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NEWS

The Pulse of the Health, Racquet & Sports Club Business

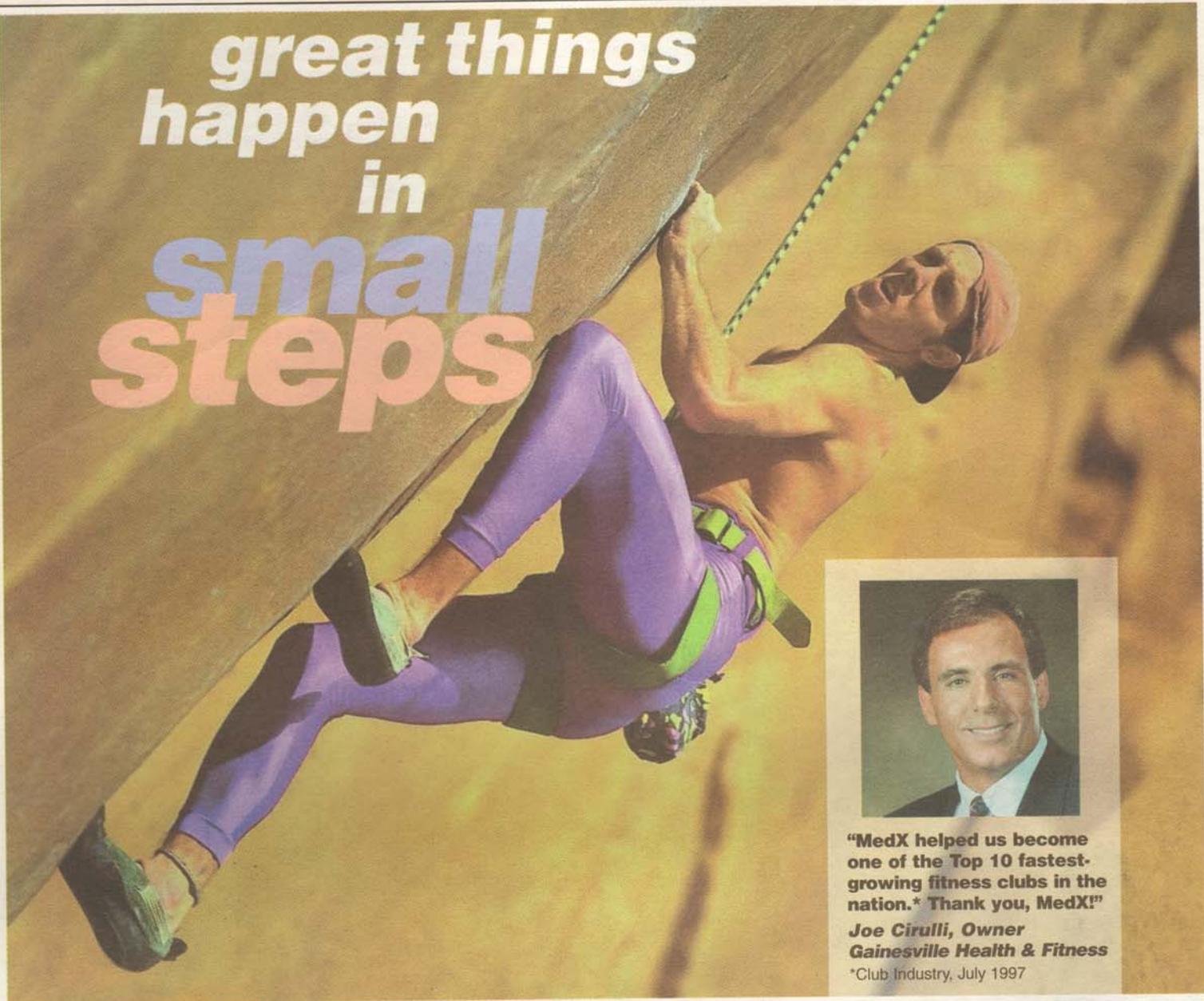
JANUARY 1998
VOLUME V NUMBER 1



Don Konz (left) and Mitch Wald

Sport & Health Clubs Acquire D. C. Area Smith Clubs

great things
happen
in
small
steps



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**Joe Cirulli, Owner
Gainesville Health & Fitness**

*Club Industry, July 1997

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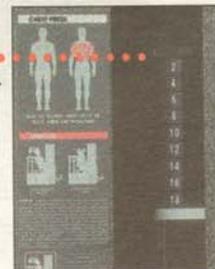
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THE Club Insider[®]

NEWS

The Pulse of the Health, Racquet & Sports Club Business

HAPPY NEW YEAR! Make It Great In '98!

"Some" Of America's Most Successful Clubs

By Norm Cates, Jr.

A few years ago we published a Top 100 Clubs list. The purpose was to attempt to identify the best 100 clubs in North America so that others across the country could become aware of and learn from them.

That was a futile effort because after beginning the task we realized that there was no way to fairly and accurately determine a 'Top 100 Club' list without leaving off some deserving clubs and including some that do not belong on the list as well. The truth is, I am sure, there are other clubs in North America that should have been on that list and were not. That is why this year we have entitled this feature article: " 'Some' of North America's Most Successful Clubs." If we've left your club off and it deserves to be recognized here, we apologize.

Regardless, we still think it is a good idea to identify 'Some' of North America's Most Successful Clubs so that commercial club operators across the U.S. and Canada will be aware of who they are and why they are successful. We hope you agree and learn from some of their profiles and especially from their Mission Statements and Business Philosophies. And, we hope that you will make an effort to visit these clubs and owners/operators

when you travel as well.

Here are 'SOME' of the MOST SUCCESSFUL CLUBS IN NORTH AMERICA. The clubs are presented in no particular order and are listed by category (such as multi-purpose clubs). After the listing we've included profile information on some of the clubs that we hope will be helpful.

MULTI-PURPOSE CLUBS

- Red Lerille's Health and Racquet Club - Lafayette, Louisiana
- Pacific Athletic Club - Redwood City, California
- Concourse Athletic Club - Atlanta, Georgia*
- Cedardale Athletic Club - Haverhill, Massachusetts
- The Sports Club L.A.-Los Angeles, California*
- Saw Mill Club-Mt.Kisco, New York
- Orchard Hills Athletic Club-Lancaster, Massachusetts
- The Atlantic Club - Allenwood, New Jersey
- Racquetball and Fitness Clubs of San Antonio, Texas
- Bel Air Athletic Club-Bel Air, Maryland
- Franco's Athletic Club - Mandeville, Louisiana
- East Bank Club-Chicago, Illinois*
- Rochester Athletic Club - Rochester, Minnesota

- Greenwood Athletic Club-Englewood, Colorado*
- Gainesville Health and Fitness Center-Gainesville, Florida
- Los Angeles Athletic Club-Los Angeles, California*
- East Hills Athletic Club - Grand Rapids, Michigan
- Cascade Athletic Club - Gresham, Oregon
- Athletic Club Inverness - Denver, Colorado*
- Fitness International - Lawrenceville, Georgia
- Los Caballeros Health & Racquet Club-Fountain Valley, Ca.*
- Courthouse Athletic Club-Salem, Oregon
- Flagship Athletic Club - Eden Prairie, Minnesota
- The Houstonian Club - Houston, Texas
- Worldgate Athletic Club - Herndon, Virginia*
- Athletic Club Boca Raton, Boca Raton, Florida*
- San Francisco Bay Club - San Francisco, California*
- The Bellevue Club - Bellevue, Washington*
- Multiplex-Deerfield - Deerfield, Illinois
- P.R.O. Sports Club - Bellevue, Washington*
- Cedar Springs Health, Racquet & Sportsclub - Burlington, Ontario
- Franklin Fitness and Racquet Club-Southfield, Michigan

- Little Rock Athletic Club-Little Rock, Arkansas
- Regency Sport and Health-McLean, Virginia*
- The Adelaide Club - Toronto, Canada*

HOSPITAL HEALTH CLUBS

- Michigan Athletic Club - East Lansing, Michigan*
- Sinai Wellbridge Health & Fitness-Pikesville, Maryland
- Elmwood Fitness Center-New Orleans, Louisiana
- Lake Forest Health & Fitness Institute-Lake Forest, Illinois*
- Baylor Fitness Center - Dallas, Texas*
- Edward Health and Fitness Center-Naperville, Illinois*
- Sentara Hampton Health and Fitness Center - Hampton, Virginia
- Akron General Lifestyles - Akron, Ohio

RACQUET CLUBS

- Weston Racquet Club - Weston, Massachusetts*
- Mid-Town Tennis Club - Chicago, Illinois
- Palisades Tennis Club - Newport Beach, California
- Laguna Niguel Racquet Club - Laguna Niguel, California
- Rochester Hills Tennis and Swim Club - Rochester, New York

- Evert Tennis Academy - Bradenton, Florida*
- The Thoreau Club - Concord, Massachusetts*
- Boston Racquet Club - Boston, Massachusetts*

WELLNESS FACILITIES

- The MARSH - Minnetonka, Minnesota
- The Cooper Fitness Center - Dallas, Texas
- Canyon Ranch Health and Fitness Resort - Tucson, Arizona

FITNESS ONLY CLUBS

- Sports Clubs of Canada, The Wellington & Dunfield Clubs
- Australian Body Works*
- Pulse Fitness Center - Boulder, Colorado*
- Bally Total Fitness - Montabello, Ca. and Riverdale, N.Y.
- Crunch Fitness*
- Fitcorp- Prudential Center and Federal Street
- Q The Sports Clubs*
- Club One*
- Maryland Athletic Club & Wellness Center-Timonium, Md.*
- 24 Hour Fitness*
- World Gym, San Francisco

(* Data not received by press time.)

Inside The Insider

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- A Client Fitness Program
- AED... The Shocking Truth!

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SPORT and HEALTH ACQUIRES SMITH CLUBS

McLean, Virginia - The Sport and Health Company, L.C., announced its latest acquisition to the growing number of athletic/health clubs it owns in the Washington, D.C. metro area. On December 23rd, Sport and Health purchased the business and assets of the Charles E. Smith Clubs. The four clubs,

located in Skyline City, two in Crystal City, and Worldgate Center, bring the total number of clubs owned and operated by Sport & Health to twenty-three - all of them within the local market area. According to industry data, with this latest purchase Sport and Health has grown to become one of the top ten largest athletic/health club companies in

the nation.

Donald W. Konz, Chief Executive Officer, states that the acquisition of the Charles E. Smith clubs was the latest part of the Company's renewed growth plans as it continues its dominance of the health club industry locally. "The Smith Clubs are ideally-located properties in excellent physical (See *Sports & Health* page 10)

THE INSIDER SPEAKS

• EDITORIALS • "INSIDER MAIL" • COMMENTS •

THANKS TO OUR 1997 CONTRIBUTING WRITERS!

Since we began publication in December 1993, we have asked for and received tremendous support by club industry professionals from all segments of the industry who have contributed their writings for publication. The Contributing Writer articles are a very important part of The **CLUB INSIDER** News monthly offering. We invite you to 'be published' by taking pen in hand and setting forth your knowledge, expertise, experience and importantly, passion for industry topics. By doing so you

will contribute to the ongoing continuing education process of others in the industry. Through this effort The **CLUB INSIDER** News Contributing Writers make a permanent investment in the professionalization of the industry. And that investment pays dividends from now on in terms of helping clubs professionalize their operations.

It is with sincere appreciation that we say a great big 'THANKS' to the many Contributing Writers whose names appear here. Without them The

CLUB INSIDER would be much more limited in scope. The names are listed chronologically as the articles appeared during 1997.

JAMES EVANS, NEIL SOL, KAREN WOODARD, DR. GERRY FAUST, SALES MAKERS RAY GORDON AND ED TOCK, JACK TILLER, MIKE CHAET, WESTERN ASSOCIATION OF CLUBS, THOMAS P. MULLANEY, SPIKE GONZALES, RACHEL NARSH, MICHAEL SCOTT SCUDDER, MICHAEL HOFFMAN, DAVID G. KEIR, TENNIS CORPORATION OF

AMERICA, BEN MIDGLEY, STEPHEN "DOC" DOEREN, STEVE BARRY, INTERNATIONALSPORTSCIENCESASSOCIATION (ISSA), SANDY COFFMAN, GOLD'S GYMS, CURT BEUSMAN, BENSON LLOYD, BALLY TOTAL FITNESS, RAY WILSON, WARD HAMILTON, DOYICE J. COTTEN, NATIONALFITNESS TRADE JOURNAL, C. VICTOR BRICK, TIM MANSOUR, INTERNATIONAL HEALTH, RACQUET AND SPORTS-CLUBS ASSOCIATION

(IHRSA), UNITED STATES PROFESSIONAL TENNIS ASSOCIATION (USPTA), JACK EBLING, HEALTHWORKS, SPORT & HEALTH, PATTI JOYCE-FLECK, TONY FERRARO, DELAWARE VALLEY ALLIANCE OF HEALTH & SPORTSCLUBS, RICK CARO, CECIL SPEARMAN, JACK SCAMMAHORN, ARMAN ECKELBARGER, BRENDA ABDILLA, RANDE LaDUE, LIFE FITNESS, JOE MOORE AND RICHARD GERSON.

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October 31, 1997

Mr. Norm Cates, Jr.
The Club Insider
Box 671443
Marietta, GA 30006-0025

Dear Mr. Cates

The goal of increasing the number of frequent tennis players by significant proportions compared to other sports is unlikely to happen. The goals of the USTA seem to include both having more tennis players and creating more of the top world tennis players. It may be very difficult to focus on both of those goals because they happen differently.

There are a lot of factors that make tennis less popular than other sports, which more readily attract the kids instead of tennis. Unfortunately, as these kids grow out of the age of a team sport after high school or maybe participating in college, they become team sport spectators and probably gravitate toward playing golf -- because tennis may be a more difficult game to learn to play well as an adult. If they had played tennis, they would enjoy a game with far more exercise and play from age 8 to 80 -- truly a game of a lifetime.

Kids feel the competition and they want to do whatever they do well. A major problem is, that playing tennis well is very costly anywhere and even moreso in the northern half of the country -- where playing indoors becomes a necessity, causing costs for club dues and court time in addition to tennis lessons. It would be hard to learn to play well for less than \$5,000 or \$10,000 per year. To become really good, the tournament travel becomes part of the scene getting on airplanes and flying around the country, often with a coach, spending probably another \$15,000 or up to \$30,000.

In order to get better results in growing the game of tennis, there must be some basic changes in the tournament structure to stimulate wider participation, which would have to be initiated through the USTA.

A few suggestions are as follows:

1. Make a major push to change all of the high school tennis season all over the United States to a Fall tennis season -- at the culmination of the lower cost outdoor season and also eliminating conflicts with other tennis activity.
2. Move all National Junior finals to second week in August, move all the Sectional Tournaments to last week in July. The Qualifier Tournaments that may be needed to get to the sectionals should be deferred to the latest possible time, probably the second week in July.
3. More of the money being spent should be focused into promoting Junior Tennis Tournaments in every city, suburb, booney, hick town into tournaments starting in the Spring and continuing all Summer so a larger number of kids can participate in more tournaments without expensive travel all over the country.

If you want grass roots tennis you are going to have to take more of the tennis activities into local communities and get the cost of participation down. Most people are worried about having enough money to send their kids to college, let alone spending \$10,000 to \$20,000 per child per year for them to develop into a strong tennis player.

A kid can be a part of a soccer, baseball, or football team -- lose, put their arms around each other and say their team lost. They might feel badly, but they go on to the next game. When it is in tennis, it is virtually all individual and they become the sole loser. The only ones who seem to be inspired are those who can get near the top. To be a good tennis junior player, it can't be done as the sport of the season. It is an all year long commitment, four to six days per week. The others just fade away.

But, if you want growth in the number of tennis players, there is a need to re-direct the focus on lots of available local tournaments versus creating the national champions.

In Des Moines, Iowa, virtually all of the top players are from very affluent families who can well afford the private lessons and the travel -- there have been very few exceptions in recent years.

Children are unfortunately passing up the opportunity of the sport for a lifetime and a game that they can enjoy and get exercise with only one or three other participants. If we really want to encourage them be a part of that, we have to develop a less costly means of achieving skills and enjoying the game.

Very truly yours
Health & Sports Club

Sheldon Rabinowitz

cc: Spike Gonzales

•NORM'S NOTES•

HAPPY NEW YEAR TO YOU ALL! As we roll into 1998 we wish all of you the very best for a Happy and very Healthy New Year! And, we thank you for reading **The CLUB INSIDER** News.....the Pulse of the Health, Racquet and Sportsclub business.

IHRSA will hold its 17th Annual Convention and Trade show in Phoenix, March 18-21st. Mark your calendar and plan to be there. If you aren't an IHRSA member, you can attend the trade show by registering on site. To attend the seminars your club must be an IHRSA Member Club. Let me just say that if you are in this business operating a for-profit commercial club/facility, you are doing yourself, your business and your members a disservice if you are NOT a member of IHRSA. You will receive more benefits than you can imagine as an IHRSA Member Club. To join IHRSA call: (800) 228-4772 and ask for: Meredith McLaughlin, Ext.129, Steve Upson, Ext. 128 or Jill Spitz, Ext. 109. To register for the Convention and Trade Show, contact Will Finn, Ext. 130. For hotels, the Hyatt is sold out and so is the Crown Plaza. Other hotels close to the convention hotel and trade show are: the Ramada Inn Downtown, the Holiday Inn Midtown, the Quality Hotel & Resort, the Best Western Executive Park Hotel, the Phoenix Hilton Suites and the Lexington Hotel. **DO NOT MISS THIS CONVENTION AND TRADE SHOW.** It is the single best learning experience in the industry in the world today.

DR. SAL ARRIA is a principal with the **International Sports Sciences Association (ISSA)**. In this issue on page #16 he has written an article about heart attacks in your club and the new automated electronic defibrillators now available. Learn how you can potentially save a life in your club. Wall Street and the NYSE now have these devices and just last month I received a memo from an Atlanta business association called the Buckhead Coalition touting the same devices.

IBM PULLS OUT of Comdex! I read with great interest how the largest computer company in the world had just

announced that it would no longer attend the massive **Comdex Computer Convention** in Las Vegas any longer. The IBM spokesperson indicated that they had decided they could find better ways to utilize the massive amount of money it takes for them to attend Comdex. This happening should serve as red flag for every organization that puts on conventions in our industry. Convention promoters should take a hard look at what they are doing to see if there are any savings on costs that they can pass on to the suppliers and vendors because I hear more and more that many folks are cutting back on the number of shows they attend each year.

Oh, I forgot to mention that at the IHRSA Convention, 40 year club veteran **ROBERT DEDMAN** will be honored by the Association with the presentation of IHRSA's Industry Service Award. Mr. Dedman is the Founder and Chairman of ClubCorp International of which **Club Corporation of America** is a part.

Congratulations to **JACK REMICK**, owner, and **GREG LAPPIN**, General Manager, and all the folks at the **Rochester Athletic Club** Rochester, Minnesota, as the club was awarded the Small Business Quality Award by the Rochester Area Quality Council for 1997!

Club Sports International has just completed the acquisition of full ownership of the **Concord Athletic Club** in San Antonio, Texas. The 55,000 square-foot facility has just received a \$1.7 million renovation. CSI continues on its acquisition roll!

Tennis Corporation of America has named **RANDY OTTO** as Manager of Oak Park Athletic Club, **SCOTT RICHMOND** Manager of Edens Athletic Club and **KAREN McNAMARA** has been named to the tennis pro staff at The Bannockburn Club.

SCOTT CAREW has joined the staff of Boulder, Colorado's **Pulse Fitness Centers** as Regional Sales Director for three of the company's fitness centers. He will oversee the membership sales staff as well as marketing functions.

Lifestyles Family Fitness Centers in Tampa, Florida, has enrolled Polk County Government employees into the Wellness Plan, a capitated program which will eventually provide 4000 County employees access to the 7 Lifestyle West Central Florida locations. **TIM FORREST**, Corporate Fitness Director compliments the Surgeon General's Report and the **Economic Benefits of Regular Exercise** produced by IHRSA as valuable marketing tools in helping secure more than 100 corporate relationship involving more than 3000 employees in the Tampa Bay area.

Congratulations to the **Fairfax Racquet Club**, Fairfax, Virginia, as they were awarded The Court-Of-The-Year Award by Tennis Industry Magazine.

Australian Body Works in Atlanta has taken over a defunct Powerhouse Gym and



Norm Cates, Jr.

is renovating it. It is scheduled to open this month. This brings to 18 the number of locations in **TONY DELEEDE'S Australian Body Works** group.

Women's Workout World, a Chicago based chain of 23 health clubs will open a new location in March in Munster, Indiana. Women's Workout World specializes in fitness for women and has been in operation throughout Chicagoland for over 15 years. The corporate headquarters are in Tinley Park, Illinois.

DAVE LEVY and **ED PITTS**, co-publishers of **Fitness Management Magazine** have come out with a very nice calendar sponsored by some of the industry's top suppliers of fitness equipment and services. Thanks for the calendar Dave, Ed and sponsors!

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SUCCESSFUL CLUB PROFILES

We asked the owners and managers of the successful clubs selected to provide us with information so that we could prepare brief profiles on the clubs. The profiles should give you a general 'feel' for the excellence of these organizations and the overall level of professionalism of top North American Clubs. The profiles are not organized by rating or category, but instead, are identified at the beginning of each profile by the following codes: **MPC-Multi-purpose club; HHC-Hospital health club; RC-racquet club; WF-Wellness facility; FOC-Fitness only club.** If a club that was selected was not covered in this report it was because we had not received the data at press time.

RED LERILLE'S HEALTH AND RACQUET CLUB - (MPC) -Lafayette, Louisiana- Red Lerille and his family and long-term team of managers celebrated the 35th Anniversary of Red's club on January 13, 1998! Red entered the business the year after he won the Mr. America title in 1962. He started in a 4,000 s.f. former boot-shop in 1963. In 1965 he moved to a new a free standing building on land that he had purchased. Today, millions of dollars and workouts later, Red's club is ar-

guably the most amazing and most successful club in the world today. And that is saying an awful lot when you look at the terrific success stories that follow herein. His facility is now 125,000 square feet with 20 outdoor tennis courts and 3 indoor courts and four swimming pools. The club sits on 22 acres which Red has purchased in parcels over the last 35 years and provides his members 730 parking spaces. The facility is opened daily at 4:20 am by Red Lerille himself who opens the doors and comes in for his morning workout. Red's Mission Statement is: "To be the biggest and best health and racquet club in the world." His success has been driven by his dynamic personality and dedication to his members and team of long term employees. Red's staff has probably the longest tenure in the business. Red's key people are: Mark Lerille his son, Garland Barras (34.5 years with Red), Buddy LeBas (24 years), Connie Tomino (23 years), Myrna Ayo (20+years) and Carla Monju (20+ years)! Red treats all of his employees like family. He even has a Credit Union for his employees which provides auto loans and other loans for things they might need or want. Red has 25 full time employees and about 100 part-

time employees, many of whom are college students. He best summarizes his business philosophy as follows, "Since we opened, I have made at least one facility improvement each month without fail. It might be a new basketball court like we did 12 years ago or it might just be a new piece of equipment, but we have never missed a month!" For 1998, Red has planned to remove one swimming pool and expand his men's and women's locker rooms to double their capacity. He expects to spend \$1 million on that project. The results show. Red's club has 7211 membership accounts (up 602) over last year and his gross annual revenues are over \$6 million per year. He provides his members (average number of workouts per day exceeds 2500) with 200 cardiovascular machines, 300 selectorized weight machines and 30,000 square feet of free weights! Recently Red installed Spinning and he even teaches some of the classes himself. Lafayette, Louisiana, is a city of 100,000 population located near the Gulf Coast. He provides his members with this great club for only \$45 per month. Red is a former Board Member of IHRSA and was selected as IHRSA's Person of the Year. The 'feel' that you get when you walk into Red

Lerille's is truly spiritual and is driven by the love that Red has for his family, his church, his staff and his members. If you ever travel to New Orleans or the Gulf Coast area, you owe it to yourself to drive the 3 hours on Interstate-10 West from the Big Easy (New Orleans) to Lafayette to see this very incredible operation and visit with Red Lerille, truly one of America's most amazing people!

PACIFIC ATHLETIC CLUB-(MPC)-Redwood City, California- The Pacific Athletic Club a.k.a 'Sports Resort' opened in 1992. The 90,000 square foot 'Sports Resort' was developed by Western Athletic Clubs. The key people with respect to Pacific Athletic Club are Jim Gerber, President, Mindy Steiner, V.P. Finance, Sandy Hoeffler, V.P. Administration and John O'Donovan, General Manager of the PAC. Jim Gerber is a former President of IHRSA and last year's recipient of IHRSA'S Distinguished Service Award. The Mission Statement of WAC and PAC is " " We enhance people's lives." " The fundamental business philosophy is" " Providing our members with the finest facilities backed by top quality service. We have fun while doing it." The fa-

cility sits on 10 acres and is a true work of art. The club lobby resembles that of a Five Star Hotel with high-arching ceilings, and beautiful wood finishes throughout. The club provides 10 tennis courts, 6 squash courts, 3 outdoor pools (see page 8), 2 group exercise studios, a kids center (ages 7-13) and children's center (under 7), full day spa, pro shop, dining room with catering department, cafe, high-school sized basketball gym, extensive fitness center and a sports medicine center. The club offers 100 cardiovascular machines, 55 selectorized weight machines and a 4,000 square-foot free weight area. The fitness center and kidspace were expanded in 1993 and a new parking lot was added in 1997, bringing total spaces to 410. There are 4,500 membership accounts generating \$10.5 million in revenues. There are 7,500 total members. The Pacific Athletic Club is a high end sports resort with a white table cloth dining room which features weddings, banquets and other events. The club provides a country club atmosphere without the golf.

GAINESVILLE HEALTH AND FITNESS CENTER - (MPC)- Gainesville, Florida- This is another amazing success (See *Successful Clubs* page 7)

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Karen is an owner and operator in the fitness industry with thirteen years experience. She is an international speaker and author.

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...Successful Clubs

continued from page 6

story and one that is much like Red Lerille's. Joe Cirulli founded the Gainesville Health and Fitness Center in March, 1978 in a 1500 square-foot shopping center space. In 1978, Joe expanded to 2500 s.f. and as follows since then: 1983 expanded to 10,000 s.f., 1986 expanded to 22,000 s.f., 1988-expanded to 32,000 s.f. and in 1996, Joe moved from his shopping center location to a beautiful new 51,000 s.f. free standing facility which added basketball to his total offering. In 1998, Joe is expanding again on his 12 acres, this time growing to 60,000 s.f. Joe's club now offers an indoor exercise pool, full-sized basketball court, cardiovascular room with 150 cardio machines, a strength training area with 150 selectorized machines and a free weight area of 6,000 s.f. offering another 80 pieces of equipment. The club also offers spacious lockerrooms, conference rooms, spinning and a sports medical center. He has been very successful in Physical Therapy with his PT revenues in the neighborhood of \$1.5 million annually! Joe has another facility in Gainesville, opened in 1984 which is a women's-only club. Joe's big facility generates revenues in excess of \$6.5 million. He has 12,200 membership accounts at the big club and 5,000 at the women's only. The tenure of Joe's key people is a key aspect of his operaton and similar to Red Lerille's with many employees who have been with him 10-20 years. Key managers are: Danny Stevens, Kay Goodrich, Karen Coley-Cannon and Debbie Lee. Joe's Mission Statement is: "Through our staff, services

and programs, make Gainesville, Florida the healthiest community in America." His business philosophy is: "To provide the highest level of customer service by hiring and training the nicest people we can find."

SAW MILL CLUB- (MPC)- Mt. Kisco, New York- In 1972 Curt Beusman established the Saw Mill River Club. It is still owned by the Beusman Family. Tom Johnson is the General Manager. The club's business philosophy is: "We're one of America's leading multi-sport clubs and we're going to stay that way." Curt Beusman was a Board member of National Tennis Association (NTA) and a Founding Member of IHRSA. He is a terrific speaker and has taught and entertained IHRSA crowds for years. His influence on the industry worldwide cannot be understated. The Saw Mill Club has been expanded on numerous occasions throughout its 26 year history (1975, 1979, 1982, 1985, 1988 and 1990) and is now 140,000 square feet. It offers 13 indoor tennis courts, 2 pools, 2 restaurants, 2 squash courts, 2 racquetball courts, a 5,000 s.f. children's center, 2 basketball gyms, aerobic studios, a boutique and one mini-gym. The club provides 72 cardiovascular machines and 40 selectorized weight machines and a 1,000 s.f. free weight area. The club has 2650 membership accounts generating over \$6 million annually. There are 4100 total members. The children's center, tennis component and programs and aquatics swim team are key strengths of the club. The Beusman Family also owns two other multi-purpose facilities called Sportsplex in New Windsor, New York and

Stamford, Connecticut.

LAGUNA NIGUEL RACQUET CLUB - (RC)- Laguna Niguel, California- The Laguna Niguel Racquet Club was established in 1973 by AVCO Financial. Cecil Spearman, Founder and Chairman of Spearman Industries, purchased the club in 1984. The facility offers 22 tennis courts, two swimming pools, a jacuzzi, steam room, two snack bars, two racquetball courts, a Spinning Center, fitness center, aerobic room totaling 20,000 s.f. under roof. Cecil Spearman is a former President of IHRSA and now Advisory Council Member that had entered the club industry in 1973 while he was a professional in the health care industry. Mark, Steve and Scott Spearman manage the club operations with assistance from Cecil and his wife Jean. Spearman Industries also owns several other clubs located in Southern California, Phoenix, Arizona and Chicago, Illinois. A Duke University graduate and former United States Marine, Spearman has a clear Mission Statement: "Operate like a country club and be the club of choice in our area." His business philosophy is: "Keep our club clean and well maintained, hire best employees possible, promote game making & fitness training, help members meet each other and treat all members equally. The club has 1,100 membership accounts generating \$2 million annually and 2,500 total members.

CASCADE ATHLETIC CLUB - (MPC) - Gresham, Oregon - The 117,000 square-foot club was Founded by the Frank Eisenzimmer Family in 1977 as the 23,000 square-foot Gresham Court Club. Frank and,

Myrna, Mark and Debbie Eisenzimmer own the club now. The key managers are Mark & Debbie, Lisa Dobson, Connie Martin, Jon Martin and Liz Wooten. The club's Mission Statement is: "To create and maintain satisfied members profitably." The business philosophy is: "Our goal; Be aggressively friendly and exceed expectations! Provide a positive, clean, non-intimidating environment full of options to make fitness fun so it can be a lifetime commitment!" The club offers 11 racquetball courts, 5 indoor and 3 outdoor tennis courts, 2 indoor pools, 2 outdoor pools, 2 co-ed whirlpools, co-ed steam room, 2 full-size gymnasiums, picnic area, jogging tracks indoor and outdoor, 14,000 s.f. fully equipped weight room with 70 selectorized weight machines, a 5,000 s.f. free weight room with 39 pieces of equipment, Cardio Theater cardiovascular equipment room with 108 machines, Group Cycling, 4,000 s.f. aerobic studio with cushioned floor, ballet studio, karate studio, massage therapy, tan-

ning, a 1,600 s.f. physical therapy center, softball field, Kids Klub, hair & nail salon, Living Lite Weightloss Program. The club has 3,213 membership accounts generating \$3 million annually. There are 6,012 total members. There are 31 full-time and 40 part-time employees. The strengths and unique features of the club include always having the best and most up to date exercise equipment, hiring only the best and most qualified staff for member service and catering to all age groups and fitness levels as well as providing a myriad of programs.

The MARSH-(WF)- Minnetonka, Minnesota- The Marsh, A Center for Balance and Fitness, was established by Ruth Stricker in June, 1976. The 67,000 square foot facility is still owned by Ruth. The General Manager is Tim Mortenson. The Mission Statement of The Marsh is: "The Marsh, A Center for Balance and Fitness, is a place, a business, a staff, and a philosophy committed to providing an environment which

(See *Successful Clubs* page 9)

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Pacific Athletic Club • Redwood City, California

Are We On Target With Leagues and Ratings?

By Spike Gonzales

A while ago I talked with a member of a successful regional USTA League Team. The team had handily won all its matches in its region, and went on to the USTA national competition. In the nationals they lost in a semi-final round. When I inquired about her team perhaps playing at the next higher level, I was told, "Absolutely not. We got killed at the nationals! Why should any of us move up?"

It turns out she was right. Apparently none of her team moved to the next higher level, and they were able to come back the next year to again dominate the region.

To me it would be logical to have at least the top one or two players on her team moved up. The team that dominates one year should be weakened the next year, allowing thousands of other players the slightly improved chance to become the new winners. An original premise of the National Tennis Rating Program, after all, was that it would allow for more winners through the ranks of the game. The situation described here touches upon one way the use of the NTRP has fallen short of its original de-

sign.

The NTRP was meant to bring more fine-tuned measurements of tennis ability to tennis administration. To replace the old A, B and C categories, it was meant to give us up to 65 levels of play, designating player ratings at a tenth of a point between 1.0 and 7.499. What's happened with national leagues, first of all, is that players got used to .5 designations, so over 90% of our organized playing population is called either 3.0, 3.5, 4.0 or 4.5. That's not much different than the old practice of three general categories!

Second, the administration of the national leagues has seemingly placed national champions as the standards of ability for their leagues. This has pressed the playing population "downward" rather than forcing league winners to move up. Players who used to be 4.0's are now often designated 3.5's, and so on down the ranks. While it was a weakness in the original NTRP that the 5.0, 5.5, 6.0, 6.5 and 7.0 categories were irrelevant to tennis administrators, those levels seem to have become even more useless.

As the USPTA's Tencap system presently is, the NTRP was originally designed to be a

much more dynamic player rating system. As such, it could be adjusted to meet the needs of the playing population. Boundaries of playing levels were meant to be malleable and flexible, allowing at least for equal divisions of local playing populations. When categorization was put into .5 increments and levels of play such as 3.0 and 3.5 were permanently established, the potential of the NTRP was diminished.

If ratings were given on a tenth of a point, a playing population could be better managed. If 1000 players had fine-tuned ratings, for instance, levels of play could be changeable to equally divide playing categories. The top 250 players may all have ratings of 4.1 and above. A 4.1-and-above league would be set. The next 250 players may fall between 3.6 and 4.1, and that category would be set. The remaining two categories may fall something like 3.2-3.5 and 3.1 -and-under.

These illustrated categories are of course a far cry from our present player divisions. In many locales playing levels reflect a 4.5 league with around 5% of the players, a 4.0 league with 40% of the players, a 3.5 league with 50% and perhaps a 3.0 league with 5-10%. Very often the up-

per and lower levels can't even get off the ground because categorization so significantly diminished their numbers!

An important aspect of categorization with a more dynamic rating system is that of "overlapping." This allows players at the edge of a category the choice of playing "up or down."

The top category, as described above, might be 4.1 -and-above, and the next category could be 3.6-4.2. Those having 4.1 and 4.2 ratings would have the choice of which league they wish to play. This greatly minimizes the harshness of the present boundaries of play.

Equally as important, if league categories were changed from year to year or season to season, we would diminish the ego-orientation and "labeling" engendered by our present stratified system. With a dynamic rating system we would have a tool to help players integrate with others, rather than an entity that has caused segregation and ill-feelings.

(Spike Gonzales has been building tennis markets



Spike Gonzales

since 1971. He was a prime developer of Tennis Corporation of America's Tennis In No Time® and an advisor to the USTA in starting Play Tennis America. An influential member of the USPTA, USTA and IHRSAs, he helped bring those organizations together to found the National Tennis Rating Program. He presently serves as an advisor to Tencaps, Inc., a USPTA endorsed tennis rating system and consults with clubs wishing to improve their marketing, management teams, and tennis professionals. Spike may be reached at: (941) 774-2442.)

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Town Sports International... Spending The Money!

By Norm Cates

New York, New York - Town Sports International, the leading owner and operators of health clubs in New York City, completed a debt and credit financing in late 1997 that gave it access to \$100 million in cash. Show me the money! has been the refrain of many club

...Successful Clubs

continued from page 7

inspires a healthy attitude toward life. Utilizing the common offerings of a fitness center, our mission is to provide a unique and comprehensive approach to wellness through programs, services, environment, professional care and direction. We are leaders in our industry and will continue to serve, educate and challenge our members and the public on the benefits of balancing one's lifestyle. The Marsh has a Fitness Center with 35 cardiovascular machines, 20 selectorized weight machines and a 1300 s.f. free weight area with 30 other strength training pieces, lockerrooms, offices, physical therapy, restaurants, retail shop, Spa, group exercise studios, Conference Center, overnight guest rooms and Meditation Tower. Other equipment includes Equinox, Makota, Aquacizer and a climbing treadmill. The Marsh was expanded in 1995. The Marsh provides a unique and comprehensive approach to wellness through programs, services, environment, professional care and direction. It is built on the philosophy that health goes beyond fitness and includes the mental, spiritual and emotional as well as the physical aspects of an individual's life. The center's programs and facilities are a blend of traditional western and complimentary Eastern practices. The Marsh has 2,500 membership accounts generating \$4.5 million annually. There are 53 full time employees.

The ATLANTIC CLUB-(MPC)- Allenwood, New Jersey - The 90,000+ square foot Atlantic Club was opened in 1997 by Patricia Laus who still owns and operates the facility. The key managers are Kevin McHugh, General Manager and Tom Pear, Chief Financial Officer. The Mission Statement of the club is: "Committed to providing our members with the best in health, education and recreation that will al-

low them to achieve their goals." The business philosophy is: "To remain ahead of the curve, always striving to provide our members

owners in the Northeast that would like to sell their clubs to this rapidly growing organization. Bill Austin and Lyle Schuler are long-time partners in the Northeast and had developed a nice Gold's Gym chain in Connecticut and New York. It looks like they, along with the owner of Landmark Athletic Club, Glenn Colarossi and the owner of Pumping Iron at 76th and Broadway in Manhattan, are the first to be shown the Money!" from

with the newest and best techniques and equipment for them to achieve their goals. The Atlantic Club is situated on 44 acres and includes a health and fitness facility and spa, school, indoor pool (soon to be two), 3 outdoor pools and member swim club, corporate picnic center, summer camp facility, tennis center with 13 courts, outdoor nature walking trail, softball fields, beach volleyball and an inline hockey center. The fitness center offers 84 cardiovascular machines, 44 selectorized weight training machines, and a 2800 s.f. free weight room with 47 pieces of equipment. In 1989 the club renovated and added 50,000 sf to allow for major membership growth and in 1998 there is a major capital building campaign to meet the needs of the growing membership. The club has 4100 membership accounts generating \$12+ million annually. There are 4400 members and 160 full time employees and a total workforce of 320. The club is also adding an additional 200 parking spaces to increase the total to 680 spaces. The club strength is their ability to provide members programs, activities and services to meet and exceed their expectations. The club offers a wide variety of services that allow one-stop service shopping.

The HOUSTONIAN CLUB-(MPC)- The Houstonian Club, located near the Galleria area in Houston, Texas, was established in 1980 by Tom Fatjo. The facility is operated by Greg Clark, Executive Vice President, Herb Lipsman, Club General Manager and Mark Yanke (Hotel Manager). The 125,000 s.f. facility is now owned by Redstone Hotels, Inc. The club is an integral component in an 18 acre wood

Town Sports International.

In December TSI acquired three Gold's Gyms in Westchester County, N.Y. and Connecticut from Austin and Schuler. TSI reopened all three clubs under the name New York Sportsclubs. TSI now operates a total of 34 New York Sports Clubs locations. This brings to five the number of facilities added to the New York Sports Club portfolio in the last 40 days.

"These openings reflect the campus which includes a luxury and recently renovated hotel, a full-service day spa, a stand-alone private restaurant, 3 outdoor swimming

rapid pace at which TSI is moving to solidify and enhance its position in the New York area," said Mark Smith, the company's chief executive. "Having recently secured significant additional financing, we are very well positioned as an aggressive player in this market, growing rapidly by both acquisition and new openings."

Referring to the newly acquired clubs, Smith commented, pools, a one-mile outdoor track and 5 outdoor tennis courts. The Houstonian Membership is a "Who's-Who" of Houston and

"These clubs are all located in strong sub-markets where we believe fitness consumers will respond well to our way of operating, which emphasizes convenience, reasonable cost, straight-forward business practices and state-of-the-art equipment and programs," said Mr. Smith.

TSI operates fitness centers in the New York, Boston and Washington, D.C. areas with 40+ health clubs and more than 100,000 members.

has 3,800 membership accounts and 8,000 total members, including our former President George (See *Successful Clubs* page 16)

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...Sport & Health

continued from page 3

condition that almost perfectly complement our existing network of facilities," says Konz. "We now have clubs within a 10-minute drive time of practically every person in the area," Konz stated, "and convenience has always been a primary factor to motivate people to join a club."

Earlier in the year, the Sport & Health Company completed a major financing deal with AT & T Capital Corporation that has enabled it to resume aggressive growth. During this same timeframe the national health club industry has also undergone a period of rapid expansion. Konz attributes this growth to the increasing awareness the public has come to understand about the benefits of a regular program of personal fitness. "The Surgeon General's Report on Fitness (1996) conclusively linked longevity, vitality, lack of serious illness, psychological well-being and a host of other positive lifestyle benefits directly to those who exercise frequently. This Report has had a very positive influence on our business, and" according to Konz, "the resulting publicity has caused athletic/health club companies to achieve a measure of identity in the financial world as a

high profile industry that will become 'hot' in the next few years."

The Sport & Health Company also announced the appointment of Mitchel A. Wald as President and Chief Operating Officer. Wald was formerly Chief Operating Officer of the Smith Clubs prior to their acquisition by Sport and Health and has been employed in the health/athletic club industry for over 20 years in the Washington, D.C. area.

Earlier in October, 1997, Sport & Health reported the purchase of the Tyson's Club of Health and Fitness with almost 3,000 members. Additionally, Health and Fitness has two new clubs under construction in the area- one in upper NW near Tenley Circle, and another in the Ballston Common shopping center. Each of these facilities is expected to open in late Spring, 1998. Plans for future locations are under development, although specific sites have not been divulged.

In 1998, Sport & Health will generate revenues of almost \$50 million and have 45,000 dues-paying members in its 23 metro locations. Its properties occupy more than 1 million square feet of space for health, fitness, sports and related activities. The company has 1,500 employees of whom more than 600 are full time.

The **CLUB INSIDER** News contacted Mr. Don Konz,

CEO of Sport and Health and Mitch Wald, President and COO, to ask them a few questions and they were gracious to share the following information:

CLUB INSIDER News

- Q. - "Don, on December 23, 1997, your organization wrapped up a very big deal, the acquisition of the four clubs owned and operated by Smith Club Management. How long did those negotiations take?"

Don Konz-A.- "1 1/2 to 2 years."

CLUB INSIDER - Q.-

"You now have 23 locations and two new clubs under construction. Do you have other acquisition negotiations under way?"

Don Konz-A.- "Yes, we are negotiating for four more acquisitions."

CLUB INSIDER - A.-

How many clubs do you expect to have by the end of 1998?"

Don Konz- "24 to 26."

CLUB INSIDER

News-Q.- Don, you and Mitch Wald have crafted two very strong club organizations in the Washington, D.C. area. With the acquisition by Sport & Health of the Smith Club group you will be faced, as the CEO, with 'merging' two different cultures.

What are your thoughts on that challenge?

Don Konz- "Because of the relative size of the two companies (\$29 million vs \$14 million), this situation is more like a merger rather than a "one-of" acquisition. Therefore, the melding of the two corporate "cultures" will be more of a challenge. We have two very strong management teams, but the challenge for Mitch is to combine the companies in a way that will quickly yield \$1 million in combined EBITDA primarily through revenue enhancement and taking advantage of even greater economies of scale. Mitch Wald- "Culture certainly is a very amorphous issue and can best be described as how things are done when top management is not present. While we may have certain differences, for example, regarding how decisions are made, we both share the most imported quality-committed people who love the business they are in."

CLUB INSIDER News-

Q.- "The club industry is going wild and you all at Sport & Health are smack dab in the middle of it. Could you comment on your plans as far out as 5 years?"

Don Konz- "Our immediate goal is to continue the acquisition of clubs in our local market area in order to maintain mar-

ket dominance. We do not have a formalized 5-year plan, as such, but our goal is always to increase profits and margins. Local area dominance is the easiest way to achieve this end."

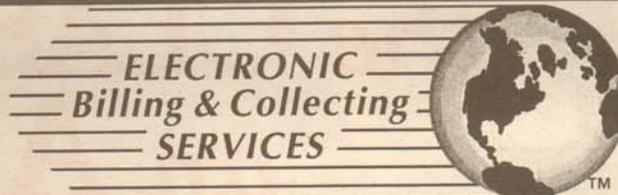
CLUB INSIDER News-Q.- "Don, do you have plans to take Sport and Health public?"

Don Konz- "No specific plans, because I believe the company needs to be \$100-150 million before the public has any interest. Our goals are much more short-range in nature."

CLUB INSIDER News-

Q.- "Don, this latest acquisition really puts Sport & Health in the major leagues, even more than before. Are you comfortable with things as we move into the next millennium?"

Don Konz- A.- "Definitely. Our latest growth strategy occurred at a perfect point in time, because we are prepared financially and managerially to digest the new business. So far we have managed our growth very comfortably, and the current economic climate is good for us to continue, so our industry can expect to hear more about us in the future. My sense is that our recognition level within the industry has been quite low, even though we (Don and Mitch) have been in business 24 and 20 years, respectively."



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A Client Fitness Program: Is It Really Important? How To Make Fitness Programming Pay

By Jack Scammahorn, Ph.D.

Have you ever noticed that the owners or managers of fitness centers usually spend a lot of time on sales and very little effort on fitness programming? The tendency of fitness centers to ignore guiding their new members through a program that is designed to help them meet their individual goals varies from club to club. Usually clubs, for financial and personnel reasons, shy away from having a comprehensive fitness programming system for their members. Financially, many clubs can't afford to hire degreed fitness instructors, which is essential in designing a fitness program for each new mem-

ber. From my experience, most clubs are not equipped with a staff that is educated in exercise science.

When I first entered the fitness club business, I discovered how rare it was to find anyone connected with the industry that was truly educated in health and fitness. Sure, there were plenty of owners and managers who were products of the health and fitness industry, but very few at the management/ownership level who were academically educated and degreed in exercise physiology or exercise science.

Now don't jump to conclusions, not having a degree in the field of exercise science does not eliminate someone from designing a fantastic fitness club,

but it does deserve attention to a potential flaw in the health and fitness industry; the lack of creating membership sales from outstanding membership service. To be able to service members in a competent and efficient manner will require a club to have, as one of its key personnel, a staff member who knows and understands exercise science. However, this person must also grasp the essentials of club promotion and membership referrals as an integral portion of the membership service component. Often, expertise in exercise science is more easily available than someone adept in both exercise science and membership promotion. But, it can be done.

To motivate club owners and managers to install an active membership service component, they need to realize the cost benefits of such a system. There are two major monetary benefits of such a system; a system referred to as "Backside Sales";

Backside Sales: Creating sales from servicing the current members is often called backside sales. It is accomplished through the following two objectives:

1. Working closely with current members for the purpose of motivating them to renew their membership as a result of the attention they get from the fitness instructors,
 2. Providing additional sales through an unlikely source—current members through an active guest passing system.
- Both objectives make money, albeit the first point is focused on keeping the club from losing the members it already has, and thus, critical monthly dues. The second point profits from members referring guests to the club for the purpose of having a workout partner.

Most club owners and managers agree on both points, but tend to lack the expertise to install and manage such a program. However, every owner and manager I have visited with over the past fifteen years agrees that this is an area that needs to be developed, especially for long-term club stability and profitability. Ultimately, the ideal club should reach a point where very little of its budget is spent on advertising for new members because most of the new members are the result of a successful guest passing system from the current satisfied members.

What happens if a club does not have a Membership Service System?

This is the other side of the proverbial coin—due to the number of dropouts of monthly dues paying members, a club without a Membership Service System, will find it necessary to constantly advertise for new memberships. These clubs have to depend on outside advertising for new memberships in order to offset the continuous loss of current members. As time passes, this becomes more difficult to accomplish.

An additional negative effect of the loss of membership is the bad publicity that each lost member carries with them to their friends and relatives, which, over time, can be a considerable influence on potential clients. So, if a club is going into the fitness business for the purpose of long-term success, building a successful fitness program for their membership is essential.

What is Fitness Programming? How important is it to the industry? And, if it is that important to membership retention and membership sales, how can it be organized?

Fitness Programming is simply the programs and services that all fitness centers/clubs claim to have for the clients who purchase memberships in those organizations. I can state with near certainty that any salesperson worth his weight will present a beautiful picture of what his club can do for the client to change the way he looks and feels. Yet, after the client joins the club, very little is done to provide the new member with a truly individualized, safe and sound fitness program. And more importantly, proactive membership follow-up is also quite rare in the fitness industry. Why is this? A critical question, especially when clubs are losing a high percentage of their monthly dues to membership dropouts.

The careful evaluation and design of a sound fitness program for each new member is essential to long-term viability and profit in all fitness clubs. This is especially true for dues paying clubs. The problem is, most owners and managers don't know how to design and implement such a system. All too often, even fitness experts don't know how to make fitness programming work for a large com-



Jack Scammahorn, Ph.D.

mercial club. So what's the big deal? If it is important, why don't more clubs do it? Money and profit margin are the most common answers given. Yet, it is for those very reasons (money and profit). A club must look at the installation of a profitable fitness program system.

In order to make a profit, membership sales are essential. Everyone knows that. However, in order to stay in business for a long time, member satisfaction is also essential. And, in this day and age, most clients are fairly savvy in recognizing the difference in a well-designed fitness program compared to one that is something else.

The First Step: Membership service, which includes fitness programming, should begin at the point of sale. Sales personnel should start this process immediately by introducing the new member to the fitness instructor or fitness supervisor. The fitness instructor will then set an appointment for the first workout and will design a workout that the new member is comfortable with.

The following key things should occur in this process:

- 1) The new member is now linked with a fitness instructor, the very person who will be responsible for keeping the member focused on meeting his fitness goals; and
- 2) The new member will allow the fitness instructor to become an essential part of his daily fitness routine.

Both of these are essential in keeping the member happy with his decision to join, and will allow the new member to become involved with a critical component of adherence to an exercise program - developing a
 (See Scammahorn page 26)

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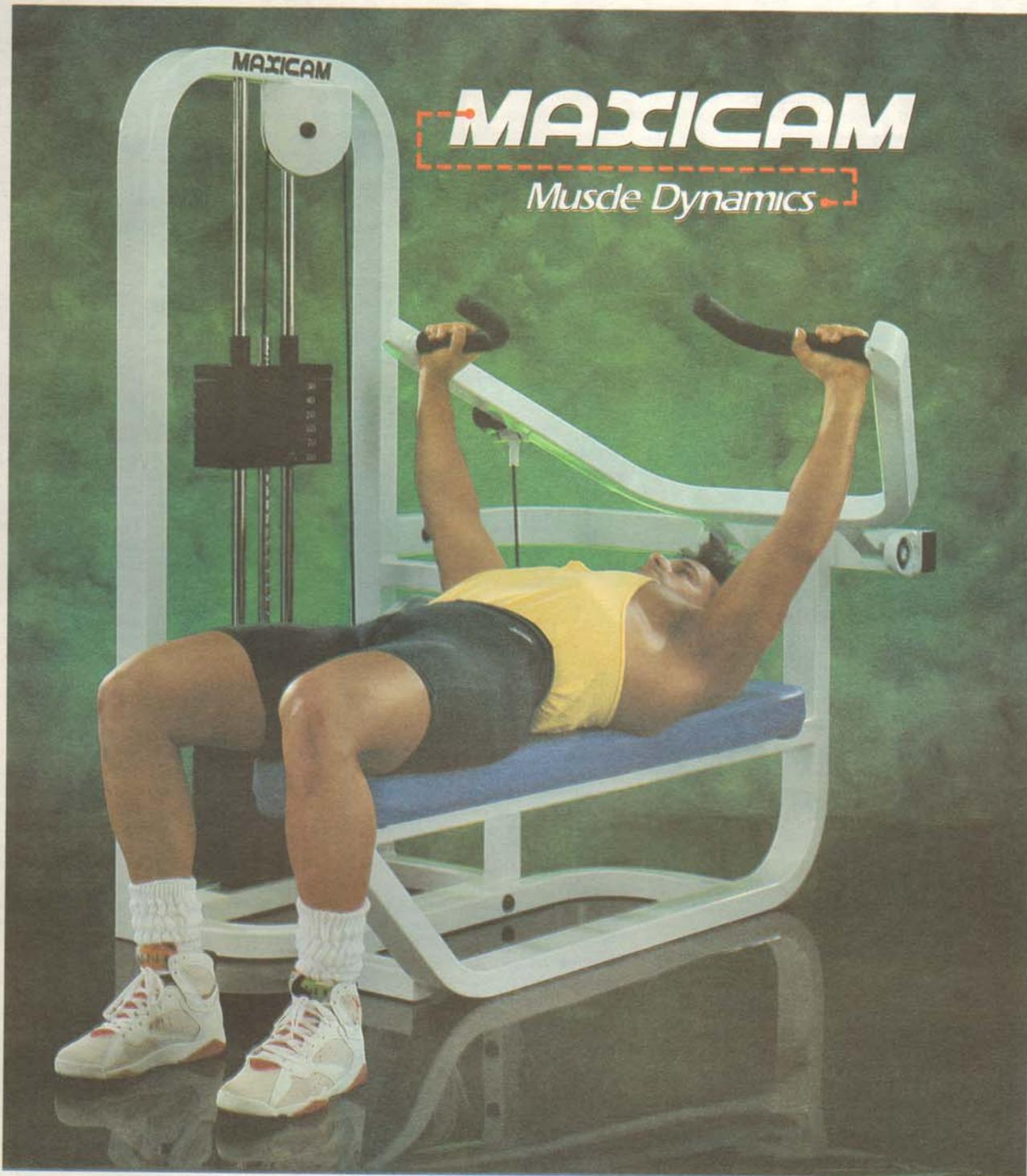
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Prospect/Contact Management Software Maximizes Corporate Sales

By Arman Eckelbarger

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Why should you use a Prospect/Contact Management Program?

First of all, this is the easiest way to do database marketing. Every lead and contact you get can be entered into the program

along with meticulous notes about what was discussed and if the contact is a cold, warm or hot contact. You will establish a mailing list which enables regular mailing of updates, letters or newsletters about your corporate program. This will remind them of the success other companies are having with your corporate wellness program. Companies needs are always changing and you never know when they will start an initiative to implement some kind of wellness or fitness program. The more you interact with people in a company, the more comfortable they will feel about doing business with you in the future. We have enrolled several good sized companies because we continually build rapport. When the opportunity arises, we are always prepared to do business because

our Contact Management information database gives us an edge over the competition.

Another feature that is quite handy is the ability to run your own labels to do mailings. This can be much more cost-effective than doing large bulk mailings through a mail house. You can test different marketing pieces on small samples of your list to see which ones produce the most results. Plus by using a smaller list you can do a follow up call to discuss the information that was sent creating a better response to your direct mail pieces and provides feedback on your marketing message.

Time Management.

In today's world of business using your time wisely is critical. Prospect/Contact Management programs have a tremendous amount of tools to help you maximize your time. You will find that there is a built-in daily, weekly, monthly and yearly scheduler to set dates for appointments, calls, to-do's, etc. Also, when you set an appointment there is an alarm system that can be used to remind you, which allows you to work right up until the time you need to leave for the appointment or to make an important phone call. As you complete the tasks, you just check them off as completed. The program will automatically update the event on that specific contact which will give you a chronological order of what has been done for that contact. I recommend printing your contact report before each meeting and taking it with you to review your current notes and to make notes regarding the details of the meeting. Then when you get back to the office you can just type in what was discussed and what action needs to be taken in the future.

The Auto-Forward feature. This automatically forwards any undone activities [calls, to-do's, etc.] to the next day and will continue to do so until you complete or erase the item from the screen. If you really wanted to, you could have every minute of your day allocated for and I guarantee this will increase your productivity. In the world of sales, increased productivity will always yield more sales which means more income for you and your company.

Auto-Dial Phone Feature. To really maximize your phone time you should definitely use the program's built in system for dialing the phone number of

each contact. When using this feature the call will be automatically dialed by the computer, times, dates and the notes can be typed in while you are speaking. I suggest you invest in a head-set to reduce neck strain and to free up your hands. You can also program the auto-dialer to use a specific calling card if you need to make long distance calls. All that is required is that the computer have a modem.

Letter Writing.

By using the letter generating program with your contact manager you can keep records of every item [letters, newsletters, memos, etc.] sent to your contacts. I send thank you letters to all of my contacts for different events. These letters will range from thank you for phone contact, presentation, purchase, for refusal to purchase and so on. You also have a spell checker to reduce the amount of typo's. Some people struggle with writing letters and so now the contact managers come with templates or sample form letters that you can use to work from.

Faxes and email. Today's contact managers will allow you to send faxes and email right from the Letter Writing program. This can save you on postage and response time to your contacts. Again you will need a modem on your computer to send these items.

Report Generating. Reports are a simple way to see where you are at and where your team is going. The reports can be organized by many categories. In a matter of seconds we can analyze how our corporate dues are growing, our average dues per company, the total number of clients, where a prospect is in the sales funnel and identify companies which are approaching renewal. If you manage several account representatives it allows you to view their daily activities, like number of scheduled appointments, phone contacts, to-do's, sales, etc.

What are the best Prospect/Contact Managers?

At this time I have used two different contact managers, Sidekick and Act. There are other manufacturers as well. Whichever program you go with, it is pretty much a long-term commitment because transferring the same data from one contact manager to another can be difficult, especially when it



Arman Eckelbarger

comes to the notes.

We started out using Sidekick because it was very affordable at the time and easy to use. You can customize your data fields, add more fields at almost any time without disrupting the database, and import your data into any Windows based program for easy customization of reports. Also, the view on the screen is very user friendly and appealing to the eye. As our organization has grown we required networkable capabilities which Sidekick could not offer.

The advantages of a networkable program like Act is that you have less chance of having duplicate contacts, thus preventing more than one representative from working the same contact. If your organization has account representatives in the field who do not work out of the same office, I would suggest looking at contact manager program that will allow you to synchronize [update multiple databases] using the internet because you do not have to be hardwired to the network server.

Most contact managers will range in price from \$49.00 to \$299.00. The average being closer to \$99.00 and that would include a networkable type of program.

In closing, the most important thing you will find with a contact manager program is that you can work a lot more contacts more efficiently than any other current method available.

(Arman Eckelbarger is the Corporate Wellness Director for Australian Body Works a successful group of 18 fitness centers in the Metropolitan Atlanta, Georgia area.)

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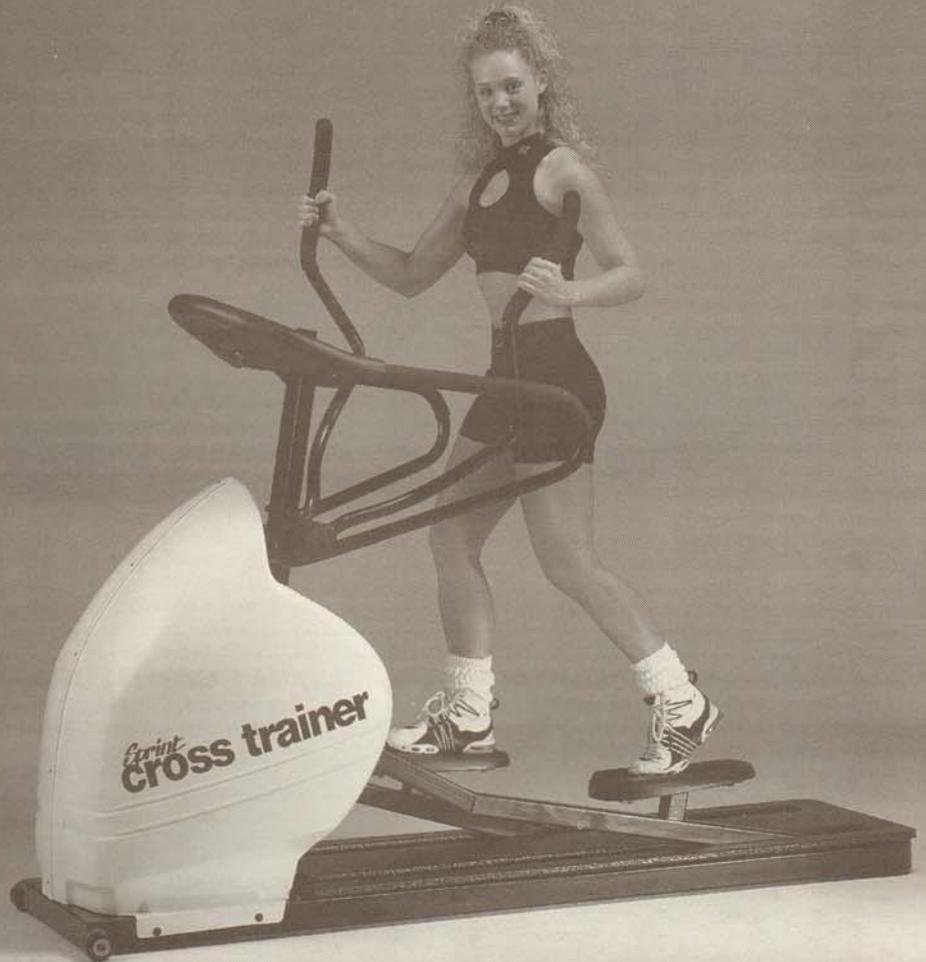
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Automated External Defibrillator (AED)... The Shocking Truth

By Dr. Sal Arria

Picture this....it's a busy Monday afternoon and one of your members drops to the floor of your club, unconscious. You and your trainers rush to his side, evaluate the situation, determine he doesn't have a pulse, nor is he breathing, so you begin to administer CPR. Someone calls 911 and your member's life begins ticking away under your hands. Nine minutes later the ambulance arrives. Another minute goes by while they evaluate the situation and set up their equipment in their futile at-

tempt to save his life. He's taken to the hospital where he's pronounced dead as a result of a heart attack.

The next day, the local newspaper headlines read.... "Local Executive Dies In Health Club." If you could have saved his life the paper could have read.... "Local Executive's Life Saved By Health Club Staff!"

In the United States alone, approximately 350,000 people die annually from heart attacks. More than 60% of those deaths occur before the victim ever reaches the hospital. The survival rate for out-of-hospital cardiac arrest (CA) victims is only about 5-7% in the United States.

With the aging of the U.S. population and many joining health clubs, experts agree that a substantial proportion of CA victims could be saved if they received cardiac defibrillation within minutes of the arrest.

Here are the most alarming statistics of all. Defibrillation within the first minute of sudden cardiac arrest can save the lives of up to 90% of its victims! However, with each minute of delay, the survival rate drops by a staggering 10%. **TIMING IS EVERYTHING!** When cardiac arrest strikes, time is the critical factor. Studies show that victims have a 5-6 minute window of survival, yet the average response time for a paramedic staffed ambulance in most cities is 10-12 minutes.

Now lets go back and review what just happened and see how you could have saved his life. After your member collapsed, you checked his pulse and then began to administer CPR—pumping oxygenated blood through the body and holding off brain damage for a short period. Which was the right thing to do since you didn't have an Automated External Defibrillator (AED) on site. The best chance of survival of a cardiac arrest is to

shock the heart back into a normal rhythm quickly. For this to happen, you need to be equipped and trained in the use of automated external defibrillators, a very inexpensive, nearly fool proof means of administering defibrillation on site which is now available to all health clubs and public facilities. Health club staff can now be certified and trained to use AED's.

WHAT THE AUTHORITIES SAY

Because of a lag in defibrillation response time, the nationwide survival rate for cardiac arrest is only 7%. The American Heart Association advocates early defibrillation to raise survival rates to more acceptable levels. Several communities around the country have already improved their rates of survival dramatically by equipping fire and/or police vehicles with these lifesaving devices. However, broad implementation of AED programs is necessary if we are to make a marked difference in our national survival rate.

According to AHA,

early defibrillation should be standard of care for cardiac arrest. In numerous papers and textbooks published in the mid-1980's, the AHA declared early defibrillation as the most important intervention available for the treatment of cardiac arrest.

The technology is here for you to save a life. It's inexpensive, and training time can be as little as four hours which includes CPR training. You can call 1-800-892-4772 for more information about how you can implement an AED program in your club.

I'll cover more about how AED's work in my next article but my position is that if you don't have this equipment available in the event a member or employee does suffer a cardiac arrest in your facility, you could miss the opportunity to save a life....wouldn't it be better for the headlines of your newspaper to read: LOCAL HEALTH CLUB SAVES MEMBER'S LIFE! (Dr. Sal Arria is a principal of the International Sports Sciences Association (ISSA), an Association dedicated to education and certification of fitness professionals.)



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...Successful Clubs

continued from page 9

Bush and his wife Barbara. The Houstonian Club offers 125 cardiovascular machines, 40 selectorized weight training machines and a 4,000 square foot free weight area located in the main 20,000 s.f. fitness area. The Houstonian was renovated in 1994 at a cost of \$1 million and again in 1997 at a cost of \$5 million. Those investments have been well spent as the Houstonian Club generates annual revenues of \$13.5 million. The health and fitness country club in the Houston market, The Houstonian Club's Mission Statement is: "Making people's lives better through business." The Houstonian Club business philosophy is to "create 'raving-fans' of our employees, customers and share holders. People will pay a premium for extraordinary value."

ROCHESTER HILLS TENNIS & SWIM-(RC)- Rochester, Minnesota - The Rochester Hills Tennis and Swim Club was founded in 1971 by William Morgan and Ralph Mangold, Roy Midgley and Jack Golding. The

current owners are Morgan and Seymour Brode. The key managers are Jocil Rogus, Tom Gray, Barb Kitchen, Janice McNamara, Gary Murphy and Urszula Krzyzowski. The club Mission Statement is: "We will be successful by exceeding members' expectations." The club business philosophy is: "To have a safe, healthy and fun family atmosphere." The facility offers 12 tennis courts (4 of which are covered by a bubble), 2 outdoor pools and an outdoor spa. Expansion included 1972-addition of 4 courts, 1977-addition of 4 courts, 1987-Pools/Spa, 1988 - bubble over 4 courts. The club has 1500 membership accounts generating \$1.8 million. There are 3500 total members. The club offers no cardio or weight equipment. Unique tennis programs are the club's key strength.

The COURTHOUSE ATHLETIC CLUB-(MPC)- Salem, Oregon - In December, 1977 five local owners in Salem, Oregon established the Courthouse. The key manager is Dean Wallace. The club Mission Statement is: "We care about members, each other, community, industry and our success." The

club business philosophy is: "Grow market share through good service, control of expenses, additional facilities as needed and being profitable." The Courthouse organization operates four facilities with a total of 200,000 square feet in Salem serving 10,000 membership accounts and 16,000 total members.

FRANKLIN FITNESS & RACQUET-(MPC)- The Franklin Fitness & Racquet Club was founded by Seymour Brode in 1968. It is still owned by Mr. Brode. The key managers are: Dave Holderness, General Manager, Terry Marchand, Club Manager and Rick Brode, owner representative. The business philosophy of the club is: "To provide a member an upscale facility that is fairly priced, well managed and with a good return on investment and to be prepared for future growth." The 225,000 square-foot club generates gross annual revenues of \$6.8 million. There are 6000 total members. Located on 8 acres, the club offers 16 indoor tennis courts, 8 racquetball courts, 3 squash courts, a fitness center, aerobic studio, indoor, outdoor and kids pools, basketball courts, full service restaurant, banquet fa- (See *Successful Clubs* page 18)



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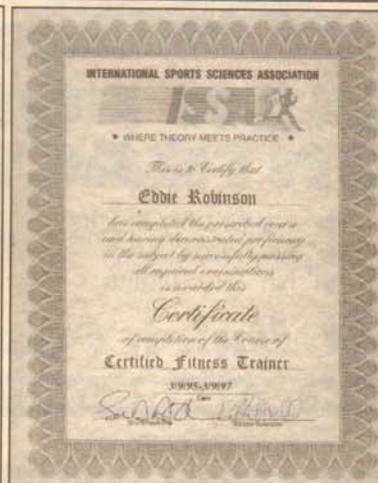
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...Successful Clubs

continued from page 16

cility, kidsports, nursery, executive locker room, whirlpools (3), saunas, steam, massage, meeting room and running track. The club provides 60 cardiovascular machines, 30 selectorized weight machines and a 1600 s.f. free weight room with an additional 30 pieces of weight equipment. The club started with 4 tennis courts in '68. Since then there have been 10 additions/conversions done to reach the 225,000 s.f. size that is the club facility today.

SENTARA HEALTH & FITNESS CENTER-(HHC)- The 45,000 square-foot Sentara Health & Fitness Center opened in December, 1986. It is owned by the Sentara Health System-Hampton General Hospital. The key managers are: Dr. Don Jones, Director and Thomas Deere, Administrator. The Mission Statement of the facility is: The Sentara Hampton Health and

Fitness Center was created to provide a link between the hospital and the community with preventive medicine." The business philosophy is summarized as follows: "Although we are in the business to make a profit, we look at opportunities and "cross sell" the Fitness Center with our health insurance programs. In addition, we interact strongly with the community via sponsorships and donations. The club has 2200 membership accounts generating annual revenue of \$1.2 million. There are 2800 total members. The facility is situated on 20 acres and offers a 25-meter indoor pool, 2 aerobics studios, 1/11-mile indoor track, 4 racquetball courts, 2 massage rooms, childcare, basketball, physical therapy, 3 weight training rooms, 3 outdoor sand volleyball courts, a 3-mile paved outdoor running track, outdoor children's playground and physical therapy services. The facility offers 40 cardiovascular machines, 38 selectorized weight machines and 25 other pieces of strength equipment with a 3500

s.f. weight room. The strengths of the club are that it is a for-profit hospital owned facility that is part of a highly recognized health care system. It provides degreed staff. The facility is not overcrowded. The facility is located adjacent to a 27 hole public golf course.

LITTLE ROCK ATHLETIC CLUB-(MPC)- Little Rock, Arkansas- The club opened in 1989. It is owned by Pat Riley, Sr. The current owner is Riley's Health Fitness, Inc. The key managers are Pat Riley, Jr. and Bill Grantham. The 130,000 square-foot facility has the following Mission Statement: "To provide the finest quality multi-purpose tennis and fitness facilities and programming available in Central Arkansas." The club's goal is to create a positive nurturing environment stressing the mental, physical and emotional benefits of leading an active lifestyle. The club has 3,084 memberships generating over \$4 million. There are 7,000+ members. The club has 4 outdoor tennis courts, 9 indoor tennis courts, 4 racquetball courts, 1 squash court, 1/2 mile indoor track, 25-yard pool, college-sized basketball court, 2 weight rooms, cardiovascular area with 60 machines, locker rooms, child care, youth fitness gym, restaurant and pro shop and volleyball court. There are 35 selectorized weight machines and 33 additional weight pieces located in the 4,000 s.f. free weight area. Over the years, the club has been expanded to offer Cardio Theater, a new tennis entrance, a second weight room and a youth fitness facility. The key strengths of the club are: Great staff, good facilities and programs and a major commitment to youth fitness.

PALISADES TENNIS CLUB-(RC)- Newport Beach, California - In 1974 the 'Duke', Movie Star, John Wayne, Ken Stuart and Ken Willig opened the John Wayne Tennis Club. The club's key managers are now: Owner/Manager, Ken Stuart, Patty Flesman, Head Court Director, Greg Williams, Office Manager. The club business philosophy is: "No discounts. Ultra high service. Immaculate grounds keeping." The club has 600 membership accounts generating \$1.2 million. The clubhouse is 10,000 s.f. situated on 5 acres with 16 lighted tennis courts, jacuzzi, saunas, and stadium court. The club was the host site for the 1997 Davis Cup. Key strengths are the computerized, automated match-arranging service provided through the only specifically designed software in the U.S.

RACQUETBALL AND FITNESS CLUBS OF SAN ANTONIO-(MPC)- The club opened in December, 1987. It is one of six San Antonio area clubs owned by Bruce and his wife Dana. The key managers are: Bruce Hendin, David Moad and

Rick Rivas. The Mission Statement is: "The Racquetball and Fitness Clubs are committed to providing the best fitness facilities, programs, and services, exceeding the expectations of every one involved in our family of members. The 50,000 square foot facility has 6500 total members and generates \$2.7 million annual revenue. The facility offers a swimming pool, racquetball courts, a basketball gym, cardio room with 117 machines, 45 selectorized weight machines and 70 other pieces of equipment located in a 5,000 s.f. weight room. The club's strengths are: "Neat look and feel great flow. Diverse amount of equipment. Great staff. Special programs, Kids gymnastics, TaiChi, water aerobics, karate, self-defense and nutritional programs. Bruce and Dana recently celebrated the 20th Anniversary of their club group. The Racquetball and Fitness Vision Statement states: "Racquetball and Fitness is dedicated to our members. We believe in providing service to our community which combines superior facilities, equipment and programs, but above all, provides personal one-on-one interaction with every individual within our organization. Our knowledge, expertise and abilities combined with our compassion and concern enables us to provide service which exceeds the expectations of each and every member. Through calculated planning and educated insight, we will commit to stay in the forefront of the health and fitness industry."

CEDARDALE ATHLETIC CLUB - (MPC) - Haverhill, Massachusetts. The CEDARDALE ATHLETIC CLUB was founded by Dale and Olive Mae Dibble, Zoe and Ed Veasey and Cliff and Jan George in 1971. The current owners of the club are Zoe and Ed Veasey and their family. The key managers are: Judy Wentworth, Ada McKenzie, Greg Herbert, Mary Lynch, Valeris Veasey, Lori Guile, Dick Ingham, John Veasey, Jr., Alice Chamberlain, Beth Bailey, Debbie Fried, Diane Bolivar, Kevin McKenzie, Stacey Roberts and Darrell Moore. The club Mission Statement is: "To give service to our members above their expectations every single hour." The business philosophy is to be first class and professional and build value in the services and products that we deliver our customer, and maintaining the desired profitability." This 170,000 square foot facility began with 4 indoor tennis courts and total size of 31,250 square feet in 1971. Since then, additions have been made in 1973, 1975, 1977, 1978, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1989, 1990, 1994, 1995, 1996 and 1997. The club is located on 42 acres. There are two sectors: Private club and Public Facility on opposite sides of the street. The Private club has extensive indoor and outdoor facilities: Indoor includes: four indoor tennis courts, 6 bubbled indoor ten-

nis courts, Olympic pool, Roman bath, two male lockerrooms, two female lockerrooms, 9 racquetball courts, five basketball courts, two tracks, three aerobic studios, nursery, pro shop, physical therapy practice, fitness center with Interactive Fitlinxx and food and beverage service. The Outdoor component has 10 outdoor tennis courts, 50-meter pool, two smaller pools (one with adult pavilion and one with family pavilion), outdoor Roman Bath for adults, wading pool, 3' pool for children, playground, play area, lockerrooms, etc. Five outdoor swimming pools. The Public Sector has: Family Fun Center with 2, 18-hole Miniature Golf courses, batting cages, snack bar, Moon Bounce, Arcade, corporate outing center with pool which houses "Fitness-n-Fun Day Camp" during the week and "Amazement" Soft Play Center for children. The fitness center has 106 cardiovascular machines, 55 selectorized weight machines, and 66 strength training pieces in free weight area. The club has 5000 adult members and 1500 juniors and annual revenues are just under \$6 million. There are 40 full-time employees. The Cedardale Athletic Club has truly been one of America's most successful clubs for several decades now. Under the leadership of the Dibles, the Veaseys and the Georges, Cedardale set a standard and was a role model for many clubs mentioned in this report. Dale Dibble, one of the original Founding five at the meeting which led to the establishment of IHRSA, made a practice of going out of his way to share his experiences and numbers with other club owners aspiring to grow their businesses.

Dale and Olive Mae sold their interest in the club to the Veaseys several years ago. Dale and Olive Mae are retired now in Naples, Florida. Dale's impact and influence on the health, racquet and sportsclub industry will live forever. His enthusiasm and creativity during his club ownership career was boundless.

BEL AIR ATHLETIC CLUB (MPC)- Bel Air, Maryland - The Bel Air Athletic Club was founded by Elaine and Roger Ralph in 1980. The key managers are Elaine and Roger Ralph, owners, David Bradshaw, General Manager and Michael Meehan, Operations Manager. The club's Mission Statement is: "To be the best family and community-oriented health club in the U.S." The club business philosophy is: "The Bel Air Athletic Club is a business of which we are proud, which captures our enthusiasm, and which challenges us to be the best in our field of endeavor. Our foundation is the knowledge that what we offer our members is inherently good for their health and their spirits. Our responsibility is to provide a safe, friendly, clean, attractive, supportive and fun environment which enables our membership to achieve the objectives they had upon joining our club." (See *Successful Clubs* page 23)

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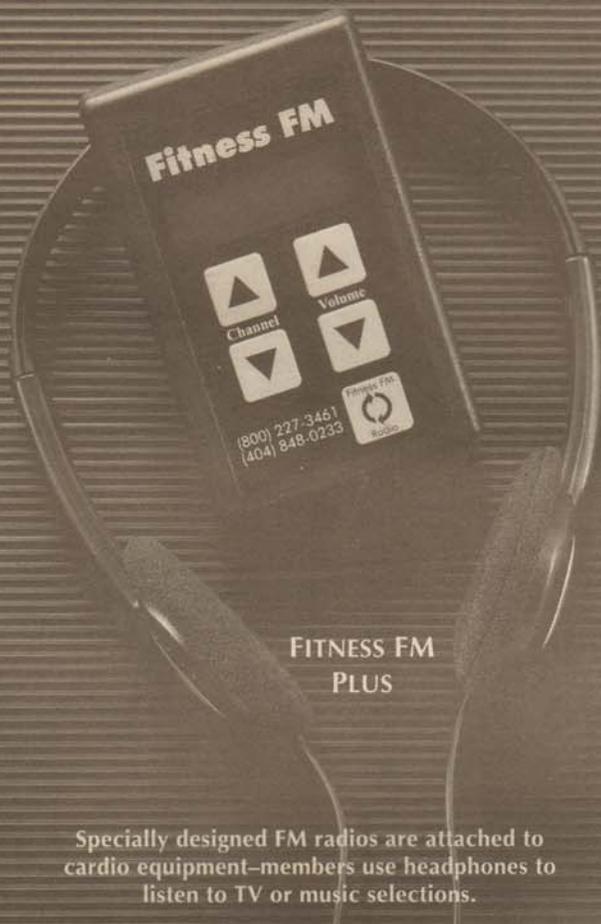
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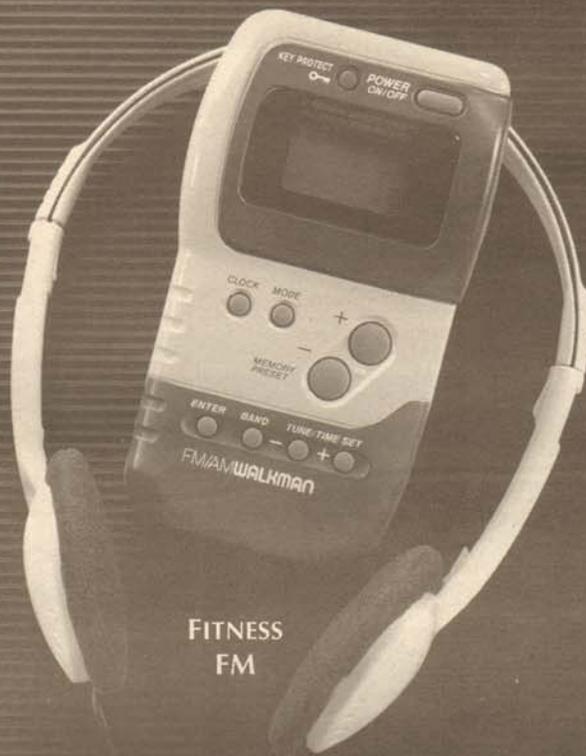
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Attracting And Servicing The Overweight Market

By Rande LaDue

The diet industry generates over \$34 billion a year while the fitness industry generates \$8.5 billion per year. Why? Why is there a huge market out there that would rather spend their money in a diet center than go into a health club? (Studies show annual programs in diet centers average over \$1500 per year). The answer? 'INTIMIDA-

TION!'

Intimidation is perhaps the #1 reason why most deconditioned/overweight people do not step foot in a health club in the first place much less participate in programs or use equipment designated for already fit people. A recent article published by the Associated Press cites a cause and effect syndrome that keeps overweight women away from exercise because they feel they are too out

of shape. The women were a part of the federally funded Study of Women Across America, which examined 10,000 women in all parts of the country showing middle-aged women from 40-55 years old to be less fit than expected and 20% reporting difficulty completing everyday tasks. The unfortunate cause and effect statement "I'm too fat to join a health club!" is probably more common and equally as sad as "I drink to forget my drinking problem."

What can our industry do to attract these people that desperately need our services? How can we service these people once they are in the doors? "The industry needs to develop non-intimidating programs that will not only attract this market, but also help them reach their goals" says Don Brown, owner of Xercise Club in Chester, N.J. "We recognized this need a few

years ago when we bought our PACE circuit and developed our PACE group exercise weight loss program." "We marketed our program as a separate membership using a much different advertising message than the typical "washboard stomach" ad which tend to be a turn-off to the overweight."

Rather than just use a quick weight loss diet plan combined with the same fitness programs as regular members, Brown decided to de-emphasize diet and focus on a non-intimidating, fun, easy-to-do exercise program combined with a well-balanced nutrition plan based on food groups. "We didn't need to educate these people on what to eat or preach to them on what not to eat. These people are adults, they know they are overweight and they know the foods they should and shouldn't eat. What they were lacking in their lifestyles was non-intimidating, effective exercise that they would stick with." Brown says, "Our PACE

Weight Loss Program got them in the doors and allowed them to exercise in a group exercise environment separate from our general population. We sold a separate six-week membership for \$199. Surprisingly, we averaged 20-25 people signing up for each program." Partner in Xercise, Kelli Calabrese, says "Perhaps the most rewarding part of the program was watching these people get results and over come their intimidation. About 80% of these short-term members converted into full service memberships at the end of their program."

The Xercise program was so successful, the details were published under the title "PACE LOSS: A 6-Week Exercise and Diet Program". Reprints of the PACE LOSS article, or more information on the PACE Group Exercise Program are available from Pro*Fit Enterprises, Distributors of PACE, at 888-604-2244 or write to P.O.Box 852, Trabuco Canyon, CA. 92678.

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...Successful Clubs

continued from page 18

The facility has eight acres, four pools of which two are indoor/outdoor, dance center, sports medicine center, personal care center, yoga studio, traditional fitness and aerobics areas, large kidsports program, caterer on site and a computer learning center. The fitness center features 90 cardio machines, 48 selectorized weight machines, and 32 additional strength training pieces in a free weight area of 2500 s.f. The facility began to expand the first year it was opened with the addition of 10 racquetball courts in 1980, additional expansions came in 1985, 1991, 1992, 1994 and 1995. The key strength of the club is the commitment to servicing members; being an asset to community and industry and dedicated to professional and personal growth of members. Roger Ralph is a former Board Member of IHRSA and still serves the Association on the Advisory Council and several committees. Roger is one of the most prolific thinkers in our industry and has also crafted alliances with the YMCA in his community that benefit both organizations.

(Note: The profiles hereafter contain some clubs which are parts of large chains and/or large groups of clubs owned/operated by

the same people. In these cases, we've asked the principals of the chains to select two clubs to be profiled and they are listed consecutively. There are several single club clubs also profiled hereafter.)

FITNESS INTERNATIONAL (MPC)- Lawrenceville, Georgia- Fitness International was founded by Tim Mansour in 1985. Mansour was the first health club owner in the history of the Small Business Administration (SBA) to be named Small Business Person of the Year for his state! His 50,000 square-foot facility in Lawrenceville, a suburb of Atlanta, is the fourth of his group of clubs. All of Mansour's clubs sit on land he has purchased. The four-year old facility offers a regulation-sized basketball gymnasium, 1/10-mile indoor track, large exercise pool, racquetball courts, aerobic studio, cardio room with approximately 25 pieces of equipment, large free weight room, selectorized weight room with 40 machines, lockerrooms with steam, whirlpool and sauna, outdoor sundeck, childcare areas indoors and out, massage therapy and a juice bar. This facility, although four years old, is in brand new condition as Mansour's Fitness International group takes great pride in the maintenance and upkeep of both facilities and equipment. The club Mission Statement is: Maintain

clean clubs, focus heavily on servicing members. Keep equipment up to date." The club business philosophy is: "Fair price for each member with no gimmicks." Key managers in the company are: Joseph Mansour, III, Executive Vice President, Theresa Fox, General Manager, Ty Ryoul, General Manager and Mike Norman, Manager. The 4-club group has 25,000 accounts generating \$4 million per year. There are 32,000 members. Mansour employs 120 people full time. The key strengths of Fitness International are: "Our management team. We own land, buildings and equipment. We provide outstanding services to all members. Cleanliness is most important. We provide family oriented facilities and programs."

ROCHESTER ATHLETIC CLUB (MPC)- Rochester, Minnesota - The Rochester Athletic Club opened in October, 1993. Jack Remick is the principal owner in partnership with Mike Gostmoski. Greg Lappin is the General Manager. The Mission Statement of the club is: "To create member enthusiasm by providing service that exceeds their expectations." The club values are: 1) Do nothing that is imprudent or unethical. 2) Staff will treat each other in a courteous and respectful manner. 3) We will maintain a superior level of cleanliness. 4) We will be an industry leader in innovative programming and

creative management processes. 5) Operate the Club in a profitable manner to give a fair return to the investors and have resources available to maintain the mission and values. 6) Participate as a good corporate citizen in the community. The 200,000 square-foot club is located on 34 acres and has 3 aerobic studios, 2 baseball batting cages and 2 regulation ball fields, 2 full-size basketball courts, extensive child care services, programs, facilities and activities, a restaurant/lounge and pool side snack bar, a cardio room with 95 machines, workout room with 48 selectorized machines and a 2200 s.f. free weight area, 2 practice golf cages, 5 racquetball courts, indoor track (1/9th mile), complete pro shop, outdoor soccer field, three swimming pools, 10 indoor tennis courts and 8 outdoor, full spa facilities and lockerrooms, two full-court gymnasiums, and 2 full sized sand volleyball courts. The club has 3700 membership accounts and 9500 members generating slightly less than \$5 million per year. There are 40 full-time and 110 part-time employees. The club strengths are the open design, a variety of classes and programs, variety of amenities, very clean and the serious desire of the staff to give the best possible service to staff and members.

BALLY TOTAL FITNESS- The two Bally clubs profiled here are managed by mem-

bers of the multi-racial communities in which they are located and they are staffed predominately by community members as well. They have been chosen by BTF because of the fact that they reflect very well the philosophy of the new Bally Total Fitness and its new management. Specifically, these two clubs have successfully become important parts of the communities they serve. Both of these Bally Fitness centers are scheduled for renovation and over \$150,000 of new equipment during 1998. The Mission Statement for the new Bally Total Fitness, led by new CEO and President, Lee Hillman, is: "To provide the people, programs, equipment and environments that enable our members to achieve their personal fitness goals." The business philosophy is: "Believing that we are most effective when our fitness centers are contributing members of the communities in which they are located, we focus on aggressively hiring management and staff from leading members of these communities. Consequently, we are better able to meet both the physical and emotional needs of our members."

Bally Total Fitness (MPC)- Montebello, California - This BTF location opened in 1989. Sonny Reser is the Regional Vice President for the area. The club employees over 30 full-time employees. (See *Successful Clubs* page 25)



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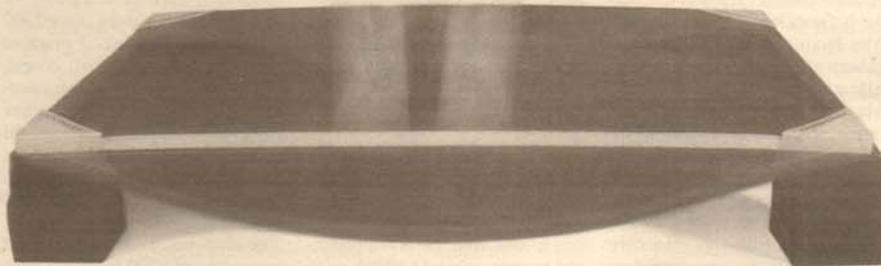
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...Successful Clubs

continued from page 23

ployees. The 42,000 square-foot facility offers an indoor track, indoor racquetball courts, indoor Olympic-sized swimming pool, jacuzzi, 3 saunas, 2 steam rooms, aerobic studio, large free weight area with 50+ strength pieces, workout areas with 100 selectorized strength machines and a cardio area with approximately 100 cardio machines and a juice bar.

Bally Total Fitness-(MPC)- Riverdale, New York - This Bally Total Fitness facility was opened in 1981. The Regional Vice President is Sandor Feher. The 32,000 square-foot facility employs more than 30 full time. It offers cardio areas with more than 60 machines, strength training areas with approximately 60 machines and 4,000 s.f. free weight area with more than 30 strength pieces.

SINAI/WELLBRIDGE HEALTH & FITNESS-(HHC)- Baltimore, Maryland - The Sinai/Wellbridge Health and Fitness Center was founded in 1996. The 57,000 square-foot facility is owned by the Sinai Hospital and the WellBridge Company. Key managers are: Darrell McKay, Executive Director and Jimmy Page, General Manager. The club is situated on 5 acres and provides: an aquatic fitness center, basketball/volleyball, strength training (36 selectorized machines along with 18 other strength pieces) cardio area with 82 machines, 1/10-mile indoor track, conference rooms, luxury lockerrooms, and aerobic studio with 90 classes per week. The club has 4,400 membership accounts generating \$4 million annually. There are 43 full-time employees. The club's key strengths are: "Medical affiliation, integration of clinical and commercial, wellness programs for cardiac, pulmonary, stroke, Parkinson's, Osteo and breast cancer.

FITCORP PRUDENTIAL CENTER -(FOC)- Boston, Massachusetts - Fitcorp Prudential Center opened in 1992. Fitcorp owners are Gary Klencheski, Bob Schwartz and Mike Parent. Rich Campbell is the General Manager. Fitcorp's Mission Statement is: "Building companies through healthy lifestyles." The business philosophy is: "Build a company that specializes in fitness and other health promotion services for New England-based companies. Our strategic objective is to deliver high quality programs by a superbly trained staff of enthusiastic professionals to individuals whose health impacts the financial performance of their employers. Fitcorp Prudential Center is a 19,000 square-foot facility with two aerobic studios, full service locker rooms with daily and personal lockers, vanity areas, individual showers, sauna and other amenities such as towels, hair and

body shampoo, blow dryers, ironing boards and irons and mouth-wash. TV's throughout the facility provide sports, news and entertainment during club workouts. The club charges \$85 per month and has 2200 members and 8 full-time employees. Gross annual revenues are \$1.6 million. Fitcorp Prudential is one of a group of Fitcorp facilities in the Boston Metropolitan area. Fitcorp has been very successful selling the Fitcorp Benefit to Boston's corporate community. 70% of all Fitcorp members have some portion of their membership subsidized by their employer.

FITCORP FEDERAL STREET-(FOC)- Boston, Massachusetts - Fitcorp Federal Street opened in 1979. The 20,000 square-foot facility has a 1,500 square-foot aerobic studio, full services lockerrooms and all other amenities shown above. The facility generates \$1.5 million from 2000 members which pay \$85 per month. There are 8 full-time employees.

MID-TOWN TENNIS CLUB-(RC)- The 125,000 square-foot Mid-Town Tennis Club was founded in 1969 by Alan Schwartz. The club is owned and operated by Schwartz Tennis Corporation of America®. Key managers are: Michael Mahoney, General Manager, John Trump, Head Pro, and Chip Dell, Assistant Manager. The facility offers 18 indoor tennis courts on 2 1/2 acres. The club fitness center provides 12 cardiovascular machines, 6 selectorized weight machines and 6 additional training pieces in the free weight area. The club's Mission Statement and business philosophy is: "We bring out the best tennis player in you."™ There are 50 full time employees. The club provides some of the best tennis courts and instruction in the world. Alan Schwartz serves on the United States Tennis Association Board of Directors and the IHRSA Advisory Board. Alan is the Chairman of the Board of Tennis Corporation of America and along with his son, Stephen (TCA, CEO and President) operate TCA's 42 facilities around the country.

FOREST GROVE ATHLETIC CLUB-(MPC)- Palatine, Illinois - The Forest Grove Athletic Club opened in 1988 and is owned by Tennis Corporation of America®. Key managers are: Chuck Barnard, General Manager, Bob Good, Sales, Paulette Rienhart, Club Manager, and A.J. Paut, Head Pro. The 100,000 square-foot facility sits on 11 acres and offers indoor and outdoor pools, 2 basketball courts, 2 racquetball/squash courts, 6 indoor tennis and 9 outdoor tennis courts, 5,000 square-foot nursery, Healthsouth Physical Therapy Center, cardio fitness area with 100 machines, 35 selectorized weight machines and 3,000 s.f. free weight area. The club has 3500 membership accounts gen-

erating \$5.5 million and has 5000 total members.

FRANCO'S ATHLETIC CLUB -(MPC) - Mandeville, Louisiana - Franco's Athletic Club was founded in 1988 by Ron and Sandy Franco. The key managers are: Rory Picou, General Manager, Peter Peeters, Assistant Club Manager, Ms. Charlie Maggard, Assistant Club Manager. The club Mission Statement is: "The Club Mission is simple — to make a positive difference in the lives of our members and employees." The business philosophy is: "While we are a health and fitness facility, we really are in the entertainment business. In fact, we consider ourselves to be the DisneyWorld of the health and fitness industry. Everything we do is designed to make exercise fun and to make the club a social center in the community. We believe in educating our community and employees in the benefits of a healthy lifestyle. High standards are set for everything we do. We recognize that every employee is an ambassador for the club, always looking for new ways to serve members and taking advantage of sales opportunities." Franco's has 4,500 membership accounts and generates \$3.6 million annually. The 58,000 square-foot facility has 14,000 total members in Mandeville, LA., a bedroom suburb of New Orleans. The Francos expanded and/or added facilities to their club in 1993, 1994, 1995, 1996, and 1997.

Franco's Athletic Club was honored in December, '97 by IHRSA which selected Franco's sales team as the IHRSA Sales Team of the Year. The Franco's are hands-on managers who work hard and always looking for new ideas. They are risk takers when the time is right. The owners and staff are involved in the community. Two of the club's most unique features are its community outreach program and corporate wellness programs.

The WELLINGTON CLUB-(MPC)- Toronto, Canada - The Wellington Club was established in November, 1990. The club was established as a Limited Partnership with the Sports Club of Canada partners, Michael Levy and Jay Kell, the General Partners. The General Manager is Alanna Turco. The Mission Statement of the club is: "To deliver unparalleled fitness, racquet and social programs that enable our members to improve their quality of life." The club business philosophy is: "1) Commitment to Health & Fitness - We are committed to the well-being of our members. At every level of our organization we do what is necessary to ensure that our members meet their individual health and fitness needs. 2) Service to Members - We are passionate in caring for our members and for our business. We honestly care about what our members have to say, and we say

"yes" when we can. Our members' concerns are our concerns. We take pride in serving them in a timely, accommodating, competent and consistent manner. 3) Club Environment - We believe in keeping our clubs clean, well maintained, safe and attractive at all times. We pay an enormous amount of attention to detail. We know that doing all the little things right shows the members that we really care. 4) Team Effort - We operate as a team at all times. We have compassion and respect for each other and seek to create a positive work experience for everyone. 5) Economic Viability - We are committed to being a prosperous business. We want to ensure a sufficient profit to allow us to be innovative, on the leading edge of the industry, and to enable us to hire and retain only the best people. "The club is an upscale club in downtown Toronto offering 25,000 sq.ft. with aerobics, spinning, squash, cardio workout area with 55 machines, circuit training, free weights, a Spa facility, a bistro restaurant and boardroom, and lockerrooms with lounges, whirlpools, saunas, steamrooms and nutritional counseling. There are 2400 members generating revenues of \$3.1 million. The key strengths of the club is the ability of the members to use The Wellington Club plus access to 9 Sports Clubs of Canada in the Toronto area, the very strong aerobics program, service (friendly and accommodating), the type, quality and availability of equipment and the windows! Jay Kell is a former IHRSA Board Member and serves on the IHRSA advisory council.

The DUNFIELD CLUB-(MPC)- Toronto, Canada - The Dunfield Club was established in 1980 by Racquet Sports Limited - Michael Levy, Jay Kell and 2 silent partners. The key manager is Paula Hancocks who is the General Manager and Area Manager over 3 other locations. The club is 38,000 square feet and offers 7 squash courts, 2 aerobic studios, cardio room with 70 machines, circuit training with 28 selectorized machines and 45 other pieces of strength equipment, Spa and massage, Physiotherapy and sports injury center, fitness assessment centers, spinning and childcare. The club has 3470 accounts generating \$3.4 million. There are 25-full time employees. There have been three major conversions/renovations. Club strengths are excellent aerobics, innovative programming and new member integration along with high standards of professionalism and cleanliness. The Dunfield Club sales staff was 1st Runner-Up in the IHRSA Sales Team of the Year competition for 1997. Unique features include lots of window space, a new Ritz Carlton quality reception area, physiotherapy and sports injury clinic.

WORLD GYM-

(FOC) - San Francisco, California - This World Gym facility opened in June, 1989. It is owned by Joe and Robin Talmadge. The key manager is Alex Baker. The facility business philosophy is: "Provide a consistent, positive workout environment each and every time someone walks through our door." The 35,000 square-foot facility features: 110 cardiovascular machines, 150 (8 lines) of selectorized weight equipment, a 15,000 square-foot free weight area with 30 training pieces. Expansions included in 1990, the addition of 6,000 square feet including a new aerobics studio, 1997 expanded lockerrooms and in 1998 they are presently adding 7000 s.f. for additional cardio and aerobic areas. The club offers aerobics, spinning, boxing and yoga. A key strength of the club is: "Our staff is motivated and informative. The club is always very clean and well maintained."

AKRON GENERAL LIFESTYLES-(HHC)- The Akron General Lifestyles facility opened in November, 1996. The facility is owned by Akron General Health System. The key managers are: Doug Ribley-Director, Rick Gershom, Assistant Director. The facility Mission Statement is: "Foster an environment which is fun, customer-oriented and focuses on the prevention of controllable, adverse, health conditions." The business philosophy is: "Maximize member service and value while generating a reasonable return on Akron General Hospital's investment. "The facility is 53,000 square feet and has 2500 membership accounts which generate \$2.4 million per year. There are 5000 total members. Facilities and services include: Outpatient facility integrating cardiopulmonary function, outpatient surgery, cardiac rehab, physical therapy/sports medicine, consumer medical resource library, conference center, restaurant, physician office space and Lifestyles. Lifestyles is the membership component that includes therapy pool, and exercise/lap pool, 2 aerobic studios, gymnasium, kids fitness center, 13,500 square-foot exercise floor and indoor and outdoor tracks. The Lifestyles center offers 113 cardio machines, 72 selectorized weight machines and 27 additional strength pieces in a 2000 s.f. free weight area. Lifestyles has just opened a 2300 square-foot SPA that is a joint venture with Mario's International - one of the top10 spa organizations in the country. A unique feature of the facility is that they are the first hospital-based facility that has successfully integrated clinical rehabilitation and their patients with the preventive membership component. No barriers and no duplication.

This concludes our report on "Some" of North America's Most Successful Clubs. It is clear from the information provided here that there are many top flight - and very professional clubs out there and this report has not even scratched the surface. Stay tuned!

Life Fitness Launches Heart Rate Zone Training Education Campaign

Franklin Park, IL—Life Fitness developed a kit of training, educational and marketing materials to help fitness operators and their staffs teach exercisers about Heart Rate Zone Training, to improve workout experiences, notice measurable results and be more likely to adhere to their exercise program.

Heart Rate Zone Training is exercise within a target range of heart beats per minute designed to produce health-related benefits,

improve cardiovascular condition and burn fat. Training below this target heart rate zone may not allow exercisers to achieve desired results; training above the target zone can lead to burn out, discouragement and higher risk of injury. When focusing on cardiovascular conditioning, it is recommended that one should exercise at approximately 70 to 85 percent of a person's maximum heart rate. When focusing on burning fat, a lower heart rate, around 60 to 75 percent of the maximum, is rec-

ommended.

Life Fitness takes the guesswork out of heart rate training by offering cardiovascular equipment that features patented interactive Heart Rate Zone technology. The exclusive Lifepulse heart rate sensors digitally filter out electrical noise created by muscles and tune in directly on the cardiac signal, yielding EKG-accurate heart rate readings. The interactive Heart Rate Zone Training programs, Fat Burn and Cardio, automatically adjust the

machine's resistance to keep exercisers within their personal zone for effective workouts. Life Fitness Heart Rate Zone Training programs are also compatible with Polar telemetry.

The Heart Rate Zone Training kit is currently available free of charge to fitness facilities. The kit's contents include:

- A Trainer's Guide to Heart Rate Zone Training, which provides an overview of Heart Rate Zone Training, the benefits of zone training and programming

ideas for fitness facilities.

- 200 brochures with a countertop display case to educate exercisers about the principals of Heart Rate Zone Training and how they can be applied to workouts.

- Posters designed to raise awareness of Heart Rate Zone Training in the facility; and

- A complimentary Heart Rate Zone Training t-shirt for the staff.

Fitness facilities interested in receiving a Heart Rate Zone Training kit should call Life Fitness at: (800) 634-8367.

Scammahorn

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workout partner (partners).

The Next Step: The fitness instructor should introduce the new member to a Program

Analysis System (PAS). This system is simply a paper and pencil analysis of the current health status of the new member.

1. A wellness component - a non-invasive questionnaire to determine potential risk factors of the new member.

2. An evaluation of the current strength, flexibility, and cardiovascular condition of the member, and

3. An exercise program that is based on this data, which is then focused on meeting the new member's goals and exercise interests.

This may sound complicated, but it really isn't. An instructor can design a Program Analysis System that will do all that is needed; one that will be both time and cost efficient. The major point to be remembered with the PAS is, each member will become involved in working with the club's fitness instructors. This relationship will continue as long as the fitness instructors are involved with the members' fitness exercise programs and their fitness goals.

The Guest Pass: The guest pass is an outgrowth of the Program Analysis System. If the fitness instructors have done a good job working with the members in helping them to realize their fitness goals, then the guest pass is a natural next step component.

Two essentials are neces-

sary for a productive guest pass system:

- 1) The guest pass must have monetary value, and
- 2) The guest pass must have intrinsic value to the member.

The first point is simple: Assign a nominal dollar value to the guest pass. I recommend a Guest Pass value in the \$25 to \$50 range. The second is not so simple. In order for a member to feel the need/desire to bring a friend as a guest to their club, the member must be motivated from within. This usually means that the member is proud of their club and more importantly, they see the personal value of having a workout partner or partners. In any case, the guest pass has attained real value, both extrinsically (cost of GP), and intrinsically (personal reward).

Accountability: All clubs that I have worked with work hard at monitoring their Frontside Sales; sales that are a result of advertising and promotion. It is, however, rare to find a club that has organized a method of monitoring and rewarding a Backside Sales System.

To ensure the club's long-term viability and profitability, an owner and manager must give just as much attention to the backside profitability of their club. Unfortunately, most clubs view the hiring and pay of fitness instructors as a lost cost factor;

meaning that these positions are paid the lowest because they are viewed as non-productive positions. Nothing can be further from the truth. All that is needed is a system of commission reward for the fitness instructors who are doing a good job of fitness programming and guest passing. By paying your instructors a commission for membership referrals, you will accomplish the first two objectives that I've outlined: 1) improved membership retention, and 2) increased profitability.

There can be no doubt as to the worth and contribution dues paying clubs have made to countless individuals in improving their fitness lifestyle. Unfortunately, many of these outstanding clubs have not designed a complete system that takes care of the service side of their membership. The purpose of this article is to help these clubs in their effort to design a complete system of sales and service. By taking the time and effort to install both sales and service, monthly dues clubs will increase their profitability and decrease their dropout rate significantly.

(Jack Scammahorn is an active fitness consultant. He has owned and managed several comprehensive fitness clubs. His expertise is in helping clubs turn a profit through meaningful client service and focused sales control. Dr. Scammahorn is also a school superintendent in Missouri.)

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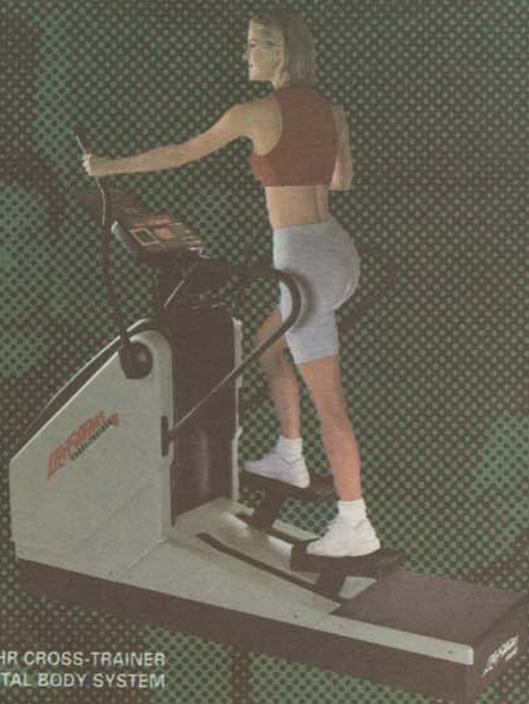
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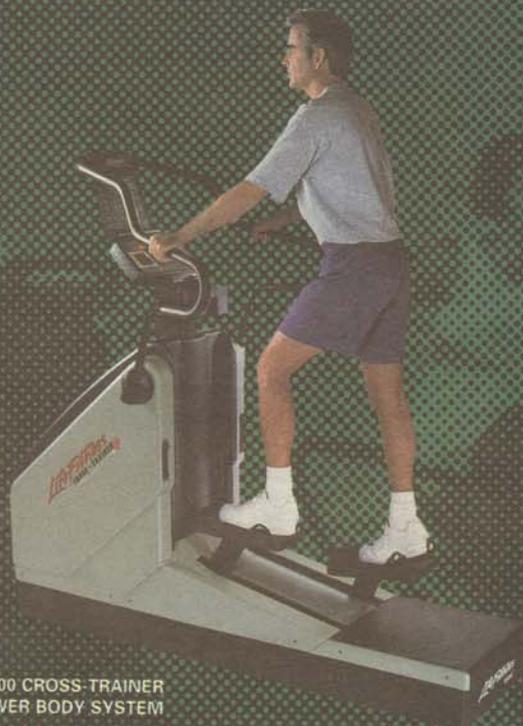
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LIFE FITNESS 9500HR CROSS-TRAINER
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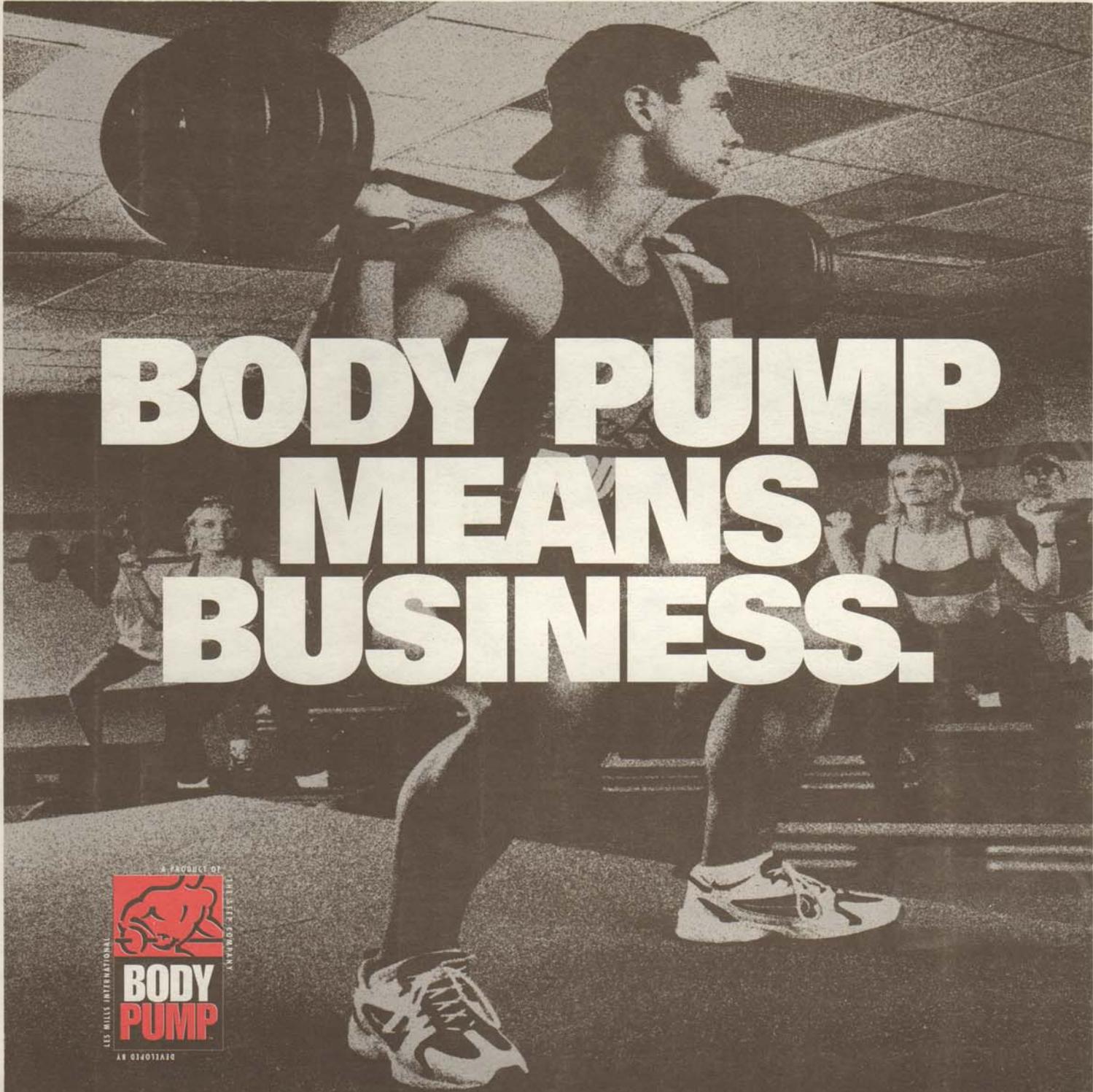


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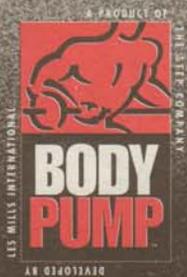
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