Storytelling focuses on guidance and well-being.	- Tone of voice = inspirational, immersive and lifestyle oriented. - Storytelling focuses on personal experience, development, and transformation.

Figure 10: Fitness center's benchmarking analysis

Based on the comparative analysis above, several conclusions can be drawn regarding the three distinct communication models within the fitness industry. To begin with, Basic-fit adopts a functional and accessible strategy which focuses on utilitarian content and a top-down (from the organization to its audience) communication approach. This means that the brand controls the communication and writes the messages, then it sends them to consumers, who receive them passively. The objective is mainly to inform and attract a broader audience through convenience (Basic-fit, April 2026).

The gym chain Jims follows an accessible positioning like Basic-fit. However, it includes more emphasis on guidance and support. Its communication strategy combines utilitarian and light inspirational content in order to promote a healthier lifestyle from which members would benefit. Nevertheless, the relationship that Jims has with its community remains mostly brand-driven, thus showing little participation of its members in the creation of content (Jims, April 2026).

In contrast, Evo Land positions itself as a premium and experience-oriented fitness center. Its communication strategy is focused on inspiration and personalization. This strategy emphasizes high-end services and a holistic fitness approach. This fitness center promotes a more immersive experience, where fitness is not only about performances but also about community and personal development (Evo Land, April 2026).

These observations reveal a strategic opportunity for EvoluGYM to position itself as a differentiated and customer-oriented fitness brand. Through the services presented in the second part of this dissertation (personalized coaching, relatability, nutritional guidance, performance tools, community spaces - pp. 18-25), EvoluGYM goes beyond a functional model. It not only provides access to a gym but also offers a personalized and customer-focused fitness experience that combines performance with well-being and social interaction. In addition, based on its data-driven and customized services, EvoluGYM can integrate utilitarian content (e.g. advice from experts and personalized programs); inspirational content (e.g. transformation journeys and results); and entertaining content (e.g. fitness challenges, behind-the-scenes insights into the fitness lifestyle or social media trends). This approach can be described as versatile and allows EvoluGYM to position itself as a credible and engaging fitness brand that relies on multiple types of content.

Moreover, EvoluGYM makes its relationship with its community a priority. Its concept focuses on fostering a sense of belonging and a sense of community through group classes, social spaces, collective classes, shared experiences between members and EvoluGYM's team. This positioning enables members to share their progress and become brand ambassadors, which contributes to shaping the brand's communication model. Additionally, in the next part about the social media, it is explained that EvoluGYM adopts a multi-platform strategy by using informative platforms (e.g. Facebook and email), visual platforms (e.g. Instagram), viral platforms (e.g. TikTok) and utilitarian platforms (e.g. LinkedIn). This allows the company to reach a broader audience. It should also be mentioned that the tone used through the content generated on these platforms is human and motivating (as mentioned in the part about the tone of voice - pp. 49-50). Therefore, it can be concluded that the brand's communication strategy reflects EvoluGYM's distinctive positioning because it promotes both fitness performances and life-changing transformations and establishes a sense of long-term engagement (i.e. brand belonging and loyalty).

11. Social Media

Even though part of the communication strategy to build a brand should remain offline (Pfeiffer & Zinnbauer qtd. in Pauwels et. al., 2016: p. 739), social media has a major importance in our contemporary society. Indeed, social media marketing is a tool that helps companies communicate with consumers in building brand loyalty outside of traditional methods (Jackson and Akhtar qtd. in Puspaningrum, 2020: p. 952). In this sense, social media is a strategic tool that companies must use in order to increase sales, interact with their customers and help the latter find what they are looking for in the brand (Puspaningrum, 2020: p. 952). Thus, using social media has become part of an organization's marketing strategy in an effort to reach a wider range of consumers (Evans and McKee qtd. in Puspaningrum, 2020: p. 952). To reinforce this literature, in 2023, it was reported that there were around five billion social media users worldwide, with approximately 680 million users in Europe (Statista, 2025). It can be concluded that social media usage is one of the most popular online activities as it represents an integral part of daily internet usage (Statista, 2025).

Following that logic, brands, such as EvoluGYM, should develop a well-elaborated communication plan (pp. 82-88) to increase their presence on social media in order to establish and then strengthen their position in the market. The fitness brand should use contemporary practices to produce attractive content such as short videos, interactive presentations of the brand, collaborations with other brands or influencers, feedback from consumers or influencers and more. EvoluGYM is publishing content on platforms such as Facebook, Instagram and TikTok and also sends emails to reach every segment of its target audience. Each of these platforms is adapted to reflect the brand's personality and overall features. Additionally, the fitness brand is also active on LinkedIn to hire employees in order to offer the best service possible to its members. To communicate, the choice of the brand's platforms is based on the statistics shown below.

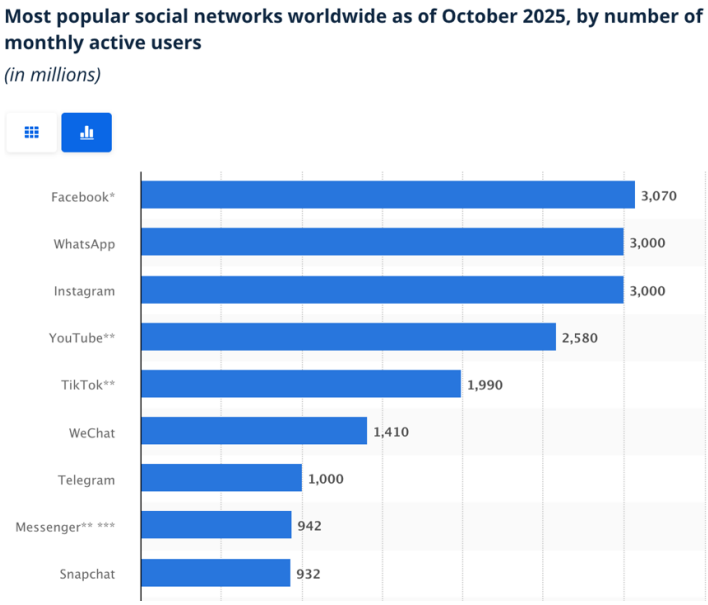


Figure 11: Most popular social networks worldwide 2025 (screenshot from Statista)

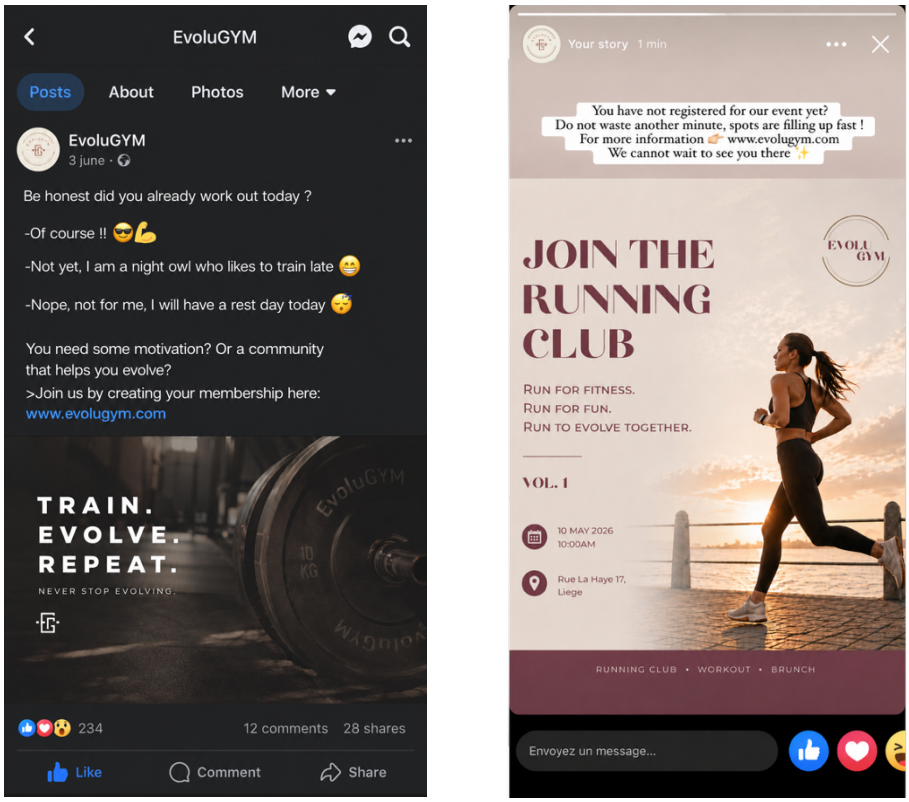
11.1. Facebook

After 20 years of existence, Facebook remains the most used social media platform nowadays with about 3,070 million users worldwide (Statista, 2025). Facebook's main users are aged between twenty and sixty years old, which represents most of its main target audience (Statista, 2025). EvoluGYM uses this platform to reach Generation Y and a small part of members from Generation X. The average social media content on this platform usually includes captions or informative videos. Overall, this content has an informative purpose as this specific part of the target audience prefers content that goes straight to the point, providing them with the information they are looking for and that can be accessed easily (Kullolli and Trebicka qtd. in Kalita and Goswami, 2025: p. 34). It is possible for EvoluGYM to post photo or video content as well as stories that last twenty-four hours. Every post can be commented on, liked or shared on Facebook and the company will communicate about the brand itself, its products, services or events.

An important feature of Facebook is not only its easy mechanism to post and interact with customers, but also its mailbox called Messenger where customers are able to easily contact the brand through DM (Direct Messages), allowing direct and personalized conversations between the brand and customers. In addition, Facebook now has a powerful tool named Meta Ads, which offers functionalities such as precise targeting (e.g. age, location and interests), multiple campaign objectives (e.g. awareness), various formats (e.g. images, videos, reels, etc.) and

retargeting capabilities (Facebook, 2026). All of these functionalities are tools that can help companies in customer acquisition and lead generation. One last interesting and helpful tool that Facebook proposes to brands is the Meta Business Suite (Facebook, April 2026). It consists of management tools, including schedule content, manage ads, analyze performance and organize team access. This powerful tool centralizes and optimizes marketing activities. All these functions, if they are well-managed, may multiply EvoluGYM's sales and optimize the relationships the brand tries to build with its members. Because EvoluGYM is a customer-oriented brand, it would be preferable to select certain people that would form the "customer care team". They will have full access to the Facebook and the Messenger accounts of the brand in order to provide continuous and adequate answers to members' questions about the offer and services of the fitness center.

Examples of content published by EvoluGYM on Facebook are presented below. The first example features an image with a caption designed to engage the target audience. The second example illustrates a Facebook story promoting the Running Club, which aims to generate interest and participation:



Figures 12 & 13: EvoluGYM's Facebook post and story

11.2. Instagram

According to the statistics, Instagram is the third leading social media platform worldwide. The app attracts people aged between sixteen and twenty-four years old i.e. Gen Z, and people aged between twenty-five and forty years old, i.e. Millennials (Statista, 2025). Nowadays this social media app has about 3,000 million users that are looking for more varied content from the platform, with "engaging and creative content" (Statista, 2025). These statistics are not surprising as according to a study on the use of social media platforms among Gen Z, Instagram emerges as the clear favorite social media platform (Kalita and Goswami, 2025: p. 33). Indeed, Facebook and Instagram have become popular interactive tools that offer communication and collaboration among users. This can be explained by the fact that social media uses advanced algorithms to personalize content, which increases users' engagement and shapes their behavior by controlling what they are exposed to, making the experience more immersive and interactive (Kullolli and Trebicka qtd. in Kalita and Goswami, 2025: p. 34). Instagram is an image-sharing (e.g. photo carousels and stories) and video-sharing (e.g. reels and stories) platform where the audience can encounter an interactive medium for creating, modifying and discussing content (Kalita and Goswami, 2025: p. 34). The content can be produced either in the form of photo carrousels, which represent a publication with a selection of pictures including music, caption and sometimes locations; reels, e.g. short video production with a specific theme, music and text; or stories, i.e. photo or video content that appear in a dedicated section at the top of the Instagram feed and automatically disappear after twenty-four hours (Instagram, 2026).

As Instagram plays a significant role that influences perceptions and attitudes, helps in shaping identity, as well as affects the well-being of individuals (Kalita and Goswami, 2025: p. 34), EvoluGYM should ensure a consistent style and aesthetic that reflects the brand's personality and its positioning, while still varying its content. In other words, Instagram content should remain diverse in both format and topic. In terms of format, the brand can alternate between photo carousels, videos, reels and stories. In terms of topic: it should include educational content (e.g. fitness advice); inspirational content (e.g. transformation stories); promotional content (e.g. products and services discounts); community content (e.g. direct experience at the gym); partnership content (e.g. collaborations with influencers and brands). Although Instagram is suited to creative visual storytelling, EvoluGYM's challenge is to produce original an engaging content while remaining consistent with its core brand values.

The example below illustrates what EvoluGYM's Instagram feed could look like in the case where EvoluGYM is a real brand that produces consistent content on social media:

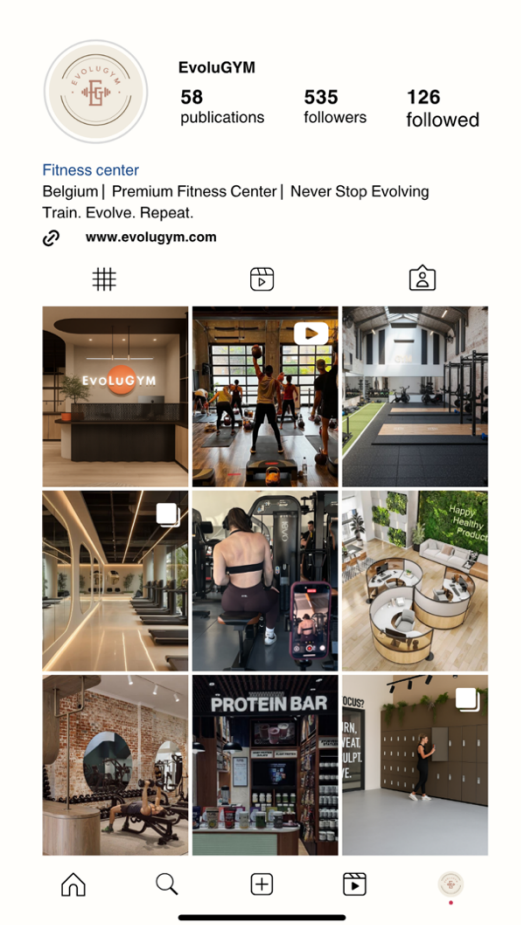


Figure 14: EvoluGYM's Instagram feed

It has to be mentioned that now that Facebook and Instagram are part of the same Meta group, it is easier to manage content on both apps. Indeed, the fitness center can activate a parameter that synchronizes the same content to be published on both Facebook and Instagram at the same time. However, careful attention should be paid not to rely too much on this easy function as depending on the topic of the content the effect on both platforms and both audiences will not be the same. Even though Facebook and Instagram share some features, the Instagram app has functionalities (e.g. use of music, locations, hashtags) and an algorithm that can put a brand's profile forward to present it to a larger audience. One last, but not least highly useful characteristic for management of the Instagram platform is its recent launch of the broadcast channels functionality (Instagram, 2026). This ingenious tool allows brands' professional accounts to communicate more easily with all the followers that are joining this "group chat". For instance, EvoluGYM can post messages, share information, important memberships'

discount initiatives or even promote its content that has just been posted to reinforce reaction and engagement. In conclusion, Instagram has all the settings required for a brand like EvoluGYM to be able to communicate effectively and build a strong online community through social media.

11.3. TikTok

The next social media is the Chinese platform called TikTok. According to the statistics, this is the fifth leading platform worldwide, which gathers approximately 2,000 million active users (Statista, 2025). This social media platform is rather popular with Generation Z aged between sixteen and twenty-four years old (Statista, 2025) (Zhou, 2025: p. 100). Along with Instagram and YouTube, TikTok is the most preferred visual and video sharing platform (Kalita and Goswami, 2025: p. 40). Indeed, TikTok is a trend-oriented platform on which users can create short or long videos with filters, music, text and hashtags. Its principle is that users can take another user's video sound to use it and increase the visibility of the initial video and user, so that each TikTok video works as a sort of inspirational template (TikTok, 2026). Here the positive effects lie within the complexity of the platform. Indeed, TikTok has a rather difficult algorithm because it is unpredictable and adapts itself continuously to user behavior in real time, making content visibility hard to control. This can represent a challenge for an emerging brand to understand how the algorithm works, or what the audience is interested in. However, a potential advantage is that, once a brand becomes familiar with the platform's codes and algorithm dynamics, a video may achieve strong reach and increase the brand's visibility. As a proof, many influencers, brands and artists have seen their careers take off thanks to TikTok. A well-known example would be Charli D'Amelio, who started to post on TikTok in 2019 and gained rapid popularity through her consistent content, which consisted of "renegade" dance videos. With almost 160 million followers today Charli D'Amelio became the face of TikTok (Caramanica, 2021).

Moreover, this platform also includes viral trends that pertain to the healthy lifestyle or fitness lifestyle category: the "What I eat in a Day (Healthy)," the "Gym Girl / Gym Boy Era," the "5 a.m. Dopamine Detox Morning Routine" (TikTok, 2026). Indeed, health and fitness lifestyle trends on TikTok represent hundreds of billions of cumulative views: as of today, #fitnessmotivation was used about 5 million times, #healthtips was used 4.7 million times, #fitnesslifestyle was used 267,000 times and the #workout was used about 16.9 million times

(TikTok, 2026). All these results are the available metric for measuring and proving the trending and viral effects of promoting a fitness lifestyle on social media.

What would be relevant for EvoluGYM is maintaining an active presence on TikTok and posting attractive content that promotes its services. The idea would be to show the Gen Z audience what they can achieve and the benefits of joining EvoluGYM's community. To do so, the brand should go beyond posting about the brand and its services and develop creative and original content that will spark audience interest. The purpose of the TikTok content would be to promote EvoluGYM's services in an original way and to stay true to its values: through transformation videos, recipe videos, collaboration videos, tips and tricks on how to execute exercises properly for example.

The example shown below is meant to embody a TikTok video that could be published on EvoluGYM's TikTok account. It is an entertaining "What I eat in a Day" format that presents the daily eating habits of an EvoluGYM coach, so it provides ideas of healthy and nutritious meal choices to viewers.



Figure 15: EvoluGYM's TikTok content

11.4. LinkedIn

In contrast with Instagram and TikTok, LinkedIn is a professional social network. Indeed, the platform is filled with content related to business and aims to connect professional profiles and create a professional relationship (LinkedIn, 2026). Users on this platform often post about their careers, post their interest in a specific domain, seek a new job offer, or propose a job offer.

EvoluGYM should use this platform, not to reach its audience and increase sales, but rather to find and hire the right employees for its company (dieticians, certified coaches, nutritionists, administrative staff, human resources, communication team, etc.). The brand can post about job offers when required and should also have a few posts about EvoluGYM's background to inform both potential employees and other businesses that would want to connect and collaborate with the brand. Since this platform is often used by a majority of hard-working people, EvoluGYM's offer could also interest some of them that would want to improve their mental health and consequently their productivity at work, which makes them potential future members of the fitness center.

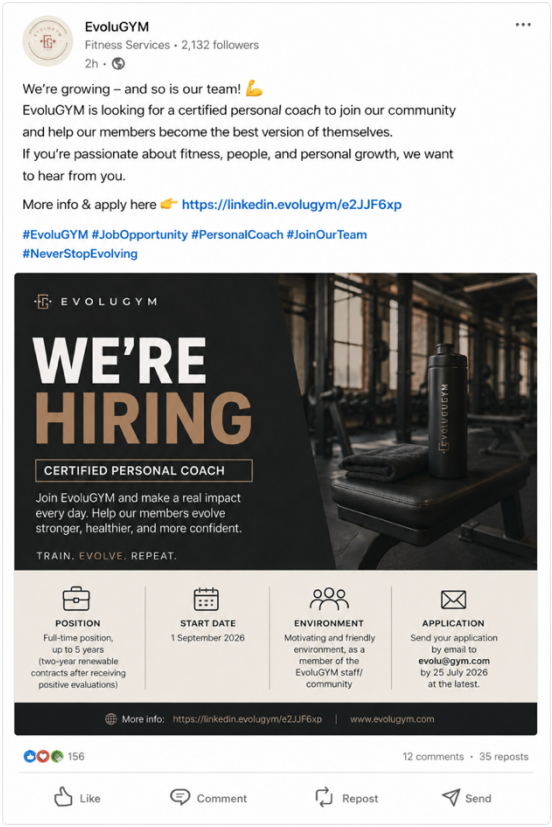


Figure 16: EvoluGYM's LinkedIn content

12. Website

This section will explain how members can go through EvoluGYM's website and discover its functions and overall information. This tool is important for brand experience since it is the place that centralizes all information about the fitness center's offer, its products and their benefits, the membership prices, the staff profiles as well as other services that the brand provides. Due to technical and design limitations related to website development, I was not in a position to create a real functional website with advanced designs and user interface features. However, I used Canva, Pinterest and other digital tools in order to develop conceptual sketches to illustrate how EvoluGYM's website could be structured. These preliminary versions work as a foundation for a potential technical team that would be responsible for developing the final version of the website.

The www.evolugym.com website contains a homepage with the motivational quote "Never Stop Evolving" and a picture of a woman doing her workout routine on the right, all of which embody the tone of voice, values and products of the brand. On the left, there is the menu. When members click on it, they can find and visit the different sections that list the different functionalities of the brand: "About us," "Membership prices," "Find your fitness match," "Events," "Our team" and "Contact us."

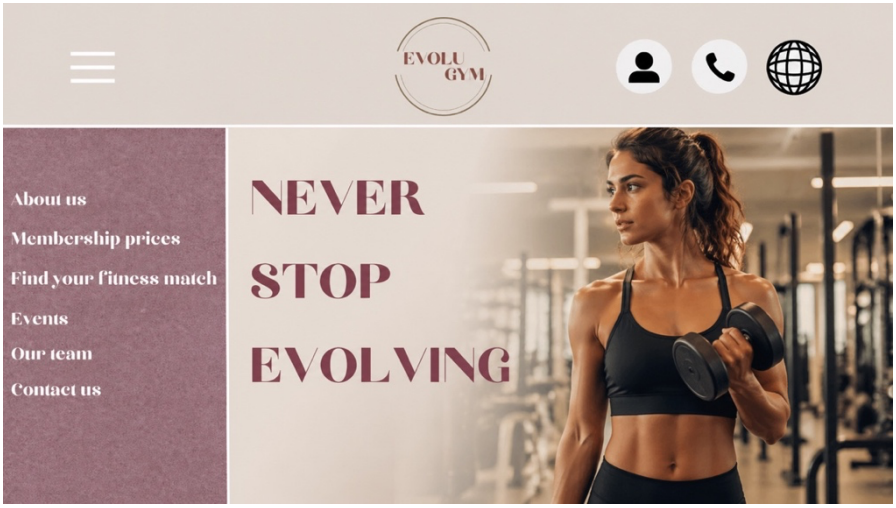


Figure 17: EvoluGYM's website homepage

In the first section entitled "About us," members can read an article written by the founder of the brand where she explains the creation of the brand. It includes a presentation of the founder and her journey, when and through which processes the brand was launched, the brand's values,

mission, purpose and the different services it provides. All of these concepts were detailed earlier in the section introducing the brand (pp. 17-42), the brand and value propositions (pp. 36-37) as well as the notions related to brand's visual identity (pp. 43-48).

The second section "Membership prices" lists all the subscription prices EvoluGYM is offering. The description and the pricing table can be found from page 22 to 24.

The third section is called "Find your fitness match" because it includes a short questionnaire generated by an AI where customers can answer a few questions in order to preliminarily find out which routine and type of workout is best for them and their specific lifestyles. To get access to the questionnaire, members have to identify themselves on the website with their first and last name, and email address.

Before delving into the explanation of the "Find your fitness match" section a few acknowledgments about the email communication strategy must be made. The email marketing strategy can be a complementary communication channel for EvoluGYM in order to reach audiences that are less engaged with modern social media platforms presented in the section about social media (Facebook, Instagram, TikTok and LinkedIn). Indeed, Baby Boomers (55-73 years old) and part of Generation X (39-54 years old) tend to use more direct and reliable forms of communication (Heimlich, 2010). Customers will be kept informed about specific information related to EvoluGYM's schedules, services, health advice and membership details. Additionally, email establishes consistent communication through newsletters, special deals, personalized messages and reminders about the events for instance. In this context, using the email system to communicate may contribute to fostering a long-term relationship because it enhances customers' connection to the brand. Therefore, EvoluGYM's email strategy should include a mix of informational (e.g. schedules and membership), promotional (e.g. information about events) and educational content (e.g. tips and advice) that is adapted to all age groups. Emails should also include clear call-to-action, such as a button to book a class or discover new programs. In this way, EvoluGYM establishes a multi-channel communication strategy that addresses the diversity of profiles and the age gap of its target audience.

It is important to mention that all information shared on the website will remain strictly confidential. Indeed, all data provided is exclusively used for the purpose of improving the personalization of recommendations, in accordance with data protection principles.

Additionally, even though the questionnaire results are generated by an AI system, all outputs are reviewed and validated by qualified EvoluGYM professionals, including fitness coaches and other relevant specialists (e.g. doctors, nutritionists, dieticians, etc.), before being communicated to members.

Now that these notions have been established, here is EvoluGYM's question list for the AI form part of the "Find your fitness match" section:

- *What is your age group?*
  (e.g. under 18, 18-25, 26-40, 41-55, 56+)
- *Do you have any injuries, medical conditions or physical limitations that should be considered?*
- *What is your current fitness level?*
  (e.g. beginner, intermediate, advanced)
- *What best describes your daily lifestyle?*
  (e.g. sedentary, moderately active, very active.)
- *What type of training do you enjoy or prefer?*
  (e.g. strength training, cardio, group classes, HIIT, yoga, pilates)
- *What would motivate you the most to stay consistent in the gym?*
  (e.g. visible results, health improvement, performance, social environment, coaching support, etc.)
- *What are your main fitness goals?*
  (e.g. weight loss, muscle gain, strength, endurance, flexibility, general health, rehabilitation, etc.)
- *How many days per week can you realistically train?*
  (e.g. 2 days per week, 3 days per week, 4 days per week, more)
- *How much time can you dedicate to each session?*
  (e.g. 45min, 1 hour, more than 1 hour, etc.)
- *Do you currently practice any sports or physical activities? If so, which ones and how often?*

The form is divided into three types of questions. It addresses physical considerations such as age, health habits, health injuries, medical conditions and/or limitations and fitness levels and lifestyles. Then, it asks about personal factors such as members' motivations, goals and preferences in terms of workout routine. Finally, the questions also focus on practical

constraints related to the time members have and the frequency they are able to sustain to fully commit to their fitness goals. These considerations are essential in order for the AI system to adapt to individual profiles and generate more appropriate recommendations for each user.

Because EvoluGYM deals with members' physical and mental health, it is fundamental that the staff takes careful precautions for any person that would have physical limitations. For instance, if a 40-year-old woman presents cardiovascular conditions, it is more appropriate that she receives adapted recommendations such as yoga or low-intensity training routines. In the same way, if a 32-year-old man is only able to train three times per week, it would be preferable to suggest a structured three-day workout plan adapted to his schedule while still supporting his goals.

Moreover, after receiving the survey's results (validated by qualified fitness professionals), each member who subscribes to an EvoluGYM membership can access a one-hour consultation session via Teams or in person with a selected coach, dietician, nutritionist or other qualified staff member. In order to further support this process and discuss the survey's results in greater details, members can visit the section named "Our team" to select the coach they would like to meet based on their profile and expertise. This initiative aims to optimize the alignment between members' needs and the expertise of an EvoluGYM professional. The section "Our team" will be further discussed below. Afterwards, although membership is required to access this consultation feature, members are offered a five-day trial in the fitness center. During this trial period, members can test all services of the fitness center and cancel their subscription at any time if they consider that the offer does not correspond to their expectations or needs.

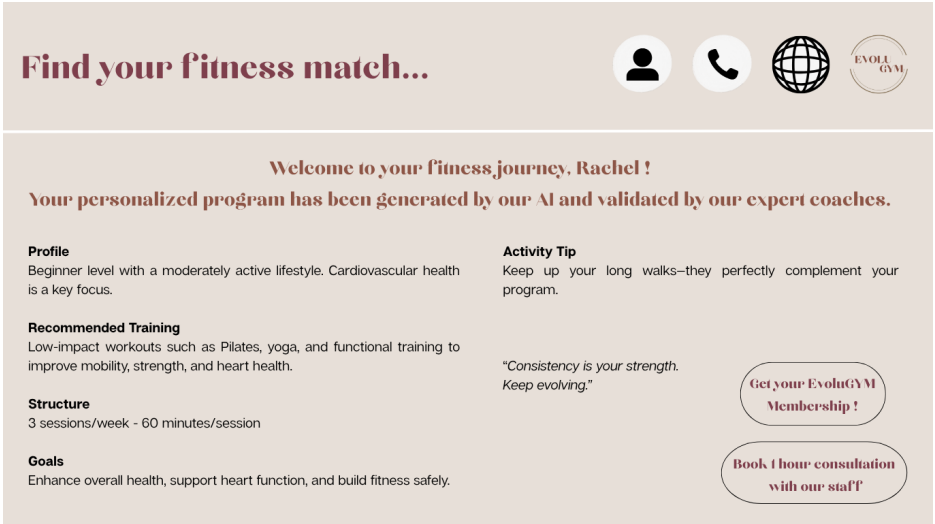


Figure 18: Example of EvoluGYM's AI survey results

The fourth section, named “Events,” gives customers access to current and upcoming events and initiatives planned by EvoluGYM. It allows customers to pay for and participate in community-based initiatives organized by the brand. This section plays an important role in shaping brand experience, as it translates the brand’s storytelling approach (pp. 51-53) into concrete interactions. It also reflects its mission of promoting long-term engagement, its vision of a lifestyle-oriented fitness model, and its values of community, personalization, and well-being (pp. 40-42). In this sense, the “Events” section functions as a concrete expression of the brand’s storydoing logic, where the brand identity is not only communicated but also actively experienced through participation in its initiatives. The aim of this section is to develop an interactive experience and, at the same time, promoting the brand’s services, personality and benefits on a broader level. For instance, promotional and gifting weeks, collaborations with other institutions, outdoor collective yoga classes, a running club and other forthcoming initiatives are examples of the immersive experiences organized by the brand.

The fifth section called “Our team” presents the profiles and professional backgrounds of the EvoluGYM team members. Indeed, it includes detailed profiles of certified trainers, dieticians, nutritionist, doctors and other professionals involved in building the best services possible for customers. This section will be of great use for the individuals who want to select the person they would like to meet during the one-hour consultation included in their membership. Apart from this function, presenting a transparent overview of the team can also strengthen trust and increase engagement, as it emphasizes the expertise and credibility of the organization.



Figure 19: EvoluGYM's trainer's profile on the website
(the trainer's profile picture was created with the help of an IA)

The last section, named "Contact us," aims to respond to any questions or concerns customers may have. Indeed, this section refers to the customer care service and provides information on how to reach it. The customer care service is available from Monday to Saturday, from 9 a.m. to 7 p.m.

To conclude the website section, this tool plays an important role for EvoluGYM because it reflects the brand's visual identity system with the consistent use of neutral tones and colors, as well as the logo and typography. Moreover, it represents the brand's personality in a digital format, which contributes to customers' engagement and long-term loyalty.

13. Collaborations and partnerships

Another important part of putting forward a brand through initiatives is to establish collaborations. A brand can either partner with influencers or another brand on a common project. The two following sections will develop these two distinct approaches.

13.1. Collaborating with influencers

According to Jiménez-Castillo, Ibáñez-Sánchez and Belanche, there has been notable growth in collaborations between brands and influencers to promote products to their target audience on social media (Ibáñez-Sánchez et al., 2022: p. 2). Although the concept of "influencer" has gained significant attention in recent years, there is still no single, universal definition of this notion. Influencers can thus be described as individuals with the ability to shape the attitudes and behaviors of their social network audiences (Freberg et al. qtd. in Ibáñez-Sánchez et al., 2022: p. 5). This trend can be explained by the fact that influencers' recommendations are highly valued by their followers, who often perceive them as being close to their own everyday lifestyles and experiences (Martínez-López et al., 2020: p. 1805). As a result, consumers are more likely to accept influencers' advice and may acquire or recommend the promoted products to other people (Ibáñez-Sánchez et al., 2022: p. 2). The trust consumers place in influencers plays an important role to build a strong consumer-brand relationship, which can lead to increased sales, reduced price sensitivity, enhanced brand loyalty and higher profitability for the brand (Trivedi and Sama, 2020: p. 105).

The effectiveness of influencers not only depends on the number of followers they have but also relies on how well the influencer matches the brand, especially in terms of experience, alignment with the brand's values and personality, credibility, and the strength of their relationship with the audience (Martínez-López et al., 2020: p. 1805). However, companies must be cautious when defining the content to be produced and shared because it needs to meet quality standards and generate positive commercial outcomes. Previous research shows that when the content is explicitly presented as commercial or sponsored, it can reduce the perceived credibility of the brand (Martínez-López et al., 2020: p. 1806).

In this context, influencers play a central role in shaping brand-related information, as the content they generate has an impact on the relationship between brands and their audience (Rosenthal & Brito qtd. in Martínez-López et al., 2020: p. 1810). Consumers expect influencers

to provide recommendations and share authentic opinions about brands (Petrescu et al. qtd. in Martínez-López et al., 2020: p. 1810). For this reason, influencers need a degree of autonomy in expressing their personal opinions and views about a brand, which implies that brands may need to limit their direct control on the content posted. This situation creates a challenge for brands: they must make sure that the message delivered by influencers remains consistent with their values, identities and personalities. At the same time, however, they need to limit the level of control they have over the content posted by influencers, because excessive brand interventions may reduce the perceived genuineness of the message and the credibility of the influencer in question when he or she shares information with their target audience.

Following that logic, Koo defines a message credibility as "the extent to which consumers perceive an online source of information as being impartial, believable and factually based" (qtd. in Martínez-López et al., 2020: p. 1810). Moreover, when consumers believe the message to be trustworthy, they are more likely to regard it as credible, which in turn influences the audience's attitudes and behavior toward the brand (Martínez-López et al., 2020: p. 1810).

In the context of influencer marketing, although there is a light degree of negative impact on brand control, it is essential to communicate the message in a way that minimizes the perception of strong commercial orientation (Martínez-López et al., 2020: p. 1819). This allows the audience to trust influencers with the information they promote on their social media platforms. In this regard, the benefits of brand-influencer partnerships lie in the relationship of honesty established between influencers and their followers. Once this trust is developed, it increases the likelihood that consumers will engage with the message, show interest in the brand and potentially progress to the purchase decision-making process, whether through engagement or subscription (Martínez-López et al., 2020: p. 1819).

The influencer marketing strategy of EvoluGYM will be to work with local influencers from Belgium, as the brand will firstly open its fitness center in this country. After a few years and after making sure that the fitness center in Belgium have gained enough visibility and rentability, the company can start collaborating with influencers from France, Spain, the United Kingdom and North America as one of its objectives is to become a fitness center known around the globe. The most important thing, whether it is in the beginning or when EvoluGYM has a stronger position in the market, is to always choose to collaborate with fitness influencers who have a strong community on social media. Another key aspect of these influencers is that

EvoluGYM should mainly collaborate with content creators who produce fitness and health related content and also include a selection of lifestyle influencers who cover a variety of topics while maintaining a strong focus on nutrition, health, sports, and overall well-being.

The choice of these influencers is aligned with EvoluGYM's positioning as a fitness center that promotes physical activity as well as a healthy and a balanced lifestyle. These influencers can showcase the services and values of EvoluGYM through content such as workout sessions, fitness challenges, nutritional advice, gym visits, events participation, and personal testimonials. The objective of such partnerships is to increase brand awareness, strengthen the credibility of the fitness center among health-conscious individuals, encourage potential members to engage with the brand, and encourage them to lastly join the EvoluGYM community.

In the initial phase of the collaboration's development, EvoluGYM should collaborate with influencers who have between 5,000 and 10,000 followers. These profiles often demonstrate high engagement rates (i.e. metrics that track how actively involved with the content the audience is) (Sprout Social, May 2026) and strong proximity with their audience. This initial strategy can be beneficial for the fitness center, as the collaborations with this type of influencers are generally more affordable than those with influencers who have a larger number of followers. For example, Maureen Leonard is a fitness influencer who has recently founded her fitness brand, *The Fit Society*, in Liège and has approximately 7,000 followers on Instagram (Instagram, April 2026).[6] Then, in a second phase, once the brand has gained a greater recognition on the market, EvoluGYM can collaborate with fitness influencers with between 50,000 and 100,000 followers. For example, Pauline Galand is a Belgian fitness influencer and also a training and nutrition coach who has over 60,000 followers on Instagram (Instagram, April 2026).[7] Another example is the British fitness influencer Beth Fitness, who has nearly 70,000 followers on Instagram (Instagram, April 2026)[8] and is also an ambassador for the fitness clothing brand DFYNE. These influencers who benefit from higher visibility can support EvoluGYM, increase brand awareness and expand its reach to a broader audience. Finally, once the company has achieved a strong and well-established position in the market, it should collaborate with fitness influencers with an average of 100,000 to 1 million followers,

[6] Maureen Leonard, Instagram account: https://www.instagram.com/maurineeleonard/, Accessed April 2026.
The Fit Society, Instagram Account: https://www.instagram.com/thefitsocietyy/, Accessed April 2026.
[7] Pauline Galand, Instagram Account: https://www.instagram.com/galandpauline/?hl=fr, Accessed April 2026.
[8] Beth Fitness, Instagram Account: https://www.instagram.com/bethhfitness_/, Accessed April 2026.

who generally receive the largest exposure but still maintain a certain degree of perceived sincerity because they want to stay true to the communities they have built over time. For instance, the sisters Clara and Laurie, through their account *twinsb_fit* currently have over 500,000 followers on Instagram (Instagram, April 2026)[9] and are both ambassadors for the well-known fitness clothing brand Gymshark.

Regarding the content produced during these collaborations, EvoluGYM can offer influencers a one-week access to the fitness center, which will allow them to create content based on their direct experiences. For instance, this initiative can include videos in which influencers share their impressions of the facilities, provide feedback on the services and products, test the training equipment as well as the fitness meals and snacks provided by the brand. In addition, EvoluGYM can invite influencers to attend and participate in its events (examples will be listed below), which will allow them to document their journey through formats such as "A day in the life in EvoluGYM's environment" or "Follow me during an EvoluGYM event." This type of content gives the opportunity to influencers to share an immersive perspective of the brand environment while staying genuine and engaging among their audiences.

13.2. Collaborating with other brands

Not to be confused with influencer partnerships, brand collaborations refer to strategic business alliances in which two or more brands join their forces to create a product for a campaign and mutually benefit from each other (Phung, 2021). Nevertheless, such collaborations should not be implemented because other brands follow the same practices. It is essential for a brand to clearly define its marketing and public relations objectives and assess how a collaboration can help the organization achieve its overall goal. Indeed, the motivation to partner with another brand may include objectives such as growth in specific social media channels, increased visibility of the brand's facilities, enhanced brand awareness through content creation and digital reach (Phung, 2021). Another important step to partnering with other brands or even with influencers is to evaluate the effectiveness of such partnerships. Indeed, monitoring performance indicators and analytics throughout a campaign enables organizations to learn from these initiatives and improve their marketing and public relations strategies to develop more successful collaborations in the future (Phung, 2021).

[9] Clara and Laurie "twinsb_fit", Instagram Account: https://www.instagram.com/twinsb_fit/, Accessed April 2026.

Based on this complementary partnership strategy, EvoluGYM should consider establishing collaborations with selected brands. Such partnerships can increase brand attractiveness and strengthen the market positioning of the fitness center. As previously stated in the part Products and services on pages 18-19, EvoluGYM intends to collaborate with nutrition brands in order to develop its food and nutrition offering, therefore increasing the quality of its services. As EvoluGYM is a new fitness center brand mainly targeting people aged between 18 and 50 years old, it should prioritize partnerships with well-established brands that are recognized within the fitness industry and that can enhance EvoluGYM's overall value proposition and customer experience. For instance, a collaboration with the brand Myprotein would allow EvoluGYM to offer products such as protein-based snacks or beverages, which will strengthen its positioning as a health-oriented brand that provides reliable and certified nutritional products.

Myprotein is a British sports nutrition brand founded in 2004, which has become one of the leading global actors in the fitness and health industry. Initially specializing in protein supplements, the brand has now expanded to include a wide range of products, including vitamins, minerals, high-protein foods and snack alternatives (Myprotein, April 2026). Myprotein's identity reflects an accessible positioning that provides healthy nutrition to individuals with diverse fitness goals and dietary needs. Its product range includes options adapted to various lifestyles, such as vegan, vegetarian and gluten-free products.

Regarding the reliability of the brand. Myprotein's products are manufactured under controlled quality standards and are subject to food safety regulations applicable in the European market, including compliance with labeling requirements on nutritional composition and allergens (Myprotein, May 2026).[10] The brand also operates within a regulated supplement industry and provides detailed product information, containing ingredient lists, nutritional values, dosage recommendations, etc.[11] This contributes to transparency for consumers. In addition, Myprotein may be known for its competitive and accessible pricing strategy, positioning its products as affordable, which reinforces its mass-market appeal.

[10] Myprotein, Certified quality, https://fr.myprotein.com/c/about-us/quality/?affil=thgppc&thg_ppc_campaign=13450841450&gclid=CjwKCAjwwpDQBhAuEiwAa-TAEbCzcGmZj67V8RoCVSkQAvD_BwE, Accessed May 2026.
[11] Myprotein, Example of detailed product information, https://fr.myprotein.com/p/nutrition-sportive/clear-protein-whey-collagene/17263290/?affil=thgppc&thg_ppc_campaign=13450841450&gclid=CjwKCAjwwpDQBhAuEiwAa-4WozdQIVRLJptPnExaaZ4grk_TYNbdc0wfKVCM_GcaEHrLvI5o_huNFhoCfZUQAvD_BwE%20, Accessed May 2026.

The nutritional brand's value proposition is based on a combination of product diversity and quality assurance (e.g. certified protein powders such as "Impact Whey Protein" and specialized ranges including vegan and gluten-free options). Its core values can be described as performance-oriented, modern, credible, inclusive and reliable (Myprotein, April 2026). These characteristics indicate a strong strategic alignment with EvoluGYM's positioning. Both brands aim to encourage individuals to achieve their fitness goals through structured and professional guidance without too much complexity. Moreover, they ensure that their services and products are adapted to a wide range of profiles, from beginners to more experienced users. In addition, both brands adopt a modern and community-oriented approach through digital communication and engagement strategies, which is the main connection established with their respective audiences. Furthermore, the brand's neutral tone, color palette and logo echo the visual identity of EvoluGYM. The alignment between EvoluGYM and Myprotein highlights the coherence and credibility of this collaboration.

For the collaboration itself: the two brands will partner together so that EvoluGYM can propose beverages, meals and snacks inside its facilities. Above all that, they can elaborate a protein beverage that would be named "Evolushake x Myprotein," but this version would not be available on the shopping website of the nutrition brand, it would be an exclusive beverage that consumers can only find in the fitness center. This collaboration would take place for a limited period of four months, from March to June, just before the summer season. This period is relevant within the fitness industry, as it corresponds to a phase during which consumers are more likely to adopt healthier behaviors after the winter season and New Year resolutions. During this time, individuals are more inclined to engage in sports related activities and subscribe to a gym membership, and more interested in improving their diet. Additionally, choosing a limited duration for the collaboration may create a sense of exclusivity and urgency in consumers' minds. Moreover, this temporary initiative allows EvoluGYM to assess the overall performances of the partnership. In the case where this partnership was a success, the collaboration would be extended or made permanent depending on its performance, assessed through performance indicators such as engagement rates and audience reach (e.g. purchase or sign-ups generated through the collaboration), and overall brand visibility, as well as the contractual agreements established between the fitness center and Myprotein. The communication campaign will take place on both brands' social media platforms. Two weeks prior to the official launch, both brands could implement a teaser strategy and integrate elements of the collaboration into visual content, such as images or videos featuring EvoluGYM staff

preparing products associated with the partnership. On the launch day, the collaboration will be announced through dedicated posts and explanatory videos about products' key features and benefits. Subsequently, EvoluGYM's communication team should integrate content related to the collaboration into its communication plan (p. 82-88). The content should be disseminated in order to maximize reach and stimulate consumers interest in the collaboration featuring EvoluGYM and Myprotein and also in the fitness center and its offerings in general.

A collaboration between EvoluGYM and Myprotein can offer mutual benefits only if both brands stay true to their identities, values and try not to show too expressively their commercialization purposes to keep the legitimacy of such partnership. Indeed, on the one hand, EvoluGYM can solidify its reputation thanks to the nutrition brand that already has a strong presence in the market, especially in the United Kingdom and in France. On the other hand, this mutual agreement would make Myprotein introduce new premium products in physical locations (EvoluGYM) and reach an even broader audience, which can make the brand gain popularity. An example of visual content illustrating this collaboration "EvoluShake x Myprotein" is presented below.

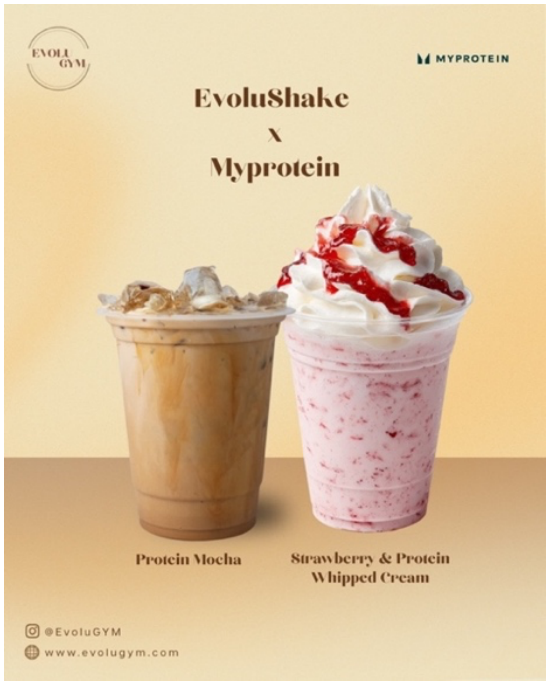


Figure 20: Advertisement for the "EvoluShake x MyProtein" campaign

14. Events

As mentioned earlier in this dissertation, in order to increase sales and generate consumer interest in a company, it is essential that it effectively manages its communication strategy. According to Seturi, events should be considered as part of a company's communications tools, alongside advertising, public relations and others (Seturi, 2023: p. 1). Moreover, to practitioners, events should be considered as branding tools to build brand equity (Zarantonello and Schmitt, 2013: p. 273).

In practice, organizing and hosting events help companies increase consumer interest and create a positive atmosphere among the public (Seturi, 2023: p. 1). Furthermore, it is acknowledged that direct contact with a brand has significant impact on consumer attitudes and experience. This explains why most companies aim to generate interest among customers and the media through events. In addition, the atmosphere that prevails at the event venue creates and reinforces the desire to purchase the product (Seturi, 2023: p. 2).

As a result, well-managed events have a positive impact on brand image: Seturi argues that "a brand creates a certain association in a person's mind, which is an important part of creating its image" (Seturi, 2023: p. 2). Consequently, when events are designed to create a strong brand experience, the impact of event marketing on brand equity becomes optimal (Zarantonello and Schmitt, 2013: p. 273).

Finally, it is recommended that companies use different types of events rather than focusing on a single one (Seturi, 2023: p. 5). Indeed, organizations can organize different formats of events, including press conferences, business breakfast, pop-up stores, product launches, etc. In this regard, Zarantonello and Schmit claim that effective events should meet several criteria: (1) provide sensorial stimulations to consumers (e.g. hearing, sight, touch, smell and taste); (2) trigger positive emotions (e.g. joy, happiness or contentment); (3) stimulate intellectual engagement (e.g. encouraging consumers to think in different ways about a topic); (4) allow social interaction with other individuals (e.g. other consumers, influencers, company representatives, etc.) and to have bodily experiences (e.g. through technologies) (Zarantonello and Schmitt 2013: p. 273).

The following paragraphs intend to follow these recommendations and translate the theoretical principles of the event marketing strategy in concrete actions to enhance customer experience and strengthen brand positioning. One example of event organized by EvoluGYM would be a PR event targeting influencers. The brand would invite selected influencers to experience its range of nutritional products and services in an immersive environment (1: sensorial stimulations). Influencers would be given the opportunity to test newly launched products developed in the context of the collaboration between EvoluGYM and Myprotein. For example, they would be able to try the "EvoluShake x Myprotein" new beverage and produce a direct content review based on direct experiences (3: intellectual engagement). To enhance engagement and encourage content creation, the event could include interactive elements such as a photo booth, so that they can leave with tangible souvenirs and get along with other guests (4: social interaction and bodily experiences). Furthermore, particular attention should be paid to the overall quality of the experience, because it will influence the perceived credibility and tone of the content shared on social media. At the end of the event, influencers would receive a selection of products inside a gift bag including items from the EvoluGYM x Myprotein collaboration, complemented by additional items, such as reusable bottles or a one-week access pass to the fitness center, among other goodies (2: positive emotions). This initiative would encourage influencers to further engage with the brand and share follow-up content, which will reinforce visibility and audience reach.

Furthermore, EvoluGYM would also organize more customer-focused events. One example would be organizing a running club event which combines physical activity and social interactions. The session would begin within the EvoluGYM facility with guided stretching and warm-up exercises, followed by a collective 5-kilometer run. When the group will return to the facility, participants would have access to gym equipment for those who want to do a complementary strength training session (3: intellectual engagement). After the workout, participants could use on-site showers and changing facilities before they attend a post-session brunch organized by the brand. This brunch would encourage social interaction and reinforce the sense of community associated with EvoluGYM (2 and 4: positive emotions, social interaction and bodily experiences). It could also feature products developed in collaboration with Myprotein, so that the partnership is integrated into the customer experience (1: sensorial stimulations). To ensure maximum participation in such events, they will be promoted on EvoluGYM's social networks, by email, as well as in the "Events" section of the website, where participants can find all the information they need to register and pay to participate. In addition,

a small number of influencers would be invited so that customers could directly interact with them, which will reinforce both engagement and the credibility of the brand's partnerships.



Figure 21: Running club event announcement

Moreover, EvoluGYM could also organize other events which will be related to the fitness and healthy lifestyle topics and trends. For instance, the brand could organize pop-up stores, themed fitness events, or participate in external industry events. EvoluGYM could also attend exterior events where it could reach new potential customers. It could take part in the FIBO exhibition. FIBO is the world's leading trade show for health, fitness and wellness held in Cologne. The focal point of FIBO is building a strong fitness industry and healthy society in order to have an active and holistically mindful lifestyle (FIBO, April 2026). EvoluGYM could have a stand where FIBO's participants would meet the staff, ask questions and get to know the fitness center in terms of products, services, gym equipment, nutrition offers, etc.

Overall, this combination of influencer-oriented versus customers-focused events is interesting for EvoluGYM. Indeed, most events that are organized by brands are dedicated to influencers only, where they can generate content for their followers on their social media platforms. Nevertheless, EvoluGYM thinks that having in-person experiences for members on top of other events can sustain consumer interest and renew the brand experience through different formats.

15. Communication Plan

Before concluding this section dedicated to the creation of EvoluGYM's communication strategy, it is crucial to establish an example of a communication plan for the fitness center.

In the modern era of information technology and information overload, simply informing customers about a product is no longer sufficient (Vukasovic and Rajer, 2024: p. 65). Brands must integrate different communication tools, called integrated marketing communication. Integrated marketing communication is defined as the integration of long-term and controlled process based on a holistic approach, researched data, interactivity and creativity. The aim is to deliver clear, consistent and creative messages that allow a brand to stand out from the crowd, impress its target audience, create long-term profitable relationships with customers and other stakeholders (Vukasovic and Rajer, 2024: p. 66). Managing all the relationships of integrated marketing communications is challenging and success can only be reaped if the company has a well-designed plan than includes an effective communication strategy, its comprehensive implementation and the measurement and evaluation of marketing communications activities (Vukasovic and Rajer, 2024: p. 66). Without this marketing communications strategy, it is impossible for an organization, its products and/or services to prosper. A well-organized plan enables a company to simplify challenges and thus achieve its marketing objectives with certainty (Vukasovic and Rajer, 2024: p. 66).

In this context, EvoluGYM's communication plan directly applies the principles of integrated marketing communication through consistent messages across all platforms, coordinated communication tools and alignment with long-term relationship-building objectives. Therefore, the communication plan is designed to support the promotion of the gym's services, products, events and partnerships. The plan will be implemented during the months preceding summer (from March to June), as it corresponds to a key period where individuals are motivated to improve their physical condition. This dynamic is commonly associated with the trendy desire to achieve a 'summer body', which makes this timeframe relevant for communication efforts. This allows the company to position its communication at a moment of high consumer demand, which increases the potential conversion rate of its actions. Moreover, even though the communication plan will only be developed for the "prior to summertime" period, it has to be acknowledged that another strategic period during the year for fitness centers in general is the 'back-to-school' period. Indeed, after summer, around the month of September, individuals are

getting back to work or university, and they usually want to get back on track and get back to a specific routine. Therefore, they will often search for a way to have easy and flexible access to sports and that is where EvoluGYM comes in again to provide and offer its services to customers.

The objectives of this communication plan are threefold: it aims to increase the number of gym memberships through targeted promotional actions and creative content; it seeks to strengthen brand awareness and visibility across digital platforms; it intends to foster a sense of community and engagement among current and potential members by promoting EvoluGYM's values, tone of voice, positioning, identity and more, which are concepts developed in the previous sections. Therefore, the EvoluGYM's communication strategy should reflect the premium yet accessible positioning of the brand, convey a sense of motivating and community-oriented tone of voice, and reinforce its core values of well-being, personalization, professionalism, and long-term health improvement through various communication initiatives (e.g. educational fitness content, inspiring transformation stories, influencer collaborations, community events, personalized coaching campaigns, and wellness-focused partnerships). These objectives respectively correspond to conversion and engagement goals within the customer journey.

Moreover, this communication strategy, which relies on a multi-platform approach, intends to target the entire EvoluGYM's audience (Target audience, The generations - pp. 26-28), but realistically targets a specific segment composed of individuals mainly aged between 18 and 50 years old and some individuals aged between 50 and 70 years old. The first group includes students, young professionals and adults who are active on social media and receptive to the digital communication strategies. The second group includes adults who are a little bit active on social media and retired adults who mainly consult Facebook, their emails and websites. This audience has an interest in fitness, health, personal development and has distinct levels of experience ranging from beginners to intermediate practitioners. Their motivations are either improving their physical appearance, enhancing their overall well-being, being part of a motivating social environment, seeking new engaging experiences and opportunities for social interactions (Target audience, The generations - pp. 26-28).

EvoluGYM's communication strategy is built upon its positioning, identity, personality, tone of voice, value proposition and structured content pillars. The purpose is to communicate effectively that this fitness center is an accessible, community-oriented fitness space among all

other benefits proposed by the brand. The tone of voice used across all communication channels is energetic, motivating, inclusive, supporting, positive and aims to push to action and remain relatable. The key messages conveyed throughout the campaign include the importance of starting one's fitness journey without delay; the value of consistent progress over perfection; the fact that everyone is capable of achieving immense things; and the benefits of being part of a supportive community. Making sure that these key messages reflect the brand's core components (i.e. brand positioning, tone of voice, values, etc.) help maintain a unified brand identity across all communication touchpoints. The messages that emphasize the accessibility of and achievable progress in the fitness center reinforce EvoluGYM's inclusive and customer-oriented positioning. In addition, community-focused messages (e.g. motivational messages, quotes, content, etc.) reflect the brand's values of support and long-term well-being. Similarly, the action-oriented communication style, which encourages immediate engagement and sets clear calls to action (e.g. "join the community", "book your first session"), contributes to translating the brand's relatable tone of voice across all platforms into concrete guidance for members.

The content is thus organized into five main pillars which can vary from one period to another. Additionally, it is possible that EvoluGYM comes up with new creative ideas that go beyond these pillars. Indeed, EvoluGYM is open to any suggestion coming from its audience, its team or other stakeholders because its purpose is to share consistent and up-to-date content that will resonate with its members.

- Educational content: workout routines, fitness advice, practical tips, nutrition advice, recipe sharing, etc.
- Inspirational content: transformation stories, motivational messages, etc.
- Promotional content: memberships offers, products and services discounts, etc.
- Community content: member and team experiences, direct experience at the gym, gym atmosphere and events, etc.
- Partnership content: collaborations with influencers and brands.

EvoluGYM's communication plan focuses on the use of digital channels such as the website, e-mails and social networks (Instagram, Facebook, TikTok, LinkedIn). The brand will regularly post interesting content on its most used social media platforms, Instagram and Facebook, as these two are the most popular among the target audience (Social media - pp. 58-65). The

content produced on these platforms could be about the products and services, the events organized during the month or the week, the current collaboration between EvoluGYM and an influencer or another brand, and more. It will also post from time to time on TikTok: creative and interactive content; on LinkedIn: descriptive posts about the services of the brand, hiring announcement, etc. The e-mail marketing strategy will also be taken seriously, especially for regular members of the fitness center or people who registered on the website. They will receive the monthly newsletter and other informative or promotional content by email. The performance of these channels can be measured through indicators (i.e. KPIs) such as engagement rate (i.e. users' activity on social media), reach (i.e. the number of individuals who have seen the content), impressions and comments (Facebook, Instagram, TikTok and LinkedIn), click-through rate (emails) and conversion rate (membership subscriptions). These communication channels will be developed in greater details in the following paragraphs.

Before delving into the concrete communication plan, it is important to note that the website is part of the digital channels used by EvoluGYM. Indeed, all information communicated by emails, on Instagram, on TikTok, on LinkedIn, on Facebook and more will be centralized on the EvoluGYM website (www.evolugym.com). Therefore, the promotional content, information about membership prices, events, partnerships, products and services, all this information can be either promoted on social media platforms or found and accessed easily on the website. For this reason, the website will be referenced in every biography of every social media. The credibility of the integrated communication strategy is thus reinforced as user navigation within the brand ecosystem is made easier thanks to this centralization.

Additionally, the promotional actions are organized so as to maximize conversions without reducing the perceived value of the gym's services. For instance, during the first week of the campaign, a limited offer is introduced: a discount of 10 euros on memberships from Monday to Thursday. This short promotion creates a sense of urgency and encourages immediate action among members. Additional promotions may be introduced every other month, but always in restricted manner to preserve exclusivity.

Moreover, partnerships are an essential component of the communication to tap into new audiences while reinforcing the credibility and perceived legitimacy of the EvoluGYM brand. As stated before, these collaborations may take place with fitness apparel companies, supplement brands, or wellness-related businesses. They can take the form of co-created content

or sponsored posts in formats such as workout sessions or transformations at the gym and “Day in the Life” or “Taste Test” formats, for example (Collaborations and partnerships - pp. 72-78).

To finish with, events are planned to allow for the combination of offline and real experiences and online visibility as they are used as engagement tools and content creation opportunities (Events - pp. 79-81). Other events than those mentioned above can include open days, group classes, fitness challenges (e.g. a 30-day transformation program), and seasonal bootcamps. Additionally, the content generated during these events can usually cover more than one content initiative. Therefore, it can be reused in subsequent communication efforts.

As developed earlier in the section about social media (pp. 58-65), EvoluGYM’s communication relies on a multi-platform approach, with each platform serving a specific function. Instagram serves to build a strong visual identity and engage with community through posts (e.g. videos or carrousels), reels and stories. Facebook serves as a more informative and relational purpose which allows the brand to share clear and accessible information about its services, events, offers and more. In addition, Facebook benefits from tools such as Messenger, Meta Ads, Meta Business Suite to enhance customer interaction and performance management. TikTok is used as a visibility and acquisition tool which strongly relies on trends and algorithm to reach younger audiences and generate viral fitness-related content. In contrast, LinkedIn is used as a platform to support recruitment and brand credibility rather than a platform that intends to reach customers. Finally, the email communication strategy complements these channels because it targets audiences and reinforces customer loyalty through newsletters and personalized messages about informational and promotional content. Together, these platforms enable EvoluGYM to implement a coherent communication strategy that fulfills its objectives and adapts to every individual of its target audience.

Finally, an additional aspect that should be integrated into EvoluGYM’s communication strategy concerns crisis communication. Potential crises may include an injury of a member, a temporary closure due to financial or technical issues or reputational challenges from negative online reviews or public criticism. In such situations, EvoluGYM should respond rapidly through its communication channels. The fitness center should acknowledge the situation, take responsibility where appropriate and inform its audience about the measures implemented to resolve the issue. Two examples of crisis communication responses are presented in the

appendix (pp. 105-106) to illustrate how EvoluGYM should communicate during such situations.

For the core of the communication strategy: it is based on a weekly content plan, which means that this model can be replicated over the four-month period, prior to summertime. This approach ensures consistency because members will get used to the frequency of posting from one week to another. Furthermore, this model does not restrict the flexibility of content creation, as content will vary every week based on the current initiatives planned by EvoluGYM. To ensure a balanced distribution of content, each day of the week is associated with a specific communication objective (information, engagement, visibility or conversion). Here is the example of EvoluGYM's one-week content planification:

Communication Plan

Week 1

March | April | May | June

Monday	Tuesday	Wednesday	Thursday
AM Instagram & Facebook stories: -Agenda of weekly activities, events, special offers planned : Running club and 10€ promotion on memberships **PM** Email: -Monthly Newsletter -Information related to the Running club and the 10€ promotion on memberships until Thursday	**AM** Instagram & Facebook posts: -Carrousel: → Slide 1: "Be honest…Which one are you today?" → Slide 2: 4 different relatable options (motivated, lazy…) **PM** LinkedIn content: - 1 post about the new gym equipment OR 1 post about a recruitment opportunity	**AM** Instagram & Facebook posts and stories : -EvoluGYM x Myprotein collab → Video "taste test" of the new EvoluShake x Myprotein **PM** NO content planned	**AM** Instagram & Facebook posts: -Upcoming events and offers (next week) : Open Days from Wednesday to Friday **PM** TikTok content: -Video presentation of the fitness center (Gym tour)
Friday	**Saturday**	**Sunday**	**Notes**
AM Instagram & Facebook reels -1 person of the EvoluGYM team or a "regular" member of the gym shares his/her experience and transformation journey **PM** -On all social media's stories : The opening hours of the week-end + motivational quote to come back stronger on Monday	**AM** -Planning content for next week **PM** -Producing content for next week	**AM** -Planning and scheduling content for next week **PM** -Producing content for next week	**Content ideas** -A day in a life of one regular member -Protein pancake recipe with products from Myprotein -Presentation of services that does not have to do with gym equipment -Elaboration of a funny scenario - Example: two shy people that want to get to know each other but do not know how to at the gym

Figure 22: EvoluGYM's one-week communication plan

On Mondays, EvoluGYM's communication focuses on institutional and informational content (objective: information and retention): a LinkedIn post is published, if need be, to highlight new services or recruitment opportunities (once per month). A weekly agenda is shared with the audience on Instagram and Facebook stories featuring all activities, initiatives, events and possible collaborations of the week. Additionally, on the first Monday of each month, a newsletter is sent to present and inform about the upcoming events, activities, promotional actions, important news and a targeted email is addressed to members to inform them about the exclusive weekly activities and special offers reserved for them. On Tuesdays, the focus shifts

to visual and engaging content on Instagram and Facebook publications (objective: engagement and community building), which aim to maintain community interaction and strengthen the presence of the brand on its main platforms. Wednesdays are dedicated to partnerships with the promotion of collaborations either with influencers or brands (objective: visibility and credibility). This parameter will depend on the period and strategic priorities. If there is no current collaboration between EvoluGYM and neither a brand nor an influencer, Wednesdays will be the day where content about nutrition is posted (e.g. taste test / discovery of EvoluGYM's products or healthy recipe sharing). On Thursdays, TikTok content is published to maximize reach (objective: acquisition and visibility), supported by Instagram stories that promote ongoing offers and upcoming events accessible to all audiences (objective: conversion). Fridays adopt a more relational tone with its audience: EvoluGYM shares motivational content via Instagram and Facebook reels (objective: emotional engagement and brand attachment), complemented by practical information such as the weekend opening hours to maintain proximity with its community. Finally, weekends (Saturday and Sunday) are intentionally left without scheduled publications to allow members to benefit from a content-break to avoid audience saturation. This choice also reflects a strategy to limit management to prevent from overexposure and maintain qualitative content. The weekend left without content posting gives the opportunity to EvoluGYM staff to fully work on brainstorming, creating, filming, editing and scheduling content for the following week.

To conclude, this specific communication plan is developed during a four-month period that aims to establish a recognizable and consistent brand presence for EvoluGYM, while the variation in specific content prevents audience fatigue. This alignment with seasonal trends, such as the prospect of summertime, also strengthens the relevance of the strategy. This plan is thus composed of a structured weekly schedule, defined content pillars, targeted promotional activities and a balanced approached between visibility and engagement. Finally, the use of multiple communication approach, including social media, email marketing, the website, collaborations, and events, enables a comprehensive strategy that supports EvoluGYM's growth, strengthens its relationship with its audience and maximizes enduring customer loyalty. This emphasizes the relevance of an integrated and strategically planned communication approach to achieve immediate performance and ongoing development objectives (Vukasovic and Rajer, 2024: p. 66).

Conclusion

For a few years now, the fitness industry has occupied a considerable place in the market. Many trends that are oriented toward healthy lifestyles and sports continue to lead social media interfaces as of today. In this context, this dissertation aimed to respond to this megatrend through the creation of the fitness center named EvoluGYM and its communication strategy.

Throughout this work, the focus was put on the study of various communication and marketing core concepts to see how their use could be applied to the development of the EvoluGYM brand. It has been observed that fundamental notions such as brand positioning, brand identity, brand image, brand culture, brand vision, brand mission, brand values, brand purpose, brand personality, and more are all concepts central to the elaboration of a strong branding strategy, without which a company could not exist in the market. These key notions helped define and structure EvoluGYM's brand identity which characterizes the brand as innovative, premium, health-focused and motivating. This work also gathers information about the market to understand how a new brand can differentiate itself from its competitors while forging strategic relationships with its stakeholders and building strong engagement with its target audience. Moreover, it has been acknowledged that a brand that offers high-quality services and products to its target audience contributes to the elaboration of a strong branding strategy, which in turn benefits the brand because they directly represent what the company has to offer to its customers.

The process of creating EvoluGYM has revealed that this brand could have a competitive position in the fitness industry market. Its premium yet affordable products respond to the growing demand and interest of the audience to have access to premium services associated with the current healthy lifestyle and fitness related trends. As EvoluGYM is a customer-oriented brand which prioritizes the well-being of its members and uses innovative techniques and modern technologies such as the use of AI to give the best advice possible to its audience, the brand could be considered as a reliable company. The communication of EvoluGYM showcases its original, innovative, healthy and caring values through social media content, collaborations with influencers and other well-known brands, event organization and other related initiatives that are likely to resonate with a wellness-driven audience.

Through this analysis, a solid foundation has been outlined for the creation of a coherent communication campaign, which confirms the initial hypothesis formulated at the beginning: a multi-platform strategy which gathers both interactive presential and well-organized digital initiatives can indeed reinforce the visibility of the brand and facilitate its positioning on the market. This is a strategic choice in which the maximization of communication channels provided may increase the number of people reached through the content generated. The targeted actions that complement this strategy can reinforce trust in the brand and foster customer loyalty, which would automatically strengthen EvoluGYM's image and reputation.

While the findings presented in this dissertation are relevant to the fitness industry, several limitations should be acknowledged. First, EvoluGYM is a conceptual and fictitious project that has not been implemented, but rather imagined, in a real business environment. As a consequence, the proposed communication strategy and branding initiatives have not been tested with actual members or stakeholders. Moreover, the guidelines developed throughout this work are mainly based on academic literature and secondary data research rather than primary data collection. It should also be noted that marketing dynamics and digital communication practices within fitness industry continue to evolve over time. Therefore, the proposed communication models could require some adaptation with time and trends, as mentioned during this dissertation. However, these limitations and acknowledgments do not diminish the legitimacy and value of this dissertation. The analysis is grounded in reliable academic sources as well as trusted communication and marketing frameworks (Bibliography - pp. 92-100). In addition, a thorough examination of fitness industry trends and a formulation of evidence-based conclusions and recommendations were developed to further support the credibility of this dissertation's research.

To wrap up this dissertation, it is important to emphasize that communication should be viewed as an ongoing process rather than a completed objective. The implementation of the actions proposed in the case of EvoluGYM would require monitoring of audience expectations and engagement, regular evaluation of communication performance, and adaptation to market developments. If EvoluGYM were to become an operational company, the long-term success of its communication strategy would depend on the expertise of the professionals responsible for communication, public relations and marketing activities. In this regard, this dissertation highlights the value of strategic communication for EvoluGYM and organizations in general.

This work also illustrates the essential role that communication specialists play in supporting the growth and visibility of a brand over time.

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Appendices

A. Business plan – EvoluGYM fitness center

a) Initial investment costs

Category	Estimated cost (€)
Purchase of fitness equipment o strength machines, cardia equipment, free weights,etc.	160,000
Interior layout o locker rooms, showers, coworking area, group class studio, etc.	80,000
Digital infrastructure o website, performance tracking system, member app, etc.	20,000
Brand creation o logo, visual identity, etc.	6,000
Market research and feasibility study	8,000
Administrative and legas costs o company registration, permits, etc.	6,000
Launch marketing campaign	25,000
TOTAL estimated start-up investiment	**305,000 €**

b) Monthly operating costs

Category	Monthly cost (€)
Salaries o Trainers, nutrition coach, reception staff, etc.	21,000
Rent of the fitness facility	9,000
Utilities o electricity, water, heating, etc.	3,500
Equipment maintenace and cleaning	2,000
Insurance and security	1,500
Digital systems and software subscriptions	1,000
Marketing and communication	3,000
TOTAL monthly operating costs	**41,000€**

c) Marketing and communication budget (first year)

Category	Budget (€)
Social media advertising o Instagram, TikTok, Facebook	9,000
Collaborations with fitness influencers	7,000
Content creation o Videos, photos, testimonials	5,000
Launch events and open days	4,000
Website maintenance and SEO	3,000
TOTAL marketing budget (first year)	**28,000 €**

d) Membership pricing model

Membership type	Monthly price (€)
Student (16-25)	35€
Adult (26-64)	60€
Senior (65+)	49€
Family/ Friends (2 people)	109€

Each membership includes :

- Unlimited acces to gym facilities
- Personalized training programs
- Body composition analysis
- Nutritional coaching
- Group classes (HIIT, yoga, mobility, recovery)
- Access to the co-working and comunity space
- Performance tracking tools

e) Revenue projections (year 1)

Period	Estimated members	Monthly revenue (€)
Months 1-3	220	11,000
Months 4-6	380	19,000
Months 7-12	600	30,000

Estimated annual revenue : approximately 255,000 €

f) Break-even analysis

- Monthly operating costs : **41,000 €**
- Average membership price : **50€**
- Break-even calculation :
  - 41,000 : 50 = **820 members**

g) Financing structure

Source	Amount (€)
Founder's personal investment	120,000
Private investors	80,000
Bank loan	200,000
TOTAL available capital	**400,000 €**

h) Performance monitoring (KPIs)

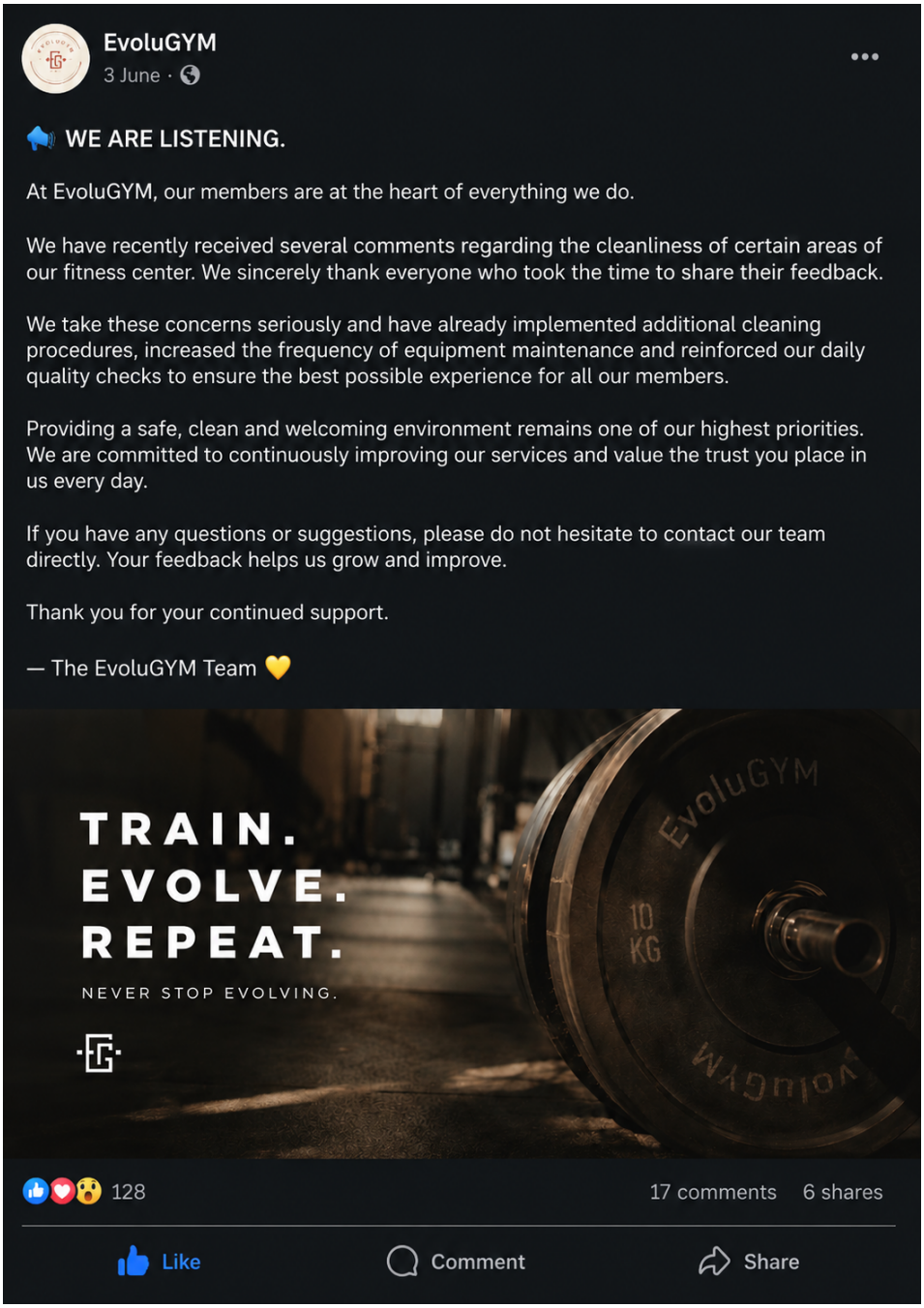
To evalute EvoluGYM's financial and operational performance, several indicators will be monitored regularly

- Number of new memberships per month
- Membership retention rate
- Average gym attendance per day
- Engagement rate on social media platforms
- Return on investment of marketing campaigns

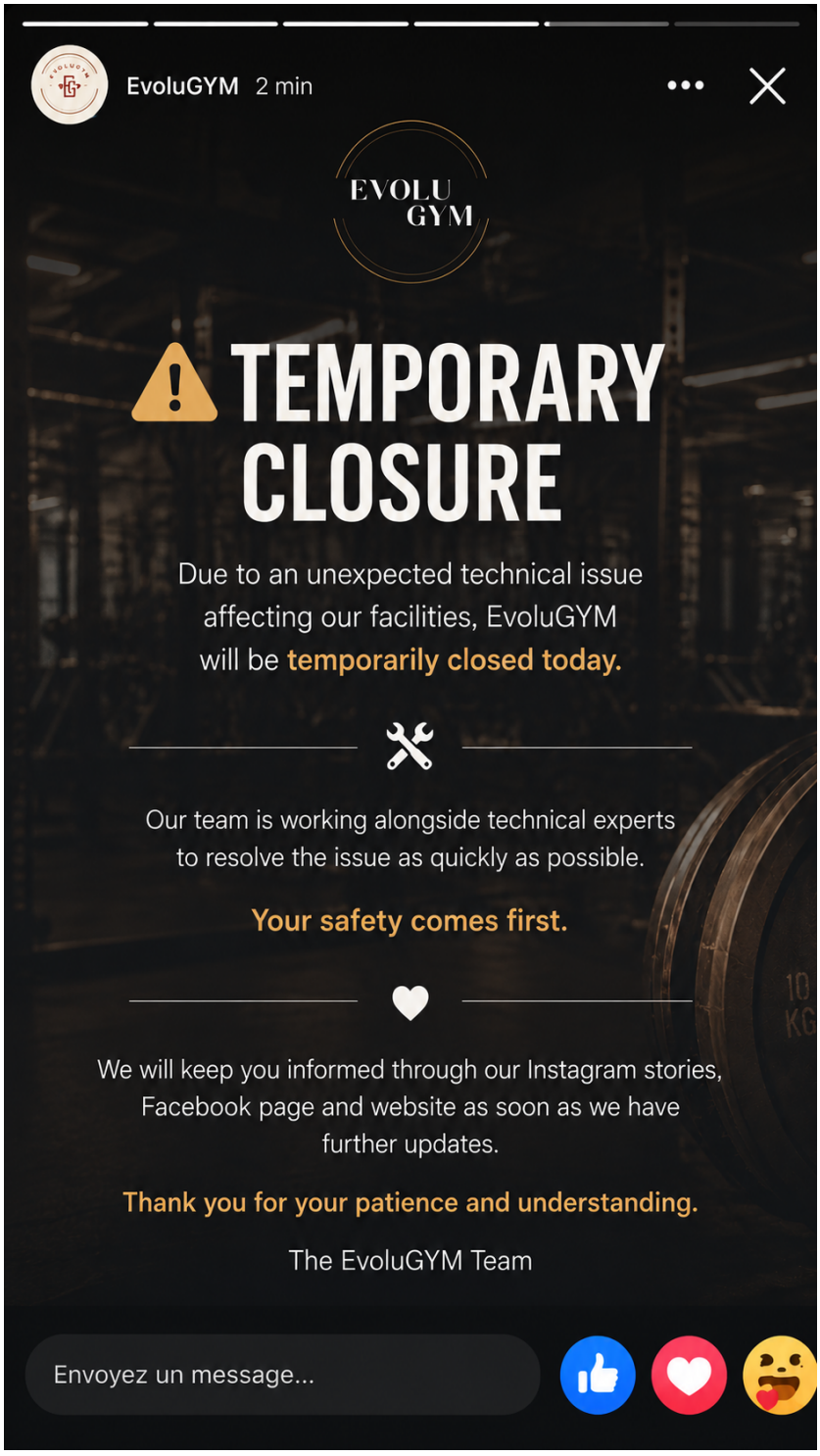
These indicators will help the management team adjust marketing strategies and improve the overall customer experience.

B. Communication crisis content

a) Example 1: Facebook post (negative reviews)



b) Example 2 : Instagram story (temporary closure)



C. Brand Guidelines

EvoluGYM

TYPOGRAPHIES

Chloe

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789

Helvetica World

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789

Articulat

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789

Articulat Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789

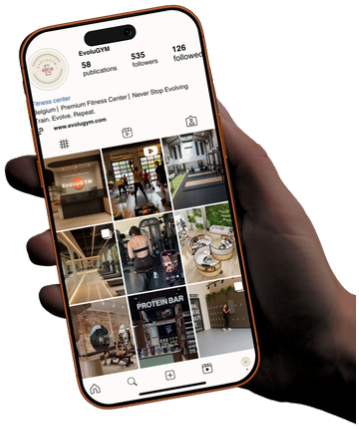
COLOR PALETTE

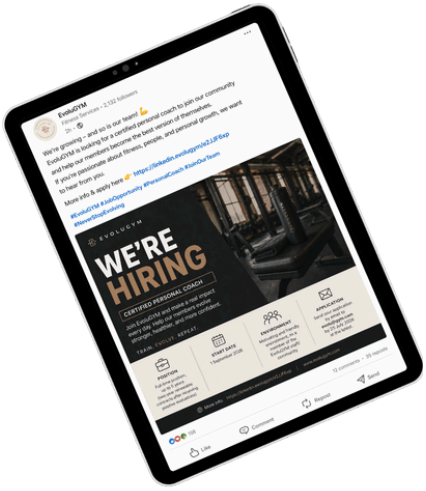
#E7DFD8 #B5806E #8D5546 #7E3F4C #000000

LOGOS



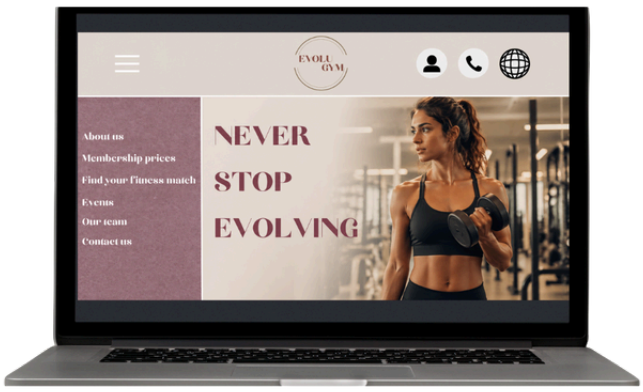
EVOLUGYM MOCKUPS











EVOLUGYM MOCKUPS



