

IT director	We must make better use of available technology. As we all know, one of our biggest challenges is customer retention. Using data analytics technology could reduce membership cancellations by allowing us to examine member data and better understand their needs. I think big data analytics could play a particularly important part in member retention, engagement, and understanding member trends.
Marketing director	I'm not sure. Our exit interviews have always been our most useful source of information to understand member behaviour. And, in addition to exit interviews, all our clubs obtain member feedback through surveys, emails and the customer feedback forms we use when members renew their membership. We have lots of information in Optima. We don't need any more.
IT director	<p>Yes, we have lots of information, but we should make better use of that information, as understanding customer behaviour is critical. We could achieve this with big data analytics, something we don't currently do but most of our competitors are doing.</p> <p>I also think that mobile technology will be a game-changer in the fitness and leisure industry in the near future. People are becoming much more reliant on mobile applications nowadays.</p> <p>I think we need to develop an Optima mobile app as soon as possible. This would allow us to better engage with members, using features such as mobile fitness programmes and challenges, rewards programmes, community interest forums and push notifications. Importantly, an app would also provide an opportunity to have a two-way interaction with members, beyond the times when they are physically in the club. It presents us with an opportunity to change how we approach traditional marketing, by making use of social media marketing.</p>
Commercial director	That's all very interesting but my main concern is how much all of this will cost and whether it will merely waste management time.
Marketing director	Yes, and I'm also not sure that all our members will want to use a mobile app. Many will not want to be continuously interrupted by notifications telling them to get up and exercise. It could put people off! And social media will be unfamiliar for some of our older members. Our current marketing approach is very successful.
Commercial director	I agree. While younger people and other technologically aware customers might embrace mobile technology, adjusting to mobile marketing and engagement may be harder to sell to older members. Many of our older members come to play tennis and socialise and don't engage with technology in the same way as younger people. We cannot ignore these very important members.
HR director	We are not a technology focused business. Our staff don't have the skills to carry out complex data analytics nor engage in social media marketing. Also, people come here to exercise and socialise, not to look at their phones.

IT director

There are plenty of potential benefits and challenges for both data analytics and mobile technology for us to consider. Thank you all for your input.