

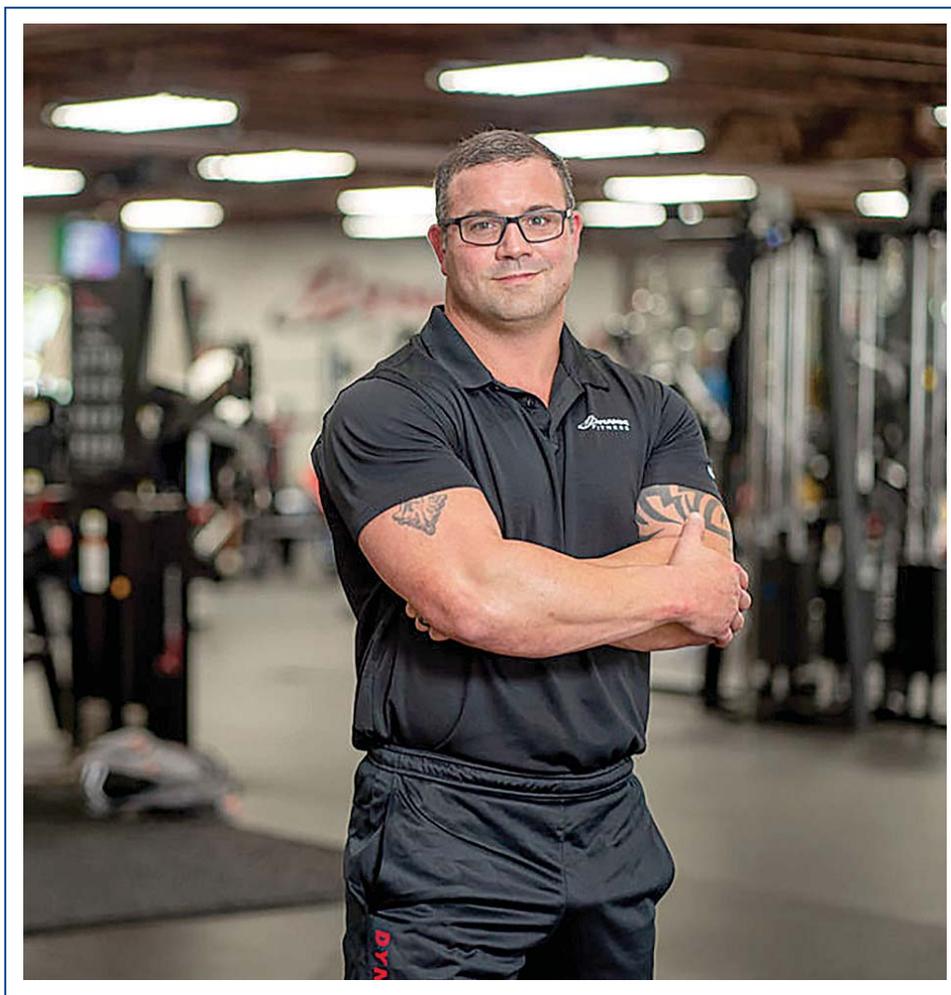
Norm Cates'

CLUB INSIDER

CELEBRATING 29 YEARS OF TRUST

Jared Williams' Dynamic Fitness

The Passionate Coach Motivating Team Players to WIN



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Norm Cates'

CLUB INSIDER

CELEBRATING 29 YEARS OF TRUST

Jared Williams' Dynamic Fitness The Passionate Coach Motivating Team Players to WIN

By: Justin Cates

As I have written on occasion, the great game of football was a truly transformative experience in my life. I am not alone in this experience and subsequent observations. If you talk to anyone who played the game for more than that one "I'm going to try it out" season, they will tell you the same. Don't get me wrong, I played other sports, too, but they did not hit like football, literally and philosophically. The others did not change me as a person like football did.

The game of football is possibly the greatest metaphor for life, and even more specifically, business, that has ever been devised. Football and life require dedication and education. It takes time

and effort to hone your craft and become successful. Football and life will knock the hell out of you. You have to get back up. Football and life require adaptation. You will never master either, so you must always try new things. As soon as you think you have it figured out, that's when you must be most vigilant, because a blind side is coming!

This month, our Cover Story Subject is **Jared Williams**, CEO and Managing Partner of *Dynamic Fitness* in Houston, Texas. His story began in school and on the gridiron, playing both college and professional level football. He then moved into health and fitness, and we are better off having him as part of our great industry. He began at *24 Hour Fitness* before utilizing his passion to pursue the goal of

doing something great and extraordinary, writing his own story, thus *Dynamic Fitness* was born.

Along the way, he was dedicated and became more educated, this time in our industry's ways. He got knocked down at the beginning, but he got up and fought even harder. Then, of course, the blind side of the pandemic hit, and he, as well as the industry, got the chance to completely reset, allowing for the full adaptation and trying of new things. For *Jared's Dynamic Fitness*, this was the Gamechanger! And, they aren't looking back, only to the future and winning.

I welcome you to read on to learn the story of the *Passionate Coach!*
(See *Jared Williams* Page 10)



Jared Williams

Crunch Franchise Debuts National Training Center in Jacksonville, Florida

JACKSONVILLE, FL - *Crunch Franchise* announces the launch of its first-ever comprehensive *National Training Center* in Jacksonville, Florida. The National Training Center, part of the new 34,000 square-foot, \$4 million *Crunch Harbour Village* location, offers an in-depth curriculum covering gym operations, including: planning, pre-sale, construction, marketing, sales, operations, group fitness, personal training and fitness education for *Crunch Franchise* owners and operations personnel. This fully operational gym brings classroom training to life with real-time, hands-on training in a gym environment.

"There is truly nothing like the level of training, development and support



that we provide our franchise network here at *Crunch*," said **Craig Pepin-Donat**, *Crunch Executive Vice President*. "The
(See *Crunch Franchise* Page 6)

Inside Workout Anytime's 2022 License to Win Franchise Conference

A.C.E. - Attitude, Care and Excellence are the Core Values at *Workout Anytime*. These core values were exemplified in the delivery of *Workout Anytime's 2022 License to Win Franchise Conference*, recently held at The Hotel at Avalon in Alpharetta, Georgia.



Planning and Decor

This year's James Bond theme was suggested by *Workout Anytime's Marketing Associate*, **Dan Mastrotoaro**, and it was one that would resonate with all ages. This was the basis of the overall theme of 2022 License to Win, chosen by **Steve Strickland**, CEO and Co-Founder of *Workout Anytime (WOA)*.

Taking the lead role in the conference planning to deliver the 2022 License to Win theme, **Wanda Jones Johnson**, SVP of *Franchise Operations/Construction*, focused with passion on the smallest details of event planning to make this as quoted by many, "the best conference ever!" She has said that the many sleepless nights to make sure that all areas were planned out and orchestrated to perfection were well worth the response
(See *Workout Anytime* Page 20)

Inside the Insider: Edition #341

- Exercise IS Medicine - By: Mike Alpert
- A Variety of Club Financing Options - By: Paul Bosley
- Revenue-Based Gym Financing - By: Jim Thomas
- Onboarding to Improve Staff Retention and Performance - By: Karen Woodard-Chavez
- Conversation: Common Courtesy? Or, New Non-Talkative Norm? - By: Jeffrey Pinkerton
- And, of Course, *Norm's Notes*

Norm's Notes

■Hello Everybody! This is your Club Insider Founder and Tribal Leader Since 1993 checking in with our 341st monthly edition! I hope this finds YOU, YOUR FAMILY, YOUR TEAM and YOUR CLUB(s) all doing really well and enjoying the SPRING of 2022!

■Is America a GREAT COUNTRY or what? Hmm... hmm... hmm!

■My wife, ILENA, and I, recently had the distinct pleasure of attending what I would describe as a more than remarkable special event here in the Atlanta area. That was the amazing Bash produced by the great folks at Workout Anytime, for years now, our esteemed Outside Back Page Advertisers. Let me start by saying how very much we enjoyed the hospitality of STEVE STRICKLAND and JOHN QUATTROCCHI, Founders and Owners of Workout Anytime! Further, these two industry veterans produced one of the most remarkable, classiest and well-done special events that I've ever attended anytime, anywhere. Taking place at Hotel Avalon in Alpharetta, Georgia, their Saturday night, April 9th event, entitled, "Diamonds Are Forever," followed their

Friday night Casino Theme Party, during both of which they honored their Workout Anytime Franchisees. During the 48 years I've been in our wonderful industry, I've been to quite a few special events, and folks, this was one of the best I have ever attended. In addition to viewing the Photo on This Page, you can read all about the proceedings beginning on Page #3 (be sure to also see the Photo Collage on Page #21). Folks, know that we are publishing it for two reasons: (1) We always have and will always continue to editorially support our Friends and Advertisers, and (2) This is the blueprint for how to plan and execute a great conference/event for your team, however large or small it may be, and whether you have one location or hundreds.

In addition to saying Thanks and Expressing Sincere Appreciation to our friends, John Quattrocchi and Steve Strickland, I want to Thank Workout Anytime's JOHN CARSILO for extending the invitation to us. I had seen Carsillo the week before at a nice reception produced by TONY DeLEEDE in honor of the 40th Anniversary of Australian Body Works. See the Next Note.

■For years, before he moved back to

Australia, TONY DeLEEDE was one of our dedicated Advertisers in Club Insider. Tony recently held a 40th Anniversary Australian Body Works Reunion Party here in Atlanta, and let me say it was a pleasure seeing and catching up with three of my long-time industry friends and Club Insider Cover Story subjects: TONY DeLEEDE (November, 1999), GEOFFREY DYER (May, 1998) and VICTOR and LYNNE BRICK (March, 2022). And, in January 2021, I was a Cover Story Subject in honor of my 75th Birthday. All of this led to what is likely a first in Club Insider history, a photo with four cover story subjects and their printed editions at the same time! Check out the Fun Photo on This Page! Tony, thanks for the invite and great time! Cheers, Mate!!!

■IHRSA, the Global Health & Fitness Association, announces fitness industry veterans AL NOSHIRVANI and J.J.



Norm Cates

CREEGAN as the two nominees for service on its Board of Directors. Al and J.J. will stand for election during the Annual (See Norm's Notes Page 7)

About Club Insider

CELEBRATING 29 YEARS OF TRUST

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L to R - John Quattrocchi, Norm Cates and Steve Strickland



L to R - Geoffrey Dyer, Norm Cates, Tony DeLeede and Victor Brick

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Exercise IS Medicine

By: Mike Alpert

Recently, my wife, **Annie**, and I had the honor of attending the *9th Annual Fundraiser for the Be Perfect Paralysis Awareness Foundation*. Over 850 people attended the event, which raises awareness and funds for people living with a spinal cord injury or other forms of neuro muscular paralysis, all of whom are benefiting greatly from exercise-based therapy that takes place at *The Perfect Step*.

Upon entering the Convention Center, I was greeted by two very special people in my life: **Chris Siebel** and **John Surina**. Both Chris and John sustained a spinal cord injury and were in *The Perfect Step* program we ran at *The Claremont Club* prior to the club's sale last year. Both were told by their medical teams that they would never walk again, and in John's case, that he would not even be able to feed himself or do much of anything without the help of his caregiver. If I did not know that Chris was in our program, I would have never thought that he was paralyzed at any time in his life. He is walking on his own and with gusto! I must admit that John was in a wheelchair but only because he is having his right hip replaced in May. And, he still works in the Child Care department at the club.

During the event, three Be Perfect Clients were spotlighted: **Stefanie Schaffer**, **Erika Franko** and **Jordan Walker**.

Stefanie Schaffer was on a family vacation

to the Bahamas when a tour boat exploded beneath her and changed her life forever, as she sustained a spinal cord injury, brain injury and amputations of both of her lower legs. Prior to her accident, she was a student, an athlete and enjoyed spending time outdoors. She is now a graduate of Castleton University and uses her degree in her work as a public speaker and an ambassador to the non-profit organization of the *American Red Cross*. She is also an author to her recently released memoir that re-tells the chapters of her physical and emotional recovery.

Erika Franko is 26 years old, and on November 1, 2018, her life changed forever. On that day, her brother, who suffers from mental illness, stabbed her and her son several times leaving her a T6-T7 Paraplegic and her son deceased. Since then, she has returned to school and work. Erika completed her Bachelor's degree in Social Work and went on to complete her Master's degree in Social Work. Slowly, Erika began to reclaim her independence, and she is now living independently, from daily living, to driving, to even traveling.

Jordan Walker is a 25-year-old who was a very active athlete, playing football on his high school varsity team. During his junior year, he became a C4 quadriplegic, paralyzed from the chest down after tackling a player during a CIF playoff game. He is currently taking classes at Norco College with the goal of becoming independent and

living a life that would make his friends and family proud.

Their stories are so powerful and inspiring. I couldn't stop thinking about what gave each of them the drive and desire to be so emotionally and mentally strong, and then, it hit me: it began with the *Founder and Executive Director of the Be Perfect Foundation*, and a dear friend and associate of mine, **Hal Hargrave Jr.** If you have followed my articles over the past several years, you know that Hal was injured in a terrible truck rollover in 2007 that left him a C5/C6 quadriplegic. His doctors told him that there was only a 1 - 3% chance that he would ever walk again. In his own words, "despite this news, his emotional and mental outlook was strong. This was due to one single line of thinking that he carried with him that made the future feel brighter; he could still 'be perfect'. This was inspired by the movie, *Friday Night Lights*, the idea that, if you could look the people you love in the eye and tell them that you did absolutely everything you could, gave every ounce you had, then it didn't matter whether you won or lost. He realized that he could, 'Be Perfect,' whether or not he ever walked another day in his life. He just had to concretely resolve his personal health and recovery as far as possible."

Stefanie, Erika and Jordan wanted therapy that had the goal of reversing and redeeming their condition. They wanted to do basic things again like driving, taking a shower on their own or making sandwiches for their children's lunch-boxes, and they were willing to fight for it. They did not want



Mike Alpert

to sit on the sidelines the rest of their lives; they wanted to get back in the game.

Exercise therapy gave them that chance, just like it gave it to **Chris Seibel** and **John Surina**. When traditional therapy told them that they had to learn to live in their wheelchairs, load bearing exercise in a health club got them back in the game.

The Be Perfect Foundation; *The Perfect Step* and a community that rallies around their cause has made all this possible. I encourage you to consider offering this program at your club.

Exercise IS Medicine, and it will be coming to your area real soon!

(Mike Alpert is the COO of Smart Health Clubs. He can be contacted at mike@smarthealthclubs.com or 951 - 205 - 1136.)



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...Crunch Franchise

continued from page 3

investment in our National Training Center has dramatically elevated the support we provide to our franchise partners and their teams. Our goal is to create as many training 'touch points' as possible from the moment they sign a lease, move into pre-sale and buildout, and then into a fully operational gym."

The Crunch National Training Center is part of *Crunch University*, which offers onboarding and educational programming. It is the setting for multi-day, in-person classroom and hands-on in-gym training and development sessions for franchise owners, executives, general managers, member service representatives, trainers and cleaning staff.

Fitness trainers and class instructors receive specialized training through proprietary classes developed by Crunch for Crunch and accredited by the *American Council on Exercise (ACE)*,

the *Athletics and Fitness Association of America (AFAA)*, and the *National Academy of Sports Medicine (NASM)*. This training also provides Crunch team members with Continuing Education Units towards their certifications and includes the official accreditations for the HIITZone, the Ride Studio, group fitness, personal training and nutrition.

The National Training Center opening coincides with the launch of "Crunch Connected," the brand's comprehensive approach to its online learning-management system curriculum, classroom training, webinar series and team communities for sharing best practices. The platform also offers additional support, resources and networking opportunities that all team members in the Crunch system can access 24/7.

Check out the **Crunch Ad** on the **Inside Front Page**, and go to www.crunch.com/franchise to learn more.

...Norm's Notes

continued from page 4

Meeting at IHRSA's 41st International Convention & Trade Show (IHRSA 2022). If elected, they will serve from July 1, 2022 to June 30, 2026. IHRSA Members are encouraged to register for IHRSA 2022 and attend the annual meeting.

■An update from **Kevin McHugh** at *The Atlantic Club*: **Project 435** is entering its final phase of enrollment. At this time, **244 Districts are fully covered**; however, **four states do not yet have any coverage**: West Virginia, North Dakota, South Dakota and Oklahoma. Project 435 is for all sectors of the fitness industry: Commercial Clubs, Studios, Medical Fitness Clubs, YMCAS, JCCS, as well as additional passionate fitness professionals who operate their own businesses. Learn more and sign up today by going to bit.ly/clubinsider141.

■**Blink Fitness**, *Club Insider's* September 2016 Cover Story Subject, has announced an encouragingly strong post-COVID performance with their February and March production numbers closing as March being the best sales month in the 100+ location company's 11-year history and February being the best February to date. **TODD MAGAZINE**, *Blink Fitness* CEO, commented: "We are thrilled to see the trend that was undoubtedly coming, people getting back to the gym in record numbers. As the country rebounds from the COVID-19 pandemic, people are ready to return to their fitness routines or start a new health habit. Blink's approachable gym experience, accessible fitness expertise and incredible value have made us a destination for this great migration back."

Stay Tuned folks, as we hope this trend continues for Blink and across the industry post-pandemic!

■**Gold's Gym SoCal** has opened a new facility in **Northridge, California, a suburb of Los Angeles. This new 40,000 square-foot facility brings their club count to 21 and counting.** **ANGEL BANOS**, CEO of *Gold's Gym SoCal*, commented: "The opening of the Northridge location is just one more important step in our four-year plan to accelerate our brand's growth and to continue meeting the evolving needs of fitness enthusiasts in the area. By the end of 2022, we expect to expand and renovate ten existing gyms to give our members an even greater and more comprehensive fitness experience. By the end of 2025, we plan to open 15 more facilities in Southern California." Angel and his brother, **WILLY BANOS**, *Gold's Gym SoCal* COO, have established a prominent reputation as Southern California gym operators since they opened their first Gold's Gym franchise location in North Hollywood in 1987.

■For those who've known me for many

years, you may recall times at conventions/trade shows when I've told one of my favorite jokes about a "Wide Mouth Frog." This news out of Fort Worth, Texas sure reminds me of those days:

Eat The Frog Fitness (ETFF) is about doing the work and not procrastinating. Co-Founded by *Olympic Gold Medalist* **BRYAN CLAY**, ETFF is a fast-growing boutique fitness franchise companies with 30 locations open, including six in pre-sale and an additional 40+ in development. Backed by elite athletic insights, they have developed a unique hyper-personalized approach to fitness that combines the best of personal training, group fitness, FitTech and community to help members achieve real results. Members get the motivation of a group and the results of personal training with an individual training plan, custom heart rate algorithm, one-on-one coach support and a truly immersive workout experience. So, even though fitness is hard, with "Eat The Frog", members feel like they have an entire team of professionals at their back.

Folks, this brand sure sounds like **FUN!** And, speaking of fun, in June, when I see you in Miami at IHRSA 2022, be sure to ask me to tell "The Wide Mouth Frog" Joke! **You'll enjoy it... I PROMISE!** (Especially YOU two, **RAYBOB** and **SANDY GORDON!**)

■Here are some **State by State Legislative Headlines** presented by **IHRSA'S JAKE LANDRY**:

- Rhode Island Bill Regulating Automatic Charges Made by Health Clubs Held by Committee;
- Tennessee Bill Regulating Automatic Renewal Contracts Signed Into Law;
- Idaho Bill Regulating Automatic Renewal Contracts Passed Into Law;
- Kentucky Bill Requiring Notification Before Auto-Renewal Passes House;
- Virginia Bill Regulating Online Cancellation of Automatically Renewing Contracts Exempts Health Clubs;
- Maryland Bill Restricting Collection of Biometric Data Passes House;
- Michigan Files Bill Regulating Automatic Renewal Contracts;
- California Bill Restricting Collection of Biometric Data Set for Hearing;
- Massachusetts Consumer Protection Committee Combines Various Health Club Bills Into Large Committee Bill;
- Ohio Considers Bill to Lift Sales Tax for Nonprofit Clubs;

IHRSA will continue to actively monitor these and future bills and will provide IHRSA Members with further information and advocacy opportunities as they develop.

IHRSA's JAKE LANDRY can be reached at jlandry@ihrsa.org. If you are a club owner or operator, and you're not an IHRSA Member, we urge you to join

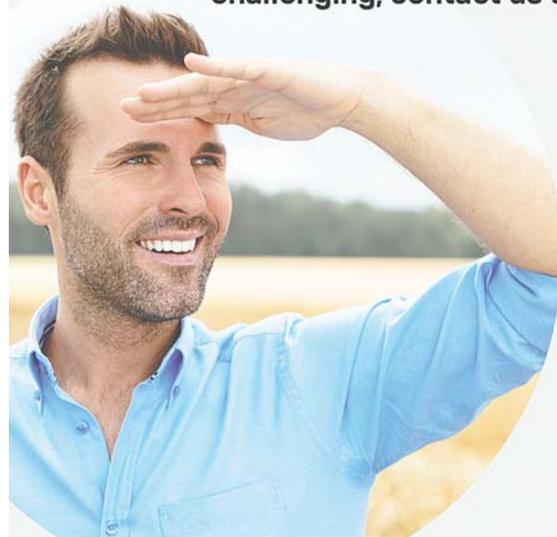
IHRSA today! Just tell Jake that Norm Cates introduced you and he will take it from there!

■Folks, if the story of **TIGER WOODS** is not truly **ONE FOR THE AGES** and one of the greatest golf and sports world's most amazing stories ever, I'm not sure what might be. As I watched the final round of the **Masters Golf Tournament**, recently played in beautiful Augusta, Georgia, I found myself literally **physically applauding TIGER** as he was finishing his 4th day and walking up the 18th fairway with a barely discernable limp after 72 holes.

The fact of what young man, **TIGER**, who is a **five-time Masters Championship winner**, had already done in his golf career before his near-death car crash 14 months ago, and now adding to that a comeback after nearly losing his leg in that awful car crash, enhances the already great respect I had for him and what he stands for in sports. In my mind, **TIGER** stands for one word: **DETERMINATION**. **TIGER** is truly a *glorious and beautiful example of how determination can manifest itself into results*, and that should **MOTIVATE ALL OF US TO PRESS ON... EVEN WHEN** (See *Norm's Notes* Page 8)

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...Norm's Notes

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LIFE MAY HAVE GOTTEN VERY TOUGH as it had for him with his near fatal car crash. I applaud him, I welcome you to do so as well, and we can all say, "**HOORAY FOR TIGER WOODS!**"

■ **Folks, I want to close out this month's Norm's Notes with a special one.** As I write this, it is **EASTER SUNDAY**, and quite appropriately, I want to tell you all about the **MIRACLE** that happened to me two years ago. Before sharing my honest to

goodness miracle, I want to wish all of you a **Very Happy and Healthy Easter!**

For quite a few years now, on Sunday mornings, I've watched a fellow named **JOEL OSTEEN**, head of *Lakewood Church* in Houston, Texas, a super-congregation that seats 15,000+ people per service! Osteen is a prominent man of **GOD**, and I hope I can find the appropriate words to share with you all about the miracle I've experienced.

As some of you know, just over two years ago, I suffered what they called a "Retinal Stroke," which happened overnight while I was asleep. That stroke blinded me

and took about 90% of my vision in my right eye, essentially rendering my right eye useless. Then, a few weeks later, with my right eye still blind, I went 100% blind in my left eye because I could not get a scheduled cataract surgery in time because of the pandemic shutdown! So, here I was, essentially blind in **BOTH** eyes. **WOW!** To say that experiencing this horrendous series of events is something I would **NOT** wish on even a hated enemy, **EVEN** if I had one.

As I was learning how to cope with being blind in both eyes, at the same time, my fantastically-dedicated business partner and wonderful son, **JUSTIN CATES**, took over *Club Insider* entirely, and we never missed a deadline, enabling ALL of our printed and online editions to arrive on time! And, of course, keep in mind, this was during the initial few months of the pandemic, while our industry remained closed, and business had dried up!!! He kept it going.

Needless to say, I was certainly doing a **LOT OF PRAYING** during those scary months. And, of course, **I STILL PRAY A LOT!** I prayed morning, noon and night for **HELP**. The pandemic had shut down eye surgeries, and pretty much everything else medically elective, but a few months later, my eye doctor was finally able to schedule me for surgery on my left eye to rid me of the cataracts that were blinding me.

KNOW THIS FOLKS, after two and a half months, the day that the cataract surgery happened and I immediately got my vision back, with my left eye vision rated as 20/25, was one of the happiest days of my life! I was able to see again, read and write again, and drive my car again. For all intents and purposes, I was able to go back to my normal routine of writing these *Norm's Notes* every month, a *Cover Story* here and there, and of course, serving as an *Editor* of all of our weekly and monthly

editions of Club Insider.

Folks, on this Easter Sunday of 2022, I am a very BLESSED MAN! Happy Easter! And, GOD BLESS YOU ALL!!!

■ **JUSTIN** and I want to say **Thanks for reading Club Insider!**

■ **Are you a Paid Subscriber?** *Club Insider* is a *Paid Subscription-based Publication*. If the words "**PROMOTIONAL COPY**" appear above your name and address on the cover of this month's edition, you are not a *Paid Subscriber*, so you are not enjoying the *full benefits* of a *Paid Subscription to Club Insider*, which includes **new print and online editions and online access to ALL PREVIOUS editions**. So, *don't delay*, subscribe today for just **\$99 for one year or \$10 a month** by going to www.clubinsideronline.com/subscribe.

■ **God bless our troops, airmen and sailors worldwide and keep them safe.** Thank you, **Congratulations and Welcome Home** to all of our troops who have served around the world. **God bless America's Policemen and women and Firemen and women; keep them safe.** Finally, **God bless you, your family, your club(s) and your members.** **God Bless America! Laus Deo!**

(Norm Cates, Jr. is a 48-year veteran of the health, racquet and sportsclub industry. He is the Founder and Tribal Leader Since 1993 of Club Insider, now in its 29th year of monthly publication. In 1981, he was IHRSA's First President, and a Co-Founder of the Association with Rick Caro and five others. In 2001, he was honored by IHRSA with its DALE DIBBLE Distinguished Service Award, one of its highest honors. And, in 2017, he was honored with Club Insider's Lifetime Achievement Award. He can be reached by phone at 770-635-7578 or email at Norm@clubinsideronline.com.)

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Thanks and Appreciation

At *Club Insider*, we are excited to be in our **29th Year** of this home-based health and fitness club trade publication! The thought that this publication was *founded to serve an industry I truly love*, and so that *I could become a Mister Mom for my son, Justin*, is still *intriguing and amazing* to us. So, I wish to extend my most sincere **Thanks and Appreciation** to everyone who has made this amazing 29-year run possible.

A very sincere *Thanks and Appreciation* go to **Rick Caro**, the **late Dr. Gerry Faust** and the **Faust Executive Roundtable #1** for helping me decide in 1993 what my home-based business would be. *Thanks and Appreciation* to my long-time friends, **Ron Hudspeth** and **Cathy Miller**, formerly of *Atlanta's Hudspeth Report* for the tremendous assistance they provided. *Thanks and Appreciation* to all of the folks at **Walton Press** in Monroe, Georgia. They've done an absolutely excellent job for us all these years and have printed every one of our monthly editions! And, of course, *Thanks and Appreciation* to the **United States Postal Service** for sending those editions to our readers! *Thanks and Appreciation* to all of our **READERS**. Sincere *Thanks and Appreciation* to our **Club Insider Advertisers**, past and present, for their kind and dedicated support of this publication. *Thanks and Appreciation* to all of our **Club Insider Contributing Authors**, past and present. *Thanks and Appreciation* to **IHRSA** for all it does for all of us. And, sincere *Thanks and Appreciation* to my son, **Justin**, who has become our **Publisher** and is a truly great partner. You name it and Justin does it each and every month!

Last, but surely not least, this writer who refused to fear failure when many told him he didn't have a chance of surviving the publishing business for even a year did survive. And, he would like to give his sincere *Thanks and Appreciation* to the power that made that survival happen: **God**.

Very sincerely, with love in my heart for you all,

Norm Cates, Jr.

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...Jared Williams

continued from page 3

An Interview With Jared Williams, CEO and Managing Partner of Dynamic Fitness

Club Insider (C.I.) - Where were you born and where did you grow up?

Jared Williams (JW) - I was born in Port Arthur, Texas and grew up in Bridge City, Texas near the Texas and Louisiana border.

C.I. - That's brings back memories. I spent time each summer at my grandparents' home in Springhill, Louisiana. Their street was literally on the border of Arkansas. On one side of the street, where my Grandpa lived, you're in Louisiana, the other side, Arkansas! (laughing)

JW - All of my family is from Louisiana.

C.I. - But, you are Texas through and through. Where did you go to school, and what did you study? Did you play any sports?

JW - I was fortunate enough to get a scholarship to play football out of high school at *Stephen F Austin University* in Nacogdoches, Texas, and I graduated college from *Texas A&M University - Commerce* with a degree in Human Science.

C.I. - Having played football, of course I am partial to the sport and the lessons it teaches. Please share some lessons you learned from the great sport of football.

JW - It really taught me about camaraderie. Individually, you might not have a clue who someone is. In a team environment, you find out real quick who they are, and it's almost like you've been best friends your whole lives. I still keep in contact with some of my former teammates and coaches to this day. You just form a bond that carries on for the rest of your life.

Further, the whole aspect of a team is that it doesn't really matter where you came from, if you are rich, etc... we

have one single goal: **winning**. So, it really helps unite everybody and get them on the same page. We had a common goal, and we worked hard in order to accomplish it.

C.I. - When you are out there one-on-one with someone, it sure levels the playing field real quick...

JW - It does; it truly does! I trace everything back to it. Hard work, dedication, perseverance, discipline, as well as the ability to develop, lose, get knocked down in order get up, regroup and get your butt back to the huddle. Then, rebuild!

It all comes back to everyday life. Life is not about winning every day; instead, when you DO lose, it's about being able to get up, regroup, huddle and get ready for the next play.

C.I. - I LOVE IT. Not only a metaphor for life, a metaphor for business, especially the past few years. Something tells me we are going to hear more about this later. Finishing up about football, you played the sport beyond the college level. Please tell us about that.

JW - My senior year of college, I was named the conference's *Linebacker of the Year*, received *All American Honors* and had the opportunity to play in the *2004 Whataburger Cactus Bowl*. Just like many student athletes, I aspired to play in the NFL, which is brutally competitive. Unfortunately, I didn't get drafted but was invited to a four-day minicamp in Buffalo. Following that, I did get the opportunity to play in the AFL. After my first year, I led the team in quarterback sacks. After that season, though, I started really reevaluating what I wanted to do long term, which led me into health and fitness.

C.I. - When and how did you become involved in the health and fitness club industry?

JW - After my AFL season, I moved to Houston, Texas on a hope and a prayer to figure out what I wanted to do. Throughout my entire life, I always had a passion for



Dynamic Fitness - Katy / Barker Cypress

fitness, so I started exploring gyms in the area. In 2005, I got my first job at 24 Hour Fitness as a trainer. I learned a lot from this organization, and it really opened my eyes to having a long-term career in something that I was absolutely passionate about.

I stayed with 24 Hour Fitness for about four years, and I finished up as a *Fitness Manager*. But, I had a passion, a vision, and I just wanted to do something great and extraordinary. Obviously, the NFL was no longer an option, but doing something extraordinary was always and still going to be a passion. I have been an overachiever and a dreamer when it comes to it, and I wanted the chance to really create something... create and write my own story.

Dynamic Fitness

C.I. - When and how did Dynamic Fitness come to be?

JW - I had an idea about creating my own gyms, as many in this industry do, and I put forth a business plan. Thankfully, it was good enough that an individual who is still my partner today was crazy enough to indulge and invest in it. I say that because of my lack of experience, not the ideas themselves. All of my life, I've always had a burning desire to do something extraordinary, to create something, to really have a chance to write my own story. In 2009, I began that journey, starting *Dynamic Fitness* down in Pearland, Texas.

C.I. - Wow, that was a heck of a time to open a business...

JW - As they say, 'ignorance is bliss,' right?

C.I. - Indeed! But, you survived, and Dynamic Fitness currently serves Houston

with three locations. Let's discuss those. Please take us through the 'story' of each:

JW - As you mentioned, Dynamic Fitness currently has three locations:

■ **Pearland:** I opened this 33,000 square-foot club back in October 2009. It now offers full strength, cardio, turf area, HydroMassage, group fitness, cycling, personal training, kids' zone, Inbody Scans, tanning and dry saunas. I found out I had absolutely no clue how to manage a big box as an owner, but most importantly, how to fill it with members! This being the hardest club for me to personally build is now my largest club with 7,000 members compared to when we grand-opened with only 176!

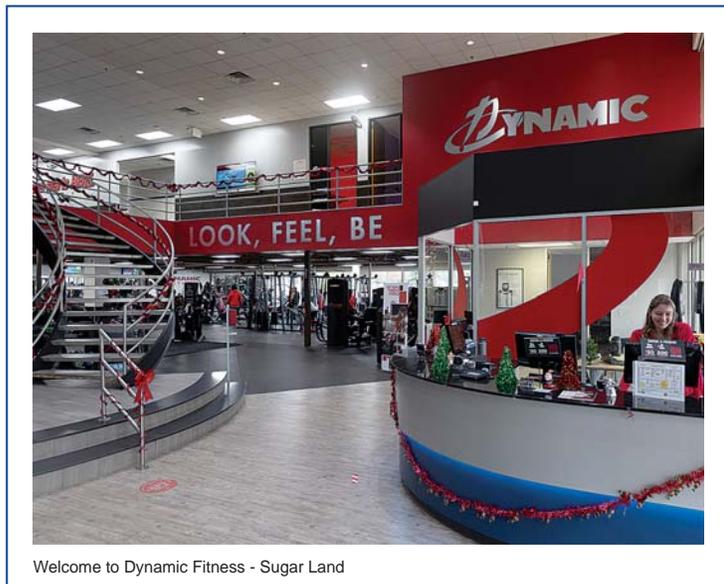
■ **Sugar Land:** This location opened in August 2012. It was a vacant 24 Hour Fitness that had been sitting for three years 20 miles away from our Pearland club. The irony is this location was right across the street from the club at which I started in the industry! This 29,000 square-foot club has a setup similar to Pearland plus an 18-meter lap pool, jacuzzi, and infrared recovery with over 5,000 members.

■ **Katy / Barker Cypress:** This 31,000 square-foot location opened back in July 2015. It now offers full strength, cardio, turf area, HydroMassage, infrared recovery, group fitness, cycling, personal training, kids' zone, Inbody Scans, tanning, steam and dry saunas with 5,000 members.

C.I. - Please tell us about the early challenges.

JW - With Pearland, at the time, I didn't realize 176 pre-sold members was so bad! As I learned, there's so much to preselling a club. *If you're not doing a franchise, you are building something from scratch, and there is a price to that. But, you get the freedom of building and creating everything.* Regardless, you have to create contingency

(See Jared Williams Page 12)



Welcome to Dynamic Fitness - Sugar Land





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...Jared Williams

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plans, a handbook and everything else. So, obviously, in the early part of my career, I did not experience any of that, but I found out real quick how much you don't know and what needs to happen...

I can't say it was a lack of effort. We had a great club with great equipment, group fitness and a dedicated cycle studio. It was a nice club. It wasn't fancy or over the top, but it was a nice club. We were just missing the people! We didn't understand marketing and didn't understand how to build a really successful pipeline to membership. Thankfully, over time, we were able to rebound, and Pearland is now our busiest club.

C.I. - What is the demographic of your typical members? Further, what are your pricing options? Benefits of each?

JW - Our largest response target is typically 25 - 54 years of age; however, the great thing about what we have evolved and are further evolving into is that, with our different amenities and price options, we have really opened ourselves to all demographics. We've tailored our options to make membership simple by creating three different membership levels, differentiated by amenities, decreasing the barrier to start and having a simple online joining process. We start as low as our \$10 per month basic level and go up to our \$45 per month *Dynamic Fit* level.

We previously utilized the old pricing model of members having to pay first and last month dues. Many clubs still do so, even after the pandemic. We tailored it down and switched to an HV/LP model at the very end of 2019, before COVID. Then, we modified it to the three options we now offer. We broke out the amenities across levels, and this made it very easy to choose from. Our marketing pieces break down exactly the amenities a member is

getting and everything else they get inside each level.

C.I. - That's excellent. I have been around this business for a while now. I understand the early benefit of collecting twice the money upfront with first and last dues. But, why put any negativity and the idea of doubt into the initial sale? You're most likely going to fail, so we are going to go ahead and charge first and last month upfront.' It's short-sighted.

JW - Absolutely! We used to do it, and many clubs still do. Twice the cash up front. As we evolved, we didn't want first and last month to deter people from joining the club, so we made it very little to join. What is there to lose!? **Reduce the barrier so people start their fitness endeavors, and they will stick with who showed them.**

C.I. - That is fantastic. There is always a way to keep cash up front, as well as a positive message for all current and future members... **Deliver a Valuable Experience.**

Differentiators, Culture and Management

C.I. - If your most active members were to submit a one-sentence description of Dynamic Fitness, what might they say?

JW - 'Awesome Experience, Amazing Value, Better Price!' This is our focus.

C.I. - During research for this story, I saw that you highlight and put emphasis on *Group Fitness, Personal Training and Recovery*. Please tell us about that.

JW - Absolutely! This is a big part of what we do as our number one objective for all our members, and especially, new members. We want to get them engaged in different programs and/or amenities to enhance their member experience, and ultimately, enabling them to achieve the goals they had when they originally joined. Recovery is comprised of the value-adds we offer our members to improve their overall wellness,



Dynamic Fitness Workout Floor - Pearland

and this includes *Hydromassage, Infrared Pods and Himalayan Salt Dry Saunas*.

C.I. - Please tell us about your utilization of *Open Path* for 24-hour access. What are the advantages and disadvantages to running big box clubs 24/7?

JW - We had contemplated *Open Path* for quite some time. We were scared of doing it because we were a big box. But, just like anything with the pandemic, it forced every operator to get very creative, very fast and needing to develop the buildup to be competitive knowing that the business would be coming back with considerably less revenue. So, we pulled the trigger.

The *Open Path* system has been a great tool for us to allow our members to work out when they want and accommodate those with different schedules from the regular nine to five. Utilizing a smooth check-in process during our non-staffed hours, this has been a great convenience factor for our members.

Disadvantages include losing that person-to-person connectivity with the early morning crowds; having to work through checklists to ensure increased security for member safety and quality control; and ensuring cleanliness and club organization, which continues to prevail with staffing gaps.

We have increased our security measures with software called *Camio*. This is our tailgating system. It makes sure that the owner 'is there' 24/7, and then, we're making sure that only our members are checking in to our facilities during unstaffed hours. The *Camio* device has been put up at our doors, and if any door is open more than four seconds, it starts taking pictures. Whomever opens the door last and longer than four seconds, it automatically emails that member and the *General Manager*.

C.I. - I've used key fobs for smaller clubs where every square inch is easily monitorable, so being a big box with all its nooks and crannies, has this done anything to your insurance?

JW - No, this really didn't affect our insurance because we did it all inside the club. We increased our security exits, as well as the security cameras within the clubs so that way we are protected. We looked at the equipment selections, and during crossover, we made sure that we had staff who are accommodating to our guests.

C.I. - What do you consider your Key Market Differentiators? Further, what is Dynamic Fitness known for and does better than the competition?

JW - The experience members receive, the amenity options we offer, the 24-hour convenience factor and our relentless focus to invest back into our boxes to continue perfecting the details of our presentation for the price we offer makes us hard to compete with. What you see right now will be different in twelve months as our evolution never stops, and perfecting the product is ongoing with us as we are on a mission!

C.I. - How would you describe your culture at Dynamic Fitness? What is your management style? And, how do you further manifest culture and keep it healthy?

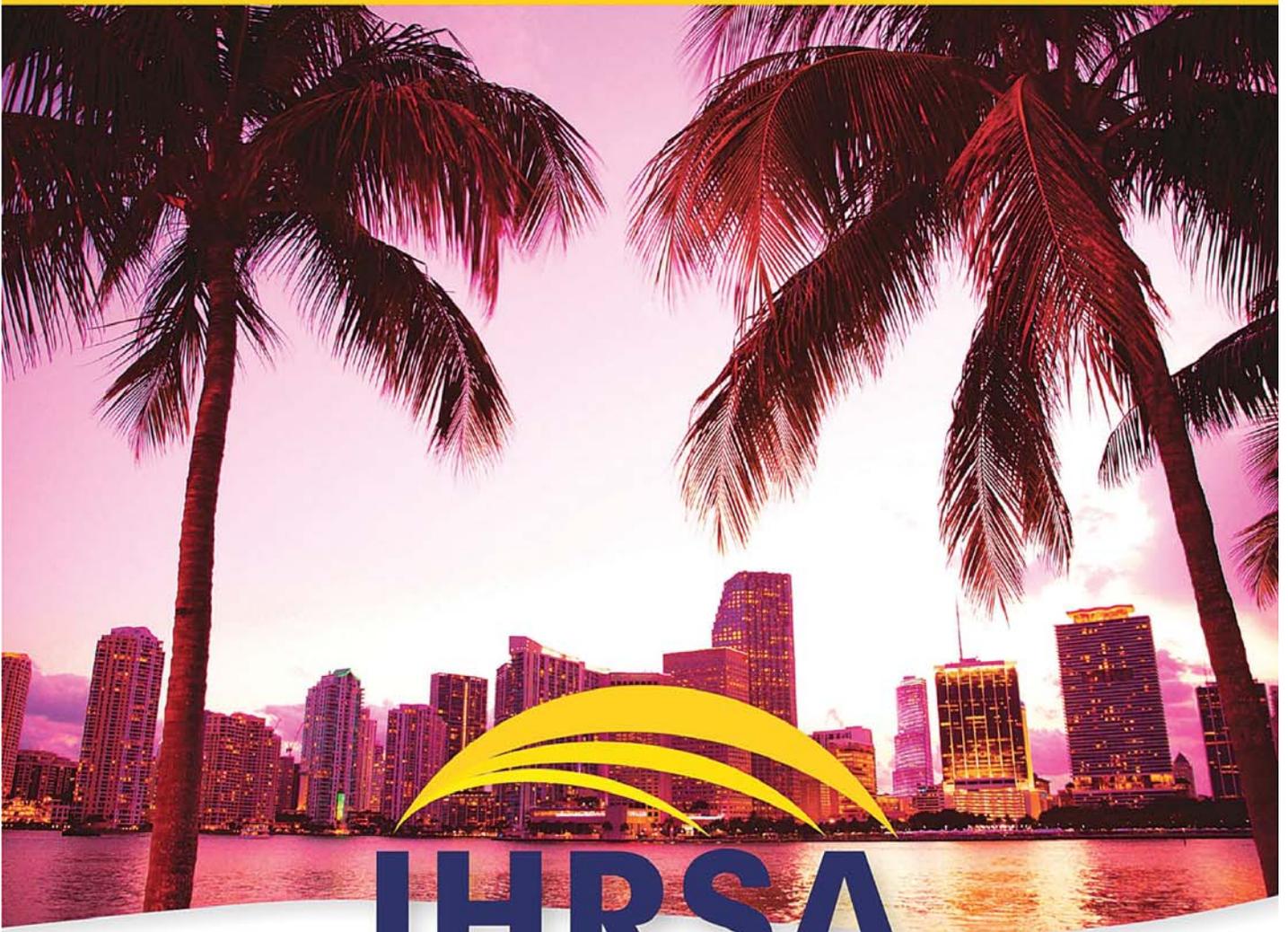
JW - We have a very committed, goal-oriented culture, and that has really helped us evolve to where we are as well as rebound from the 2020 shutdown. This team has been through a lot in the last 24 months. But, it has really made us better with setting goals and basing our day-to-day actions and communications with the teams on those, making each day more impactful and productive.

I would say I'm the *Passionate Coach! My players know I am here to win.*
(See Jared Williams Page 14)



Group Fitness at Dynamic Fitness - Pearland





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...Jared Williams

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I want them to be the best versions of themselves, and it takes a unit to win championships. Just like my playing days, my coaches pushed me to become the best player that I could be. They weren't easy on me, and some days, I really didn't like them; however, the discipline and fortitude they instilled within me made a huge impact in my day-to-day life.

It is with our committed, goal-oriented culture that we have helped ourselves. I've seen us through the hard times. But, the culture is really what helped us rebound so fast post-pandemic. This team has really done a lot these past months, but what really helps is being a group that communicated very well. Setting goals for the short- and long-term and about what we're trying to build to achieve and how we're going to do it has been crucial.

I work to coach everyone to be the best versions of themselves, and we're here to build a *winning team for championships!* So, just like my playing days, I explain this. My coach used to push me, and I knew what he was trying to build. He was also trying to make me a better player, and they were trying to build and win games. They weren't easy on me, and sometimes, I hated their guts. But, then, the impact of what happened to me at that given moment in time would last a lifetime.

C.I. - Please introduce some of your key staff members (See **Photo Below**).

JW - Absolutely, key staff members include:

Greg Lawrence is our *Experience Manager* and has been with us for four years. Greg has done an amazing job shifting the culture to our *MXM* experience scores and putting together plans on how we can make bigger impacts for our members daily with their overall experience with us.

Ronni Prakoth is our *Group Fitness/Studio Director* and has been with us six years. Ronni has made an impact on the culture of this department and our transition into making our group fitness offerings into a studio presentation and feel for our members.

Andrew Ferguson is our *Facilities Maintenance Programs Manager* and has been with us for two years. Drew has been the backbone of keeping our maintenance promises in our clubs, ensuring our facilities are safe, well maintained and staying sexy.

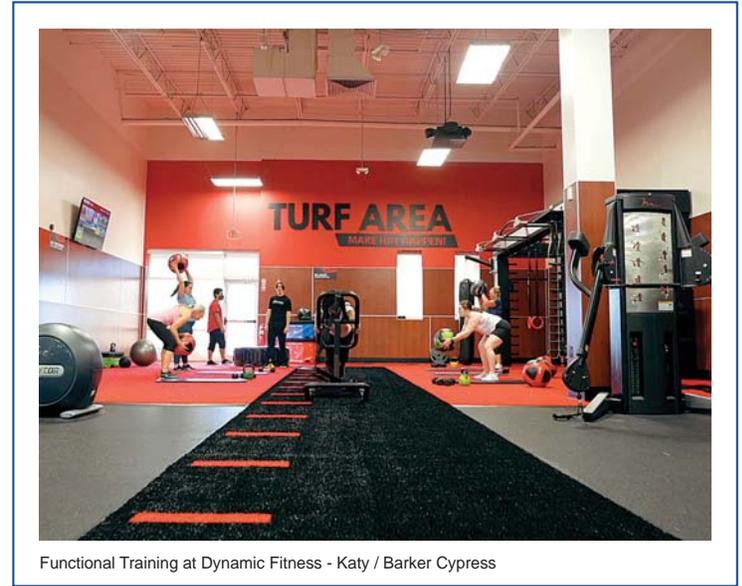
Sharon Backer is our *Controller* and has been with us for five years. Sharon has been a great partner with not only our evolution planning for what we are today but navigating us through the pandemic shutdown that no one and nothing can prepare you for.

The organization we used to have was used to typical departments; we used to have operations, fitness and membership. We did away with all of it. Now, we are able to get our people to be able to understand that this is the new realm of what we are doing. We asked a lot of our managers to cross-train in other departments. This has caused us to have a lot better synergy in the club because everybody does everything.

Nothing's too good for anyone; nothing's too small. Everyone has an understanding and respect for the club's cleanliness from head to toe, and they understand the overall production process about what it is we do. So, it's a lot better when it comes to the synergy inside the club and the communication level.

An interesting observation and expected result that seems true is that, from one aspect or another, goal setting and communicating of where we're at and where we're trying to get to yields results.

As far as being a coach, absolutely! As mentioned earlier, I tell everyone that I'm



Functional Training at Dynamic Fitness - Katy / Barker Cypress

the *Passionate Coach*. **My players know I'm here to win. Period.** They understand that I'm hard to deal with at times; I'm very demanding, but I will work to compete for them, and we will be the best in this market.

C.I. - You are a numbers guy. How do you use the numbers to manage the business and thrive?

JW - This goes back to the fundamental metrics we constructed to operate our business, offensively and defensively. There are many moving parts, where if there is not a dedicated focus, could be the biggest reason for negative outcomes. This was something we weren't doing pre-shutdown and we are now doing. It has made a world of difference. Our business has percentages dedicated to 'impact areas' that help us keep focus and balanced each month, aligning towards our company goals.

Lessons, Advice and the Future

C.I. - Please tell us about your involvement/learnings with REX.

JW - Eddie Tock reached out to me back in 2016, trying to get me to join REX. I was always too busy and stuff like that. I didn't know if I wanted to go and spend the kind of time and money required to be part of REX. As I look back, though, I really wish I would've done it back then! *I think it has been the best business decision I've ever made.*

I owe a lot to Eddie and my REX Group: *One More Shot (OMS)*. That's what we call it, and it is comprised of great people! They were the biggest factor of what really helped me piece together this template of what we now run and why we're here today. Along the way, there was a little bit from this group, a little bit from that group, a little bit

from another group, and it really helped us see through to build and make very hard decisions based on peer feedback.

Because of this, I'm a big fan of reaching out to different people, like CFOs and what not, on how they are running their business and to articulate that related to the financial aspect. That's really what's helping. Now that I have a more complete understanding of each cause and effect, I know we have to spend X amount of money to achieve Y result in any given scenario. I think it's a whole lot easier to run the business versus everybody doing their own little thing in it. *In terms of management, a little bit here and a little bit there equals a catastrophe.*

C.I. - How did things change during the pandemic? Further, how did the company structure create strength as you all dealt with COVID?

JW - COVID, as terrible as what it was, was the best thing that ever happened to us as an organization.

C.I. - *Wow. That's quite a statement.*

JW - COVID forced us to rethink things. It was scary talking about it because it was all about starting over. Eddie said, *"If you ever wanted to do something starting from scratch, now is the time to do it."*

C.I. - What are some of the key lessons you would like to share for up-and-coming future General Managers, Regional Managers, Presidents, CEOs, etc.?

JW - The first is setting your target or what many call a 'Big Hairy Audacious Goal' (BHAG). From there is setting your game plan and actions toward short- and long-term focuses so you don't get lost in all the 'ideas.' Back in 2020, after the shutdown, we made a commitment to get focused on this principle: *If something didn't help us towards our goal, we didn't do it.*

(See **Jared Williams** Page 15)



L to R - Sharon Backer, Greg Lawrence, Jared Williams, Andrew Ferguson and Ronni Prakoth





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...Jared Williams

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Then, reach out. That's the whole thing... This is not the recipe for Coca-Cola, right? This is about little things to fine-tune your business in order to build and perfect what you're doing. So, get into a group. Learn from each other. Pay more consistent attention to the numbers, and details will show. Trends will follow, then of course, people have to run it.

The amount of marketing that we're putting in and investing each month has really helped out. It has taken the load off our players inside the clubs, so we can get them to focus on executing the process with our guests' and members' daily experience.

C.I. - What gives you optimism now and heading forward?

JW - In the past, we have had our share of downs, bad decisions and doing a lot of things that lacked positive outcomes. Just like any business... But, we got the privilege of experience. That has ultimately shaped us into the organization we are today, and that is something I am very proud of.

I am proud because the pandemic forced us to change and make risky decisions that, ultimately, now looking back, has set us up to be in the best position we

have ever experienced, and that excites us for what's to come. At the time, they were very risky decisions, but we had no other choice. Ultimately, looking back, it was the scariest thing ever in my life. I know many clubs didn't survive, and we feel and have respect for their loss.

C.I. - How is 2022 looking compared to 2019, just before the pandemic hit? What is on the horizon for Dynamic Fitness in the next 3 to 5 years?

JW - We are on the go, and we aren't stopping! Currently, we are almost 30% higher with our member base than we were pre-pandemic, our attrition levels are the lowest ever and our culture shift towards focusing on our member experience and MXM ratings has made our customer satisfaction ratings soar compared to prior years.

Our club experience has become the salesperson. And, I've told these teams many times that we will finish and perfect our presentation and product through 2022 to lay the foundation of who we are and what we represent heading into the future. These clubs have come a long way, but we still have a way to go in how I want them to look and feel when someone steps through our doors.

Moving forward, we look forward to expanding over the large Houston area so more people can experience our *Dynamic Experience*. It will be an honor for this locally-owned, Houston-based company to serve more and more Houstonians right here in our hometown.



Thank you to **Jared Williams** for

his time and assistance with all aspects related to the creation of this cover story.

(Justin Cates is the Publisher of Club Insider. Having been born into a club business family in 1985, Justin grew up in the health and fitness club industry. He has lived and breathed this industry for 37 years, since his own day one, and he loves it dearly. Graduating from the Terry College of Business at The University of Georgia in 2007, Justin has run day-to-day operations of Club Insider for 14 years. Justin was elevated to Publisher of Club Insider on April 5, 2020. Justin's Dad, Norm Cates, continues to serve as Founder and Tribal Leader Since 1993. You can reach Justin by phone at 863-999-2677 or email at Justin@clubinsideronline.com.)

Make It Fun!

A Variety of Club Financing Options

By: Paul Bosley

This article illustrates the variety of financing products available in today's marketplace to provide financing options to launch a startup fitness business or to expand an existing business.

All financing options require the borrower(s) to contribute an equity injection, so they have "skin in the game." The equity injection cannot be borrowed funds, such as a home equity loan, unless the loan will be repaid from an unrelated source, such as a spousal earnings or investment income.

The typical sources of equity injection are savings, the sale of marketable securities, gifts from family members and/or the *Rollover as Business Start-up (ROBS)* plan established by the IRS. A ROBS plan is an arrangement in which prospective franchisees use their retirement funds to pay for their new business start-up costs in a tax-free transaction. The ROBS plan then uses the rollover assets to purchase the stock of the new C Corporation franchise business.

SBA 7(a) & 504 Loans (\$25,000 up to \$10,000,000)

The Small Business Association (SBA) offers a national loan program which can be used to finance any franchise approved by the SBA. Financing is available for non-franchise and franchise businesses. The advantage for financing a start-up franchise is that the lender can refer to the *Federal Disclosure Document (FDD)* to see the number of existing franchisees and success rate. Our company, *Business Finance Depot*, is currently a funding source option for *F45 Training*, *Fitness 1440*, *Athletic Republic*, *Workout Anytime* (See **Article on Page #3** and **Ad on Outside Back Page**), *The Camp Transformation Center* and *HOTWORX*.

All approved franchises are listed on the *SBA Franchise Registry*. The SBA offers a substantial loan guarantee, which reduces the lender's risk, making securing an approval more likely. SBA loans offer some of the lowest interest rates available and can be repaid over the longest term available today. The following information lists the six possible uses of SBA loans and some franchisors using these loans in an outline format:

1. Financing a Start-up Business:

- **Use of Funds** - The SBA 7(a) Loan will finance up to 90% of the total project costs, including equipment, organization costs, buildout, deposits, inventory, working capital and franchise fees.
- **Equity injection** - Ranges from 10% to

30% of the total project cost depending upon lender and the financial strength of the borrower.

- **Resume** - Illustrates industry experience, transferable skills and/or related education

2. Expanding an Existing Business:

- Same as listed above PLUS *Cashflow* below.
- **Cashflow** - An emphasis is placed on the profitability of the business based upon business's recent tax returns and interim financial statements.

3. Debt Consolidation:

- Same as listed above EXCEPT *Use of Funds* and *Qualification Rule* below.
- **Use of Funds** - The funds are used to refinance business debt including existing mortgages, equipment leases and loans. Credit card debt CANNOT be included.
- **Qualification Rule** - The resulting monthly payment must reduce the total monthly payments of all debt being consolidated by at least 10%.

4. Business Acquisition:

- Same as listed above PLUS *Business Valuation* below.
- **Business Valuation** - The *Letter of Intent* must be supported by a business valuation. The valuation is conducted by the SBA lender using the seller's tax returns and interim financial statements.

Common Criteria, Terms & Conditions for the four uses Above:

- **Collateral** required includes all business assets. For loans over \$350,000, additional collateral up to the loan dollar amount is required, which typically includes real estate owned by the principle(s).
- **Personal Credit** - A 700+ credit score is preferred.
- **Repayment Term** - 10-year loan term for home-based businesses and locations being rented from a landlord.
- **Prepayment** - No prepayment penalty.
- **Interest Rate** - Variable rate calculated by adding the prime rate as published in the *Wall Street Journal* (currently 3.25%) plus a risk premium capped by the SBA at 2.75% (currently 6% interest rate).
- **Closing Costs** - Approximately 3% of the loan amount added to the amount being financed. **Note:** *The SBA is waiving its loan guarantee fee for loans under \$350,000 until September 30, 2022!*
- **Timing** - 90 -120 days, varies with the bank workload and responsiveness of the borrower for home-based businesses and locations being rented from a landlord.

5. Working Capital:

- **Loan Amount** - The *SBA Express Loan* provides working capital up to \$150,000 for a home-based business and an existing business.

- **Collateral** - Business collateral only.

- **Restrictions** - This loan cannot be used for business acquisitions, purchasing real estate and for construction.

6. Real Estate Mortgages:

- **Loan Types** - The SBA 7(a) loan ranges up to \$5,000,000, and the SBA 504 loan ranges up to \$10,000,000.

- **Two-Step Loan Process** - SBA 504 loans are first approved by the lender and then approved by the regional *Community Development Corporation*.

- **Use of Funds** - The loan will finance up to 90% of the real estate purchase and the development costs.

- **Equity Injection** - Ranges from 10% to 20% of the purchase price depending upon lender and the financial strength of the borrower.

- **Qualification Rule** - The business must occupy at least 51% of the useable space, which provides an opportunity to lease up to 49% of the useable space.

- **Terms and Conditions** - Same as above with the following exceptions:

- **Repayment Term** - Up to 25 years. Fully amortized loan repayment with no balloon payment.

- **Prepayment** - Prepayment penalties range from 1 - 4% over the initial 3 - 4 years of the note.

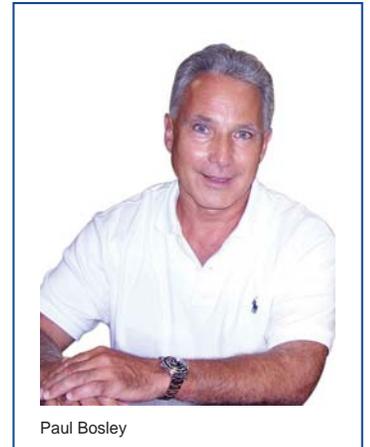
- **Interest rate** - Variable rate calculated by adding the prime rate as published in the *Wall Street Journal* (currently 3.25%) plus a risk premium capped by the SBA at 2.75% (currently 6% interest rate). **Note:** *SBA 504 loans typically have lower interest rates than SBA 7(a) loans.*

Equipment Financing (\$5,000 up to \$1,000,000)

One of the main benefits of equipment leasing is that these transactions are completed much faster than SBA loans. There are two product options: *Equipment Leases* and *Equipment Finance Agreements*. The lender owns the equipment when an equipment lease is used. The borrower owns the equipment when an equipment finance agreement is used.

- **Use of Funds** - Any equipment needed to operate the business, which can include signage, point of sale systems, furniture, vehicles and tools.

- **Interest Rates** - Fixed rates vary by the borrower's financial strength, time in business and industry experience.



Paul Bosley

- **Collateral** - The equipment package being financed.

- **Equity Injection** - The down payment or security deposit ranges from one lease payment up to 20% of the dollar amount being financed depending upon the useful life of the collateral.

- **Repayment Term** - Ranges from 3 to 7 years.

- **End of Term** - Once the equipment lease is paid, the ownership of the equipment is transferred to the company leasing the equipment.

Unsecured Personal Loans (\$25,000 up to \$250,000)

Unsecured personal loans are used to provide working capital and combined with an equipment lease or for clients not interested in or eligible for SBA loans. One of the main benefits of personal loans is these transactions are completed much faster than SBA and USDA loans.

- **Use of Funds** - The funds are unrestricted and can be used for any purpose.

- **Repayment Term** - 5 - 7 years.

- **Interest Rates** - Fixed rates varying from 6% - 10% depending on the borrower's credit score and annual income.

(Paul Bosley is the Managing Member of Healthclubexperts.com dba Business Finance Depot. Bosley is known for his expertise in financing franchises and has partnered with several national brands to assist new franchisees acquire the capital needed to launch their new businesses and to expand their current business. Paul has been a volunteer counselor for SCORE, a division of the SBA, for over a decade where he learned the value of SBA loans for funding new and existing businesses. Paul is a regular speaker and writer for many industry conferences and online magazines. Paul can be reached at paul@businessfinancedepot.com.)

Revenue-Based Gym Financing

By: **Jim Thomas**

You might have heard people talk about revenue-based gym financing as “royalty-based financing.” Put simply, revenue-based gym financing is a loan with repayment terms based on your revenue. You don’t need to put down any collateral, and you won’t have to worry about your debt-to-income ratio.

Just because you’ve just started your gym business doesn’t mean you have to stay small. There are exciting yet practical financing options out there for you, and one of these is revenue-based gym financing. With these loans, you only make payments when you bring in revenue. Let’s discuss what’s involved in qualifying for a small gym business loan and how these financing options work.

What is Revenue-Based Gym Financing?

Perhaps you’ve guessed what revenue-based gym financing is based on the name. Instead of needing collateral (in other words, assets) to secure a loan, your gym business revenue is the basis of your financing.

In other words, you agree to pay the lender a set percentage of your revenue over a specific term, until your loan is paid off. When looking at revenue-based gym financing, find out the rates of prospective lenders. The largest amount you will usually have to pay is between three and five times how much you borrowed.

You will know the exact percentage rate you will pay when entering the loan agreement. As well as a percentage of your revenue, you must pay a set multiplication of the loan amount.

Why Revenue-Based Gym Financing Is Important

Revenue-based gym financing gives options to businesses that may not qualify for other kinds of loans. Alternatively, businesses may qualify for traditional loans, but the repayment burden may jeopardize their wellbeing.

Many gym businesses seek revenue-based gym financing for growing their business through activities such as expanding the team, improving marketing/sales and developing new products.

How Does Revenue-Based Gym Financing Work?

Revenue-based financing is a fantastic tool for gym businesses with fluctuating revenue. You don’t have to worry that your monthly payment will be too much, as it will change with your revenue. When your business grows and you get

higher revenue, you will make larger payments. Payments will always be in line with the rate you agreed on in the revenue-based financing agreement.

Its flexibility is the most attractive feature of revenue-based gym financing. Starting a new gym business brings a lot of uncertainty, and there are plenty of ups and downs. With other kinds of loans, you have trouble on your hands if you can’t make a payment. However, if you choose the revenue-based financing work, you only pay a proportion of the money you bring in.

Pros

Like every other financing option, revenue-based gym financing has both pros and cons. Let’s begin with the many advantages:

- 1. Flexibility** - You’ll never be faced with overwhelming or unaffordable payments if you go with revenue-based gym financing.
- 2. Focus on Growth** - With revenue-based gym financing, you’re encouraged towards growth. However, you won’t end up with the toxic pressure that sometimes comes with traditional loans. With a revenue-based loan, you will only pay if you have the revenue.
- 3. No Collateral Needed** - You won’t need to offer any collateral to get a revenue-based gym financing loan. This lends better peace of mind for many gym business owners.
- 4. Keep All Ownership** - You always retain full ownership of your gym business and its assets throughout the revenue-based financing process.
- 5. More Affordable Than Equity Funding** - Maybe you’ve thought about looking for equity funding, such as funding from angel investors or venture capital funding. While the large amounts of money available on this route seem transformative, you will have to pay 10 - 20 times what you borrowed. This kind of burden is enough to bring down a gym business.

Cons

Like any other kind of loan, revenue-based gym financing does have some disadvantages. Let’s take a look at them:

- 1. You Need Revenue** - This sounds like common sense, but it’s an obstacle for new startups that haven’t yet started bringing in revenue.
- 2. You Must Make Monthly Payments** - Having to make monthly payments is a

problem if you don’t yet have any revenue.

3. Less Money Available - You won’t get the kind of loan sizes from revenue-based gym financing that you may be able to from venture capital.

The Best Revenue-Based Gym Financing Model for Startups

Start-ups sometimes combine revenue-based gym financing for startups with other kinds of financing to help reduce risk. While revenue-based gym financing lenders look for existing revenue, you may not need to be profitable.

If you have a start-up, look for revenue-based gym financing that fits your business. In other words, if you have limited revenue, look for a revenue-based gym financing model that will accommodate your current business reality.

Regarding revenue-based gym financing, information on interest rates is generally contained in the repayment caps. These caps tend to range between 1.35X and 3X. To find out what the total debt will be, you simply multiply the financing amount (also known as the principal debt) by the agreement’s repayment cap.

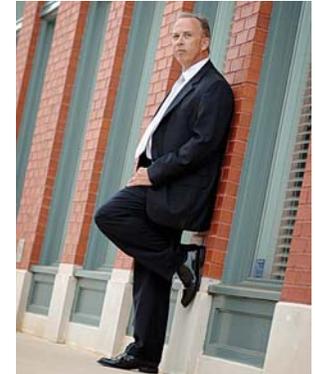
How to Prepare for the Loan Application

Here’s a quick guide on how to qualify for a gym business loan.

Get all the necessary documentation ready for when you apply for any loan. Of course, your gym business revenue is the most crucial factor with a revenue-based loan. But, you must document and prove this, and there are other kinds of documents you will probably need to produce, as well.

When you apply for your revenue-based gym financing loan, have all your business information on hand. Of course, lenders will require your revenue data when deciding on your loan application. Some of these may include:

- Business balance sheet;
- Articles of Incorporation, if applicable;
- Business bank statements;
- Personal bank statements;
- Income statements;
- Personal identification;



Jim Thomas

- Business tax returns;
- Personal tax returns;
- Commercial leases, if applicable.

Final Thoughts

There’s no doubt about it; revenue-based gym financing is an exciting option for many gym businesses, especially small gym businesses with established revenue. But, remember, you need professional advice and guidance when making financing and loan decisions. That is where Business Financing Advisors come in with their expertise and experience. The best loan providers offer advice and information free of charge.

(An Outsourced CEO and expert witness, Jim Thomas is the Founder and President of Fitness Management USA Inc., a management consulting, turnaround and brokerage firm specializing in the gym and sports industry. With more than 25 years of experience owning, operating and managing clubs of all sizes, Thomas lectures and delivers seminars, webinars and workshops across the globe on the practical skills required to successfully overcome obscurity, improve sales, build teamwork and market fitness programs and products. In addition, his company will buy gym equipment from gyms liquidating or closing, provide financing or advance funds on receivables. Visit his websites at www.fmconsulting.net or www.youtube.com/gymconsultant.)

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Onboarding to Improve Staff Retention and Performance

By: **Karen Woodard-Chavez**

For many businesses, the past 25 months have been similar to a roller coaster ride... steep, arduous climbs followed by jaw-dropping plunges with turns that jerk you from side to side and make you feel like everything will go off the rails in the next moment. Sound familiar?

The dramatic and unexpected changes experienced by many businesses with regards to staff have resulted in lost revenue, minimized hours of operation, staff burnout and some business closures. No doubt, the employee and employer relationship has changed. Some refer to it as the *Turnover Tsunami* or *The Great Resignation*. I often think of it as **The Great Realization**. What did employees have a realization about? Consider the following elements as just a few reasons why employees left their jobs:

- Safety;
- Purpose;
- Compassion fatigue;
- Pay;
- Benefits;
- Opportunity;
- Work Life Balance;
- Quality of Work Environment;
- Cost of Child-Care;
- Poaching;

The former employment landscape was one where the employer held all the power, and the current landscape is where the employee holds more power.

For employers, that is a very disconcerting reality; however, it does not have to be that way. If employers are willing to meet the moment, the balance of power will become more equal. A few questions to answer in getting to the restoration:

- How many of you are responsible for the onboarding process at your company?
- How many of you have increased compensation packages in the past 18 months at your company?
- How many have increased benefits packages?
- How many have had strategic company culture changes?
- Do you have a consistent staff recognition program?

These are some of the discussion points that will help you meet the moment. More on this later as the main thrust of this article is how you can achieve employee retention and improved performance through an *Improved Onboarding Process*. To that point, I have three goals in mind for you with this article:

1. For you to be able to hire people who are a good fit for your organization and will stay because it is mutually beneficial.
2. Understand the difference between orientation and onboarding.
3. Provide tools to enhance your onboarding, which will serve Goal #1.

Why? Because, according to the *Clear Company*, whose focus is talent

management, *“Onboarding programs have been shown to increase employee retention by 25% and improve employee performance by 11%.”* Who would not want double digit improvements in retention and performance improvement!?

Before we get to the goodies about onboarding, there is something that must be addressed, and that is: *What if your workplace was a better place for all employees?* With that in mind, please answer the following questions in the exercise below:

There are three workplace cultures I would like for you to consider: **past, present and aspirational.**

Past: This was your culture prior to the pandemic:

- What are the elements that worked and would be beneficial to keep?
- What are the elements that would be beneficial to let go?

Present: This is your current culture. No doubt you have made some changes in your business to make it this far:

- What changes have been made over the past 25 months that have made your organization better/stronger and you want to keep?

Aspirational: This is the best workplace culture you can create to attract and keep the best talent:

- What do you want your organization to be in the future?
- Describe the workplace qualities your organization will become.

As you answer these questions and look at implementation, utilize the collective genius in your workplace:

1. Collaborate with staff at all levels; ask them the previous questions about the three cultures.
2. Create an interactive *Culture Improvement Board* in your company to move you toward the Aspirational culture.
3. Set mastery dates.
4. Provide updates and dissention opportunities for all staff.
5. Review regularly with *Culture Check-Ups*.

Once you have your workplace culture on the right track, it becomes much easier to find the right match with staff who want to become part of that culture and stay because it is mutually beneficial. If your culture is not working for you, it is working against you, and no matter how strong your *Onboarding Program* is, it will not work if people do not identify and support the culture.



Karen Woodard-Chavez

Onboarding and Orientation

Onboarding: The system or process that employers use to *ensure their new employees gain the knowledge and skills they need to effectively contribute to their organization*. This is important stuff... gaining knowledge and skills to effectively contribute the organization.

Orientation: The process of making someone a new employee, introducing new hires to their jobs, co-workers, responsibilities and workplace. Employee orientation answers any questions or concerns a new colleague may have, makes them aware of company policies and expectations and eases them comfortably into their new positions.

What I see with most organizations is they lean more toward the Orientation versus the combined properties of the Onboarding *and* Orientation. The Onboarding Program includes preparing the new hire before starting their first day, training a new hire for any tools used, a thorough building orientation, meeting and connecting with team, training for skill excellence/outcome achievement and evaluation of the onboarding experience by the new employee. Another way I describe this to my clients is: **The 5 Cs**, the goals that are critical to the foundation and socialization of your new hire throughout the Onboarding Process:

- Compliance** - Teaching new hires the basics, rules and regulations;
- Clarification** - Ensuring that your new hires understand the expectations of their job;
- Competence** - Ensuring your new hire has the skills to excel and achieve daily outcomes;
- Culture** - Providing a sense of the company culture norms; and
- Connection** - Relationships that new hires must form with others.

(See *Karen Woodard-Chavez Page 19*)

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...Karen Woodard-Chavez

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If you build your Onboarding Process around the 5 Cs, you will have a complete program. And, it is critical to remember that the Onboarding Process is not an event; it is a process that begins with recruitment or during your hiring process. When you are in your very first interview, it is critical that you:

1. Understand what the candidate already knows about your culture.
2. Understand the candidates needs and goals.
3. Base questions on your organization's core values.
4. Be able to articulate what makes the experience of being employed with your organization unique and beneficial to them. Ensure that they experience that in the first interview.
5. Invite the candidate back for successive interviews when appropriate.

Once an offer is made and accepted, you then provide the new employee with the following *BEFORE* they begin their first day of Onboarding/ Training onsite:

1. Welcome Packet;
2. Paperwork, Employee Handbook;
3. Culture Video;
4. Company Directory;
5. Learning Plan;
6. Assign a Mentor; and
7. Fun Questionnaire.

Once they start their first day, implement the following:

Welcome letter and messages on the first day: Starting a new job can be nerve-racking. Making the new hire feel as welcome as possible is the responsibility of the employer. A welcome letter should include warmth, enthusiasm and an introduction to the expectations.

Send out communication to the entire organization welcoming the new hire to the company: Ask the new hire to answer a few fun questions about themselves to make the greeting more personable.

First day information and tasks: Give new employees all the information you can regarding their first day at their new job. Starting a new job can be nerve-racking in and of itself, so it's super helpful to aim at eliminating as much of the "unknown" about their new environment as you can. This can include information like when to arrive, an agenda of their first day (what they will be doing, who they will be meeting with and why), what to wear, how lunch works, etc.

Create and prepare business cards (when applicable): Having business cards ready for your new employee will

help make them feel prepared to represent themselves outside of the workplace and add some excitement. It also makes their new role feel more official.

Have a designated workspace with the new hire's name on the desk (when applicable): This is like setting the table before your guests arrive. It lets the new hire know that you have been expecting them and that you are prepared for their arrival. It helps them to identify where they will sit and also gives a hint to other employees that there is a newbie in town and that's where they will be sitting.

Details about department and job responsibilities: This would include things like organizational charts, a copy of their job description and a departmental playbook (basically any information surrounding how their department operates, who they work with, its process/procedures, who is in the department and how they all work together toward common goals, as well as who to go to for what).

Building Tour: Show the new hire every nook and cranny of the building, where to access water shut offs, power sources, etc. There will come a time when that new hire may be the only person in the building for an opening or a closing shift, and knowing where critical shut offs are during an emergency is critical. All employees need to know this information.

First day team lunch: A great team bonding experience to break the ice with newcomers on the first day. It's beneficial for both parties, as it gets them out of the office to interact on a different plane. This gives them the opportunity to learn a little bit about each other and start making bonds with each other.

Establish the source of truth: New hires may find themselves overwhelmed by well-intentioned advice. This desire to help someone else is one of humankind's most laudable traits, but because of its personal nature, that help can sometimes actually be a hindrance. Therefore, it's immensely helpful to establish one place as the single source of truth. Your corporate intranet is the most appropriate channel to use for this. Whatever you use, make sure this is the place to go for official paperwork, employee benefits, staff contact lists, organizational policy changes, location of key amenities, etc.

Speak the way staff want to listen: Every new hire brings with him preferences and expectations from his personal life. Near the top of this list will be communication styles and formats. Short snippets of highly-visual information, delivered in interactive channels, are favored, particularly for younger staff. Consider this "consumer-grade" when crafting your Onboarding Program. Review the language you use: Is it too officious or dry? Does it make the company feel cold or standoffish? Onboarding is an opportunity to engage soon to be and new hires via media-rich content, quizzes, information about the business, their team, etc. Participant experience is a key market differentiator and a key pillar of a companies' employment brand.

Connection to Organization's Big Picture Strategy, Vision and Core Values: Employees who don't understand the roles they play in company success are more likely to become disengaged. No matter what level the employee is at, he should be able to articulate exactly how his efforts feed into the broader company strategy. Invest time in each and every

employee knowing what the bigger picture goals are for the organization and how they help achieve them.

Specific Skills Training for Success: The specific skills training is relative to position, and the duration may be 3 - 30 days. Remember, skills training is part of the Onboarding Process. To create your skills training program, review the job description and train on all points. This is designed to create clarity and competency in all expectations of daily accomplishments/outcomes. When it comes to who does the training, have your exemplar employee or HR person train the new hire, and at all costs avoid having whoever is on duty do the training, as they may not be the best person to create a platform for success for your new hire. Always, always, always implement testing for each and every segment.

■ ■ ■

In closing, review your current Onboarding Program and take the elements from this article that will enhance the chance for double digit retention and performance. As an employer or manager, you can meet the moment in creating a better workplace for all employees. In doing so, you create a stronger and more sustainable future for your business.

(Karen is President of Premium Performance Training in Boulder, Colorado and San Jose del Cabo Mexico. She has owned and operated clubs since 1985 and now consults with and trains club staff throughout the world. She provides her services on-site, online, by phone and through her books and manuals. She can be reached at 303-417-0653 or karen@karenwoodard.com.)

Conversation:

Common Courtesy? Or, New Non-Talkative Norm?

By: Jeffrey Pinkerton

Here is an interesting experiment you should try: Walk into a business (a grocery store, a big box store, auto parts store, etc.) and don't say anything to anyone unless someone first says something to you. If someone talks to you, the experiment is over. Shockingly, it is pretty easy to make it through the grocery store without saying a word. You find what you need, use the self-checkout, bag your own items, swipe your card and head out the door. Is this a good thing?

Is it the ultimate in efficiency? Or, the quickest way to make everything all and only about price? Without any human interaction, the grocery store is no more than a place that stockpiles food, produce and consumable goods.

The art of conversation and human connection doesn't have to be lost, and in fact, it's a simple common courtesy checklist. Let me put on my Dad hat for a moment, for a quick conversation about... conversation.

If you know me, you might be surprised to learn that three of my four children are rather introverted. When they were in middle school, their hesitancy to talk to adults, our friends, their friends' parents, restaurant servers, coaches and fellow students became more and more obvious. And, as a salesperson who has made his livelihood talking, I made it one of my fatherly duties to train my children to talk and show the common courtesy of being a good conversationalist... a courtesy that is now sadly becoming uncommon.

My wife and I had seen the issue



Jeffrey Pinkerton

(See Jeffrey Pinkerton Page 22)

...Workout Anytime

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by everyone at the conference. This could not have been accomplished without the Team effort of the entire WOA Franchise Support Center.

Her core conference team of **Tonya Cole**, Franchise Operations Coordinator; **Sofia Aguirre**, Franchise Operations Assistant/International Liaison; **Catherine Cooper**, Coordinator of Special Projects; and **Sarah Troutman**, Director of Social Media/Digital Marketing, worked tirelessly alongside Wanda in all aspects of the planning and implementation of this fabulous event! The Franchise Support Center Team set out to deliver a conference that provides education, purpose, award recognition and many memories to cherish by those attending the conference.

Given the overall response from attendees, sponsor partners and special invited guests, this was successfully accomplished and one that provided excitement and focus on success of the brand and will be remembered throughout the year. WOA captured an audience of over 335 at this year's conference, being the biggest to date.

The experienced team of *Fitness Professionals* included **Dennis Holcom**, SVP Field Support and his Field Support Team of **Jody Womble**, **Teddy Braden**, **Tara Moore** and **Kevin Tyler**; **Greg Maurer**, VP of Education; **Brandon Daniels** and **Crystal Decheine**, Directors of Profitable Personal Training, and **Sarah Troutman**, Director of Social Media/Digital Marketing, provided the valuable learning educational tools to take back and implement in their clubs for success. They pulled in seasoned fitness staff of **Jennifer Young**, AD Field Support for NC/SC, and **Keith Duggin**, Regional Manager of WOA Hendersonville and WOA Gallatin to contribute to several areas of their expertise.

From the view of the dramatic entrance, which was designed by **Michael Higgins** and **George Farkas** of *Design Coup*, WOA's first-class design and production team, to the ultimate displays of Bond-themed movie posters, designed by **Dan Mastrototaro**, Marketing Associate, to the signage designs by **Alyson Jones**, Marketing Associate, they believe the theme created excitement throughout the event! Design Coup and their entire team ensured that the production of this event was managed flawlessly.

The theme was brilliantly delivered starting with registration promo bags, including custom playing cards and dice to go along with the *Friday Casino Royale Night Event*. The casino event was provided by **Monte Carlo Productions** and

delivered much entertainment as well as excitement at the end of the night when the attendees could enter a raffle for a large number of prizes that were donated by *Sponsor Partners*. The raffle was run by **Jody Womble**, Field Support Manager, who often becomes MC for WOA events. The Bond themed promo bags were provided by **Jeff Braun/Matt Wyrick** of *Awards, Inc.* and **Ron and Regan Redner** of *Render Ad*. The amazingly beautiful décor was designed by **Angelica Amaya-Boyd** of *Utopian Events*. Angelica never disappoints in her delivery of what her clients envision. The entire event was all captured by the long-time partnership with **Jim and Tammy Lyle** of *Lyle Photography*. They capture so many conference moments that excite the entire group even more when the photos are released to attendees. The beautiful awards have been provided by **Trish Boutelle** and **Lisa Philips** of *The Award Shop* for many years now. This team of professionals that WOA has partnered with provide quality and ensure the success of WOA events.

The Agenda

Thursday was the beginning and a busy day of registration organized and ready for welcoming *Sponsor Partners*, *Franchise Partners* and their select staff who were invited to attend. **Susan Newman**, "John Q's girl" and **Robin Strickland**, sister of Steve, stepped in to assist with registration, making it a true family affair.

For years, Workout Anytime (WOA) has created a *Partner Expo* giving the Sponsor Partners ample opportunity to interact with *Franchise Partners*. **Bob Whittier**, Construction Project Coordinator, and **John Carsillo**, VP of Sales for *Commercial Fitness Products/Workout Anytime*, provided assistance to Sponsor Partners in setting up and preparing for the event. WOA values their Sponsor Partners and created a special *Sponsor Appreciation Ceremony* for them to mix and mingle with all Franchise Partners and staff and receive an appreciation plaque during the night. There was a team-building activity that *Design Coup*, **Michael Higgins' son**, **Kemper Higgins**, orchestrated to solve the puzzle of Goldfinger, which presented **John Quattrocchi** on stage with a gold Theragun.

Greg Maurer, VP of Education, developed and ran a *Sales Workshop* along with the *Field Support Team* and *PPT Directors*, which proved to be a huge successful beginning to the entire conference.

Friday morning was a *Welcome Message to Remember* from John Q's delivery of a powerful message and video

from **General Patton** to the inspirational message delivered by **Steve Strickland**. An inaugural *Inspiration Award* was presented to **Matt Sechrist**, who is a successful Personal Trainer at WOA Green Cove and has an amazing spirit about him that makes a difference in people's lives. He came to the stage in his wheelchair, accompanied by his girlfriend to receive the award and took a moment to share the impact that WOA and Franchise Partners, **Carl and Robin Boothby**, have had on him since joining their franchise. The presentation, along with the introduction of Workout Anytime's new slogan of, *Fitness That Fits Every Body*, was received by all in a positive way.

As he did the first day, Greg Maurer delivered a presentation, this time on *Leadership*, that got everyone fired up and putting attention to focus on leadership in all aspects of daily life. **Mike Escobedo**, Chief Customer Officer of *ABC Fitness Solutions* (Diamond Sponsor) introduced the *ABC Ignite Suite of software* to the WOA in a way that got the excitement stirring to those listening in the belief that bringing this together and partnering with them will be valuable in the cohesiveness of systems. The afternoon was filled with breakout sessions for each of the ABC Ignite platforms, having the ABC Ignite experts introduce and answer questions about these platforms and explain the delivery of each to the WOA network. **Anna Welsh**, VP of Client Success, organized the successful breakouts including **Lisa Foreman**, **Alicia Evans**, **Juan Alvarado** and **Kyle Childers**.

Dan Duran of *ISSA*, along with **Brandon Daniels**, Director of *PPT*, presented a very insightful view of, *It's Not What You Say but How You Say It*, creating much thought into the gifts and uniqueness each of us portrays to all.

The *Mazdi Marketing Team* of **Mario Zuluaga**, **Diana Velez** and **Sebastian Gonzalez** presented the new marketing plan and marketing asset portal named *Brand Central*. This is an exciting introduction to the new direction of marketing for the WOA network of clubs.

Saturday, several select Franchise Partners participated in a workshop series on delivering proven successful methods within their clubs to share with the WOA Network.

The *Franchisees of the Year*, **Jerry Pugh**, Franchise Partner, and **EJ Williams**, COO, along with their team of **Scott Corless**, VP of Sales and Operations; **Israel Allen**, Regional Director of Fitness; **Jessica Keen**; Director of Marketing, delivered a window into their success as a multi-club owner explaining the enterprise that they have built for success and

continued growth within the brand.

Carl Boothby, Jacksonville multi-club owner, along with **John Waskow**, multi-club owner in Texas, and **Mike King**, multi-club owner in North Carolina and Florida, all participated in sharing their experiences with various workshop topics, which will help other franchise partners and staff elevate these areas within their club environment.

Blair McHaney, long-time fitness professional was gracious to deliver a valuable message to the group on *Member Experience*, which proceeded with a workshop series topic on the software of *MXM* introduced by his associate, **Jenny Hymer**, to our group. "There is powerful impact gained from knowing what member experience is taking place in our clubs."

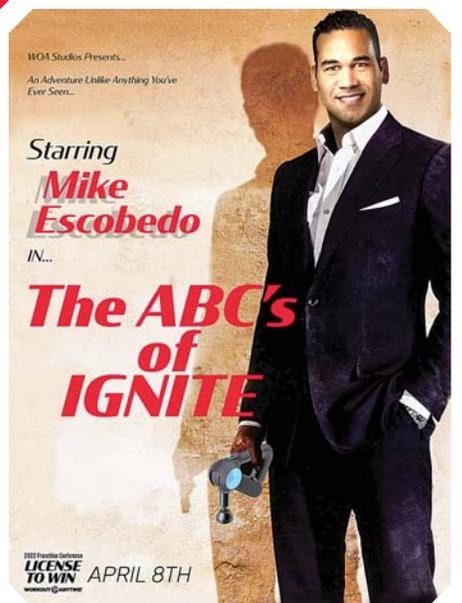
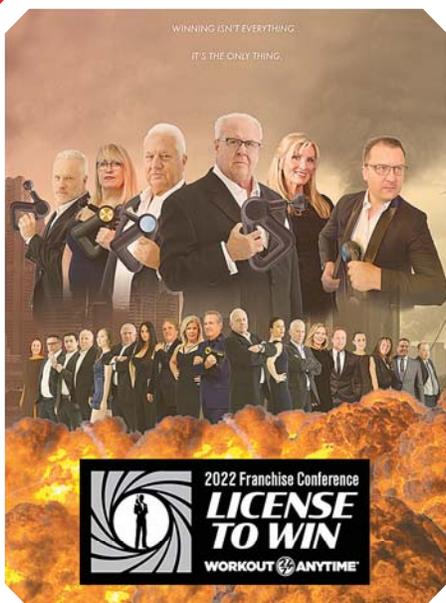
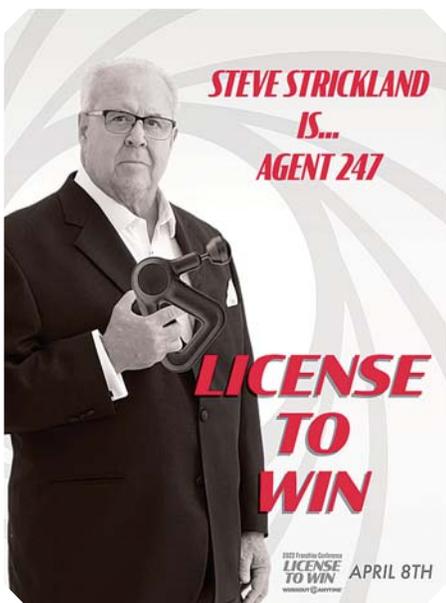
Jamie Renell, a friend and actor known for his parts in *Pitch Perfect*, *Jumanji* and others started *Saturday's Diamonds are Forever Evening Gala* by entertaining the audience with an *Austin Powers* get-up. He has been a well-known face of WOA Award Ceremonies for years, and WOA is thankful for his professional yet entertaining method to deliver the *Workout Anytime Award Ceremony*.

The Awards are a very important part of our yearly franchise conferences. WOA's Executive Team knows the importance of recognition among the team and the entire Workout Anytime network. They take the selection of various awards seriously, and those who have earned awards from their performance are celebrated! It is a glorious moment to see the excitement of each award winner come to the stage to accept their award. This year, in addition to the overall celebration, it was announced that **Michael Anderson** is now serving as the *Chief Financial Officer* of WOA.

The magic of the *Saturday Diamonds Are Forever Evening Gala* event was the entertainment provided by **Dana and Sharon Kamide**, along with their saxophone player, **Greg Seel**. This ended the *2022 License to Win Franchise Conference* with a dance floor full of conference attendees having fun and enjoying comradery and unity that WOA strives to achieve for the brand.

The Mission: To provide a friendly, convenient, life-changing journey with passion. And, **The Vision:** To reshape the fitness community where every body aspires to be the best they can be was accomplished during the *2022 License to Win Franchise Conference*.

See the **Workout Anytime Ad** on the **Outside Back Page**.



...Jeffrey Pinkerton

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coming. Our two boys, in particular, had trouble ordering food at restaurants. When approached and asked the simple question of what they wanted to eat, they would look down, lower their voices, slouch their shoulders and mumble their order. Oddly, these were the same boys who were often told to go play outside with their friends because they were so loud. They were not necessarily shy; they just weren't prepared to confidently talk to people outside of their friend group.

I thought this was an isolated food-ordering problem until one Saturday night. We were at the movie theater and a group of girls approached my oldest son. "Hiiiiiiiiiii Wilton!" we heard as the group approached. As the girls talked with Wilton, asking what movie we were going to see, what time, is this your family, ok-see-you-at-school-on-Monday, Wilton's all-too familiar shoulder slouching, volume declining and eye drooping was repeating itself. This promptly led to an impromptu coaching session of the four simple things you need to do when talking with people.

As it turns out, the advice I gave

Wilton is universal for talking with friends, greeting guests at a business, interacting with people on social media (with a few digital modifications), and yes, for 13-year-old introverted boys to talk with 13-year-old extroverted girls. It's four simple things, life skills actually, that not only show common courtesy, but importantly, build connected conversations.

1. Make eye contact;
2. Use people's names;
3. Ask questions (about them);
4. Invite them to see you again;

Yes, making eye contact can be hard, but it takes practice (and in today's world, it takes putting your phone away). Using, learning and remembering people's names can be a challenge, but it shows that you are engaged and involved in the conversation or friendship. Asking questions makes it less about you and more about them. What movie are you going to see? What can we help you find today? What was your favorite part about today's workout? And, the fourth varies on the context of the interaction. It is the next step. It is the invitation to continue the conversation, extend the business

relationship and let people know they are appreciated. See you at school on Monday! Thank you for your business; see you next time. We hope you had a great workout; will we see you again on Thursday?

Is conversation a common courtesy at your facility? Or, do you have members who walk into your club and do their work out and leave with zero interaction? No personal connection? No communication with your staff? *Those disconnected "machine members" have as much loyalty to you as you have to the self-checkout machine at the grocery store.*

As our friends at IHRSA said years ago: "Machine members are by definition, high-risk members. They belong as it were in every club's 'intensive care.' The loyalty of such members is paper-thin. For them, their club is no more than a place that stockpiles exercise machines." - IHRSA

Guide to Membership Retention (2007)

If you are interested in building a culture of connection at your club by expanding and elevating your group fitness experience, we'd love to talk. Not email. Not send you some information to review by yourself. *Talk.* Even better, if you are going to be at IHRSA 2022, let's meet in person. Old school. We'll be engaged and ready to learn more about your facility (our eye contact will prove it). We'll use your name (your name tag will help, of course). We'll ask questions (about you and your business). And, we'll map out some solid next steps (inviting *ourselves* to see you again).

(Jeffrey Pinkerton is the Business Development Manager for MOSSA. Jeffrey can be reached by phone at 770-989-4737 or email at jeffreypinkerton@mossa.net.)

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