

Norm Cates'

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CELEBRATING 27 YEARS OF TRUST

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The Club Insider Advertising Team *Open For Business and Ready to Assist Yours!*

By: **Justin Cates**

In March of this year, the *COVID-19 Pandemic*, the *Coronavirus Crisis*, reached the United States of America, and it changed all of our lives. Our booming economy shut down almost overnight. Our sense of freedom was restricted. Our future became uncertain.

A few months have now gone by, and the task of reopening is upon us. Life will not be normal for a long time, but we are now playing the hand we have been dealt as best we can. We are innovative and resilient. We will win as best we can until we can win absolutely once a vaccine has been found and distributed worldwide.

Through these tough times, *Club*

Insider has tried to do its part with our coverage of the pandemic. For the first time in our history, we dedicated not just one but two complete editions to one topic: *COVID-19* and how it is affecting the health and fitness club industry.

Within that first special edition, we covered the closing and what clubs planned to do to survive during that time. Our second special edition began coverage of the re-opening and what clubs expected and planned to do to re-open. Next month, we will feature an article presenting early results and lessons learned from those who have re-opened and are willing to share their results.

Like the clubs of this industry, since March, at *Club Insider*, we have also done

what we needed to do to survive. We have kept the press running and the website humming in order to bring this crucially important information to you. And, there is only one reason why we have survived this pandemic so far: **The Club Insider Advertising Team.**

So, this month, we seek to thank them for this. We hope you will bear with us as we introduce each of our Advertising Team Members to you, and we hope you will consider them for the needs of your health and fitness club business. As you approach the process of re-opening or have already re-opened, know that these companies are **OPEN FOR BUSINESS** and **READY TO ASSIST YOURS.**

(See *Advertising Team* Page 10)



Justin Cates

Club Insider's COVID-19 Resource Center

CLERMONT, FL - Over the course of the past few months, we have all been gripped by the *COVID-19 Pandemic*, the *Coronavirus Crisis*. It has brought the economy to a standstill, and within the health and fitness club industry, almost all facilities have temporarily closed. Some will never open again.

Throughout this event, which will never be forgotten, *Club Insider* has worked to bring key information to all of our readers. For the first time in *Club Insider* history, that information was aggregated in two fully dedicated back-to-back print editions.

Across those two editions, a two-part cover story reported on the closing and the re-opening of health and fitness clubs across the United States. *Club Insider's*

Contributing Author Team provided an article set that checked all the boxes of how to survive and how best to re-open so your health and fitness club business can thrive following this crisis.

In case any of these important articles were missed, *Club Insider* has now created a *COVID-19 Resource Center* to provide free access to everything that has been published during this time. In addition to resources presented in print, *Club Insider* also presented a lot of content online. All of that is included in *Club Insider's COVID-19 Resource Center.*

For free access, please go to www.clubinsideronline.com/covid-19.

We wish you the best as you re-open.



Inside the Insider: Edition #318

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- Workplace Sexual Harassment and Increased Training Requirements - **By:** Paul R. Bedard, Esquire
- The Next Step Is the Hardest Step - **By:** Thomas Plummer
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- Financing Methods for Health and Fitness Clubs - **By:** Paul Bosley
- ClubIntel Announces Publication of New Health/Fitness Facility Industry Study
- What Do You Need to Do As a Gym Owner? - **By:** Jim Thomas
- 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 **318th** monthly edition of **Club Insider**.

■ **Is America a great country, or what?!** Yes, I know... I'm only guessing, but right about now, there are some of you sitting out there reading this and saying to yourself something like, "WOW! Has Norm gone back to the sauce?" Ha Ha! No, folks, I have NOT! And, the absolute truth is I've not had a single drop of alcohol, beer or wine to drink since **November 26, 2000**, and I'm rapidly approaching my **20th Anniversary of zero firewater!** My liver and I celebrate every day! Thinking back on it... this was a very good and the correct decision for me personally, as well as for my family, and I are very glad I did it. And, I'm more than happy that I've stuck to it. *But, I digress...*

Back to my original thought, when I look at the world we're all living in and sharing now, I can only speculate about how tough it is out there for all of you who own and operate one or more clubs. **God Bless You All** as you deal with the bizarre

world in which we are living. Not only are you having to fight COVID-19 and dealing with all the problems this awful pandemic is bringing your way, many of you are in cities where protests have been going on for multiple weeks in the wake of the sad and public murder of **GEORGE FLOYD** by former **Minneapolis Policeman, DEREK CHAUVIN**. I don't think our wonderful United States of America will EVER be the same after this combination of disasters, but I know this country will grow and change in positive ways because of it. That is why, this month, I say, "Is America a great country, or what!?"

■ As you all probably know by now, **JUSTIN CATES** is my terrific Son and Partner in **Club Insider**. Justin has worked for **Club Insider** since high school, and over the years, he's done every aspect of every job within this company. To say that Justin does truly excellent work every month would be a significant understatement. **Club Insider**, and our great industry, could not be more blessed. When my eye problems struck me on March 2nd, Justin took over the **Club**

Insider operation entirely as its **Publisher**, and he's done a truly magnificent job on each of our last three monthly editions. So, I want to say **THANK YOU** and heap a **TON of PRAISE on JUSTIN CATES. YAHOO, Ya'!!! WAY TO GO, JUSTIN CATES! You 'Da Man!**

■ As you've most likely noticed, the company logos of the **Club Insider Advertising Team** are on our cover this month. The purpose of this **Norm's Note** is to express our very sincere **Thanks and Appreciation to all of our Advertisers: Premium Positions: Crunch Franchising, Integrity Square, MOSSA and Workout Anytime; Regular Positions: Business Finance Depot, Club Industry, IHRSA, LA Fitness, iGo Figure, Iron Grip Barbell Company, JLR Associates, Sports & Fitness Insurance Corporation, UpSwell, Visual Fitness Planner, Wealth of Wellness and Zeamo.** As you prepare for your club(s)' re-opening or are already re-opened, know that these great companies are **OPEN FOR BUSINESS and READY TO ASSIST YOURS.** So, I urge you to read our Cover Story this month, and I encourage you to do business with these members of the **Club Insider Advertiser Team.**

■ While we are talking about our **great Club Insider Advertising Team**, if you have a product or service that can assist health and fitness club owners and managers operate their businesses, **I want to take a moment to invite you to join the team!** And, now is the best time there has ever been to do so. That is because *we have cut all advertising rates 50% across the board.* In addition to a print ad, all rates include a plethora of online exposure features. To learn more about advertising with **Club Insider**, please go to **www.clubinsideronline.com/advertise** to download our **Media Kit**. Then, give **JUSTIN CATES** a call at **(423) 314-4310** or email at **justin@clubinsideronline.com.** **You'll be glad you did!**

■ I'm thrilled to report that, on June 10, 2020, I'm checking in following an appointment with my eye doctor, the *amazing and talented* **DR. JOHN COBB**, of the **World Class Thomas Eye Group** in Sandy Springs, Georgia. **DR. COBB is my HERO FOR LIFE** because he's the man who has saved the vision in my eyes after the combination of a **Retinal Stroke**, which pretty much blinded me in my right eye on the morning of March 2nd, and severe fogging in my left eye. This combination essentially left me blind for almost three months.

On May 14th, his cataract surgery restored the vision in my left eye! Plus, there's more possibly great news... During



Norm Cates

my follow-up appointment, Dr. Cobb told me that we're going to wait three months, and then, he's going to perform cataract surgery on my right eye, which is actually a surgery I had planned on for my right eye before I had the Retinal Stroke on March 2nd.

Candidly, Dr. Cobb told me that I should NOT get my expectations too high for my right eye because cataract surgery will not produce the clarity and 20/25 vision I'm now enjoying in my left eye. My right eye has only about 15% vision now, but he explained that the upcoming surgery will be like taking off sunglasses once it's done. That will be a huge improvement since I'm now functioning and typing this with just one eye functioning and with no help at all from my right eye. I will keep you all posted. **SO... Stay Tuned, Folks!**

■ I owe one more **sincere expression of Thanks and Appreciation here**, and that is to my **Dear WIFE, ILENA, my beloved wife of 38 years.** Ilena and I got married at the **2nd IRSA Convention in Las Vegas in 1982.** I'm thanking and expressing appreciation to her because, for almost three months now, she's helped me by applying a regimen of eye drops my eye doctor, Dr. Cobb, prescribed. **Thank You so very much, ILENA! I appreciate you more than you will ever know!**

■ It was *great* seeing **JIM ROWLEY, Crunch CEO**, on the **Cover of CBI's May/June Edition!** For sure, while I'm commenting on this, **JUSTIN and I WANT to express our sincere Thanks and Appreciation to BEN MIDDLEY and JIM ROWLEY** for their advertising support of **Club Insider** for many years. **Thank you very much, guys!**

■ This from **MARIO BRAVOMALO, Founder**, and **DARON ALLEN, CEO**, of **Visual Fitness Planner**, our long-time, good friend. **(See Norm's Notes Page 7)**

About Club Insider

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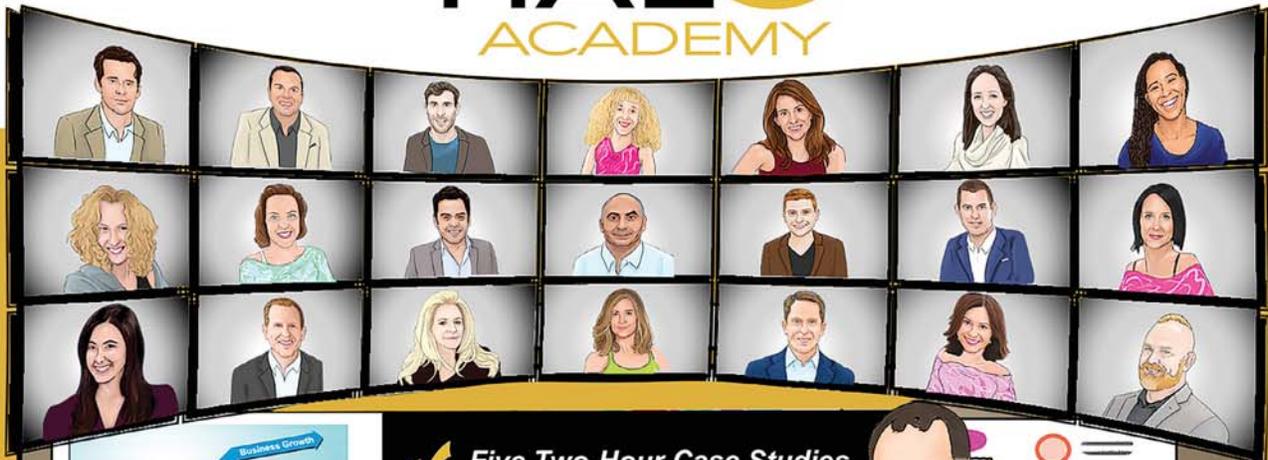
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The "Insider Speaks"

An Important Message for The Industry

By: Mike Alpert

Last month, my article focused on the COVID-19 pandemic and the effect that it is having on our industry. We have all struggled with being isolated at home,

and our clubs were closed for almost three months. Many have been struggling to keep their businesses going, and the financial and emotional stress has certainly taken a toll on everyone. But, this month, I am moved to focus my article on something

that we all should feel strongly about as an industry: *Diversity and Equality.*

This is a message that I think should be supported by all who belong to our great industry:

All of us in the health club industry are saddened by the tragic event in Minneapolis and the civil unrest occurring around the country. Our thoughts and prayers are with the entire African American community, and we want to reaffirm the fact that we, as an industry, stand against all forms of injustice and discrimination.

For too long, inequality has existed for many people of color, gender, religious beliefs and the poor. Our clubs are proud of our culture and values, and we openly embrace diversity and equality. We believe that everyone has a right to prosper and flourish.

How we as an industry act during these times will reveal our character and the kind of organizations we operate. We want our members and staff to know that we are committed to doing our part to end human inequalities and to create a better and healthier future.

Many of us, our staff and members, fought for human rights and against racial injustice in the 1960s, and it is time to bring this fight to an end.

Our industry is proud to be



Mike Alpert

inclusive, and our clubs want our members to feel welcome and safe for all people. We will always strive to make the communities that we service ones of kindness and understanding.

Let's get back to work and continue to promote *Exercise is Medicine* for all.

(Mike Alpert is CEO and President of The Claremont Club in Claremont, California, and he can be reached at malpert@claremontclub.com. Check out www.claremontclub.com.)

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...Norm's Notes

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friends and *Club Insider Advertisers* (See **VFPnext's** Ad on **Page #9**):

VFPnext Waiver System Helps Clubs Reduce COVID-19 Liability

A COVID-19 member addendum, liability waiver, or even a member code of conduct *is more than just a good idea*. Only 90 days ago, no one needed a liability waiver to indemnify their club from a virus. But, today, it's a prudent requirement for all clubs. As health clubs across the country begin to open, more clubs are adding an individual waiver, member addendum or member code of conduct to their long list of waivers. A COVID-19 waiver is a good risk-mitigation strategy, at the same time reassuring your members that you are taking all precautions necessary to ensure their safety as they return to the clubs.

Clubs have found that composing, sending out, storing and running reports on who has already signed a waiver and who hasn't is just one more operational nightmare awaiting clubs as they re-open. This is where the flexibility and roll-up-your-sleeves and get-it-done partnership with **VFPnext** has been able to help clubs reduce the operational headache of obtaining waivers from all members and prospects.

If you're interested in reducing your liabilities and giving your members assurance by having a system to deliver a COVID-19 waiver, member addendum, code of conduct or any new liability waiver, **just reach out to the VFP Team**, and they can get you started immediately. Please visit **VFP.us** for more information or email **info@vfp.us**.

■The other day, I received an email from **CHUCK LEVE**, *one of three gentlemen* to whom I give great credit for the existence and success of **IRSA/IHRSA** during its first 27 years. The other two gentlemen are: **RICK CARO**, with whom I teamed up to create IRSA, which is now known as IHRSA; and **JOHN MCCARTHY**, a great gentleman we found through the help of our friend, **DICK TRANT**, in the Boston area. **BIG JOHN**, as I call him, was working with a tennis club in the Boston area when tennis club owner, Dick Trant, introduced him to Rick and me, as we were in the creation phase of IRSA.

Everybody in this industry owes **BIG JOHN MCCARTHY** a **HUGE THANK YOU** for the *wonderful 25 years of dedicated hard work and service to our industry that he put into IRSA/IHRSA*. That work has given IHRSA a premier place in our industry worldwide. We also owe great **THANKS and APPRECIATION to current IHRSA President/CEO JOE MOORE** and his teammates, including **ANITA LAWLER** and **TOM HUNT**. Joe took the helm of IHRSA 14 years ago when

Big John retired, and he has done a great job. All of us associated with IHRSA have been blessed to have Joe at the helm of the Association since Big John retired. **And, for sure, similar Thanks are owed to CHUCK LEVE.**

Now, for the latest on **Chuck's health, it's definitely GOOD NEWS!** Chuck recently wrote to some of us:

"Friends and Colleagues, I figured it was time for an update on my health, lest you waste time scouring the obituaries, where I'm pleased to report, you won't find me (at least not yet). My situation is generally good, although it took a long while to get here, and I'm by no means out of the woods... especially with COVID-19, if I am not very careful, a potential near-certain death sentence for me since I still lack a functioning immune system and will be immune-deficient for several months. As for me now, the *bad news* is... well, my cancer morphed again. You may recall I was first diagnosed with *Hodgkins Lymphoma* in 2013, which transformed into *non-Hodgkins Follicular Lymphoma* in 2015, and now, it's morphed into *Diffuse Large B Cell Lymphoma*, a more aggressive form, which means... the *good news* is: I'm headed for a stem cell transplant, and I'm in the pre-transplant chemotherapy protocol now, which includes four rounds of treatment before the transplant. They'll blast me with chemo one more time, harvest my stem cells, drain my body of all immunity and then replace the cells. I'll be hospitalized and be a 'nearby outpatient' for 6 - 8 weeks. And, despite both my Northwestern oncology team and my UCLA team throwing around the word 'cure,' while the mortality rate is <1%, you never know!"

So folks, there you have the really good news from Chuck Leve about his health. Through all of this, Chuck is still active with his older son, **JOSH**, in the **Association of Fitness Studios (AFS)**. And, I'm going to close with this: *Kudos to you, Chuckie, for keeping your great sense of humor through the most difficult period of both you and Barb's life's, a period where you've bravely faced death head on for several years, and now, you've successfully continued your battle to the point where you're sharing today the really great news about your improving situation.*

So, CHUCK, GOD BLESS YOU and your lovely wife, BARB! And, STAY TUNED, FOLKS!

■**This News from Monday morning, June 8th:** "Reebok and other fitness companies are cutting ties with CrossFit after its CEO, **GREG GLASSMAN**, mocked the police killing of **GEORGE FLOYD** and the coronavirus pandemic in tweets over the weekend. Glassman, responding to an Institute for Health Metrics and Evaluation tweet calling racism a public health issue, tweeted back: 'It's Floyd-19.' Glassman's follow-up tweet on Sunday didn't help

matters. He wrote: 'Your failed model quarantined us, and now, you're going to model a solution to racism?' he wrote in his second reply." - *Athletic Business Magazine*

On June 10, it was announced that Glassman has stepped down as CEO, being replaced by **DAVID CASTRO**. Folks, all I have to say to you all about this Glassman news is: **WOW and STAY TUNED!**

■I came across a writing the other day that was commenting on the pandemic's impact on our industry. It said: *"87% of gym members don't even know their gym*

is closed." **Folks, that's one hell of a note!** What it **ALSO** says to me is that our industry is not only going to have a very tough time surviving the pandemic and now the closures caused by the protests, it's going to have one hell of a time **SURVIVING OURSELVES!**

I, for one, do not want to give up on this fight. And, I want to urge you and your Team to establish a weekly focus on, *"How can we get more of our members to show up regularly and exercise?"* It's my belief that there are thousands and thousands of you out there who have good answers (See **Norm's Notes** Page 8)



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to this question. We need to somehow coalesce our many good ideas into a guide for club owner/operators to follow to get more and more of your members (and their friends) to show up at their clubs at least three days a week. This is important so they get what they are paying for, which is the opportunity to regularly use your clubs to improve their physical condition. **STAY TUNED, Folks**, because this is something that needs an intense focus, and I want to try to help facilitate that focus.

■ **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 27 years of *Club Insider's* monthly editions. So, don't delay, subscribe today for just **\$89 for one year, \$149 for two years** 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. God bless our EMTs, first responders, nurses, doctors, lab technicians and anyone who is helping make Coronavirus a thing of the past. You and your families are our warriors. Finally, God bless you, your family, your club(s) and your members. God Bless America! Laus Deo!**

(Norm Cates, Jr. is the Founder of Club Insider, now in its 27th year of publication, and its Tribal Leader Since 1993. He is a 45+ year veteran of the health, racquet and sportsclub industry. As IHRSA's First President and a Co-Founder of the Association with Rick Caro and five others, in 1981; the 2001 DALE DIBBLE Distinguished Service Award winner, one of IHRSA's highest honors; and Club Industry's Lifetime Achievement Award winner in 2017, Norm Cates, Jr. is a highly decorated veteran who cares about you. And, he wants to hear from you. Norm can be reached by phone at 770-635-7578 or email at Norm@clubinsideronline.com.)

IHRSA Outlines Safe and Successful Reopening of Clubs Worldwide

BOSTON, MA - It's been over four months since the first countries began mandating the closure of more than 200,000 fitness clubs across the globe, with China closing clubs on January 24.

Since the lockdown period began, global exercise levels have declined sharply. The 200 million+ global health club members have been without access to their health clubs. This lockdown has had a disastrous impact on mental health, stress and depression, all serious afflictions mitigated by regular exercise.

Since physical activity plays a crucial role in wellness, the continued closures of health clubs are putting the world's health at risk when health and immunity have never been more important.

Because of this, IHRSA, the International Health, Racquet & Sportsclub Association, is assisting the industry to open as quickly as safely possible. IHRSA is working with national fitness industry federations and fitness industry leaders across the globe to ramp up efforts and guidance to help club operators open quickly and safely by working with their national and local governments.

A number of factors contribute to the efforts of successful reopening, including:

1. Demonstrating to governments that health clubs are essential and must open as soon as it is safe to do so for the health of its citizens;
2. Developing frameworks to mitigate the risk of spreading coronavirus in a health club setting;
3. Bringing national industry bodies from around the globe together to share approaches for working with governments;
4. Lobbying for relief and championing industry preparedness;
5. Supporting the efforts of clubs and national organizations to reach their governments where direct lobbying isn't possible;
6. Fostering consumer confidence in the health and safety of health clubs; and

7. Sharing the benefits of physical activity and the essential services health clubs contribute to their communities.

As part of IHRSA's efforts to help clubs open across the globe, IHRSA is:

- Making the case that health clubs are essential and should open as soon as it is safe and reasonably practical;
- Stressing that club operators are ready, willing and proactively wanting to work in partnership with their governments on reopening plans; and
- Suggesting a four-pronged framework for managing risks associated with COVID-19 within exercise facilities.

IHRSA created the framework with reference to the World Health Organization (WHO), U.S. Centers for Disease Control and Prevention (CDC), John Hopkins Center for Health Security, as well as consultations with club operators and IHRSA's federations partners worldwide. The four prongs include:

1. Minimizing COVID-19 exposure by implementing appropriate screening measures.
2. Minimizing the risk of spread through mitigation measures.
3. Recognizing everyone's role in minimizing risk through education and encouraging all members and staff to take all the actions possible to avoid spreading the virus.
4. Minimizing exposure risk by implementing enhanced, evidence-based cleaning and sanitation practices.

IHRSA has made this framework available for free to all in the fitness industry, along with tools and resources to help determine tactics and strategies to implement the framework at www.ihrsa.org/coronavirus.

Thanks and Appreciation

At *Club Insider*, we are excited to be in our 27th 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 27-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**, 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. Now, 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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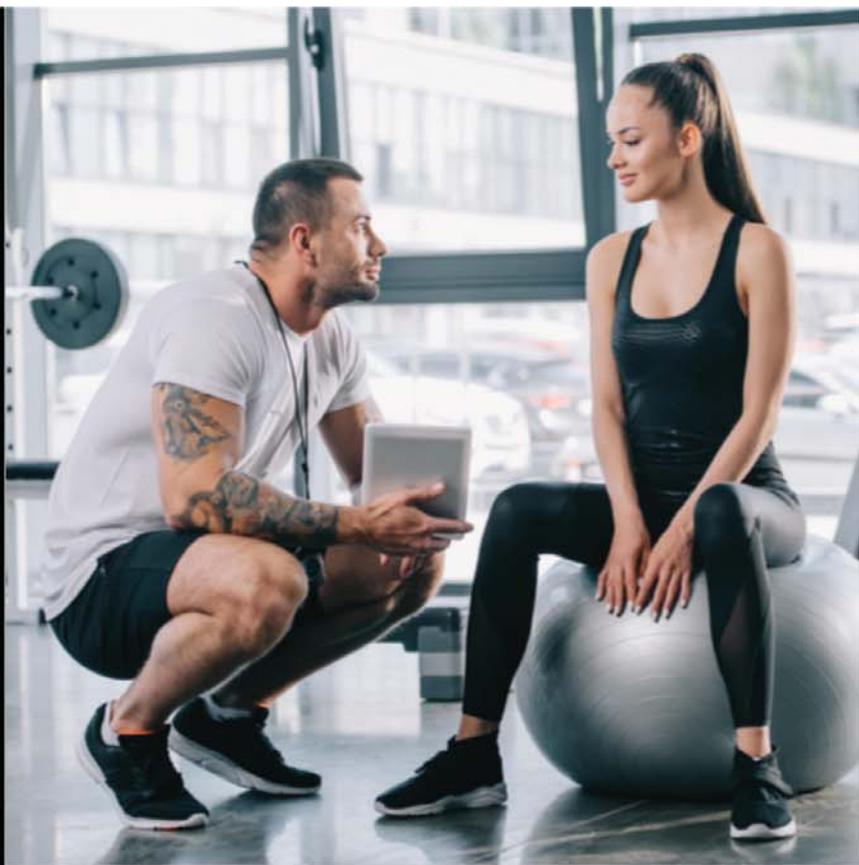
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VFPnext Webpages, Digital Guest Registry, Digital Enrollment, CRM, Membership Sales Tour, PT Orientation and 12 Week Challenges are all fully integrated with most billing and management systems.

WWW.VFP.US

To speak with a VFP team member, please call (877) 837-1212

...Advertising Team

continued from page 3

Club Insider's Premium Position Advertisers:

Crunch Franchising



Why Invest with Crunch? Besides the opportunity for a gym-mazing return on investment, owning a Crunch franchise means joining a community of like-minded entrepreneurs, working with a team and system that is tops in the industry, getting in on the gym floor of the fastest growing full-size fitness brand and doing something with purpose: *helping people build healthy lifestyles.*

Our Advantage: The Crunch Model - When we designed our franchise model, we were guided by years of experience. This approach is designed to maximize returns while being able to adapt to changing business conditions. Our results prove it:

\$1,910,242

Average Gross Sales Per Unit

\$491,860

Average Cash Operating Profit Per Unit

6,368

Average Members Per Unit

As a Crunch franchisee, you present your community an incredible value. From No Judgments, to proprietary group fitness classes, to pressure-free enrollment, complimentary tanning and HydroMassage, to personal and small-group training, you'll have more to offer than your competition and all at an unbeatable price.

Our Philosophy:

Stay Small to Grow Large - By focusing on a smaller community of franchisees who develop multiple Crunch gyms, we ensure consistent support and access to the Crunch team.

Flexible and Franchisee-Friendly - We've designed Crunch to work optimally in diverse markets with clear operational standards and support from industry experts.

No Judgements - Some may call it a

tagline, but for us, the originator of No Judgments, it's a way of life. Since 1995, our unfiltered philosophy drives us to create a community and a gym for all.

Making Serious Fitness Fun - Let's face it, working out is hard. We know that, which is why Crunch is designed to motivate through a fun and engaging experience.

See Ad on Page #2.

Contact: John Merrion
Phone: (800) 669 - 7162
Website: www.crunch.com/franchise

Integrity Square



Our mission is to advise, connect and empower fast-growing companies, exceptional entrepreneurs, seasoned executives and capital providers involved in the *Health, Active Lifestyle and Outdoors (HALO)* sector. *Integrity* is the guiding principle of our approach with our clients and partners.

Trusted Advisors and Partners - Founded in early 2010, the professionals of Integrity Square recognized a need for a new kind of advisory firm. Our mission is to connect and empower fast growing companies, exceptional entrepreneurs, seasoned executives and capital providers, who all share a common set of values to achieve sustainable growth. We focus on thoroughly understanding our clients' needs and place those needs first. We provide straightforward advice to our clients and deliver on our commitments, allowing us to be *The Force Behind Your Growth.*

Deep Market Intelligence - The professionals at Integrity Square have spent decades as experts in the active lifestyle and franchise sectors. We pool together experiences as investment bankers, executives and management consultants in these industries. We know the business characteristics, market trends and the participants thoroughly, enabling us to operate efficiently and quickly on behalf of our clients. We deliver creative solutions and unique access and have worked on a variety to M&A advisory, private placement, capital raising and strategic consulting engagements.

See Ad on Page #5.

Contact: Pete Moore
Phone: (917) 543 - 9455
Website: www.integritysq.com

MOSSA

Our Mission: Inspiring People to Move -



MOSSA has a long history of inspiring millions of people to MOVE. Through the years, our business has touched every part of the fitness industry. This company has its roots in successful health club ownership during the 1970s and '80s, and we were the originators of The Step fitness craze in the '90s. Today, we are the leading developer of professional group fitness programs for health clubs and fitness centers.

MOSSA has the most comprehensive and thorough program development process in the fitness industry. Over 300 hours are poured into each and every workout to ensure participants' enjoyment and success. This includes an unsurpassed, methodical testing phase that consists of 150 test classes for just one workout. The testing phase of program development guarantees the programming of music and exercise is motivational, safe and effective. The MOSSA Program Development Team partners with SAIFAM, our exclusive music supplier, which customizes and engineers songs to ensure MOSSA workouts motivate participants with the highest quality musical experience available.

MOSSA offers 11 professional group fitness programs for health clubs: *Group Active, Group Blast, Group Centergy, Group Core, Group Fight, Group Groove, Group Power, Group Ride, R30, 3D30 and MOVE30.*

See Ad on Page #23.

Contact: Terry Browning
Phone: (800) 729 - 7837
Website: www.mossa.net

Workout Anytime



Opening your own gym franchise has never been easier when you choose to invest in Workout Anytime. If you're looking into investing in the health and wellness industry, Workout Anytime has a great opportunity for you. Opening a fitness franchise with Workout Anytime is an excellent way to get involved in the booming fitness industry while also helping your community to get healthier and build a business for yourself. At Workout Anytime, our simple business model combined with convenience for our customers has helped us become a fitness fixture in the Southern United States. Now, we're actively expanding across the country and looking

to open gym franchises from coast to coast!

Starting in the early 1970s, Workout Anytime Founders, **John Quattrocchi (John Q)** and **Steve Strickland**, worked with some of the biggest names in the industry, including Bally and American Fitness. Together, they developed the Workout Anytime Franchise concept, starting from humble beginnings in Douglasville, Georgia, in suburban Atlanta. True to their pioneering spirit, they soon found themselves leading the wave of the fastest-growing fitness segment by applying their winning formula of quality, value and convenience.

See Ad on Page #24.

Contact: Terri Harof
Phone: (770) 809 - 1425
Website: www.workoutanytimefranchise.com

Club Insider's Regular Position Advertisers:

Business Finance Depot



Business Finance Depot (BFD) is a trademarked name, owned by Healthclubexperts.com. Paul Bosley launched Healthclubexperts.com in 2006 to provide equipment leasing to the fitness industry and fitness equipment manufacturers. In 2010, Paul Bosley became a volunteer for **SCORE**, and as a result, Paul learned the SBA 7(a), 504 and Express loan process. In 2015, Business Finance Depot was launched and selected by United Franchise Group to provide financing to all of their franchise brands. BFD developed a unique SBA loan process to serve a growing number of franchisors to provide financing to their new franchisees.

See Ad on Page #18.

Contact: Paul Bosley
Phone: (800) 788 - 3884
Website: www.businessfinancedepot.com

Club Industry Show

CLUB INDUSTRY SHOW

Grow Your Business and Build Your Career - The Club Industry Show is the must-attend event for you and your team. The leaders. The innovators. The hardworking staff. The people who make things happen... It's you, the fitness and wellness professionals, who make this the can't miss event for the fitness industry year after year. We've got a one-of-a-kind show planned.

At the *Club Industry Show Conference*, you will learn the newest concepts, unique approaches and strategies that will impact your business.

(See Advertising Team Page 12)

"My clubs are closed, but I'm still making money every single day! Here's How I'm Doing It..."

When you offer essential health as your business, your business is essential!



Karrah Foster-Freda

When the pandemic hit, our immediate thought was, "how are we going to pay our employees?" We were telling ourselves, "We can do this for two weeks. But when two weeks turned to a month, we started to worry. Our clubs are still closed, and we don't have any idea when we'll reopen.

We are so grateful for our Wellness income because the club business feels very out of our control right now. And when everything feels out of control, it's nice to know that you have control over something. Having other income streams while the doors are closed is another way to serve our members.

We've deposited close to \$25,000 this month, while we're closed and not collecting ANY dues, which gives us security.

How to serve your members when you can't get in your building. We have the solution!

Right now, people are looking for something to hang on to, something to be excited about. We've had an overwhelming response to the Wellness programs, products and services we're offering. People are searching; they're looking for something to look forward to, something to work on, some way to move forward. People want solutions right now. They are weary. We are providing those solutions to our members.

How to keep members from cancelling...

The fear you're feeling; the uncertainty you're feeling; your members are feeling that too. We reach out, we provide a support system to make them feel heard; to let them know that we're still there for them. We've learned this from the Wealth of Wellness company. While we are doing it ourselves in our club, they are now offering it to you as a "done for you service" for free.

How to serve your members who are scared to come back

We tried to think, once we re-open the doors, the members will come back. We assume they can't wait to come back. And there will be some. But, there are some members that are too afraid to come back, afraid to risk it. Wellness is a way to serve them virtually, keeping them engaged so the connection is maintained, even if they're not ready to walk back through the door. Our members love our club because they feel connected. This Wellness system provides that connection.

How will you recoup the money you've lost during this time?

Using this Wellness system, when you reopen, you'll have multiple, new income streams already bringing in money. And they're sustainable income streams that won't go away. It's offering wellness and not just fitness.

How to survive and thrive if this happens again?

Start taking the steps now to become an essential business. You have to offer solutions that are more than just fitness. You must find alternative ways to serve your members that aren't just related to fitness. When your club has reopened, you'll have multiple new income streams, and have new ways of reaching out and serving your members because you've become "wellness" and not just fitness. And should it be mandated for you to close again, you'll still be making money.

How to become an "essential" business NOW!

You have to see yourself differently. You have to realize that being a one dimensional business is not wisdom. You have to plan for your obsolescence. If you're not growing and changing, you're dying.

The company I work with will do the work FOR YOU and it won't cost you a dime!

Learn how to get this game-changing solution implemented in your club right now. See the details below:

Hurry! This Offer is Limited to the First 20 Clubs Who Apply...

Turn Your Club into an ESSENTIAL BUSINESS with MULTIPLE STREAMS OF INCOME Now!

We get it. You're in the midst of reopening, and are not in a place mentally where you can handle doing one more thing, so we'll do it for you. Apply to the Fit Biz Stimulus now. There is **NO INVESTMENT REQUIRED**, and **No Strings Attached**



Apply For The 'Done For You' Fit Biz Stimulus Program Now.

CALL (903) 277-2709 or visit FitBizStimulus.com

...Advertising Team

continued from page 10

The Club Industry Show is the only fitness conference focused on the business of fitness. This year's Club Industry Show is giving you the platform to increase your knowledge through a skills-elevating conference with seven tracks and 90+ sessions. Our conference is designed to help you in your business and to build your client base, inspire personal growth and provide insight into the changes in the industry.

The *Special Events at the Club Industry Show* bring together industry members from every segment of the fitness industry. One of the best parts of attending the Club Industry Show is the opportunity to network. Hundreds of your peers will be there to celebrate, connect and have some fun at the Club Industry Show.

The *Club Industry Show Exhibit Hall* brings together must-see exhibitors displaying innovative fitness products, technology and equipment. Experience the newest products, services and trends all in one venue.

October 14 - 16, 2020

St. Louis, MO - Union Station Hotel

To Attend: www.clubindustryshow.com

To Exhibit: **Contact:** Crystal Wheeler
Phone: (303) 434 - 9772

IHRSA



Success By Association

Discover the Latest Equipment and Technology - The IHRSA International Trade Show is the place for health club operators to discover the newest and best fitness equipment and technology the world has to offer. More than 400 exhibitors come from around the globe to showcase their products and services in a vibrant, high-energy environment you won't want to miss.

Two-day Access to Trade Show - Be the first to see and try out the latest strength and cardio equipment, many of which will be making their debut on the Trade Show floor, and check out the newest models of your favorite machines.

Exercise Programming - IHRSA would not be complete without the very best workout opportunities. Participate each morning in cutting-edge, trendsetting exercise programming and early morning workouts on the Trade Show floor.

IHRSA Supplier Education Series - Learn

about new products, trends, revenue and retention opportunities in our Wednesday Supplier Education Series. These seminars are sponsored by IHRSA Trade Show Exhibitors and are invaluable if you want to keep up with the competition and succeed in the fitness industry.

IHRSA exhibitors and attendees agree that IHRSA is one of the most successful industry trade shows. Continuing that tradition ensures IHRSA will be able to deliver an extraordinary opportunity for you to meet and do business with the broadest spectrum of qualified decision-makers in the health and fitness industry.

March 10 - 13, 2021

Las Vegas, NV - Mandalay Bay Resort

To Attend: www.ihrsa.org/events

To Exhibit: **Contact:** Tom Hunt
Phone: (617) 951 - 0055

LA Fitness



LA Fitness is looking for experience and high energy Group Fitness Instructors!

If you are interested in becoming a fun, motivating and dynamic instructor, and you have experience teaching group fitness classes, APPLY TODAY. Complete an application at the LA Fitness location nearest you or online at www.lafitness.com. If you are interested in learning to teach, sign up for our Fitness Instructor Training.

LA Fitness Instructor Benefits:

- Complimentary LA Fitness membership.
- Network of free workshops to maintain continuing education towards certification.
- Access to teaching at over 575 club locations nationwide, including Canada.
- Free childcare while teaching, where available.
- Current onsite music.

Founded in Southern California in 1984, LA Fitness continues to seek innovative ways to enhance the physical and emotional wellbeing of our increasingly diverse membership base. Today, our state-of-the-art clubs span the continent, and we're still expanding. Our strong and successful growth stems from our commitment to understanding and meeting the distinct needs of each community we serve. With our wide range of amenities and a highly trained staff, we provide fun and effective workout options to family members of all ages and interests.

See Ad on **Page #21**.

Contact: KC Lee
Phone: (949) 255 - 7215
Website: www.lafitness.com

iGo Figure



Thousands of fitness and membership-based businesses worldwide trust the all-in-one iGo Figure Software to run their business. Efficiently managing your fitness center or other membership-based business just became easier with the *iGo 360 Fitness Club Management Software* by iGo Figure. This ALL-IN-ONE package includes everything you need to run your club, including tracking your members' attendance, results and contracts, processing payments, POS sales, scheduling classes and personal training, tracking inventory and managing your employees, all from one user-friendly interface. The iGo 360 Fitness Club Management Software also provides robust Key Performance Indicators to help you identify trends and opportunities. Integrated payment processing, automated collection features and member retention tools are also available. iGo Figure is a Microsoft Certified Partner and is trusted by thousands of fitness clubs worldwide.

See Ad on **Page #7**.

Contact: Kyle Zagrodzky
Phone: (866) 532 - 9588
Website: www.igofigure.com

Iron Grip Barbell Company



IRON GRIP® BARBELL COMPANY

The Revolution Began In 1993. That's when Iron Grip transformed the fitness industry with an unwavering commitment to groundbreaking design and state-of-the-art production processes, a commitment that raised the standard for commercial free weights forever.

Now the choice of premium fitness centers worldwide, Iron Grip is still the only

manufacturer to offer a complete line of equipment that is 100% American-made and one of the few that operates our own state-of-the-art manufacturing facility. That's why our name is now synonymous with outstanding quality and durability. In fact, our commitment to quality is matched only by our commitment to product innovation and customer service, which is why we're the largest producer of commercial free weight equipment worldwide.

American to the Core - Iron Grip dumbbells, barbells and weight plates are manufactured right here in the USA, by us, from start to finish. Our fully in-house production capabilities surpass the most rigorous product standards in the industry and deliver the promise of continual innovation. That's why *quality will never be a foreign concept to us*. So, when you see "Made In America," you see a guarantee that our products will consistently deliver the quality and performance that have made Iron Grip the preeminent manufacturer of free weight equipment in the world.

**NOT JUST MADE IN THE U.S.
MADE BY US.**

See Ad on **Page #15**.

Phone: (800) 664 - 4766
Website: www.ironrip.com

JLR Associates



When an executive search is done right, the search consultant becomes just that, a consultant to your company. In this critical role, JLR Associates will help you sort through a myriad of talent related issues, including:

1. Gain an understanding of the real job needs;
2. What the candidate must accomplish within the first six months to one year to succeed;
3. Identify candidates for you who have a proven history of success specifically doing that work.

We can help your company throughout the entire hiring process,
(See *Advertising Team Page 14*)

Hyper-local **Fitness Marketing** 



**More members.
Period.**



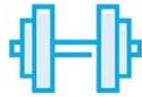
Social Media

Direct Mail

Mobile Geofencing

Email Marketing

SEO



Website Design

Display Ads

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Reputation Management

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*New clients only. Valid on any \$1k+ campaign.
Contact UpSwell for details.

fitness.upswellmarketing.com 888.597.5611



...Advertising Team

continued from page 12

discussing compensation parameters based on our knowledge of the industry, factoring in competition, job responsibilities and geographic location. We then reach out to those candidates, arrange interviews and assist with salary negotiations. We do this all while maintaining the strictest of confidentiality. As a recruiter, we can take over the job many managers or owners simply don't have time to do. But, more importantly, we can find qualified candidates quickly.

With 40 years of experience in the fitness industry, we have a vast network of candidates and resources that we can tap into. Besides providing qualified candidates quickly, we can advise what salary the company can expect to pay good candidates and how to interview candidates better, which will lead to fewer hiring mistakes. And, we can assist in negotiating offers.

TRUST! JLR Associates has been serving the fitness industry exclusively for 17 years. During this period of time, we have placed over 300 senior level managers in club organizations coast-to-coast. Our database has grown organically and includes over 3,500 candidates and resources nationwide. We know the industry well and those in it!

See Ad on Page #6.

Contact: Jeff Randall
Phone: (781) 251 - 0094

Contact: Dennie Noecker
Phone: (609) 430 - 8455

Website: www.jlrassoc.com

Sports & Fitness Insurance



Sports and Fitness Insurance Corporation (SFIC) is one of the largest fitness underwriting companies in the nation, with a staff of around 30 at the company headquarters in Madison, Mississippi as well as an office in Charlotte, North Carolina. SFIC is licensed in all 50 states, has over 14,000 active policies for health clubs and individual trainers and yoga instructors nationwide and is endorsed by the largest fitness franchise in the world: Curves for Women.

The late **John Urmston's** daughter, **Jennifer Urmston**, remains with SFIC as their National Accounts Manager, and **Glynn Simpson** is still active in the business he started, now joined by his children.

SFIC - The protection you need from people who understand the fitness industry.

See Ad on Page #21.

Contact: Jennifer Urmston
Phone: (800) 844 - 0536
Website: www.sportsfitness.com

UpSwell



Within 3 miles of your club, there are thousands of people looking to... Get Toned. Look better. Lose an extra 10 pounds. Live longer. Fit into their old clothes. Have more energy. Get stronger. We're the fitness marketing company that will drive them to you. **Our promise to you: More members. Period.**

We know health club marketing.

This year alone, you will lose 29% of your current members. That means you'd need to gain 40% new members in order to see a 10% growth rate in your gym. But, while you're taking care of current members, managing staff and running your business, you don't have the time or expertise to come up with gym membership marketing ideas. You need a gym marketing company.

UpSwell specializes in print and digital marketing strategies for gyms, health clubs, yoga studios and more. Since 2008, we've helped over 2,500 clubs and studios successfully grow their member bases through hyper-local marketing campaigns.

With a combination of fitness digital marketing and print marketing, we can get your gym the members you need to keep growing.

Our Experience:

- 2,500**
Clubs and Studios Served
- 25,000**
Campaigns Created and Implemented
- 2,000,000**
New Members Found

See Ad on Page #13.

Phone: (888) 597 - 5611
Website: fitness.upswellmarketing.com

Visual Fitness Planner (VFPnext)

What We Do - Visual Fitness Planner (VFP) creates customized sales and member



engagement systems that enable health clubs to dramatically improve sales processes, lead and customer relations and leverage statistical data to run more profitable and efficient health clubs. VFP's suite of technology modules transforms lead capture, sales presentation, lead nurturing and long-term member engagement. Eliminate the chaos at the Front Desk, lost lead data, inconsistent club tours and give your brand an upscale, state of the art, "Apple-like customer experience." Put dynamic, customer-centric sales tools in the hands of your Personal Training Sales Team using our proprietary visualization and Health Age technology.

How We Do It - First, we evaluate your current manual sales systems, make suggested modifications, then merge our technology with your newly modified system. Put our 150 years of combined health club experience and our ever-evolving technology to work! Put one or all aspects of the VFP+ Digital Suite to work today!

The End Result - VFPnext assesses interactions throughout the entire sales process and member lifecycle ensuring your revenue reaches its maximum potential. Additionally, VFPnext can put a wealth of statistical information to work for you to improve commercial corporate relationships and sales opportunities.

Since 1999, VFP has grown to serve over 1,600 clubs by building the best sales systems in the industry.

See Ad on Page #9.

Phone: (877) 837 - 1212
Website: www.vfp.us

Wealth of Wellness



Wealth of Wellness helps people Make a Huge Difference and Huge Profits! Save Lives... and Add A Million!

- Increase Word of Mouth Referrals
- Make a Bigger Difference in the World
- System Provided for Every Step
- Members get Fast, Healthy Results

Clubs like Yours have Added \$150,000 in the First 90 Days!

- Fast, Safe Results for Members

- Add Completely New Clientele
- Quick and Easy to Implement
- No Extra Staff or Equipment Needed

We Save Fitness Centers... From Stress to Success! Feel Warm and Fuzzy knowing you Made a Difference (...Then do a Happy Dance after you check your Bank Account!)

- Members get Consistent, Measureable Results
- Increase Weekly and Monthly Revenue
- Distinguish Yourself from Competitors
- Five New Income Streams

See Ad on Page #11.

Phone: (903) 277 - 2709
Website: www.fitbizstimulus.com

Zeamo



Reach the Unreachable - Zeamo makes it easy for gyms and clubs to attract company employees and health plan members with money to spend on fitness via their company-sponsored wellness subsidies and reimbursements:

- A secure platform that generates additive revenue users who are *not* joining gyms.
- Generate higher quality guest traffic.
- A marketing channel that pays YOU every time a lead is generated.
- Seamless check-in experience for the end-user and the club staff.
- Total transparency-access user information to market to them for future membership.

See Ad on Page #19.

Website: www.zeamo.com/gym-owner



Club Insider thanks all of these excellent companies for their advertising investments, and we thank you for considering them for your health and fitness club needs. We trust them, and you can, too!

(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 35 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 12 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 423-314-4310 or email at Justin@clubinsideronline.com.)



**STILL THE
INDUSTRY
HEAVYWEIGHT
AND STRONGER
THAN EVER.**

There's a reason Iron Grip is the biggest name in commercial free weight equipment worldwide. But being the biggest means much more than just size alone. It means more production capacity and shorter lead times. It means greater industry expertise and a greater ability to implement product innovations. And it means the industry's best customer service.

Follow the leader and our full product line
at IronGrip.com.



IRON GRIP
BARBELL COMPANY

AMERICAN TO THE CORE.

The Next Step Is the Hardest Step

Fighting Back to Protect Your Business

By: **Thomas Plummer**

Publisher's Note: During the COVID-19 Pandemic, **Thomas Plummer** has written and presented a series of Letters to his readers. This month, we present the *7th Letter* in that series because we feel it contains important information to consider as you move forward with re-opening. Whether or not you have re-opened, the points made by Thom are important ones to consider. This is a new world, and to survive it, new ways of thinking and the solutions that are a result of that thinking will be crucial.

■ ■ ■

"We are at the end of the beginning. Now we work towards the beginning of the end."
 - **Winston Churchill**

This was written about eighty years ago and applies directly to what is happening in the gym business today. We have muddled through the first stage, but now, the hard work begins.

The next stage of re-opening will be the hardest. You have to convince a wary client you can keep him safe in an environment not universally known for cleanliness. If you ask the average consumer, we are more known as an industry packing people in for cheap prices, lines for cardio and the more the better when it comes to clients.

In our surveys done by the NFBA through the years, the number one reason women left their gym was cleanliness issues, a perception that will be hard to change during a pandemic.

The training gyms generally view themselves as a step above in cleanliness, but the standard of cleanliness we have applied during the years is not high enough to pacify a nervous client who questions if the coach who just trained him is any good at cleaning bathrooms to a high enough standard to keep him safe.

There are owners out there demanding to open now, who scream their rights are being violated and will open as fast as they can get it done. The question you must ask yourself is: Is this doing my business any good now, and will doing a hard, fast opening possibly destroy my business later?

Yes, when you re-open, there will be clients walking through the door who will not care about the rules set by the state and would flaunt rules anyway just out of a sense of rebellion. But, there will not be enough of these renegades to fill a gym, and in fact, their presence may drive out

the clients you need over time.

The Hardest Advice I Have Ever Given

The hardest advice I have ever given anyone in my long career of helping gym owners succeed in business is the advice I am giving in this article: "Slow down and find the pace of this; you do not have to be the first one open in your area, and in most cases, you do not want to go first." In other words, just because you can open early does not mean you should be one of the first. Here are thoughts on what has to happen next in your business:

Are clients ready to come back?

A variety of surveys have shown clients are not ready to come back to gyms yet. If you open too early, you will attract the clients that keep the others you need later out of your business. The "defiant," meaning the ones who will refuse to wear masks if dictated by the government, or who will defy time limits or push total gym limits, do all of this at the expense of the clients who are waiting to see how you, the owner, handles the first few weeks.

My advice would be to wait about a week past official opening dates, contact your clients, often telling them you are waiting to see if there will be additional rules or restrictions and that you are pushing forward with increased safety precautions.

In other words, let someone else take the hit if this goes badly, and let the market settle when it comes to potential clients. Many members will try their gyms, not feel safe and want to shop, and that is when your prudence pays off by waiting a few extra days, which you would promote heavily on social media.

What was your reputation before you closed?

If you had a questionable reputation for being clean prior to closing, there is nothing, and I emphasize nothing, you can do to change this mindset once you are open. You can only change your image of cleanliness *before* you re-open. Few gyms will ever be as clean as they need to be when you re-open unless you have a plan to completely, and the emphasis is on the word, "completely," change the experience of your gym. Many of you won't paint your gym, citing artwork or colors that have only been up for a year and were expensive. But, you should paint your gym to create the *illusion of cleanliness*.

Many of you will not part with those piles of equipment you have

accumulated because all that stuff once cost you big money, and you might use it all again. But, clutter is dirt in the client's mind. Your unwillingness to let go of equipment crammed into corners works against the client expecting change.

And, most of you will not take down artwork, clear the messes on your desks and counters or even figure out if you can get in and out of your gym safely because you do not feel it is necessary, and you will be the owners who wonder why your clients never reappeared. Stop protecting what you own and create what you need to go forward in a changed world.

There is clean, then there is post-virus, must be clean beyond reproach clean, and you can only establish that in the client's head prior to re-opening.

For those of you who will do it right, start now by running posts showing the gym changing, being painted, being cleaned, the dumpster where you are throwing out old junk, you are installing hand sanitizer stations, unpacking your boxes of gloves and a hundred other things you need to do to create a vision of you showing leadership by reinventing your gym that sticks in your clients' minds.

All these videos would post for seven days and be promoted for just several dollars a day, but you want a lot of them floating in the market the weeks prior to opening. Thirty percent of the gyms in the country are either closed now for good or will stumble and fail the first ninety days you are re-opened.

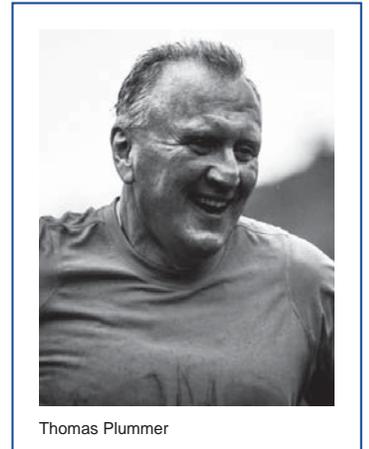
This means there will be shoppers in the market looking for a new gym home. The work you do prior to opening, letting the community know you are taking safety measures beyond your competition, will stick in their minds when they decide now is the time to step into a gym again.

These potential clients are not initially looking for workouts, financial deals or schedules. They will be primarily concerned on the safety of your gym, and that issue will linger in the market for at least the first six months you are open.

Do not force the client to adapt.

Some of the big box gyms are planning to attempt social distancing by putting out of order signs on every other treadmill. How much will this piss off clients waiting to get on a tread? The gym is not showing leadership here; it is forcing the client to adapt to a bad way of doing business.

Leadership would be to take out every other tread and put it into storage. Yes, this is much more expensive, but



Thomas Plummer

which way would establish trust, leadership and not anger a client who will just take down the sign and attempt to do it anyway, upsetting other clients nearby and setting up a confrontation with the gym management?

And, without open windows and better air circulation, even the eight-foot rule where you keep the clients on cardio separated by eight feet from belly button to belly button can be questioned because of the heavy breathing associated with cardio work. Space and distancing will be the rule, but how far can you, or are you willing, to push the limits of your gym?

Do not patch this up as a temporary problem, fix it as best you can to create a totally safe factor in the client's head. The perfect example is the training gym's front door and lobby area.

If you have been in business more than a year, these areas become so second nature to you that you become, "gym blind," meaning you are in the gym more than you are in your own home and just do not see the mess, clutter and spacing. Front counters accumulate dozens of odd things over time, and again, the clutter is dirty in the client's mind.

We also think about distancing in the workouts but forget about getting the clients in and out of the gym. Narrow lobbies, multiple doors, stopping to check in, trapped in a confined space are all barriers to getting your clients back to the gym.

Walk your way back inside as if you have never seen the gym. Start at your car and head toward the front door. What would a client see that you do not notice any longer? A worn handle you have touched a hundred times without thinking about it becomes a stop and think moment for the client. Do I really want to touch that thing? Where do I stand while the guy in
 (See **Thomas Plummer Page 17**)

...Thomas Plummer

continued from page 16

front of me checks in? How do I use the bathroom safely at the gym? Do I have to enter passing people leaving that are sweaty and breathing hard?

You do not think about these things anymore, but your clients have worked all this out in their heads, and unless you solve these barrier issues *prior* to opening and get the word out to the clients and potential clients in your market, you cannot do it once opened. You cannot change a mindset once the gym is back in business.

The rule of thirds should drive your decision-making processes.

Think about your membership this way: one third of them feel bullet proof and do not care about any of this, believing they are safe because of their age or illusion of safety; one third are timid and will be hesitant, waiting for further proof of safety after you open before coming back (testimonials from the first members who came back and found it safe will help bring them back); and the last third is terrified and will return last, if at all, unless you convince them slowly and consistently that they will be safe in this gym. It may take three to six months to get this group back into our gym, but they will come back if you build trust that you can keep them safe.

Make all your decisions for the last third. Do everything as an overkill to make the terrified people feel safe and the rest of the clients will come along anyway.

Are gloves necessary? The terrified will not come back knowing they have to touch equipment someone just handled. Are electronic door openers necessary? Knowing I can get into your gym without touching a door handle makes me feel better already.

Do everything for the terrified and prove it to them prior to opening, and the other two groups will be easy.

Be careful you are not fighting the wrong battles.

Many owners are mad. They are angry at the government, politicians on both sides, blame the media and are thrashing out at just about everyone on social media. These owners are wrong in their actions, and their businesses will suffer because they are fighting the wrong battles.

These are the owners, such as the one in New York that defied the local government and re-opened anyway, who end up destroying their own businesses. Yes, you will fill your gym with a few people who will support your stance, but how many other possible clients, such as those in the timid and terrified thirds, did he drive out of his business forever?

He believes the closure is wrong legally, which is his right to debate, but this debate and re-opening hurt him instead

of helping him. Be defying the rules, such as gloves or even masks at first, you are setting up a vision of a gym that is not safe and will never be safe.

Most importantly, if anything happened to a client in this gym, how will that affect other gyms in the region? If someone gets sick, and that illness is traced back to this gym, that spills back on all legitimate gym owners who are trying to do the right thing and keep their clients safe.

We all want the world to go back to 2019. We all want our lives back. But, the gym business, at least for the next several years, will not be the same again. New rules, new standards and new battles to fight, and no matter how defiant you stand, you cannot take your business back in time.

Your social media rants change nothing and hurt your business.

I understand your frustration. I hear it daily on the twenty or thirty calls I take a week. I know you are scared, had enough, are afraid of losing your business, but ranting on social media does nothing, changes nothing and alienates clients looking for leadership, not politics.

There are many owners who hate this advice and argue. "I have the right to do whatever I want and express my political opinion if I want to," they say, and they are right. But, the client also has the right to disagree and walk away, and about half will.

My advice is to stop expressing your frustration on social media. Rants on the unfairness of government policy, your defiance at being forced to remain closed or why some businesses get to open, does not change anyone's mind but does make those on the other side of the argument not want to do business with you.

Go back to the gym owner in New York. He opened and even made the news. He took a stance, stood hard and opened against the State's recommendations and against most health officials vision of safety too. He made his point and attracted a number of old clients who showed up to support him, but what did he do to his reputation in the community? Would anyone scared of the virus show up now or later? How many people felt he was right versus those who thought he endangered

others unnecessarily?

To me, ranting on social media is what you do when you pretend to do something, because I do not believe a political rant has ever changed a single mind. If you want to be active, then write letters to your representatives, donate to candidates, actively lobby for change and take action that does make change. But, if you own a small business, I recommend staying out of politics since any side you take has about fifty percent against you. Do you really want to risk half of your business to write a rant on social media that changes nothing? Is it your right? Yes. Is it good business? No. You have to make that decision, but consider keeping your politics to yourself if you are dependent on clients who might have different viewpoints than you do.

Online training will shift again.

Online training has saved a lot of gym owners. You standing in workout clothes jumping up and down with little squares on the screen has proven to be an effective way to keep the money arriving in a gym sitting dark. Here are several thoughts on online training and what will happen once you re-open:

■ Most of your online people will hesitate to return immediately. Offer online continued workouts for ninety days but put a review deadline on the date. Clients not sure will cling to online but will return when they feel safe. If you continue past ninety days, do not discount for this service. You may have clients that just want to do this, but small groups, for example, may not hold together as some of the clients come back to the gym. Remember, the clients loved online because there was no gym available. When you are back, they will seek out the herd and return to the energy of the gym when they feel safe.

■ I suggest you continue to use online support going forward for all clients. Concentrate on extras that add value to your memberships, such as meditation, nutritional support, restoration of natural movement, such as flow patterns they can do at home or work and other tools that enhance the client experience. Consider a rigorous six-day a week commitment

to this.

■ You may find a population you never had before that will only want online. Do not charge less for this service. One-on-one clients, for example, may want to continue doing several video workouts a week at home. Do not discount for this service; it takes the same energy, if not more, to get this done. You may even find an online specialty, such as women over forty, that can be run as a separate business within your business.

What Does All of This Mean?

Go slow; create an environment for the third that are terrified, and plan for at least three months after you re-open to get your membership back, if you did all the work you should have done prior to opening. I feel your frustration, but cooler heads will win this battle. Be patient and work on keeping the clients safe and promoting what you do consistently while closed.

Do not forget about the two-week pivot point prior to opening. This is the period where you reach out to all old clients and invite them home, touch all missed sales and personally call every client to invite them back and let them know what you have done to keep them safe.

This is also where you need to promote testimonials done by clients, such as doctors or health care people talking about how safe your gym is adding a thirty-day trial to get potential clients going with you.

Do not forget about your website. Everything on the website should reflect what you are doing to change up your gym. Yes, success for clients is important and testimonials supporting that are still good, but be more concerned about getting a scared person in your door first. If he or she feels safe, then you have a chance to prove how good your gym is.

Your clients should come back in two waves. The first group will arrive during first 45 days, which will be the ones who are less afraid and have been following your efforts to rebuild the gym online. The second wave will be the scared ones waiting to see if it is safe, and then, former clients and missed business will seek you out as they drift back.

It will take 90 days to get your life back. The rules will change by the week, but remember it is easier to back off the overkill than it is to struggle to add stuff that should have been done earlier.

(Thomas Plummer has been working in the fitness industry for over forty years and is considered by many to be one of the most influential individuals in the industry worldwide. He is also considered the creator of the modern training gym concept and has taught over 1,100 workshops around the world during his career. He can be reached at thomasplummer@mac.com.)



NFBA

Financing Methods for Health and Fitness Clubs

By: **Paul Bosley**

This article reviews three different financing methods that are available to any startup and existing business in today's lending environment. What makes the health and fitness industry somewhat unique is that fitness equipment can be financed through equipment leasing. And, what makes our company unique is that, several years ago, **Paul Bosley**, *Founder of Business Finance Depot*, served as volunteer counselor for *SCORE*, a division of the *Small Business Administration*, and learned the SBA loan process. So, we understand how to finance new and existing companies by utilizing either equipment leasing or an SBA loan! Additionally, in 2018, we entered into an agreement with a company that specializes in unsecured personal and business credit cards and lines of credit.

Equipment Leasing

The main benefits of equipment leasing are that the transactions are completed quickly, and the collateral for the transaction is the equipment package being financed. The typical terms require a down payment or a security deposit ranging from one lease payment up to 20% of the dollar amount being financed. The repayment term ranges from 3 - 6 years. Once the lease is paid, the ownership of the equipment is transferred to the company leasing the equipment.

Business Finance Depot has served as a main source of equipment leasing for fitness franchises, including *F45 Training*, *Blink Fitness*, *Athletic Republic*, *The Camp Transformation Center* and *HOTWORX*, and for fitness equipment manufacturers, including *Keiser*, *Promaxima* and *Woodway*.

SBA 7(a) Loans

This national loan program can be used to finance nearly any legitimate business purpose. The SBA loan guarantee reduces the lender's risk which, in turn, makes securing an approval more likely. These loans offer the lowest APR available, amortized over the longest repayment term available. The following information lists possible uses of the loans and our franchisor clients currently using each aspect of the program:

1. Finance a Start-up Business - *Massage Envy*, *F45 Training*, *HOTWORX*, *iCryo*, *Fitness 1440*:

■The SBA 7(a) Loan will finance up to 85% of the total project costs, including equipment, organization costs, buildout,

deposits, inventory, working capital and franchise fees.

■The SBA Express Loan provides working capital up to \$150,000 for any business purpose and requires only business collateral.

■The owners' equity injection ranges from 15 - 30% of the total costs, and it can't be borrowed money, such as a home equity loan.

■A resume with industry experience, transferable skills and/or related education is important!

2. Capital to Expand an Existing Businesses - *All of the Above Franchisors*:

■Same as above except the emphasis is on the profitability of the business based upon business tax returns and interim financial statements.

3. Debt Consolidation for an Existing Business:

■The funds are used to refinance business debt including mortgages, equipment leases and loans. Credit card debt is typically NOT included.

■The resulting monthly payment must reduce the total monthly payments of all debt being consolidated by at least 10%.

Common Criteria, Terms and Conditions for the Three (3) Uses Listed Above:

■The collateral is all business assets. For loans over \$350,000, additional collateral is required, which is typically real estate up to

the loan dollar amount.

■Good personal credit.

■10-year loan repayment term.

■No prepayment penalties are most common.

■The interest rate is prime rate as published in the *Wall Street Journal* (currently 3.25%) plus a risk premium typically 2.75% = 6%.

■Closing Costs are typically 3.5% of loan amount and are added to the amount financed.

■Timing to close - 90 days, which varies with the bank workload and responsiveness of the borrower.

4. Real Estate - Commercial Mortgages:

■The loan will finance up to 90% of the purchase and development cost.

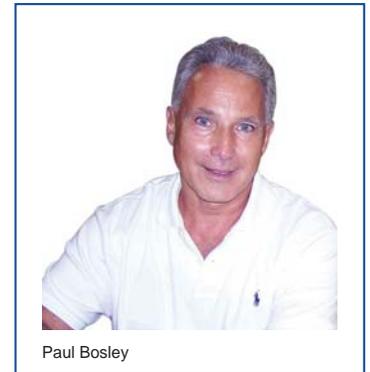
■The equity injection is no less than 10% of the total cost and cannot be borrowed money such as a home equity loan.

■The business must occupy at least 51% of the usable space. This provides an opportunity to sublease the remaining 49% of the usable space.

■Terms and Conditions - Same as above with the following exceptions: Loan Repayment Term up to 25 years; fully amortized loan repayment with no balloon payment; prepayment penalties range from 1 - 4% over the initial 3 - 4 years; Interest Rate - Prime (3.25%) + a risk premium typically 1.75% = 5%.

Unsecured Business Credit Card and Lines of Credit

Business Finance Depot works



Paul Bosley

closely with an aggregator specializing in unsecured business and personal credit cards and lines of credit for financing in addition to an equipment lease or for clients not eligible for SBA loans for any reason. To see if you are prequalified for unsecured business credit, please go to capwellfunding.com/prequal-bfd.

■ ■ ■

I have been blessed to be active in the fitness industry for 46 years, and I am honored to serve our many clients in the health and fitness club industry. If you want to learn more about how we can serve your financing needs, please contact me at (800) 788 - 3884 or paul@businessfinancedepot.com. For more information, please visit www.businessfinancedepot.com.



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What Do You Need to Do As a Gym Owner?

By: **Jim Thomas**

Disclaimer: As this article is being written, many gyms across the country have opened to strong sales, and others will be opening in the coming weeks. As this occurs, we want to be sure our head is right, and we are accepting full responsibility for our success or responsibility for our struggles.



One of your primary responsibilities as a gym owner or operator is to make sure the door is swinging, the phone is ringing, the email is dinging and the text is pinging (and the cash register is ringing as one of my long-term clients like to say).

In talking with many gym owners, I will remind them that 50% of their job is to be thinking, planning and implementing sales and marketing programs for their gym. You simply can't survive without oxygen (i.e. revenue).

With that in mind, here are four tell-tale signs that help you with prospecting, marketing, advertising, lead generation and driving prospect traffic into your gym.

1. Your membership sales have dipped (and overall traffic is down) - This is the most obvious issue. Your sales numbers aren't where you want them to be. However, you're still confident that you have a strong sales team (including

management) in place and you want to ensure that you're giving them everything they need to succeed. It may be time to examine your policies and sales procedures to find any gaps or opportunities, while also looking at your sales culture and selling capability. One of the common mistakes to be on the lookout for... is in an attempt to provide good customer service; we give up key steps of the sale process. Think about that one for a moment.

2. You feel that you've plateaued - Maybe your sales numbers are fine. But, they've remained "fine" for a while, and you feel like your team is capable of more. Not only more in sales volume but also more in more revenue per customer. You may have done a great job of recruiting and training your current staff of membership sales superstars, but they must continue to grow and develop. Complacency is a common killer to top notch sales and management staffers. Many times, bringing in a fresh, objective perspective can be invaluable when you're looking to take your gym to the next level.

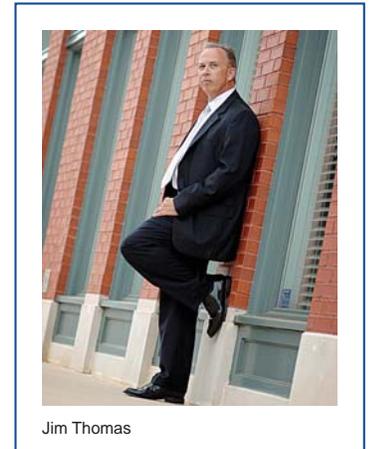
3. You're chasing unqualified leads - Everyone wants a sales funnel that is overflowing with nothing but qualified leads (usually defined as ready to buy). However, we don't have to tell you that this is not how the real gym world works. Unqualified leads remain a major challenge in every gym. Although, many times, we will

mistake "not ready to buy today" with "unqualified leads." In fact, many gym owners say that increasing their lead-to-customer conversions is their biggest challenge and their top priority. The key here is to follow a program of lead nurturing whereby you are working to maintain interest and desire. It's not unusual for it to take 12 contacts before a prospect is ready to join, and many gym staffers will stop calling after just a couple calls! This is something to really work on as it can result in as much as a 20% increase in sales performance... on leads that you already have. Get in the habit of being a resource center for your prospects to help them get the results they are seeking.

4. Your sales team is spending less time... selling - Is your full-time sales staff only selling part-time? This is another major issue that plagues many gyms. The average membership salesperson today is only spending about a third of their time on actual selling (or maybe even less). The rest of the time, they're performing non-revenue generating activities. Two-thirds is too high. You can do better.



Failure to properly implement sales and marketing programs is the number one reason that so many gyms struggle. So, utilize 50% of your time thinking, planning and



Jim Thomas

implementing sales and marketing programs.

Now, let's start selling!

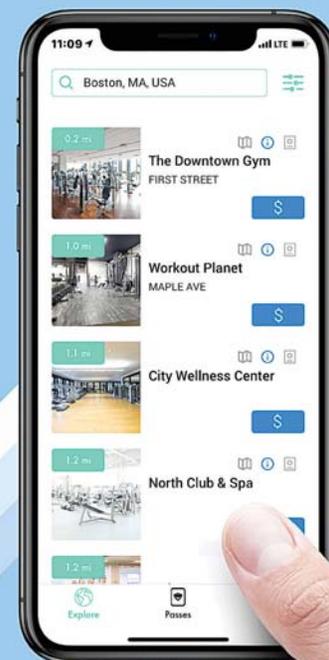
(An Outsourced CEO and expert witness, Jim Thomas is the Founder and President of Fitness Management USA Inc., a management consulting, turnaround and brokerage firm specializing in the gym and sports industry. Visit his website at www.fmconsulting.net or www.jimthomasondemand.com.)



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Workplace Sexual Harassment and Increased Training Requirements for Employers

By: **Paul R. Bedard, Esquire**

Many health clubs that faced temporary closure due to COVID-19 are in the process of reopening their doors. Although the topic of workplace sexual harassment has largely and understandably taken a backseat to more pressing societal issues within today's news cycle, more states have implemented laws mandating employee sexual harassment training for employers since I last reported on this topic within the *December 2017 Edition of Club Insider*.

This article is not intended as legal advice. Workplace sexual harassment continues to be a complicated and fact-specific legal issue with potentially debilitating reputational and financial costs for those employers who fail to comply with legal requirements. The laws in this regard are many and varied, and unique facts and circumstances in each case prohibit blanket recommendations. **Therefore, please consider the following information as an educational guide, and please consult an attorney for specific direction.**

Understanding Governing Law and The Trend Towards Increased Training Requirements

An employer's first line of defense against sexual harassment claims is a highly trained and educated workforce that understands their legal duty. From a Federal standpoint, *Title VII of the Civil Rights Act of 1964* makes it illegal to discriminate against employees based on race, color, national origin, religion and sex. Sexual harassment is considered a form of sex discrimination under this Federal law that applies to private employers with 15 or more employees, as well as government and labor organizations.

It is illegal to engage in sex discrimination, and it is also illegal to retaliate against someone who files a complaint alleging sexual harassment. This Federal protection from retaliation further extends to those who testify or participate in any fashion within an investigation involving a sexual harassment complaint. An employer who has *potential* legal exposure due to a claim of sexual harassment will have *guaranteed* legal exposure should the employer retaliate against or otherwise punish the person making the complaint or any of those involved within the investigation.

Unlawful sexual harassment includes but is not limited to any verbal or physical harassment that is sexual in nature, unwelcome sexual advances,

requests for sexual favors, offensive jokes and remarks, sexually suggestive objects and pictures, any conduct that is sexual in nature that affects a person's employment, unreasonably interferes with someone's work performance or creates an intimidating, hostile or offensive work environment.

Both the victim and the harasser can be male or female, same sex or different. A harasser can be a victim's co-worker, supervisor, client, customer or any third-party that impacts the work environment. The victim of the harassment at issue does not need to be directly harassed. Someone who is residually affected by the conduct at issue may have a claim of sexual harassment. Unlawful harassment may occur regardless of whether the victim is discharged, demoted or negatively impacted from a financial standpoint.

It should be noted that some conduct that may appear to qualify as workplace sexual harassment may not be unlawful. Isolated non-serious incidents and annoyances and conduct between willingly engaging participants may not qualify as illegal harassment. Either way, this conduct may at a minimum constitute a violation of policy. Any such violation of policy must be addressed promptly, fairly and consistently to avoid a claim of disparate treatment.

In addition to Federal law, all states have laws prohibiting sexual harassment. Moreover, an increasing number of states have mandated employee sexual harassment training for public and private employers under varying circumstances. For many years, Maine, California, and Connecticut have required this type of employee training. Since I last reported on this issue, additional states have implemented training requirements. Furthermore, some longstanding laws have expanded the training requirements for employers. Many other states that do not require employers to provide sexual harassment training to employees *encourage* employers to provide such training.

Some of these state laws are very briefly summarized as follows:

- Maine requires employers with 15 or more employees to provide sexual harassment training to all employees within one year of hire with additional training requirements for supervisors and managers.

- California requires employers with 5 or more employees to provide sexual harassment training within six months of hire or promotion. All employees must be trained by January 1, 2021. Ongoing sexual harassment training is required

every two years. California expanded its training requirements, as the prior law required training only for supervisors within organizations of 50 or more employees.

- Connecticut requires employers with 3 or more employees to provide sexual harassment training to all employees by October 1, 2020 or within six months of hire. Like California, Connecticut expanded its training requirements. The prior law only applied to supervisors within organizations of 50 or more employees.

- Delaware requires employers with 50 or more employees to provide sexual harassment training to all employees and supervisors within one year of hire, with additional training content for supervisors. Retraining is required every two years.

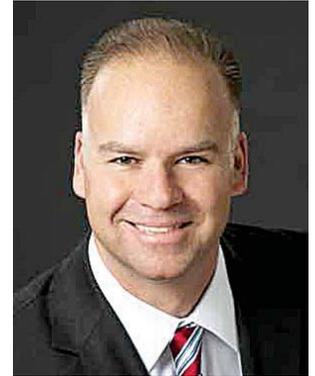
- Illinois and New York require that all employers provide sexual harassment training to all employees on an annual basis.

- Although not required, Colorado, Florida, Hawaii, Iowa, Maryland, Massachusetts, Michigan, Ohio, Oklahoma, Rhode Island, Tennessee, Utah, Vermont and Wisconsin "encourage" employers to provide sexual harassment training.

State laws vary regarding who is qualified to conduct this training, whether training must be interactive, length of training, specific content, documentation requirements, etc.

Why All Employers Should Provide Sexual Harassment Training

The *Equal Employment Opportunity Commission* has issued Federal guidelines indicating that employers should provide training to "all employees to ensure they understand their rights and responsibilities." Many court decisions have shown that employers who fail to train their employees may be subject to punitive damages, whereas those employers who can demonstrate that they have made good



Paul R. Bedard, Esquire

faith efforts to combat harassment and discrimination are far more likely to avoid these financially debilitating damages. Damages in a case involving a claim of sexual harassment can easily climb into the millions of dollars range. Therefore, it is in every employer's best interest to provide workplace sexual harassment training to all employees.

(Paul R. Bedard, Esquire has nearly twenty years of management, leadership and operations experience in the health and fitness industry. As a practicing attorney, Paul's health and fitness industry experience provides him with a unique perspective when advising health clubs regarding employee training, handbooks, policies, contracts, disputes or premises liability claims. When not practicing law or spending quality time with his wife and daughters, Paul strives to be active in his local community. Paul has served as the Assistant Town Attorney for the Town of Southington, Connecticut. He has also served on the Southington Zoning Board of Appeals and the Board of the Central Connecticut Regional Planning Agency. Paul is a solo practitioner at The Law Office of Paul Bedard, LLC, in Southington, Connecticut. Paul can be reached at AttorneyPaulBedard@gmail.com or 860-414-0110.)

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ClubIntel Announces Publication of New Health/Fitness Facility Industry Study

DALLAS, TX - ClubIntel, a global leader in conducting market research related to the health/fitness industry, announced it has released its ground-breaking study on what members say fitness facility operators need to understand if they want them back. The study, entitled *What Members Say Matters - A Study of What Members Say is Needed if Health/Fitness Facilities Want Them Back*, was published on Monday, June 15.

The study explores the behaviors and experiences of health/fitness facility members pre-COVID-19 closures and during COVID-19 closures. The profile includes the best predictors of those who will return and a detailed list of the most influential requirements facilities should provide to ensure members physically and emotionally feel safe to re-enter their clubs, gyms and studios.

The study was conducted among 2,000 health/fitness facility members and users from 20 major U.S. MSAs over a one-week period from May 11, 2020 to May 18, 2020 with research panel partner Dynata. The study was supported by Platinum sponsors Les Mills International and Life Fitness, along with our general sponsor FitSpace Boutique Studios.

"This report is an invaluable guide to how operators may survive and thrive as we come out of this crisis into a new reality.

In the words of marketing icon David Ogilvy, 'Advertising people who ignore research are as dangerous as generals who ignore decodes of enemy signals.' As fitness facility operators, we would disregard the advice here around new facility practices and communication at our peril."

- Phillip Mills, Founder and Executive Director, Les Mills

Some of the study's key findings include:

- **More members cancelled during closure than previously reported by the industry.** 31% of members reported that they cancelled their membership/subscription since their facility closed due to COVID-19. Among Millennials, 45% said they cancelled while 12% of Boomers reported cancelling their membership.
- **Member engagement during closures was lackluster at best.** Only 16% of members scored their level of delight a 5 (on a 5-point scale) with their facility during closure, the equivalent of a negative 40 NPS. However, before closure, the NPS score was positive, a clear indication that many facilities did a poor job engaging their members during closure.
- **Two-thirds of members are ready to return to their former facility.** 65% of U.S. health/

fitness members report they are very likely/fairly likely to return, 19% are undecided, and 16% are unlikely/very unlikely to return.

■ **One in five members are prepared to switch when doors reopen.** 21% of U.S. health/fitness facility members reported they were very likely/fairly likely to join another facility when gyms reopen.

■ **Members of Gen Z and Gen Y (Millennials) are less likely to return to their existing facility and more inclined to switch allegiances when gyms reopen.** On average, only 60% of those under the age of 40 indicate they are very likely/fairly likely to return to their facility at opening, while 74% of those over the age of 56 indicate the same.

■ **Membership ramp up will take time.** 34% of members plan to return during the first week, 34% indicate they will return between one week and one month, and the balance report they will return anywhere from one month to more than three months after gyms reopen.

■ **Women will not be an easy sell.** Men are significantly more likely than women to return once their facility reopens. Men are also more likely than women to return the first week their

health/fitness facility reopens.

■ **What members say is important to return after re-opening may not be what many operators are considering.** Members place high importance on over a dozen key variables related to the influence each has on their decision to return, some of which may be out of the operators' control.

"At Life Fitness, our mission is to provide solutions that help people lead active and healthy lives. In times like these, we recognize that enhanced safety precautions need to be taken and proactively communicated to exercisers to instill confidence in our industry. As we enter the next phase of reopening, it will be incredibly important to understand the concerns of our partners and their customers around returning to fitness facilities. Research like this allows us to do just that and will help inform industry guidance and set new standards to ensure we are all providing safe and responsible solutions." - **Chris Clawson, CEO of Life Fitness**

The complimentary report is available on ClubIntel's website, www.club-intel.com. The report can also be obtained through Platinum sponsor Partners, *Les Mills International* and *Life Fitness*.

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FROM FOOD TO FITNESS

Aaron Davis's story...

Aaron is a serial entrepreneur and experienced multi-unit franchisee owning 17 Little Caesars. He was looking for an opportunity to diversify his portfolio and has always been a fitness nut, so branching out into the fitness franchise segment was the logical next step. Food service operators know firsthand the challenges of the restaurant industry, which include high labor costs, extensive employee turnover and skyrocketing operating costs. Aaron was very impressed with the ease of operations and the need for only 3-4 employees to operate the club. After speaking with Workout Anytime franchisees, he was equally impressed that 73% own multiple units. Aaron leaned on Workout Anytime's proven franchise model to 'hit the ground running' and opened two locations within one year with a third on the way. Workout Anytime has more than tripled their club count over the past 5 years and have averaged 38% growth in new club openings.

"Adding fitness was a very profitable way to round out my business portfolio."

Aaron Davis, Owner
Boiling Springs, SC & Duncan, SC

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