

3-1-2024

"Together we go far": Exploring the motivational dispositions within connected fitness

Melissa Davies

Ohio University, daviesm@ohio.edu

Thomas Aicher

University of Colorado, Colorado Springs, taicher@uccs.edu

Brianna Newland

New York University, bri.newland@nyu.edu

Eric Hungenberg

*University of Tennessee at Chattanooga, eric-hungenberg@utc.edu*Follow this and additional works at: <https://trace.tennessee.edu/jasm>Part of the [Marketing Commons](#), [Social and Behavioral Sciences Commons](#), and the [Sports Management Commons](#)

Recommended Citation

Davies, Melissa; Aicher, Thomas; Newland, Brianna; and Hungenberg, Eric (2024) "Together we go far": Exploring the motivational dispositions within connected fitness," *Journal of Applied Sport Management*. Vol. 16 : Iss. 1.

<https://doi.org/10.7290/jasm16jdap>

Available at: <https://trace.tennessee.edu/jasm/vol16/iss1/1>

This article is brought to you freely and openly by Volunteer, Open-access, Library-hosted Journals (VOL Journals), published in partnership with The University of Tennessee (UT) University Libraries. This article has been accepted for inclusion in Journal of Applied Sport Management by an authorized editor. For more information, please visit <https://trace.tennessee.edu/jasm>.

"Together We Go Far": Exploring the Motivational Dispositions Within Connected Fitness

Melissa Davies

Ohio University

Thomas Aicher

University of Colorado at Colorado Springs

Brianna Newland

New York University

Eric Hungenberg

University of Tennessee at Chattanooga

Please send correspondence to Melissa Davies, daviesm@ohio.edu

Abstract

This study examined the motivational profiles of connected fitness users to better position brands as they compete with the reopening of physical gyms and in-person classes. Using survey responses from 663 Peloton users, a K-cluster analysis was performed to identify three clusters of Peloton users (Wellness, Physique, and Social Performance), based on their motives for using the brand's app. Findings suggest that connected fitness brands should leverage their ability to create social engagement and challenging opportunities to better their own past performance to differentiate themselves and retain users in a very cluttered and competitive marketplace.

Keywords: connected fitness, exercise motivation, brand community, brand equity

The fitness industry continues to be challenged by retention. This has largely been a product of consumers' fitness goals starting high, but then teetering over time. The current literature indicates that fitness participants' attendance and retention becomes more sustainable when a sense of social affiliation or belonging exists (Davies et al., 2016). This may explain why connected fitness brands have employed a

marketing strategy aimed at cultivating a sense of community among its users. For example, Echelon promotes their virtual memberships with the headline “Sweat toward your goals with a global community”; meanwhile, Peloton’s slogan “Together we go far” embodies a collective network that aims to achieve a common goal despite the lack of physical accompaniment of peers. Although this became an effective tactic at meeting fitness users’ desire for social affiliation during a pandemic, concerns have arisen regarding connected fitness brands’ market durability as traditional fitness competitors have returned.

The slogans for these connected fitness brands both focus on the concept of communal consumption whereby users derive meaning and understanding for the brand from the connections they share with one another. A brand community is a specialized, non-geographically bound community based on a structured set of social relationships among admirers of a brand (Muniz & O’Guinn, 2001). Being a part of the brand’s community offers consumers a sense of identity, and engagement in the community can enhance their participation and membership duration (Bagozzi & Dholakia, 2006; Warren & Brownlee, 2013). Brand community research has focused on the social networks and interactions among brand users (Carlson et al., 2008) but lacks the connections between sense of brand community and the motivation to participate with the brand’s offerings, particularly within the connected fitness space. By uncovering the motivational profiles of users, this study will discern whether the marketing strategies being employed are effectively communicating to users’ needs.

Connected Fitness Motivation

The connected fitness sector has been overlooked by scholars despite market forecasts predicting it to have the greatest growth rate over the next several years (Newland & Aicher, 2022; Rizzo, 2021). Sharing fitness activities on applications like Strava, Instagram, and TikTok have become a popular way for individuals to fulfil their psychological need for relatedness (Newland & Aicher, 2022). Apps like Strava allow users to easily share performance data and geolocation information about specific routes. Fitness sharers tend to use the fitness app more regularly, and their networks tend to be more health/fitness conscious (Tu et al., 2019). This ability to share and compare with others also helps satisfy a competitive drive for users.

The reasons for engaging in connected fitness programming is not well understood compared to the extensive research on fitness motives and barriers in a gym setting. Farrance et al. (2016), for example, established social connectedness as a key determinant of exercise adherence. Meanwhile, researchers also have identified that the home environment is linked to several health-related behaviors, including physical activity (Kaushal et al., 2021). In a post-pandemic era, at-home fitness equipment can still save time that would have been spent commuting to the gym; however, beyond the logistical differences, how connected fitness is related to exercise motivation and behaviors remains mostly absent in the literature (see Farrance et al., 2016).

Physiological, Psychological, and Social Motivation

Although there are wide-ranging motives that prompt people to exercise (Markland & Ingledew,

1997), this study focuses on the physiological, psychological, and social motives as they pertain to participation within connected fitness and the associated brand community. Namely, this study explored seven broad motives for exercise and the ways in which connected fitness users tend to report being motivated to participate. Physiologically, users might be motivated to exercise to improve their health with outcomes like lowering their blood pressure or decreasing their risks for long-term communicable diseases (Apostolopoulos et al., 2014). They might also be considering their bodies' appearance or trying to manage their weight through exercise (Hankinson et al., 2010). There are also psychological benefits that drive people to exercise, like the ability to manage stress and anxiety or to pursue feeling good and revitalization (Hegberg & Tone, 2015). Lastly, there are the social benefits that drive participants to exercise, through both comradery and through the ability to compete with others (Kim & Cho, 2020).

Building on these broader motives is the idea that social identities can be another driver to participate in fitness activities as these spaces provide individuals with a sense of belongingness or membership to a wider social group with ancillary benefits associated with that membership (Green & Jones, 2005). Davies et al. (2016) found the sense of belonging club members feel, as measured by the psychological need for "relatedness," to be positively correlated with more frequent attendance at the club. These members shared a more autonomous regulation toward the activity, which is also linked with enduring participation across the sport psychology literature (e.g., Ryan & Deci, 2006). Furthermore, social activities associated with fitness and sport programming yields greater levels of participation and repeat behaviors (Cassidy & Pegg, 2008). Fitness environments that emphasize connectivity, rather than revenue generation, engenders consumers less likely to leave the gym (MacIntosh & Doherty, 2008).

Study Purpose

Despite no longer operating within a constrained marketplace, connected fitness' remote accessibility continues to provide an alternative environment for achieving fitness goals/motives (Newland & Aicher, 2022). However, to remain competitive, connected fitness brands like Echelon or Peloton must identify a more refined target audience, as they no longer represent the only means of formalized fitness. Consumers who are motivated by social affiliation and peer comparison, for example, may be expected to continue to engage with connected fitness offerings where virtual communities exist (Carlson et al., 2008; Wright et al., 2017). Yet, it may also be true that those who are more motivated by health, strength, or escapism may find alternative opportunities more valuable in a post-pandemic marketplace (Gjestvang et al., 2020). Therefore, the purpose of this study was to explore how the motivational profiles of connected fitness users related with users' exercise participation and connection with the brand community. In doing so, we aim to expand the literature on connected fitness users' motives to exercise with virtual communities in a way that can help practitioners leverage their services and maximize value and differentiation within the evolving fitness landscape.

Method

Research Context: Peloton

Peloton Interactive, Inc. is an American-based connected fitness company. Consumers may pur-

chase both hardware (i.e., bike, treadmill) and/or software (i.e., Peloton app), which affords at-home users the ability to participate in a wide range of Internet-connected classes including yoga, cycling, running, stretching, and strength classes. While taking classes, Peloton “connects” with the user through multiple mechanisms. Participants’ bio stats are reported real-time, displaying metrics including speed, distance, total calories, heart rate, and output (speed + resistance). These metrics enable participants to gauge their performance with their own previous best, with riders they follow on their Peloton account, or with the thousands of users across the globe. Additionally, Peloton provides users with interactive capabilities because of its leaderboard allowing participants to chat with one another through video calls or by offering a virtual “high five” to fellow users. Peloton also allows “tags,” which results in members choosing to self-select into interest groups based upon common associations (e.g., #PelotonDads, #Peloton). To differentiate themselves from other competing fitness offerings, Peloton has utilized several marketing strategies, including celebrity endorsement, cross-promotion (e.g., specific artist class series), traditional advertising (e.g., tv and digital commercials), and word-of-mouth marketing (e.g., referral incentives for members).

Participants

To explore the motivational dispositions of connected fitness brand consumers, Peloton participants were recruited to complete a survey questionnaire. Responses were generated through brand-associated social media pages and via snowball sampling of users connected to the researchers. A raffle to win three \$50 gift cards was used to incentivize participation. A total of 711 responses were collected; however, only 663 were completed and subsequently used for analysis. The sample was predominately White (86%), female (85%), and were on average 40 years old. Roughly two thirds of participants reported household incomes exceeding \$150,000 and indicated having occasional engagement with the brand’s social media pages ($M = 3.2$; 1 = none and 5 = frequently). Exercise activity among the sample (22.6 workouts/month) was comparable to monthly trends detailed from Peloton users (21.1 workouts/month; Quarterly Results, 2021).

Measurement

The questionnaire included demographic (e.g., age, income), social engagement (i.e., Peloton-related Facebook groups use frequency), exercise behavior (e.g., number of classes $\square$ the months of ownership), and socio-psychological questions. The Peloton App reports user class participation by either total number of classes or classes in the last 30 days. To account for a more typical month of participation on the bike, participants were asked to report their total number of classes and months of ownership. Socio-psychological motives consisted of 16 items intended to capture weight management, positive health, social camaraderie, challenge, revitalization, and stress management (Markland & Ingledew, 1997). Each of these items were measured on a 5-point Likert scale (1 = Not at all important, 5 = Extremely Important). Four items related to “sense of brand community” were adapted from Palazon et al., (2019) and were also measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Respondents’ engagement on social media was elicited from a five-point frequency scale (1 = never, to 5 = frequently).

Data Analysis

Data were first screened for outliers using the Mahalanobis Distance test. Following the elimination of multivariate outliers, further descriptive statistics were examined to ensure internal consistency and normality. All indicators detailed in Table 1 reveal acceptable levels for reliability and normality, thus supporting each of the study's subsequent analyses. Cluster analysis was performed as a means of executing market segmentation. Using motivation variables allowed for a better understanding of how Peloton's marketing tactics aligned with consumers' needs and wants. It also enabled us to analyze how class participation, social media engagement, and sense of brand community differed across motivational profiles.

Table 1

Descriptive Statistics Associated with Motivational Variables

Variable	Mean	SD	α	Kurtosis	Skewness	Item Description
Social Comradery	2.51	.79	.69	-.23	.30	To enjoy the social aspects of exercising
Stress Management	3.93	.91	.83	.07	-.77	To help manage stress
Revitalization	3.93	.82	.69	-.18	-.54	Because afterwards I feel re freshed
Challenge	3.38	.93	.62	-.40	-.26	To give me personal challenges to face
General Health	4.5	.55	.77	1.74	-1.11	Because I want to maintain good health
Weight Management	3.70	.98	.83	-.30	-.46	To help control my weight
Appearance	3.30	1.01	.85	-.44	-.23	To look more attractive

To best gauge the appropriate number of clusters, Ward's hierarchical method was first conducted. Examinations of the agglomerative schedule and dendrogram produced from SPSS 29 revealed a three-cluster solution. This solution was then compared with an a priori three-cluster solution using K means clustering. Ultimately, the K-means clustering result was selected for future analysis based upon its interpretive value. Table 2 reveals each cluster's size and mean values across all seven motivational variables. Cluster names were established according to their motivational characteristics. Values in bold reflect areas that insinuate differentiation among the segments (see Table 2). The cluster solution's criterion validity was then tested with multivariate analysis of variance (MANOVA), illustrating how class attendance, social media engagement, and sense of brand community varied across segments. Assurances of homogeneity were examined using Box's M test. To account for the study's large sample size, an alpha level of .01 was applied. The equal variance assumption was met based upon the test rendering a p-value of .366.

Table 2

Mean Responses Associated with Each Cluster

	Stress Mngt	Revitalization	Challenge	Social Comradery	Health	Weight Mngt	Appearance
Wellness Conscious n = 206	4.10	4.05	3.24	2.41	4.50	2.75	2.45
Physique Conscious n = 194	3.00	3.24	2.74	2.02	4.25	4.01	4.23
Social Performance Conscious n = 261	4.00	4.35	4.02	3.11	4.74	4.23	3.97

Results

To better understand the motivational segments existing amongst connected fitness users, K-Means cluster analysis was performed. This method was selected because it wielded substantial (i.e., sample size), relevant, and actionable market segments (see Table 2 for means responses). Cluster 1, the Wellness Conscious segment, is characterized according to their high motivational responses towards stress management ($M = 4.10$), revitalization ($M = 4.05$), and general health ($M = 4.50$). Cluster 2, the Physique Conscious, was derived from motives conveying general health ($M = 4.50$), weight management ($M = 4.01$), and Appearance ($M = 4.23$). Lastly, segment 3, the Social Performance Conscious was distinguished by their pursuance of challenge ($M = 4.02$), and social comradery ($M = 3.11$).

The diverging characteristics were further reinforced when examining segments' social media use, class participation, and sense of brand community. Those who are socially engaged and driven by performance challenges utilize the Peloton app to greater extent than do the other motivational profiles. For instance, Cluster 3 ($M = 3.93$) exhibited a greater sense of brand community than did Clusters 1 ($M = 3.69$) and 2 ($M = 3.72$). This suggests those who are seeking peer support, engagement, and performance comparison are demonstrating greater fidelity for Peloton than those pursuing other exercise needs. Advancing this belief, Cluster 3 reported greater participation in Peloton classes and revealed themselves to be more active on Peloton's social media platforms than the other segments. Post hoc tests indicated Social Performance Conscious ($M = 64.58$) consumers had accumulated more classes than did the Physique Conscious ($M = 35.37$) and Wellness Conscious ($M = 52.17$) segments when accounting for the duration of time the user owned a Peloton product/app.

The Social Performance Conscious segment ($M = 3.40$) was more engaged than the other segments on social media; however, statistical significance was only observed with the Physique Conscious segment ($M = 2.99$). Accordingly, users characterized by Cluster 3's motivational profile not only appear to feel a

greater connection to the brand, but also utilize its products more frequently and provide increased word-of-mouth communication via social (see Table 3).

Table 3

Means, Standard Deviations, and ANOVA Results

Measure	Wellness		Physique		Social Performance		F(2, 643)	η^2
	Conscious		Conscious		Conscious			
	M	SD	M	SD	M	SD		
Sense of Brand								
Community	3.69	.76	3.52	.66	3.93	.75	17.11*	.05
Class								
Participation	52.17	57.52	35.37	34.62	64.58	107.83	6.90*	.05
Social Media								
Engagement	3.20	1.03	2.99	1.05	3.40	1.14	7.64*	.05

* $p < .001$

Discussion

The rise of connected fitness brands, including Peloton, was accelerated by the restrictions brought about by the Covid-19 pandemic. These favorable market conditions for at-home fitness were short-lived, however, when physical gyms opened up and consumers had the choice to pursue an extensive range of exercise endeavors. The production freeze and nearly \$40 billion in market cap loss demonstrated a degree of sensitivity to the changing conditions post pandemic (Thomas, 2022).

With the connected fitness industry now searching for ways to reinvent themselves, this study focused on better understanding the motivational profiles of connected fitness users and the possible interventions fitness brands might use to align or foster these motives. This resulted in contributions to the brand community and fitness motivation literature, as well as several practical applications for fitness brands.

Practical Implications

Upon examination, the *Wellness Conscious* cluster reflects a blend of psychological and physiological motives a user might have to engage in connected fitness. Comprised of the motives stress management, revitalization, and general health, this cluster reflects a typical motivational profile that people use to regulate exercise (Hegberg & Tone., 2015). To serve this segment, connected fitness brands should offer a wide range of classes (e.g., yoga, strength, spin) that cater to the revitalization and stress management objective. Even within the classes, users across exercise types can opt into classes which are labeled “feel good rides” or “restorative yoga” or select instructors who tend to cater more to the journey and less towards competition and performance maximization.

The *Physique Conscious* cluster demonstrated physical characteristics that exercise provides, including general health, physical appearance, and weight management motives. Similar to the above profile, this user’s needs can be met across a variety of fitness options that help manage weight and appearance.

Evidenced by their weaker social media engagement and class participation, this motivational profile may be using the service in a more fleeting manner and may be more apt to move on to other competing exercise opportunities over time (Williams & Pedersen, 2012).

The *Social Performance Conscious* cluster revealed an important subset of users for connected fitness brands to explore. These users were primarily motivated by the pursuit of a challenge and social interaction. This cluster is valuable to connected fitness brands for several reasons. Users within this cluster had the highest sense of brand community, used the Peloton app (i.e., took classes) more frequently, and engaged in brand-related social media more often than the other two clusters in this study. These findings also align with previous fitness research linking social opportunities around fitness programming and sustained participation (Cassidy & Pegg, 2008; Farrance et al., 2016).

These marketing approaches contrast with a broader marketing strategy to prospective users based on health-related outcomes. Health outcomes were shared motives across Peloton users in this study but did not necessarily drive frequent engagement. To achieve the more tangible goals of increased and sustained participation, it may be more fruitful for connected fitness companies to focus on building community (i.e., shared ethos, acculturation patterns), as well as peer comparison features (status hierarchies).

Given the favorable outcomes stemming from this *Social Performance Conscious* segment, connected fitness brands should leverage their social and competitive functionalities as a means of differentiation over other competitors. Unlike many other fitness options, connected fitness companies have the infrastructure (via the app) required to connect users in real-time or outside of class. Beyond engaging within the brand's app for Peloton-related fitness, there are also several niche brand-related social media groups (e.g., Peloton Moms) that enable engagement (Newland & Aicher, 2022). As the fitness landscape remains competitive, these findings suggest connected fitness brands should focus their products and services on the areas that drive usage and brand community, specifically through their social and competitive features. Rewarding or encouraging engagement on brand social media pages and using language in the class programming encourages member achievements and community. In all, the ability to use a more segmented approach to marketing seems warranted to sustain participation.

Theoretical Contributions

This study helps fill a gap in the literature around brand community, fitness motivation, and subsequent behaviors. It was evident that there is a relationship between motivational disposition and sense of brand community. In line with previous fitness research, there continues to be a prominent link between social connections and fitness behaviors (Cassidy & Pegg, 2008; Farrance et al., 2016). Peloton, for instance, achieved a foothold on the market by enabling members to connect with others in both a tangible way, via direct interactions on another user's profile, and in an imagined way, by belonging to the Peloton community via membership (Muniz & O'Guinn, 2001) thereby adding a layer to the brand community. Although not all fitness endeavors are branded, this study revealed that there is an opportunity to leverage people's desires to be community-oriented whether virtually, physically, or even in an imagined way.

This study also revealed a new context for scholars to expand on as it relates to building a sense of community in completely virtual contexts. Although emerging research has explored brand communities fostered via social media (Palazon et al., 2019), much of the literature has measured brand communities in contexts that allow for in-person interactions among members (e.g., automobile rallies, farmer's markets).

This study helps expand our understanding of how brand apps and social media groups, absent of physical exchanges, can still facilitate a strong sense of community. As the fitness landscape continues to transpire not only on Web 2.0 (e.g., current Peloton classes) but into Web 3.0 (e.g., Metaverse exercise classes) contexts, measuring entirely virtual brand communities will continue to be important.

Limitations and Future Research

Limitations in this study stem primarily from the sample, which may lead to bias in their behaviors and engagement with Peloton. Users in a branded Facebook group suggests a higher proclivity to using social media more frequently than users who are not. The sample also represents a predominately wealthy female perspective. This limits the generalizability of these findings to more diverse samples of Peloton users. Furthermore, the connected fitness industry has grown quickly to include a range of connected fitness brands, made up of many products (e.g., Hydro rowing machine) and services (e.g., live classes). Future research should recruit participants from diverse brands to better understand the ways in which participants are motivated.

Future investigations should qualitatively explore the reasons why and how connected fitness users engage with the brand over time. Although this study did not measure participant behaviors based on usages of the Peloton bike (hardware) versus usages on the app (software), future studies could explore whether differences in behavior exist across these two participant groups as well. Qualitative investigations could also more deeply explore consumers' perceptions of how brands can foster social spaces via social media or other marketing strategies.

Finally, there are several motives that drive participation not captured in this research. Future research could investigate the ways in which competition, both with users' own records and against others, plays a role in the frequency and longevity of participation with connected fitness endeavors. Users motivated to use the Peloton for health reasons may be more transient because their needs are met through a wider range of fitness offerings. Connected fitness companies will need to leverage their unique competitive and social value which may not be inherently present in gyms or other fitness endeavors.

References

- Apostolopoulos V., Borkoles, E., Polman, R., & Stojanovska, L. (2014). Physical and immunological aspects of exercise in chronic diseases. *Immunotherapy*, 6(10), 1145–1157.
- Bagozzi, R. P., & Dholakia, U. M. (2006). Antecedents and purchase consequences of customer participation in small group brand communities. *International Journal of Research in Marketing*, 23(1), 45–61. <https://doi.org/10.1016/j.ijresmar.2006.01.005>
- Carlson, B. D., Suter, T. A., & Brown, T. J. (2008). Social versus psychological brand community: The role of psychological sense of brand community. *Journal of Business Research*, 61(4), 284–291. <https://doi.org/10.1016/j.jbusres.2007.06.022>
- Cassidy, F., & Pegg, S. (2008). Exploring the motivations for engagement in sport tourism. http://eprints.usq.edu.au/4211/1/Cassidy_Pegg.pdf
- Davies, M., Coleman, L., & Babkes Stellino, M. (2016). The relationships between basic psychological need satisfaction, behavioral regulation, and participation in CrossFit. *Journal of Sport Behavior*,

39(3), 239–254.

- Farrance, C., Tsofliou, F., & Clark, C. (2016). Adherence to community based group exercise interventions for older people: A mixed-methods systematic review. *Preventive Medicine*, 87, 155–166.
- Gjestvang, C., Abrahamsen, F., Stensrud, T., & Haakstad, L. A. (2020). Motives and barriers to initiation and sustained exercise adherence in a fitness club setting—A one-year follow-up study. *Scandinavian Journal of Medicine & Science in Sports*, 30(9), 1796–1805.
- Green, B. C., & Jones, I. (2005). Serious leisure, social identity and sport tourism. *Sport in Society*, 8(2), 164–181.
- Hankinson, A. L., Daviglus, M. L., Bouchard, C., Carnethon, M., Lewis, C. E., Schreiner, P. J., Kiang, L., & Sidney, S. (2010). Maintaining a high physical activity level over 20 years and weight gain. *JAMA*, 304(23), 2603–2610.
- Hegberg, N. J., & Tone, E. B. (2015). Physical activity and stress resilience: Considering those at-risk for developing mental health problems. *Mental Health and Physical Activity*, 8, 1–7.
- Kaushal, N., Berlin, K., & Hagger, M. S. (2021). Determinants of virtual exercise equipment use: An integrated model investigation. *Journal of Sport and Exercise Psychology*, 44(1), 42–51.
- Kim, S. H., & Cho, D. (2022). Validation of Exercise Motivations Inventory–2 (EMI-2) Scale for college students. *Journal of American College Health*, 70(1), 114–121.
- MacIntosh, E., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, 13(2), 106–117.
- Markland, D., & Ingledew, D. K. (1997). The measurement of exercise motives: Factorial validity and invariance across gender of a revised Exercise Motivations Inventory. *British Journal of Health Psychology*, 2, 361–376.
- Muniz, A., & O’Guinn, T. (2001). Brand community. *Journal of Consumer Research*, 27(4), 412–432. <https://doi.org/10.1086/319618>.
- Newland, B., & Aicher, T. J. (2022). Digital Fitness Ecosystem. In *The Routledge handbook of digital sport management* (pp. 285–292). Routledge.
- Palazon, M., Delgado-Ballester, E., & Sicilia, M. (2019). Fostering brand love in Facebook brand pages. *Online Information Review*, 43(5), 710–727.
- Quarterly Results. (2021, August 12). Investor relations. Peloton. <https://investor.onepeloton.com/financial-information/quarterly-results>
- Rizzo, N. (2021, October 12). Fitness industry statistics 2021–2028. Run Repeat. Retrieved from <https://runrepeat.com/fitness-industry>
- Ryan, R. M., & Deci, E. L. (2006). Self-regulation and the problem of human autonomy: Does psychology need choice, self-determination, and will? *Journal of Personality*, 74(6), 1557–1586.
- Thomas, L. (2022, January 20). Peloton to halt production of its bikes, treadmills as demand wanes. *CNBC*. <https://www.cnn.com/2022/01/20/peloton-to-pause-production-of-its-bikes-treadmills-as-demand-wanes.html>
- Tu, R., Hsieh, P., & Feng, W. (2019). Walking for fun or for “likes”? The impacts of different gamification orientations of fitness apps on consumers’ physical activities. *Sport Management Review*, 22(5), 682–693.

- Warren, C. J., & Brownlee, E. A. (2013). Brand community integration in a niche sport: A league-wide examination of online and offline involvement in minor league soccer in North America. *International Journal of Sport Management and Marketing*, 13(3–4), 158–172.
- Williams, A. S., & Pedersen, P. M. (2012). Investigating antecedents of brand equity in the fitness segment of the sport industry: An exploratory study of the role that direct experiences have on the development of brand associations. *International Journal of Sport Management*, 13(1), 104–114.
- Wright, B. K., Williams, A. S., & Byon, K. (2017). Brand marketing via Facebook: An investigation of the marketing mix, consumer-based brand equity, and purchase intention in the fitness industry. *Marketing Management Journal*, 27(2), 131–142.