



SPORTS AND ENTERTAINMENT MARKETING OPERATIONS RESEARCH EVENT

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I. EXECUTIVE SUMMARY

Introduction to Prosperity Athletic Club (PAC):

Business Overview: Prosperity Athletic Club (PAC) is a family-owned fitness facility in **North Charlotte**, NC, established in **1998**. With 12 lighted tennis courts, 6 lighted pickleball courts, a gym, and a 4,000 sq ft clubhouse, PAC offers a comprehensive **range of fitness and wellness services**. Serving over **350 members** and hosting more than 1,000 athletes annually, PAC primarily targets health-conscious families and individuals aged **60 and over**. Secondly, it also targets **youth athletes** through training programs and competitive **tournaments**. With a focus on **community** and member **satisfaction**, PAC fosters a lifelong commitment to **health** and **wellness**.



Image showcasing a Junior Private Lesson

Problem: Prosperity Athletic Club (PAC) faces **challenges** in attracting **younger** members and fostering **social engagement**, with its membership largely composed of families and individuals over **50** who prefer to keep to themselves. This **limits** the club's ability to create a vibrant, **intergenerational** community, affecting retention and satisfaction. To address this, we've developed a **strategic plan** that uses **artificial intelligence** to reach younger demographics and enhance social engagement among current members, enriching the club's culture and experience.

Potential for Artificial Intelligence at PAC:

By leveraging **AI-driven data analysis**, PAC can further **personalize** member experiences, optimize **scheduling** for peak **efficiency**, and enhance **marketing strategies** to attract a broader **audience**. As AI technology advances, PAC has the opportunity to improve its **online presence** through AI-generated **marketing strategies**.

Research Methods & Findings:

Research: A combination of **primary** and **secondary** research methods was employed to design an effective **strategic plan** for the integration of artificial intelligence at PAC. The following **methodologies** were selected based on their ability to provide both **qualitative** and **quantitative** insights.



Findings of Research: Through **primary** and **secondary** research, we identified **four** key **findings** that shaped the **conclusions** and **objectives** for our strategic plan.

1

Outreach to Younger Audiences: PACs marketing efforts are not sufficiently tailored to younger demographics, and younger individuals, especially those in the 18-35 age group, remain unaware of the club's services.

2

Social Engagement: Older members tend to prefer less social interaction, which has led to a quieter, less engaged community atmosphere.

3

Tennis & Pickleball Participation: Younger community members do not view tennis as an appealing activity, and PAC is struggling to keep up with the pickleball competition that has risen in the Charlotte area.

4

Lack of Member Interaction: Many new members report difficulty in finding workout partners or socializing during their visits, leading to a decrease in participation in programs and activities.

Conclusions & Objectives Based on Research & Findings:

Key Conclusions and Objectives: Based on the findings from our research, we have developed a list of key **conclusions** and **objectives**. These conclusions served as **building blocks** to our **strategic** plan, and each is covered at least **once** throughout the entirety of our **initiative**.

Conclusions

Targeted Outreach is Critical:

PAC needs to adopt more data-driven marketing strategies to effectively reach younger members.

The Need for a Social Engagement Plan:

The preference for low social interaction among older members has created a community atmosphere that is not open to engagement across age groups.

Increased Diversified Programming:

The perception of tennis as a less appealing sport among younger members and the oversaturation of pickleball courts in Charlotte requires PAC to diversify its offerings.

Encouraging Connections:

The lack of interaction among members points to a need for increased events and programs that encourage members to socialize.



Objectives

Attract Younger Members:

Use AI to analyze industry trends, preferences, and behaviors of younger members to improve marketing efforts.

Increase Engagement Among Members:

Develop a more dynamic and social environment by designing AI-driven programs that appeal to a variety of age groups, fostering inter-generational connections.

Enhance Programming:

Diversify PAC's offerings to include high-energy, youth-centric fitness programs, integrating AI to track industry trends and make continuous improvements.

Improve Social Connections:

Implement an AI-driven social platform to help members find workout partners and join social activities that match their interests.

Proposed Strategic Plan:

Based on all of our findings and conclusions, we created the **VIBE Initiative**, which stands for **Vibrant Interactions** and **Bold Engagement**. This initiative's purpose is to **improve** and **redefine** Prosperity Athletic Club as an **active**, **engaging** and **social** hub for athletes and **fitness** enthusiasts of **all ages**. We have broken down the initiative into **Four Key Parts** that are listed below:

AI-Driven Member Insights: To support all of our objectives, PAC will implement **AI tools** and **software** to analyze member **preferences**, **behavior**, and **engagement** patterns. This **AI-hub** will serve as the **backbone** of the initiative and will feed **information** to all other activities.

Social Connection Platform: We will develop and launch an **AI-driven digital platform** application that allows members to find workout **partners** through a **matchmaking** system, join **group classes**, and participate in **social events**.

Dynamic Community Events: PAC will organize themed **fitness** nights, member **appreciation** days, and **community challenges** based on **AI-insights** regarding member preferences. This will help foster **cross-generational** engagement.

Youth-Centric Programming: We will introduce a series of **youth programs** (e.g., fitness **classes**, community **challenges**, and **recreational leagues**) tailored to the **interests** of younger members and based on **popular trends** to attract a **younger demographic**.

VIBE Campaign Timeline:

Initiative Timeline Introduction: The following timeline outlines a **structured approach** to enhancing Prosperity Athletic Club’s community engagement through **AI-driven strategies**.



Initiative Timeline Description: Over the next **eight months**, key activities such as program development, platform testing, and community events will be implemented, with **continuous evaluation** to ensure effectiveness. This timeline ensures a **strategic rollout**, setting the **foundation** for increased member **engagement, growth, and satisfaction**.

VIBE Initiative KPI’s & Measurements:

Key Measurements: To ensure the **success** of the implementation of the VIBE Initiative, we plan to make several **assessments** of **key metrics** at the end of year 1. Some of the main goals that we have for PAC’s metrics are: achieve a **25% increase** in new **members** aged **18-35**, have **75%** of members using the new **social platform** successfully find **workout partners** or join group activities, and lastly, have **40%** of new members (younger audience) engage in **youth-centric programming** within their first **three months**. These measurements only serve as **guidelines**, and we foresee the VIBE initiative having a way **larger impact**.

Proposed Budget & Financials:

Proposed Budget Breakdown: Currently, we expect the VIBE initiative to cost roughly **\$75,000**, about **3.75%** of PAC’s **annual revenue**. This dedicates **\$20,000** to AI-Driven Member Insights Software, **\$15,000** towards Youth-Centric Programming and Events, **\$30,000** towards our Social Engagement Platform or club app, and finally, **\$10,000** dedicated to our Dynamic Community Events to attract **new members** to the community.

Revenue Generation: The VIBE initiative is expected to generate **\$27,000** a month after 3 years from new **memberships**, as well as **\$243,000** from **community events** and programs. (**\$270,000 Total**)

Return on Investment (ROI): The VIBE Initiative is a strategic investment that will deliver a **260% ROI**. Through attracting **younger members** and increasing **event-driven** revenue, PAC is positioned for **sustainable** growth with an **annualized ROI** of **87%**. By continuing to enhance its community engagement, PAC can ensure its **long-term** financial success.

Potential Savings: While we believe that the initial proposed budget of **\$75,000** will be more than enough to **suffice** for the VIBE initiative, there **isn’t much room** to save. Because of the **high industry costs** of platform and software **development**, extra **capital** from any other activities will likely be **redistributed** to these key developments.

Risk Management: We recommend an **additional \$7,500** investment as a **contingency** fund to help **mitigate** potential risks, such as **platform** failure, **resistance** to AI **integration** within the club, or **insufficient funding** for events and programs.

VIBE Initiative Start-Up Budget	
Name of Component	Cost
AI-Driven Member Insights:	\$20,000
AI Tools and Software Implementation	\$12,000
Data Analysis and Customization	\$4,000
Training and Onboarding for Staff	\$2,000
Ongoing Maintenance and Updates	\$2,000
Youth-Centric Programming:	\$15,000
Dev. of Youth-Focused Fitness Programs	\$6,000
Instructor Training and Certification	\$4,000
Marketing Materials (Brochures, Ads, etc.)	\$3,000
Initial Promotion and Outreach	\$2,000
Social Connection Platform:	\$30,000
Software Development and Design	\$15,000
Testing and Quality Assurance	\$5,000
Ongoing Plaform Maintainance and Support	\$7,000
Integration with other PAC Systems	\$3,000
Community Engagement Events:	\$10,000
Event Permits and Venue Rentals	\$3,000
Marketing and Promotional Materials	\$2,500
Supplies and Event Setup (Equipment)	\$2,000
Guest Speakers/Instructors/Entertainment	\$2,500
Staff and Volunteer Compensation	N/A
The VIBE Initiative:	\$75,000

II. INTRODUCTION

A. Description of the Business or Organization

Basic Background Information:

Prosperity Athletic Club (PAC) is a full-service **family-owned** fitness and wellness center located in **North Charlotte**, North Carolina (Mecklenburg County). Established in **1998**, PAC has become one of the premier athletic clubs in the region providing comprehensive **fitness services** for individuals and **families**. The club offers a range of activities, including **tennis**, **pickleball**, and **personal fitness** training. With 12 lighted tennis courts, 6 lighted pickleball courts, a gym, and a 4,000 sqft. clubhouse, PAC serves as a hub for both **recreational** and **competitive** sports.



Image showcasing PAC's location in CLT



Image showcasing a Competitive League

Programs and Events:

In addition to its physical offerings, PAC hosts a **variety of programs**, including youth sports **academies**, **competitive leagues** for tennis and pickleball, **group fitness classes**, and **charity events**. Some examples of PAC's offerings are **nationally** recognized USTA adult leagues of varied levels, the state-wide acclaimed youth program, "**Altitude**", and the host of the powerful **Friday Memorial Tournament**. PAC has built a strong community by developing an **atmosphere** where members can engage in diverse **fitness** activities and social **gatherings**.



Image showcasing a hosted High School Match

High School & Student Affiliation:

PAC collaborates with local **high schools** by providing access to its state-of-the-art tennis and pickleball **facilities** for varsity **competitions** and **training** sessions. The club's lighted courts and **professional** coaching create an ideal setting for **student-athletes** to hone their skills in a competitive yet supportive **environment**. This partnership not only promotes youth sports and nurtures the next **generation** of athletes, but also strengthens PAC's **community** role by building lasting **relationships** with **educational** institutions.

Members, Mission & Challenges:

Currently, PAC has over **350 member** families and more than **1,000 athletes** participating annually in its programs. The club's primary **mission** is to support a lifelong **commitment** to health and wellness while also encouraging social **interaction** and community **engagement**. Despite its ongoing success, PAC faces **challenges** in expanding its reach to **younger** demographics, increasing **accessibility**, and building a more vibrant, **intergenerational** community. By developing new programs and outreach initiatives, PAC aims to attract a broader audience and ensure its **positive** impact continues for future generations.



Image showcasing a Group Fitness Class

B. Description of Target Market

To better **understand** the **potential growth** at PAC, we must understand its **current audience**. For this reason, we've **collected data** on the various categories that go into the **target market** of Prosperity Athletic Club.

Demographics:

- Families and individuals aged **50-75**
- Significant **concentration** of members aged **65** and older
- Middle** to upper-middle-class individuals
- Have disposable income for **health** and **wellness** memberships
- Established **professionals**, retirees, or empty-nesters
- Time and financial resources to prioritize fitness and social activities
- Men** and **Women**

Psychographics:

- Interest in **wellness** and an active **lifestyle**
- Value **physical** fitness as an integral part of their lifestyle
- Seek opportunities for individual fitness and community engagement
- Health-conscious with a **focus** on **long-term** well-being
- Regular **exercise** and social **interactions**
- Enjoy a sense of **community**
- Appreciate the **convenience** and **variety** of services offered by PAC

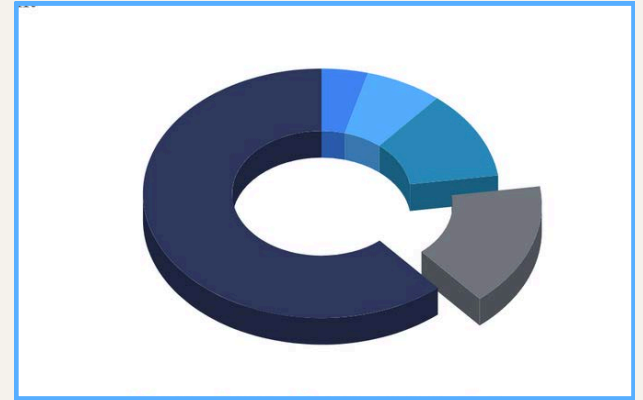


Chart showing PAC's Current Age Breakdown

Geographics:

Currently, PAC is looking for members primarily located in **urban** and high-density suburban areas near the **Charlotte** area, and those who prefer **fitness centers** near their workplaces, universities, or social hubs.



Behavioral:

As of right now, PAC is looking for members who follow **fitness trends** and engage with **brands** through social media and **digital** content. As well as people who are frequently engaged with fitness **challenges**, social events, and group classes.



Customer Profile: Meet Alex!

Alex, 52, is a marketing coordinator living in Charlotte with a **busy** schedule and **active** social life.

Preferring **flexibility**, Alex opts for drop-in HIIT and **strength** training classes over a gym **membership**.

Tech-savvy and **budget**-conscious, Alex relies on fitness apps to track progress and book **sessions**. For Alex, fitness is about staying **active** and **socializing**, making engaging, affordable workouts a **priority**.



(Mockup Profiles, Not Real People)

Customer Profile: Meet Sarah!

Sarah, 42, is a project manager balancing **work** and **family** in the suburbs. She values **structured** workouts like yoga and strength training, prioritizing **consistency** and long-term **health**. Willing to **invest** in memberships, Sarah uses fitness apps for **tracking** but prefers trusted **programs** over trends. For her, fitness is a **commitment** to **wellness** and stress relief rather than just a **hobby**.



(Mockup Profiles, Not Real People)

C. Overview of the Business or Organization's Current Artificial Intelligence Strategies and Usage

Currently, Prosperity Athletic Club (PAC) is **not heavily invested in artificial intelligence (AI)** technologies. Though there is **growing recognition** of the potential **benefits** AI could bring to the business, PAC is only **beginning to explore** how AI can **enhance** member engagement, **streamline** operations, and **improve** its marketing strategies.

Current AI Strategies:

We have broken down the **current usage** of AI at PAC into **four** main **categories**:



Marketing: PAC already has a **limited investment** in marketing and **lacks a social media presence**, which makes it **challenging** to attract younger members. Recently, PAC has utilized AI-generated **subject line** suggestions from Chat-GPT for **email campaigns** to improve **interaction** rates.

Programs: PAC's **offerings** have remained largely **unchanged** for years, leading to **lower member attendance**. Lately, PAC has utilized simple AI-based workout reminders based on a member's previous check-in times. The **downside** to this is that these reminders don't **encourage** members to **explore**, instead, they motivate members to establish a **routine**, **reducing** their **likelihood** of trying something **new**.



Connections: A significant issue at PAC is the **difficulty** members face in **finding partners** to play with, as most **groups** have **formed** over many years. PAC uses a basic AI tool to **recommend** club events or group classes to members based on their **past participation**. Despite this **personalization**, members lack the ability to **connect** with others in **one-on-one** situations. This ultimately **decreases** social interactions among members **outside** of club **activities** and leads to **less connected** relationships.

Community: The final **issue** that PAC is currently looking to solve is its ability to **generate** new **memberships** through **community** events. As of late, PAC uses a basic AI-powered **email filter** to sort inquiries and **prioritize** responses. This allows them to see what **feedback** is most common to **improve** their **community** events. However, PAC is getting **feedback** from members who have **already attended** their events. They need to **generate intel** from those who haven't been to their events and figure out **why** that is.



The Potential for AI at PAC:

By **leveraging** AI-driven **data analysis**, PAC can further **personalize** member experiences, **optimize scheduling** for peak efficiency, and **enhance marketing** strategies to attract a **broadier audience**. As AI technology **advances**, PAC has the **opportunity** to improve its **online presence** through AI-generated **marketing strategies** specific to **ongoing events** and **programs** at that specific time, increasing its **outreach** and ability to attract its **target market**. This is just one of the **thousands** of possible **processes** that PAC can **implement** to achieve **further success**.

Conclusion:

Integrating AI into Prosperity Athletic Club's marketing, program development, social connections, and community events will help **attract younger**, more **engaged** members. PAC is already taking the **right** steps in modern technology for **future success**, but our goal is to **drastically improve** these AI **processes** and generate **new ideas** to increase **efficiency** and **member satisfaction**.



III. RESEARCH METHODS USED IN THE STUDY

A. Description and Rationale of Research Methodologies Selected to Conduct the Research Study

A combination of **primary** and **secondary** research methods was employed to design an effective strategic plan for the integration of **artificial intelligence** at PAC. The following methodologies were selected based on their ability to provide both **qualitative** and **quantitative** insights into the club's current **operations**, **member preferences**, and the potential for **AI integration**.

Primary Research Description:

Surveys:

We distributed **four** different **surveys** to current members (**250 reached**) in order to collect valuable **insights** directly from their **experiences** and **opinions**. This allowed us to identify **patterns** in member **preferences**, uncover common **challenges**, and gauge **interest** in AI-driven **enhancements**.



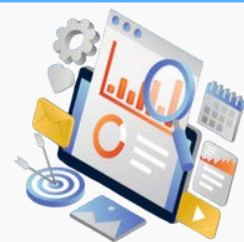
Interviews with PAC Perspectives

We conducted **three** interviews with PAC **employees**, **members** and the **owner**, to gain a deeper **understanding** of how individuals with different **perspectives** view the **organization**. These interviews provided valuable context and insight into the **reasoning** behind participants' survey **responses**.



Competitor Research:

We conducted competitor research on **five** local clubs to examine how fitness clubs, both **locally** and **nationally**, are incorporating **AI** into their **operations**. We also compared our **feedback results** with these clubs, allowing us to see PAC's **strengths** and **weaknesses** when it came to **local competition**.



Monthly & Annual Reports:

We conducted a **retrospective** analysis of **ten monthly** and **annual membership** and **financial** reports from the past two years. This review helped us better understand the **positive** and **negative changes** PAC has **experienced** and allowed us to identify key **cause-and-effect** relationships.



Primary Research Rationales:

The **research methods** we employed were essential in uncovering **key insights** that shaped our findings. While these methods may appear **fundamental** or **standard** for any sports club, our objective is to **demonstrate** and **justify** the **critical** role each method played in our **decision-making** process. Additionally, we aim to highlight why PAC **specifically** required the **information** obtained through each approach, reinforcing the **value** and **impact** of our research.

Surveys:



Surveys were essential in bridging the **gap** between **members** and **ownership**, as they provided firsthand insights into member **satisfaction**, pain points, and **expectations**. They also allowed PAC to move **beyond assumptions** and make **data-driven** decisions that directly reflect the **needs** and **desires** of its community.

Interviews:



Interviews were **key** to uncovering **deeper insights** into PAC’s culture and **engagement**, helping identify key **issues** and **opportunities**. They provided a better **understanding** of member and employee experiences, ensuring AI **integration** and **improvements** address real **challenges** and drive **meaningful** change.

Competitor Research:



Researching **AI** use in **other clubs** was essential to identifying **strategies** and **technologies** that could enhance PAC’s **operations**. It ensured PAC stayed **competitive** and informed us about industry **innovations**, allowing for **smarter**, more **effective** improvements **tailored** to its needs.

Monthly & Annual Reports:



Reviewing **past data** allows PAC to understand how **membership** and **finances** have evolved, revealing insights into **member behavior** and **operational performance**. This helps inform strategies for **growth**, member **retention**, and **optimizing** revenue within the organization.

Secondary Research Purpose & Rationale:

The secondary research we conducted served as a **supplementary** resource, offering **valuable context** to our decision-making process. Although it was not as **pivotal** as our primary research, it enabled us to **interpret** the **implications** of our findings and provided additional **justification** for our **conclusions**.

Online Research:

We conducted online research to identify current **AI** and **industry** trends, along with **statistics** in the **fitness industry**, to better **interpret** and **understand** the significance of our **data**. Without this online research, we would have struggled to **draw meaningful conclusions** due to the lack of a clear **connection** between our **data** and the **processes** that needed to be **conducted**.



Online Reviews:

We analyzed online reviews from **popular platforms** to assess data pertaining to **member satisfaction** and identify **areas for improvement**. Understanding common **praises** and **concerns** allows PAC to address **issues** and compare **common trends** among PACs’ feedback versus **competitors**.



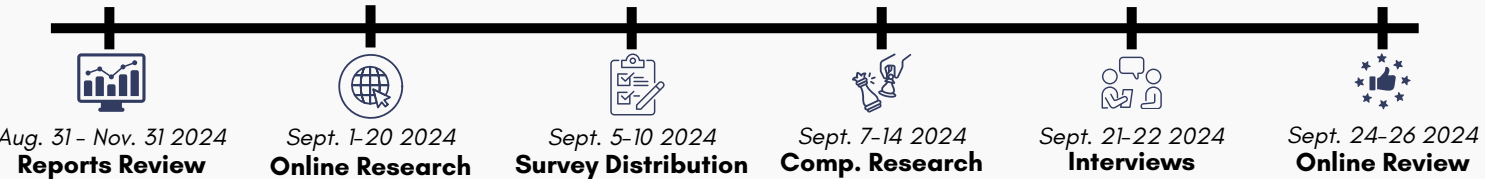
B. Process Used to Conduct the Selected Research Methods

Our **research** followed a **systematic approach** to ensure reliable, actionable findings through surveys, interviews, and competitor/report analysis. Each step focused on member engagement, AI integration, and industry trends. The data was **analyzed** to **provide insights for informed decision-making and improvements**.

	METHODOLOGY	PROCESS
PRIMARY RESEARCH	Survey Distribution Date: Sept. 5-10 2024	<ul style="list-style-type: none">• Distribute Surveys to all current PAC members via email.• Include Key Questions on facility usage, program engagement, interest in AI-driven features, and event participation.• Ensure Anonymity to encourage honest and objective responses.• Collect Responses through an online survey platform.• Analyze Data to identify trends and insights.
	Interviews Date: Sept. 21-22 2024	<ul style="list-style-type: none">• Select Interviewees from a diverse group of employees, members, and the owner.• Conduct One-on-One Interviews to gather personalized insights.• Use a Semi-Structured Format to allow for open-ended responses.• Identify General Concerns regarding AI implementation.• Gather Specific Suggestions on potential AI use.
	Competitor Research Date: Sept. 7-14 2024	<ul style="list-style-type: none">• Identify Competitors including local gyms and national health clubs using AI.• Conduct Comparative Analysis to evaluate AI integration success.• Review Case Studies on AI implementation in the fitness industry.• Analyze Published Reports for industry trends and best practices.• Interview Industry Leaders to gain expert insights on AI adoption.
	Reports Review Date: Aug. 31 - Nov. 31 2024	<ul style="list-style-type: none">• Review Membership Reports to analyze monthly and annual data.• Track Growth and Retention by identifying trends in new sign-ups and cancellations.• Assess Member Engagement through participation rates in programs.• Compare Long-Term Trends to spot seasonal patterns and operational gaps.• Identify AI Opportunities to enhance retention, and improve member experience.

	METHODOLOGY	PROCESS
SECONDARY RESEARCH	Online Research Date: Sept. 1-20 2024	<ul style="list-style-type: none">• Research AI Trends in the fitness industry to stay updated on innovations like personalized training and virtual coaching.• Analyze AI Tools that enhance member experience, such as automated check-ins• Explore Emerging Technologies like wearables, AI apps, and smart equipment to enhance PAC's offerings.• Identify Best Practices for optimizing scheduling, personalized plans, and member engagement to stay competitive.
	Online Review Date: Sept. 24-26 2024	<ul style="list-style-type: none">• Analyze Online Reviews from platforms like Google and Yelp to gauge member satisfaction.• Identify Common Praises to understand what members appreciate about PAC's services.• Highlight Frequent Concerns to pinpoint areas where improvements are needed.• Address Member Issues by making changes based on feedback to enhance the experience.

Research Timeline:



IV. FINDINGS AND CONCLUSIONS OF THE STUDY

A. Findings of the Research Study

From both our primary and secondary **research**, we gathered **key insights** into PACs operations, which have been **essential** in identifying potential ways for **integrating** AI into their operations. This research has allowed us to better **understand** PACs needs, enabling us to determine **practical AI applications** that can enhance efficiency and drive improvements across their club.

1 Outreach to Younger Audiences:

The Problem:

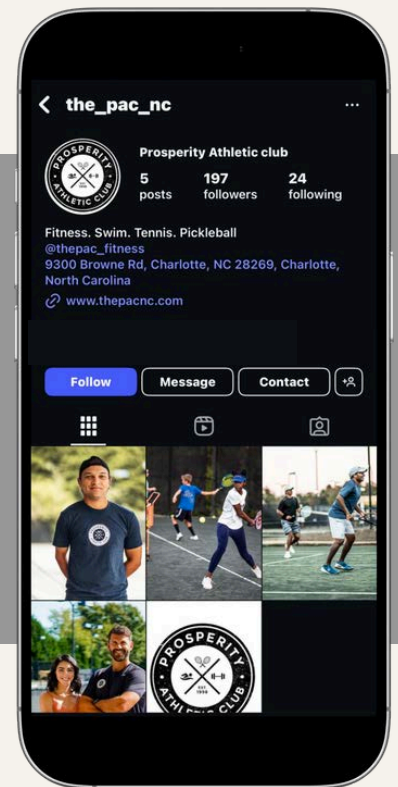
PAC's **marketing** efforts are **not** sufficiently tailored to **younger** demographics. While older members are **aware** of PAC's offerings, younger individuals, especially those in the **18-35 age** group, remain **unaware** of the club's services.

Context:

As you may know, **Instagram** is one of the world's most **popular** platforms, especially among **younger** audiences. With **millions** of active users every day, PAC has a **massive opportunity** to grow and enhance its reach to its targeted **demographic**. However, PAC lacks a significant **online presence**.

Research Used:

To discover this finding, we used a **variety** of different **research methods**, including **surveys**, **competitor** research, **interviews** with current members, and finally extensive **web** (online) research.



In-Depth Research:

Member Survey Results:

Surprisingly, only about 60% of current members had seen PAC online before. With 15% discovering PAC for the first time online, and a staggering 37% of members not even knowing PAC had a presence on the internet.



Interview with Employee:

Emily Garner

"I actually didn't hear about Prosperity Athletic Club through social media—I only found out because a friend mentioned it to me. It's surprising because I feel like more people would be interested if it were easier to find online."

Competitor Research:

In the Charlotte area, competing clubs have up to 83% more social media engagement and appear in 72% more local searches than Prosperity Athletic Club. Making PAC one of the least socially active clubs in the region.



Web Research:

In the U.S., Instagram is one of the most widely used apps among young adults, with 75% of people aged 18-24 and 57% of those aged 25-30 using it regularly. This makes it a key platform for reaching younger demographics.

2

Social Engagement

The Problem:

Older members tend to prefer **less social interaction**, which has led to a quieter, less engaged **community atmosphere**. This trend has made it difficult to engage younger members or create a **vibrant** social community.

Context:

Here at PAC, we have noticed a significant **decline** in social **engagement** among members. Every day, we have noticed less and less athletes **interacting** with each other, with many choosing to just practice by **themselves** or with the same partner.

Research Used:

To formulate this conclusion, we primarily utilized **interviews**, reviews, and **surveys** to understand members' **perspectives** on PAC's current standing.

Interview Conducted:

Margaret Reynolds

"You know PAC is great and the staff are awesome but lately I've preferred going to my court on my weekday mornings, playing my tennis, then heading home"

Margaret is a **65** year old woman who has been a member of PAC for over **7** years. Recently, management has noticed a significant **decline** in her social outreach. She used to be at almost every event, but now she is **rarely** seen outside of her daily training.



Surveys & Reviews:

63%

Of members said they hadn't attended a community or social event at PAC in the last 12 months.

52%

Of members felt that PAC lacked an inviting or social atmosphere for new members.

3

Tennis & Pickleball Participation

The Problem:

Younger community members do not view tennis as an **appealing** activity, and PAC is struggling to keep up with the pickleball **competition**. As a result, participation is declining and PAC is struggling to attract **new athletes**.

Context:

In the **Charlotte** area, we have seen pickleball "**boom**" with new establishments popping up every day. Because of **increasing competition** from new clubs with modern **amenities**, PAC can't keep up and is failing to showcase **tennis** (its main sport) as more appealing than **pickleball**.

Research Used:

To reach this conclusion, we utilized our **one-on-one** interview with the **owner** of PAC, along with **online research** based on industry trends from **pickleball** and **tennis**.

One-On-One Interview:

Jeremy (Owner of PAC)

"It's been tough watching the surge of new pickleball and tennis facilities pop up around Charlotte. We're working hard to keep up, but the competition is fierce. We've also seen a shift in younger athletes choosing newer, trendier spots, which makes it even more challenging to keep that next generation engaged and loyal."



Meeting the Owner of PAC

Online Research:

18.9 Million

Mecklenburg Board of County Commissioners approved \$18.9 million dollars to build and maintain public pickleball courts in Charlotte.

202 Courts

As of July 2024, Charlotte has 202 public, private, and social pickleball courts currently active. Which are competitors to PAC.

4

Lack of Member Interaction

The Problem:

Many new members report **difficulty** in finding workout **partners** or socializing during their visits, leading to a decrease in **participation** in programs and **activities**. This lack of **social connection** impacts overall member **satisfaction**.

Context:

Recently, PAC has failed to create an **environment** that encourages **interaction** because it lacks **events** that bring people together and foster **cross-generational** engagement. It needs a way to **intertwine** different members' **interests**.

Research:

For this finding, we mainly used **surveys** and **monthly reports**. Also, utilizing **online research** to find justification for our results.

Monthly Reports:

We reviewed **three monthly** reports collected by PAC from **December 2023** to **February 2024**, as well as **January 2025**. These reports revealed a significant **decline** in **attendance** at PAC's group programs. Over this period, participation dropped by **23%**, decreasing from a **67%** attendance rate to just **44%** across all group programs and **fitness groups**.

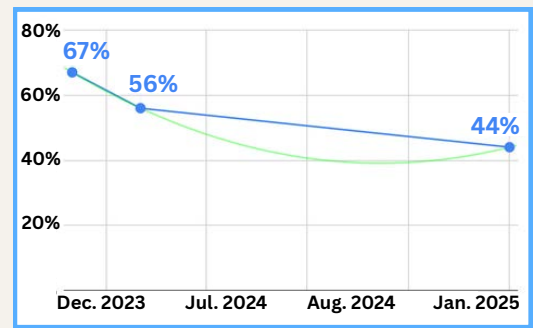
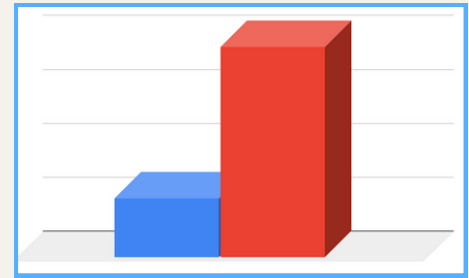


Chart showing Decrease in Participation over Time



Yes (22%) No (78%)

Surveys:

We asked **new members** if they were able to find a **group** to play with within the first **2 weeks** of membership and if they stuck with that group after the first **5 weeks** of membership. Only a small **22%** recorded **yes** and the majority (**78%**) said **no**.

B. Conclusions Based on the Findings

From the **previously mentioned** findings, we were able to create **four main conclusions** about what PAC is **struggling** with, as well as what we need to do to **fix** those **issues** through the utilization of **AI**. These conclusions served as **building blocks** to our **strategic plan**, and each is covered at **least once** throughout the **entirety** of our **initiative**.

1

Targeted Outreach is Critical: PAC needs to adopt more **data-driven** marketing strategies to effectively reach **younger members**. By leveraging AI tools to analyze **trends** and **preferences** in younger demographics, PAC can refine its **marketing efforts** and gain a younger audience.

2

The Need for a Social Engagement Plan: The preference for **low social interaction** among older members has created a **community atmosphere** that is not open to **engagement** across age groups. PAC needs to develop a **plan** that encourages **cross-generational** engagement through the power of **AI**.

3

Increased Diversified Programming: The **perception** of **tennis** as a less **appealing** sport among **younger** members and the **oversaturation** of **pickleball** courts in Charlotte require PAC to **diversify** its offerings. PAC needs to create **events** and **programs** that attract a broad **variety** of **interests**.

4

Encouraging Connections: The **lack** of **interaction** among members points to a need for increased events and programs that **encourage** members to socialize. PAC needs to **develop** a **platform** or **program** that matches **athletes** together to form **partnerships** and foster **interactions** among members with **different interests**.

V. PROPOSED STRATEGIC PLAN

A. Objectives and Rationale of the Proposed Strategic Plan

The **VIBE Initiative** (Vibrant Interactions and Bold Engagement) is a **forward-thinking** strategic plan aimed at **enhancing** member engagement and **expanding** the club's reach to younger demographics through the **integration of artificial intelligence**. The main **objectives** of the proposed strategic plan are:

Attract Younger Members (Aged 18-35):

- **Objective:** Use AI to analyze industry trends, preferences, and behaviors of younger members to improve marketing efforts, create more appealing fitness programs, and enhance outreach strategies to younger demographics.
- **Rationale:** PAC has struggled to attract younger individuals, particularly those in the 18-35 age range. By leveraging AI for personalized marketing and program adaptation, the club can develop a marketing campaign to better appeal to this audience, encouraging more memberships from this specific demographic.



Venn Diagram showing Targeted Demographic



An Example of our Engaging Social Events

Increase Engagement Across Age Groups:

- **Objective:** Develop a more dynamic and social environment by designing AI-driven programs that appeal to a variety of age groups, fostering inter-generational connections.
- **Rationale:** PAC's current community atmosphere is primarily shaped by older members who often prefer quieter environments and lower social engagement. The goal is to use AI to identify the preferences of different age groups and create tailored social events that can bring members of all ages together while still entertaining them.



An example of Our Youth-Focused Programs

Enhance Programming to Match Youth Interests:

- **Objective:** Diversify PAC's offerings to include high-energy, youth-centric fitness programs, integrating AI to track industry trends and make continuous improvements based on gathered feedback.
- **Rationale:** The perception of tennis as less appealing to younger members and the oversaturation of pickleball in the Charlotte area have resulted in low participation. Introducing engaging, AI-informed fitness programs will encourage younger members to join and participate actively, as well as bring the excitement back to tennis.

Improve Social Connections Among Members:

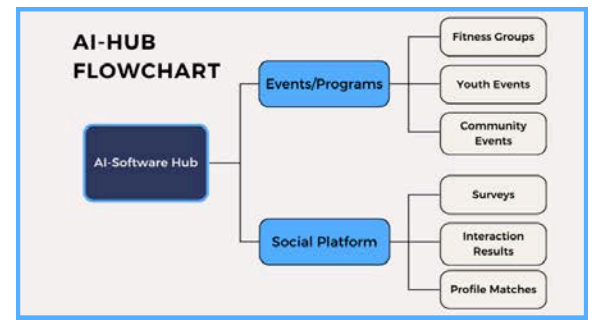
- **Objective:** Implement an AI-driven social platform to help members find workout partners and join social activities that match their interests and schedules directly from an app.
- **Rationale:** Many members report difficulty finding others to play with or connect socially. This AI-based solution will facilitate stronger community bonds, increase participation in programs, and improve member retention. As well as increase the Bold Engagement that the VIBE initiative plans to achieve through the ability to access PAC's amenities virtually.



A Digital Mockup Design of our Social Platform

Improve Operational Efficiency Through AI:

- **Objective:** Integrate AI tools to streamline operations such as scheduling, member management, and customer support. As well as, cross-integrate programs, ensuring that all programs report data to a central AI hub and work together to formulate a plan for the future improvement of each strategy.
- **Rationale:** By automating and improving operational processes, PAC can reduce administrative workload, improve customer service, and enhance the overall member experience. We can also use these AI operations to create a long term marketing strategy, ultimately minimizing the outsourcing and financial burden from creating one ourselves.



A flowchart of Information flowing into the AI-Hub

B. Proposed Activities and Timelines

The following activities are proposed to achieve the objectives of the **VIBE Initiative**. These activities will be carried out **in stages**, with a clear **timeline** for execution.

AI-Driven Member Insights:

To support all of our objectives PAC will **implement AI tools** and software that analyze member preferences, behavior, and **engagement** patterns. Then, it will use this data to develop marketing campaigns, and create **personalized** profiles that **suggest** programs, tailor **communication**, and connect members through our **matchmaking** social platform. This part of the VIBE initiative will serve as the **back bone** of the entire campaign, by successfully **interconnecting** and collecting data from all of our strategies, we can create an “**AI-Hub**” of information.



Social Connection Platform:

To **improve social connections** among different ages here at PAC and **stand out** from the **competition**, we will develop and launch an **AI-driven** digital platform application that allows members to find workout **partners** (**Matchmaking** System), join group classes, and participate in social events. The platform will match members based on shared **interests, skill levels, and availability**. We plan to create a **link connecting** the **profiles** we generate from our AI-Insights to our platform in order to tailor each experience to the **member’s preferences**.



Dynamic Community Events:

To **increase engagement**, PAC will organize themed fitness nights, member appreciation days, and community challenges based on AI insights regarding member **preferences**. These events will foster **greater social engagement** and create opportunities for cross-**generational interactions**. We plan to feed the data we collect from feedback to our AI-Insight software and **continuously improve** these events through popular social media and industry trends to **increase outreach**. This will also serve as PAC’s main source of **new members** and the **VIBE** initiatives **generation of revenue**.



Youth-Centric Programming Development: To **increase engagement with younger audiences**, PAC will introduce a series of youth-centric programs (e.g., fitness classes, community challenges, and recreational leagues) tailored to the **interests of younger members** and based on popular social media trends to attract a younger demographic. We will use AI feedback to refine these offerings and make improvements as these programs ensue.

V I B E

VIBE Initiative Timeline:

Our **timeline** features a comprehensive plan on how to launch the **VIBE initiative** most efficiently and effectively. We also plan to conduct a **multi-day meeting** with **ownership** to review our starting and ending points, discuss ongoing maintenance, and analyze the expected financial impact of the initiative in the coming years. This ensures that the VIBE plan creates a **lasting impact**, solidifying PAC's reputation as a **forward-thinking** and modern athletic club.



Timeline Breakdown:

Month of May:

Beginning in **May**, we will present the campaign and receive **plan approval**, allowing us to acknowledge any **conflicting factors** from ownership. Once approved, we will move forward with the **soft launch** of VIBE.

Months of June and July:

As we enter **June** and **July**, we will select our AI tools, collect **initial insights**, develop youth programs, and design the **social platform**. The labor required to start up our AI **software**, social platform, and youth programs is **intensive**, which is why we selected PAC's **highly active** summer months for this phase.

Months of December and January:

As the campaign nears its conclusion in **December**, we will continue refining our programs based on **AI feedback** and collected **data**. Finally, in **January**, we will reassess and implement slight changes to improve the **flow** and **functionality** of community events and the social platform. We also plan to conduct a **multi-day meeting** with ownership to review our starting and ending points, discuss ongoing **maintenance**, and analyze the expected **financial impact** of the initiative in the coming years. This ensures that the VIBE plan creates a **lasting impact**, solidifying PAC's reputation as a **forward-thinking** and **modern** athletic club.

Months of October and November:

By the time we reach **October** and **November**, the VIBE plan will be in full swing. We will have maximized AI-driven event optimization, executed our second **AI-fueled** marketing campaign, launched our **youth programs**, fully rolled out the social platform, and hosted our second community event. While these months typically see **lower activity**, they will provide a valuable opportunity to **compare membership data** to previous years and evaluate PAC's **overall improvement**.

Months of August and September:

Moving into **August** and **September**, we will launch our first **marketing campaign**, conduct **trials** of the youth programs, perform **BETA** tests of the social platform, and host our first **community event**. This section will heavily rely on **KPIs** to assess any necessary **adjustments** or **conflicts** that arise during our testing or trials.

C. Proposed Metrics or KPIs to Measure Plan Effectiveness

To **measure the** efficiency and **success** of the VIBE Initiative, the following **Key Performance Indicators (KPIs)** will be tracked. These KPIs will provide **tangible metrics** to assess progress and adjust strategies as necessary to maximize benefits.

KPIs and Measurements

Membership Growth:

- **KPI:** Achieve a 25% increase (15-20 Members) in new members aged 18-35 by the end of Year 1.
- **How to Measure:** Track the demographics of new memberships monthly and compare with baseline data, allowing us to see what works and what doesn't.

Referral Rate:

- **KPI:** Achieve a 30% referral rate among existing members, indicating strong satisfaction and engagement.
- **How to Measure:** Incorporate a referral program into our social platform, allowing us to track who referred a member and why they joined PAC.

Youth Program Participation:

- **KPI:** Have 40% of new members (Younger Audience) engage in youth-centric programming within their first three months.
- **How to Measure:** Track enrollment in youth programs and monitor participant demographics to ensure we're attracting the audience we're targeting.

Social Platform Engagement:

- **KPI:** Have 75% of members using the new social platform successfully find workout partners or join group activities.
- **How to Measure:** Use analytics within the platform to track user activity, including partner matches and participation in group activities.

Event Attendance:

- **KPI:** At least 60% of members will attend one community engagement event within their first six months of membership.
- **How to Measure:** Track attendance at each event and analyze member engagement, while also highlighting the main demographics present.

Member Retention Rate:

- **KPI:** Increase member retention by 10% over the next 12 months, particularly among younger members.
- **How to Measure:** Compare retention rates between different member demographics (e.g., 18-35 vs. 35-60 vs. 60+).

Current Statistics

Current Membership:

Right now, Prosperity Athletic Club has just over **350** members, with about **20%** of those being in our newly targeted age range of 18-35 (**70 members**).

Current Youth-Program Participation:

Currently, PAC **lacks** programs primarily targeted to the **youth**, meaning that only about **10-15%** of members in our **targeted** age group are **actively involved** in programs.

Current Event Attendance:

PAC currently sees about **55%** of its members attending **community events**. Likely because **events** are not **inclusive** or tailored to a broad **variety** of **interests**.

Current Referral Rate:

While we currently don't have a referral tracking program online, it is estimated that about **35-45%** of PAC's current members were referred to the club because of its smaller presence.

Current Social Engagement Platform:

Prosperity Athletic Club doesn't have a social **engagement platform** right now. However, we estimate that about **36%** of active members have a workout partner despite difficulty.

Current Member Retention:

While PAC may face some **challenges**, generally it doesn't have a huge problem with **retention**. We typically see a **75-80%** retention rate among **older** (loyal) members, with our lowest rate being **younger members**.

VI. PROPOSED BUDGET

We have estimated the **VIBE Initiative** to cost approximately **\$75,000** for the first year (**start-up cost**), which represents about **3.75% of annual revenue**. Below is the breakdown of the initial proposed budget:

VIBE Initiative Start-Up Budget

Name of Component	% Total	Cost	Total
AI-Driven Member Insights:	100	-	\$20,000
AI Tools and Software Implementation	60	\$12,000	-
Data Analysis and Customization	20	\$4,000	-
Training and Onboarding for Staff	10	\$2,000	-
Ongoing Maintenance and Updates	10	\$2,000	-
Youth-Centric Programming:	100	-	\$15,000
Dev. of Youth-Focused Fitness Programs	40	\$6,000	-
Instructor Training and Certification	26.7	\$4,000	-
Marketing Materials (Brochures, Ads, etc.)	20	\$3,000	-
Initial Promotion and Outreach	13	\$2,000	-
Social Connection Platform:	100	-	\$30,000
Software Development and Design	50	\$15,000	-
Testing and Quality Assurance	16.7	\$5,000	-
Ongoing Platform Maintenance and Support	23.3	\$7,000	-
Integration with other PAC Systems	10	\$3,000	-
Community Engagement Events:	100	-	\$10,000
Event Permits and Venue Rentals	30	\$3,000	-
Marketing and Promotional Materials	25	\$2,500	-
Supplies and Event Setup (Equipment)	20	\$2,000	-
Guest Speakers/Instructors/Entertainment	25	\$2,500	-
Staff and Volunteer Compensation	N/A	N/A	-
The VIBE Initiative:	-	-	\$75,000

Overall Start-Up Budget: \$75,000

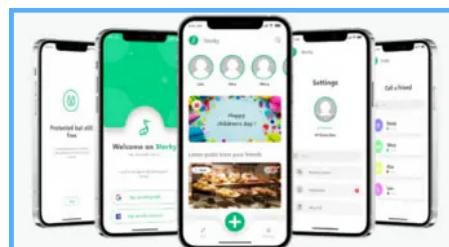
Because of PAC's **moderate** size and lack of use of **modern technology** like AI along with its reduced engagement with younger members, the club doesn't need an **expansive budget** to get the ball rolling. This is why **\$75,000** is more than enough to kickstart PAC's **new era** because major **revamps** and massively scaled **projects** aren't necessary.

AI-Driven Member Insights: \$20,000

This allocation is dedicated to helping PAC further **understand** its members, by providing feedback from **membership data** as well as creating **personalized profiles**. Due to this newly introduced technology, it is likely that PAC will encounter **minor bugs** and nuances along the way, which is why we have set aside the financing needed for the **upkeep** of the software (**\$2,000**) along with a **comprehensive course** to train employees, ownership, and on-site tech support on how to **properly use** and **manage** the software (**\$2,000**).

Youth-Centric Programming: \$15,000

This allocation is focused on helping PAC reach a **younger audience** by creating opportunities for the youth to get involved in **programs** and engage in PAC's **community**. In order to support the launch of these programs, we have set aside the funds for **supplies** and the necessary **marketing strategy** (**\$5,000 Total**) in order to **attract** younger members. Thus, creating the need for instructor **training** and **experience** to successfully run program events (**\$4,000**).



Social Connection Platform: \$30,000

This allocation's goal is to develop a **digital community** space, allowing members to **seamlessly connect** with others and **participate** in events from an app, generating **valuable data**. Similar to our AI-Driven Member Insights, this platform's **introduction** will likely face **challenges**, requiring us to set aside funds for **maintenance** and testing (**\$12,000 Total**). Additionally, PAC will need to **sync** its connection **platform** with its **AI-Insights**, requiring more **technological** funding (**\$3,000**).

Community Engagement Events: \$10,000

This allocation is aimed at creating **engaging** and exciting community events, based on member **preferences** and current **industry trends** gathered from our AI-Insights. These events will require many minor **logistical costs** that will add up to ensure their **success** (**\$8,000 Total**). The staff and volunteer **compensation** budget has not been fully determined yet, but we plan to carry out small giveaways, like **gift cards** to PAC's top performers (**\$250-\$500**).



Projected Revenue for the VIBE Initiative at Prosperity Athletic Club (PAC)

The VIBE Initiative (Vibrant Interactions and Bold Engagement) is designed to **enhance** Prosperity Athletic Club by focusing on new **memberships** and event-driven **revenue**. PAC expects a strong return-on-investment (**ROI**) over the next **three years**.

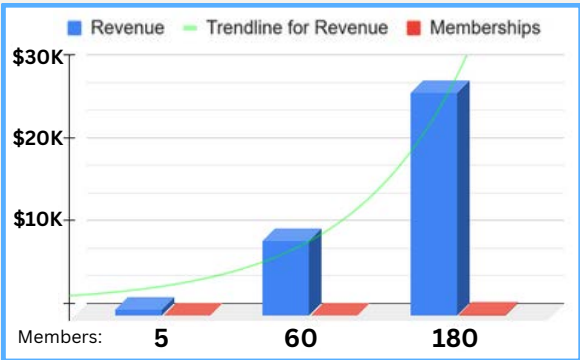
Revenue Generation:

New Memberships

PAC plans to attract **five new members** per month through AI-driven **marketing** and youth-focused **programming**. Each new member contributes an average membership fee of **\$150** per month (**\$750 Total**). Thus, as PAC continues to grow larger and larger, the **membership fees** that are collected will **grow exponentially**.

Membership Revenue Breakdown:

- **Monthly** Revenue from New Members: 5 members x \$150 = \$750
- **Annual** Revenue from New Members: \$750 x 12 = \$9,000
- Revenue Over **3 Years**: \$9,000 x 3 = \$27,000



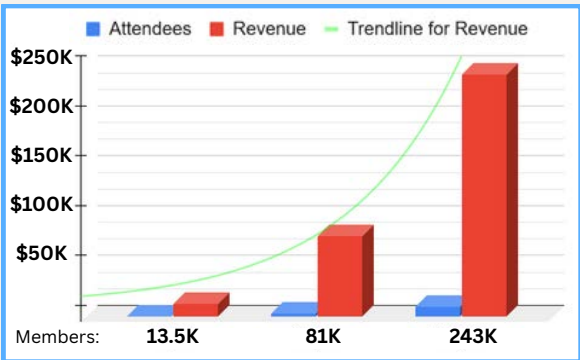
Graph comparing Memberships to Revenue

Community Events and Programs

PAC will host **6 community events** per year (e.g., themed fitness nights, challenges, and member appreciation days). The average attendance is expected to be **60%** of PAC's 900 members (**540 attendees**), with each event generating approximately **\$25** per person in revenue (**\$13,500 Total**). As PAC's unique **membership profiles** improve, we expect to have more **niche events**, specific to certain interests, generating **extra revenue**.

Program and Event Revenue Breakdown:

- Revenue per **Event**: 540 attendees x \$25 = \$13,500
- **Annual** Event Revenue: \$13,500 x 6 = \$81,000
- Revenue Over **3 Years**: \$81,000 x 3 = \$243,000



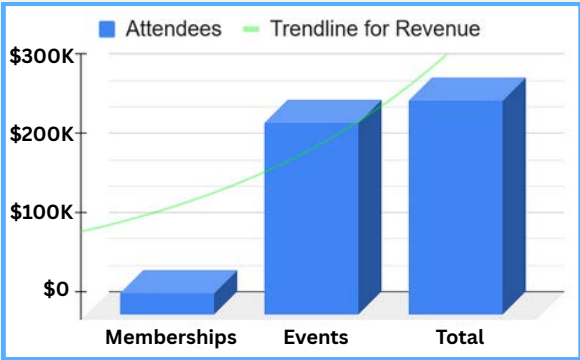
Graph comparing Attendees to Revenue

Total Projected Revenue

The combined revenue from **memberships** and **events** will provide a **\$270,000** increase in PAC's **financial performance** over the next three years. This **positive margin** in revenue increase showcases the VIBE initiative's **strength** and how it acts as an **investment**, rather than an expense.

Overall Revenue Breakdown:

- Total Revenue from **Memberships**: \$27,000 (A Month)
- Total Revenue from **Events (3 years)**: \$243,000
- Total **Revenue (3 years)**: \$270,000



Graph showcasing Revenue by Category

Potential Savings & Risk Management:

While we believe **\$75,000** will be more than **sufficient** for the VIBE initiative, any **remaining funds** will likely be **reallocated** to key components such as **platform development** and AI **software** due to their **current costs** in the industry. We recommend an **additional \$7,500** investment as a **contingency** fund to help **mitigate** potential **risks**, such as platform **failure**, resistance to AI **integration** within the club, or **insufficient funding** for events and programs. This buffer would ensure the initiative remains **flexible** and **sustainable** in the face of unforeseen **challenges**.

Return on Investment (ROI):

The VIBE Initiative is a **strategic investment** that will drive **\$270,000** in additional revenue over three years and deliver a **260% ROI**. Through attracting younger members and increasing event-driven revenue, PAC is positioned for **sustainable growth** with an **annualized ROI** of **87%**. While these projections may seem overly ambitious, PAC currently lacks an **up-to-date** business model, meaning even a smaller, **well-planned budget** can benefit PAC exponentially.

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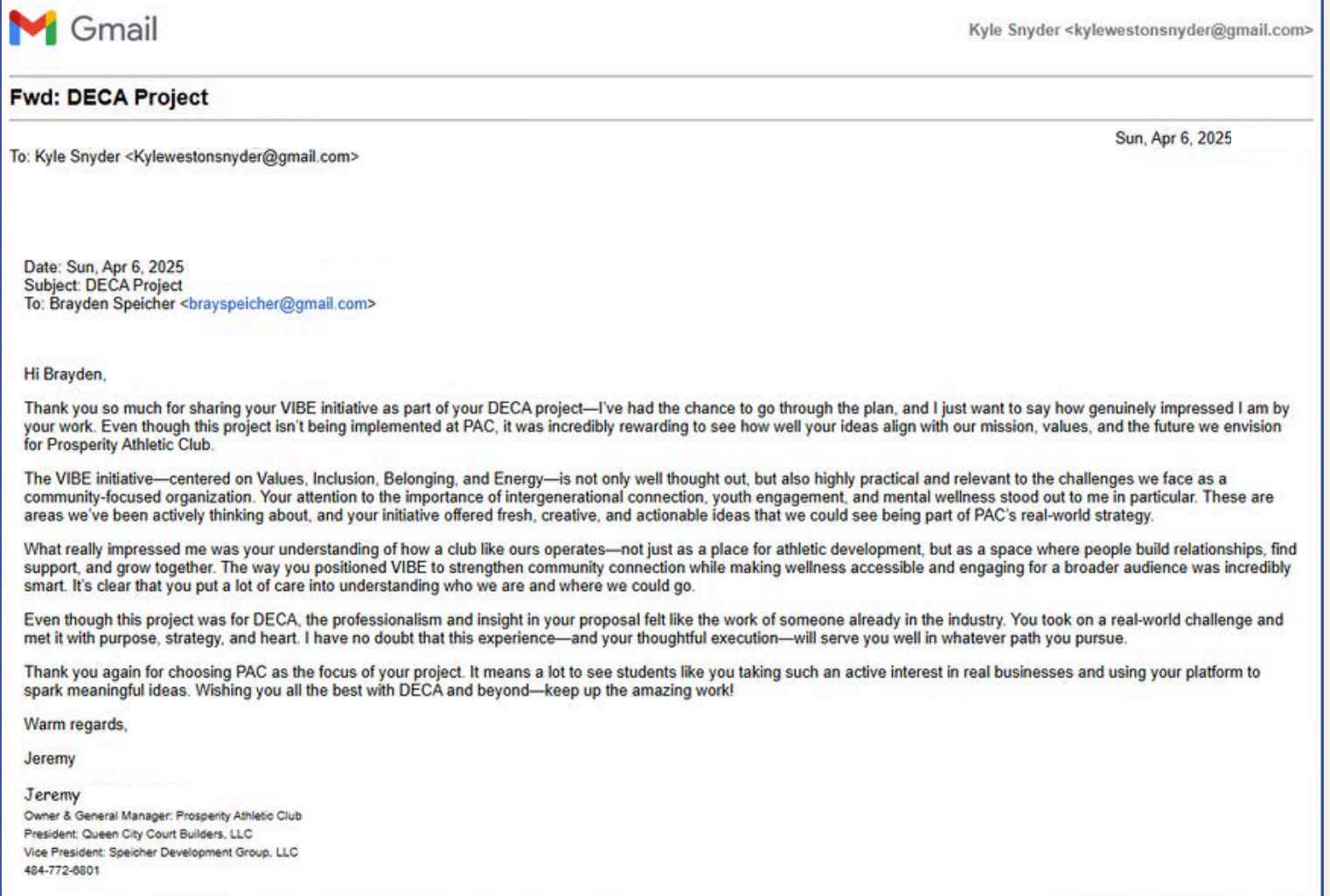
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VIII. APPENDIX



The Image listed above is a forwarded email from the owner of Prosperity Athletic Club. The significant personal details of the owner have been removed as requested.

Thank You:

Following the **successful implementation** of the VIBE campaign, we expect to see PAC surge in **growth** and **engagement**. Considering this, we would be happy to discuss a **comprehensive plan** to help PAC ensure its **long-term** success for many years to come. We can't wait to see how the VIBE initiative **transforms** PAC into its new **era**! On behalf of our team, **thank you** for allowing us to work with you, and we're extremely **excited** to see what the **future** holds.



Prosperity Athletic Club