



Marketo presents: **Ask the CMO**

---

# The CMO behind Equinox's bold and provocative ad campaign

EQUINOX

In today's rapidly developing digital world, it's hard to determine which innovations are truly worth paying attention to. As marketers are constantly trying to stay on the cutting edge, it's important to have a broad understanding of what is changing, and which trends are worth the investment.

As part of a new series called Ask the CMO, Mashable spoke with Carlos Becil, CMO of Equinox, about how he envisions the marketing organization of the future, how he hires employees, how he pushes the envelope and measures the success of his team's marketing campaigns.

## Q&A with Carlos Becil, CMO of Equinox

Now that we're in the midst of a marketing transformation, how have you changed the way that you hire employees? Do you hire for a different skill set than you would have 5-10 years ago?

It's always been important to me to hire the brightest and most creative minds that can bring a new perspective, whether it's from fashion, retail or even financial services. While that hasn't changed for me, the skill sets I look for have. A decade ago, in hospitality, I would have focused on experiential marketing to bring exclusive moments to life. Today we're operating in a different environment.

It's very exciting time now as advancements in technology over the last 5-10 years have dramatically impacted how we live our lives, and how as marketers we can engage with our customers. As you would expect, digital and social strategies play a far greater role in building brands, and that understanding is very important, but I'm also looking for marketers that can understand how to break through in a world that is overloaded with content and do it in a fashion that is personalized and uniquely Equinox.

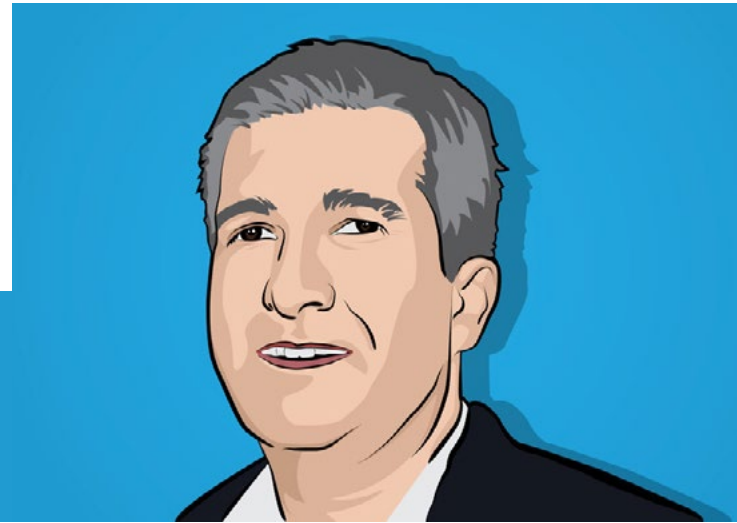


IMAGE: MASHABLE  
COMPOSITE: CHRIS MINESES

How do you engage your members across all channels (social, web, in-person at the gym) in a meaningful way? And, how do you make sure that voice is consistent but still personalized?

In January we launched our latest Equinox Made Me Do It global campaign. The campaign is inspired by our members and captures the brand's provoked nature. It certainly has ignited conversation and engaged our member and followers. In many ways, it is a lightning rod to spark conversation about Equinox and our members. #Equinoxmademedoit is our most popular hashtag and a source of inspiration to the brand.

Through a series of short videos and images, our Equinox Made Me Do It campaign celebrates moments that are bold, sexy, empowering and exude the confidence our members are proud of. The campaign comes to life in our clubs, across our social and digital platforms as well in targeted media.



And, in the last few days, we've just taken the campaign to a more personalized level with the launch of #TruthorEMMDI, a weekly instagram challenge that encourages our members to proudly expose their provoked lives to the online world.



The Pursuit by Equinox uses groundbreaking data visualization and results-driven programming to motivate riders, drive competition and inspire peak performance.

IMAGE: EQUINOX

Are you using data/analytics to drive any of your marketing strategies? Fostering loyalty, deciding which new classes to add, which equipment to buy, etc.

We're data rich and leveraging it to drive innovation. This month we're beginning the national launch of The Pursuit by Equinox, a set of highly immersive new cycling classes. The Pursuit by Equinox uses groundbreaking data visualization and results-driven programming to motivate riders, drive competition and inspire peak performance. Member's in-class performance will drive the data visualization and class results. The classes are highly addictive and there's nothing else quite like it.

The data we're collecting is creating cycling communities who are sharing and tracking data while also spurring new class competitions. These cycling communities are far more engaged in the brand and we know a more engaged and active member will foster a greater sense of loyalty to the brand.

In continuing our spirit of innovation, the data we're starting to collect is already guiding us in the development of new performance and endurance cycling classes. We're quickly tracking what members are responding to and incorporating that data into future programming.



I don't see a change in how we're organized, but rather a deepening of how we work together.

IMAGE: EQUINOX

What are some of the unique ways the Internet of Things is changing the game for marketers? Is Equinox employing any of these tactics or approaches based on "connected"/real-time marketing?

We are already leading the change in adopting a connected universe for our members where in-club and out-of-club fitness related activities are tracked. The Internet of Things can have significant implications to our business as we can potentially gain greater insights to members' in club activities, from cardio equipment use to strength training activities. The more we learn the more we can guide and coach our members to achieve greater results. Based on the data we collect, our trainers can work with clients to personalize recommendations from nutrition to regeneration and recovery programs.

We are truly committed to maximizing the potential in every one of our members and the rate at which connected data is progressing is allowing Equinox to create a more personalized and results-oriented experience.

How will privacy concerns play out over the next five years? What impact will they have on personalization?

We are very focused on protecting our member's personal information. It's actually a very interesting time for our business as our members are more connected than ever before through wearable devices, fitness apps and even Apple health. They are tracking and electing to share a broad range of information including fitness activities, sleep quality and even key health metrics. We're at the forefront of innovation with our new Equinox App that enables members to track all this activity, and much more, in one place.

I expect the quality and range of data available will continue to expand at a rapid pace over the coming years. We are in the midst of transformation now that will enable us to leverage the data our members share to create more personalized experiences, and ultimately maximize their results.



How will marketing operations change over the next five years, e.g. how they're organized, the skills they'll need, budget allocations, relationships with other departments (especially IT), how they'll work through other parts of the company, how revenue attribution will be resolved?

Our success at Equinox has been dependent on how closely our teams share a passion to positively impact our member's lives. I don't see a change on how we're organized but rather a deepening of how we work together. One example is how over the last year our Marketing, IT and Operations team have partnered to create a completely new digital experience for our members.

The result makes it easier than ever before for members to plan their workouts, including searching for classes, booking bikes, and even checking into our clubs. We've added features like automatic calorie counts for every class taken plus real-time content from Q, our acclaimed digital magazine. We've also synced up with Apple health, so members can track movement, sleep and nutrition 24/7.

This is just the start of the many enhancements we're offering our members and we will continue on a multi-year journey to revolutionize our digital experience.

How has your marketing strategy changed since you switched from Starwood to Equinox? I would imagine the strategy is different when you're just focusing on one brand (Equinox) rather than the Starwood luxury portfolio (W Hotels, St. Regis, The Luxury Collection).

It's been an exciting 2 years since I've joined Equinox. The brand continues to be in high demand as we have begun to expand globally with Equinox clubs in London, Toronto and Vancouver while also expanding our portfolio in the US with our upcoming entry into Houston. We will continue to open 5-6 clubs per year that includes meeting unmet demand in established markets like NYC, where we just opened our new Brookfield Place and Bryant Park clubs.

It's a great time to be at Equinox as we transform our digital and social platforms and focus our marketing efforts on meeting the needs of our members. It's a very different perspective to come out of hospitality, where guests are transient in nature, to Equinox where our members are fiercely loyal and highly engaged in every move the brand makes. Our members keep us honest, focused on their results and forward thinking at all times. We do it all for them and I wouldn't want it any other way.

How do you measure the success of your marketing campaigns?

For us, we view a successful campaign as one that resonates with our members. Equinox is all about being bold and taking risks, and that sentiment needs to come through in our marketing in order for it to feel organic and on-brand. The goal for our campaigns is to inspire both members in the club, while also piquing interest and curiosity outside of the clubs. We want our campaigns to provoke interesting conversations.

In the case of our newest campaign, Equinox Made Me Do it, we've broken every record we've had for social media engagement for the brand and can see the impact not only with our members, but also the level of interest we see with prospective members reaching out to want to learn more about Equinox and ultimately join the club.



IMAGE: W+K/EQUINOX