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THE Club Insider

NEWS

The Pulse of the Health, Racquet & Sports Club Business Worldwide

JULY 2002
VOLUME 9 NUMBER 7



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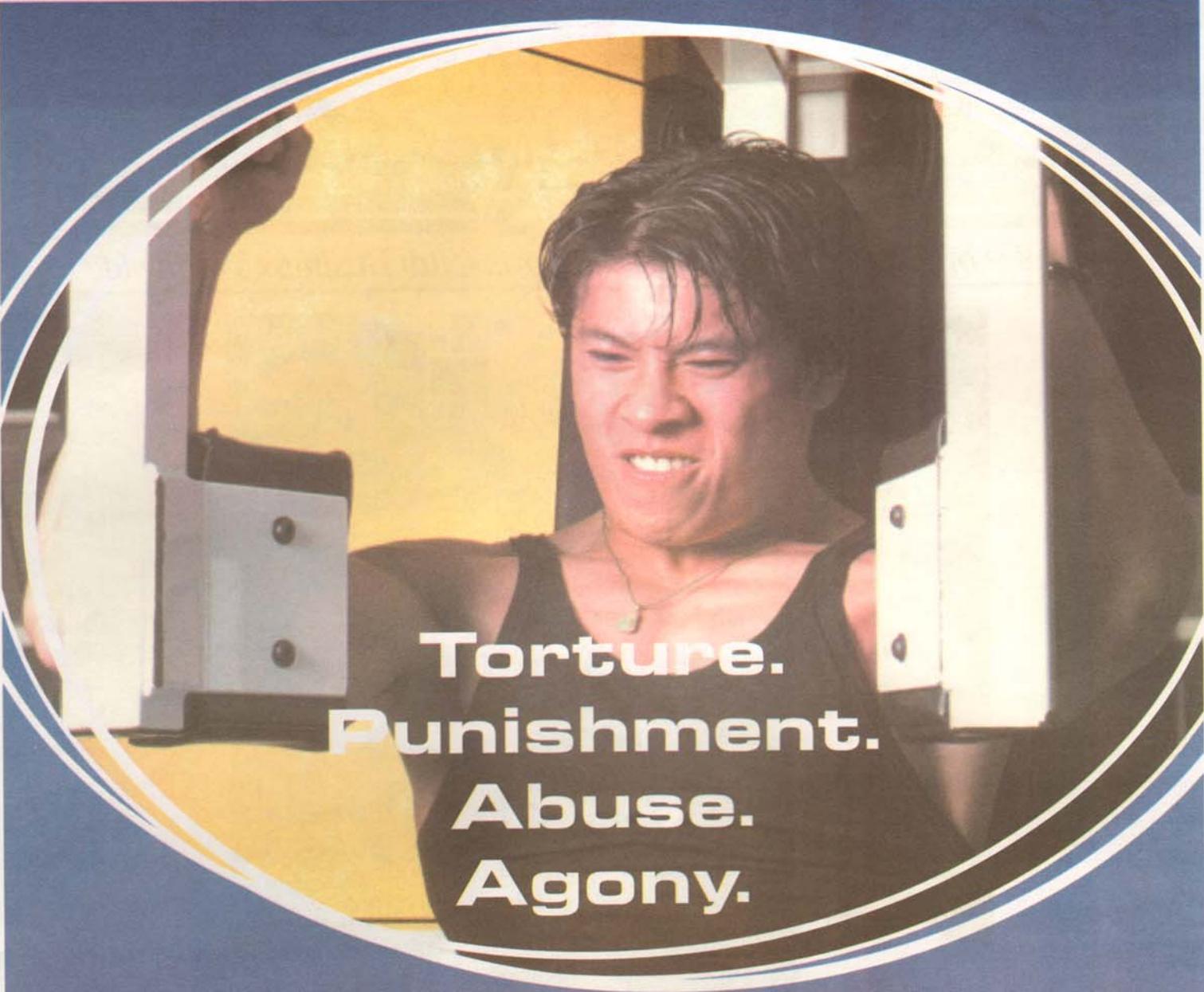
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A "True" Club Man



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THE Club Insider

NEWS

Clive Caldwell

A "True" Club Man

By: Norm Cates, Jr.

During my interview with Toronto's Cambridge Group President, Clive Caldwell, I asked the question: "How many "units" do you now have Clive? His response was quick and instructive when he informed me that he had no "units", he had "clubs."

While I have in the past written that there is a significant difference between a "club" and a fitness center, often referred to as "units" by

multi-fitness center owners, I slipped when I asked Clive Caldwell that question. Referring to Clive's Caldwell's six world class clubs in Toronto and Montreal, Canada as units would be like calling a Rolls Royce a vehicle. Indeed, Clive's clubs are not fitness centers that often are described in the fitness industry with the "unit" jargon. They are large, high quality, urban, upscale full-service clubs. When I visited Caldwell's Adelaide Club and Cambridge Club in Toronto, I was particularly

impressed by the interiors and the art work on display in the clubs.

During the following interview Caldwell made a clear differentiation between the "club" business he is in and the fitness center business that companies that represent the majority of the North American health club industry.. His six clubs, totaling 300,000 square-feet, generate in excess of \$26 million annually and this interview will show why.

Clive Caldwell's story is intriguing. He first learned to

play squash when he was 11 years old and has been involved in the club business since he was 21. He became a squash club and touring pro and was invited to become a 5% partner in Toronto's Cambridge Club at 23. He now owns controlling interest in the Cambridge Club.

Caldwell's life has been full of accomplishments and challenges. He graduated from a prep school called Ridley College, but he did not attend nor graduate from college. His wife, Marianne, was from the U.S. and he has

three children. But, his wife passed away three years ago from ovarian cancer. He has three children, Dylan, 23, Devin, 22 and Ashley, 20. Two of Caldwell's children are handicapped, but as does their father, they excel at what they do. Take for example, Dylan Caldwell. Even though he was born with only two fingers on each hand, he is an amazing golfer and has achieved a high degree of skill in the game. In fact, he was once invited to play (See Clive Caldwell Page 8)

Body Training Systems Changing Landscape For Smart Club Operators

By: Norm Cates, Jr.

The health club business is an intensely competitive business. For example, just look at the Atlanta area market where there are well over 300 clubs and fitness centers in operation. Club owners spend hundreds of thousands of dollars on cardio machines like treadmills, ellipticals, stair climbers and selectorized weight machines. It is now the norm for a club to have a half million dollars invested in fitness equipment. And, that is just to be competitive, to "keep up with the Jones", so to speak.

But, after making these major capital investments in equipment for their clubs, many

club operators think they can stop there and be truly competitive. But, are they? Not really. In this article, I will make the argument that club owners who stop their investment when they've bought lines and lines of cardio and strength machines lack the "balance" they need to be truly competitive and to be the best and dominant club in their market. If you want to truly dominate your market, open your mind and read on.

Rich Boggs, the CEO and Founder of Body Training Systems, a division of The STEP Company, tells me that some club owners have yet to come to understand how Body Training Systems can make a huge difference in the financial performance of their clubs. He

explains that some club owners and managers stop listening when they learn that there is a monthly programming fee for Body Training Systems. Well folks, I want to ask you this question: How much would you be willing to pay to have the top

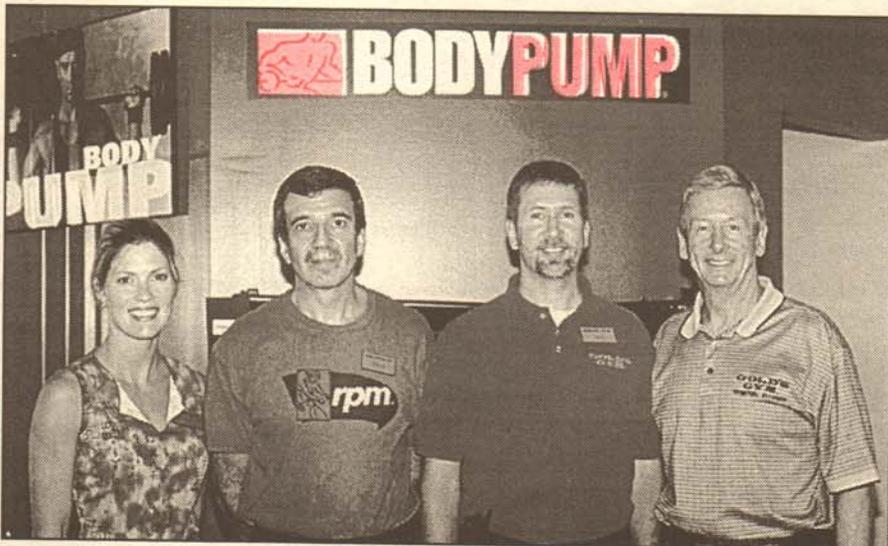
financially performing and most profitable club in your market? That is what I am writing about here. I am not writing about just being competitive. This is about domination of your marketplace and making more bottom line profits than anyone else.

So, club owners of the world, if you could add 1500 new members and over \$1 million in dues revenue to your club's income would you be

(See Body Training Systems Page 10)

Inside The Insider

- How To Set the Playing Field
- "Spa Insider"
- ACE's Top 10 Mistakes In The Gym
- The Milner Report
- The "Architect's Corner"



(L to R) Leslie Austin, Steve Pacheco, Skip & Gordon Johnson

● Norm's Notes ●

• **LATE BREAKING News!** One of my top information sources, a 'Crusty Old Industry Veteran', informed me yesterday that it appears that **Brunswick**, the parent company of **Life Fitness**, is the apparent winner of the bid to buy **Precor**, from **Illinois Tool, Inc.** I spoke with **PAUL BYRNE**, **Precor CEO**, and he told me that there is nothing confirmed at this time. So, **STAY TUNED!** In another development, **Life Fitness**, the **Number One** commercial equipment manufacturer of cardio and strength equipment on "**Planet Earth**", has announced an agreement with **LeMond Fitness, Inc.** to become the exclusive distributor of the **LeMond** group cycling bike and training programs in North American commercial and vertical markets, plus international regions including the UK, Spain, Germany, Italy, Japan, Hong Kong, Brazil and the Benelux countries. **LeMond** group cycling bikes are used in leading facilities worldwide including the **Sports Club Company**, **East Bank Club**, **LifeTime Fitness** and the **Club Med Group** in France.

• If your club is an **IHRSA member club** and you somehow think you receive **The CLUB INSIDER News** as a free benefit of **IHRSA**, please note this. You may occasionally receive one of our "**Promotional Issues**" free, but to receive

this wonderful publication every month, month in and month out, we need you to **SEND MONEY!** Not **MUCH MONEY**, mind you, but **SEND MONEY!** Just fill out the subscription form below and provide your credit card number or send a check with the form to the address or email address shown and we will put you on our **PAID SUBSCRIBER LIST** which causes our mailing house to send **The CLUB INSIDER News** to you **EVERY MONTH!** I love **IHRSA** and support **IHRSA** all the way since I helped found it, but this misimpression has got to stop. So **SEND MONEY!** And, tell your friends to **SEND MONEY!**

• **NOW HEAR THIS!** I am sometimes amazed at what I see going on out there in our club industry. It is a terrific business that is literally moving and changing every day. I can remember back in the mid 1970s when my partners, **RICH BOGGS** and **RAY IRWIN** and I were just getting started developing, owning and operating clubs here in Atlanta and in the Southeast. In those days we had few choices to make when it came to opportunities to expand and grow our businesses. **ARTHUR JONES' Nautilus** was still relatively new and was taking the country by storm. Not long after that **RAY WILSON** and **AUGIE NIETO** brought the **LifeCycle**

to market and I ordered 66 of them for two of my clubs. So, when I see a truly great opportunity for club owners to forever change their club business' financial future for the better, I have a hard time holding back. Especially when I realize that *some* of you out there are so set against investment in anything but equipment that you won't even listen to opportunities that could **really** be great for your club's success and future. The incredible opportunity I am speaking about specifically is **BODY TRAINING SYSTEMS. (BTS)** I urge you to read my report starting on page #3 about the success **GORDON JOHNSON** is having here in Georgia with **Body Training Systems**. Gordon now has 1500 more new members generating **over \$1 million in additional** annual revenues, and he directly attributes those extra members to his **BTS** programs. Also, next month I will have a follow-up report for you about another club operator, **JOHN BONICA** of **Global Fitness** in Leominster, MA. John has increased his 22,000 square-foot club's revenues from **\$800,000 to \$1,700,000** (with an **EBITDA** increase from \$150,000 to \$400,000) in just three years with **Body Training Systems**. That is an excellent \$77 per square foot for John's club. Take the time to read my report starting on page #3 of this issue and then dial the **Body Training Systems** phone number to obtain what may be the most valuable information you will **EVER** get for your business. Open your mind to this new and excellent opportunity and pick up the phone and dial the number: **800.729.7837**. You will be glad you did.

• **CORRECTION!** - In our June Issue **Norm's Notes** I mentioned that **Ivanko Barbell Company** Founder and CEO, **TOM LINCIR** had informed me that the **Iron Grip Barbell Company** lawsuit against **Ivanko** had been dismissed. I also stated that "Iron Grip had been ordered to pay damages to **Ivanko**." Tom contacted me to explain that was incorrect. He says that the court dismissed the case and ordered **Iron Grip Barbell Company** to pay for court costs

and legal fees, not damages." My apologies to Tom and the **Iron Grip Boys** for the misstatement.

• I was shocked to receive a phone call from my pal **SCOTT MANION** of **CheckFree Health and Fitness**. Scott informed me that it had been announced by **CheckFree Chairman, PETE KIGHT**, that industry veteran, **DICK MITCHELL**, was retiring from **CheckFree Health and Fitness Division**. My friendship with **Dick Mitchell** goes back to the 1970's as he was the true pioneer of computer services for the health club industry when he launched **RCM Services, Inc.** Dick has been a rock in the industry and has been a huge supporter of **IHRSA** during all of these years and I want to personally thank him for what he has done for all of us. Good luck **Dick** and enjoy the golf course!

• Congratulations to **MIKE and MARSHA MINTON** of **Minton's Sportsplex** in **Texarkana, Texas**, as **Minton's Sportsplex** has been named by the **U.S. Small Business Administration** as the **2002 Small Business of the Year** and **Mike and Marsha** have been named the **Small Businesspersons of the Year**. We featured **Mike Minton** and his club last year as one of our **Cover Subjects**. The club has been in business for 15 years and used two **SBA** loans to grow and generates in excess of \$1.3 million per year. **Minton** has 87 full and part-time employees and the business pays over \$300,000 per year in taxes. **Minton's** story is truly remarkable because **Minton's Sportsplex** has survived 15 years while **all other** commercial health clubs have gone out of business in **Texarkana**, a city of 60,000 on the **Texas/Arkansas** border!

• **MISS AMY KERR**, 18, of **Salem, Oregon**, is **America's Junior Miss** and she was crowned after winning the competition held in **Mobile, Alabama** on **June 28th**. The event was co-sponsored by **Bally Total Fitness, Health-South, Coca-Cola, uppseedaises, Tyson Foods and Thermasilk**. The runner-up was **MISS NATALIE POPE** of **Hattiesburg, MS**. **Amy Kerr** took home \$74,000 and **Natalie**



Norm Cates

Pope won \$27,000 in cash scholarships. The 2002 **America's Junior Miss**, **CARRIE COLVIN** presented the awards. **Maine's Junior Miss, ASHLEY HERBERT**, took home the **Overall Fitness Award** of a \$10,000 cash scholarship provided by **Bally Total Fitness**. **America's Junior Miss** program was founded in 1957. The co-Masters of Ceremonies for the televised event were **DEBORAH NORVILLE** and **DAN MARINO**. This is another good example of **Bally Total Fitness's** community outreach efforts. Check out my article on page # 19 of this issue containing an update on **Bally's "Be Fit Communities"** Program.

• **IHRSA and Members First, Inc.**, a Massachusetts and web-based interactive communications company, have teamed up with a new initiative. The plan is called "**Shape-Up With IHRSA**". **Members First** is offering a free one-year **IHRSA** membership to any non-**IHRSA** member club that becomes a **Members First** client. This is a great way for **IHRSA** to reach out to the 12,000 or more independent clubs in North America that may not be **IHRSA** members right now. For information on the new program contact **Larry Gulko** at (877) 883-4653 or online at www.memfirst.com

• A "**Bank Loan Report**", published by **Thompson Financial** and the **Capital Markets Group**, states that **America's health club industry** has performed well throughout the recession and 9/11 and that
(See **Norm's Notes** Page 5)

Norm Cates' **THE Club Insider**
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...Norm's Notes

continued from page 4

its major companies, including Bally, TSI and the Sports Club Company, are all performing well with average revenues for 17 of the largest U.S. club groups increased by 14.7% in the first quarter of 2002. That is great news and here is a list of leaders, just to quickly pick a few, that we owe thanks to for that positive report: RICK CARO, JOHN McCARTHY, LEE HILLMAN, MARK SMITH and MIKE TALLA.

• Be sure to check out WALLY BOYKO's ad on page #16 about his National Fitness Trade Journal Conference and Trade Show in Las Vegas, September 12-14th. Wally and his wife, MESHELLE, put on a terrific

event every year and this year industry legend, historian and great friend, the one and only BILL PEARL, will receive the NFTJ "Life-time Achievement Award." Be there!

• Former CLUB INSIDER News cover-boy, BAHRAM ADRADI, the CEO of the monster known as LifeTime Fitness, whose revenues are expected to reach \$200 million by the end of 2002, has announced that he is investing \$25 million in a Member Management System. Akradi is a true "900 pound gorilla" in the club industry and now has 26 clubs serving 400,000 members and is growing at the rate of 35% annually!

• If you pay money for a subscription and even if you don't, you may recall my

March Norm's Notes when I wrote about a new club owner/operator "down-south" whose "Spa Wars Mentality" operation was bad for the industry. What really had a "burr-up-my-butt" about this guy was that he had published a bald face lie in a four-color newspaper insert in the local daily newspaper, and when I confronted him with that lie his retort to me was, "Who cares?" Well, I care and everybody damned body in this health club industry should care if we have people, especially new owners, who think it is just ducky to lie in their advertising materials. So, I sent in two veteran club business pros to shop this guy's operation. One was a man and one was a woman and they went in, tape recorder and all, a week apart. And, they gave me an overall O.K. report on how they were presented and in general gave the operation an acceptable shop report. So, I just wanted to let you all know that I did not drop this situation. It just appears, at least at the time of the shops, that the operator either had a clean operation from the start or he cleaned his operation up after he and I had a personal conversation about it in Phoenix at IHRSA. Either way, the industry wins and that's all I care about.

• Congratulations to my old buddy, ART CHAPPELL, as he has completed his work on both his Bachelor of Science Degree in Business Management and his Master's Degree in Organizational Management! Art and his lovely wife, Linda, own and operate the Courthouse Athletic Clubs in "God's Country" up in Auburn, California.

• Congratulations and "atta-boys" to JAKE WALD, the son of former IHRSA President and 25-year industry veteran, MITCH WALD and

his wife PENNY as Jake has been drafted by the San Francisco Giants baseball team! Jake is a shortstop and was a Junior in college before being drafted. He is now playing for the Salem/Keiser Volcanoes, a Giant minor league team. Mitch and Penny should both be awfully proud of their son as he also has been an outstanding student in both high school and college. Way to go Jake!

• A voice from the past contacted me by phone last week. BOB SEAMAN. Bob contacted me to let me know that he is now the General Manager of MORRIE GOLD MAN'S SportFit Total Fitness Clubs in the Baltimore, Maryland area. Congratulations to Morrie, as he is retiring and moving to Florida. And, best of luck Bob as you get going with the expanded and improved SportFit facilities.

• PAT NECERATO has joined Brick, N.J.-based WOW! Work Out World as the Retention Manager. The WOW! Work Out World chain is growing rapidly through both company facilities and licensing operations. Good luck to the Romas as they grow their empire!

• I spoke recently with our "Mate From Down Under", TONY deLEEDE. Tony was the founder and operator of 22 Australian Body Works clubs here in Atlanta before he sold them to LA Fitness. Tony is now a partner in one of the fastest growing club organizations in the world, Fitness First. MIKE BALFOUR'S Fitness First has nearly 300 locations with 130 in the UK, 50 in Germany and the rest in other European countries and Australia. About a year ago Balfour and deLeede made a deal for Tony to go back to Australia to take over a bankrupt chain of clubs, and now deLeede has grown that

group to 22 locations with business booming! Tony is projecting continued growth with 28 to 30 locations either open or under construction by the end of 2002. Goodday mate!

• PAUL SCHMITT in Louisville, Kentucky has, at the young age of 60, announced that he is retiring. Now here is a terrific guy that has been in the business for 35 years. Here is a time line excerpted from the Babbist East/Milestone Wellness Center newsletter. 1969-1983- Fitness Director Downtown YMCA; 1984-2000, President- Milestone Fitness Center. (Milestone expanded from 8,000 to 17,500 and in 1992 voted Best of Louisville) 2000 to August, 2002 Wellness Director Babbist East/Milestone Wellness Center. So, here is a guy who has been the backbone of a terrific member results oriented, wellness center who has chosen to go out to pasture at the early age of 60! In the newsletter he writes: 'Anyway, I'll be back to teach my noon day class on Mondays, Wednesdays and Fridays and maybe I'll take a job making smoothies in the Café'.

• This summer I've been working on my book entitled: "Leaving Fat City!" I've been trying to successfully figure out how to deliver my message in a way that would not be offensive to the millions and millions of obese/overweight people across North America. So, while doing so, I received a copy of MARTY TULEY's new book entitled: "GET OFF YOUR ASS!" With just a quick review, I have concluded two things: 1) Marty is hitting the nail squarely on the head. If I had not "Gotten Off My Ass!" I would not have lost the 110 pounds that I lost. 2) I don't have to worry about being nice or "Politically Correct" in my book anymore. Marty is a health club owner in Lawrence, Kansas and is boldly candid in his new book. Although I've not finished reading the entire book at this press time, Marty is right on target with his message! CONGRATULATIONS Marty! on your outrageous and yes, very illuminating book for anyone that wants to be "Leaving Fat City!" So, to find out how to buy Marty's book, go to: www.getoffyourass.biz Stay Tuned! and GOD BLESS AMERICA!

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Norm Cates' **THE Club Insider**
NEWS

Established 1993

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PUBLISHER AND EDITOR: Norm Cates, Jr.
COMPUTER LAYOUT SPECIALIST: Justin Cates
COMPUTER OPERATIONS/WEBMASTER: Justin Cates
PRINTING AND MAILING SERVICES: Walton Press

“Architect’s Corner”

Planning For The In-Club Spa

By: Hervey Lavoie

Basic Rules For A Good Fit

If my client contacts are any indication, many club owners and developers are thinking about adding day spas to their athletic clubs and fitness centers. These owners are rightly concerned about the challenges of merging a membership-based club business with a pay-as-you-go, customer-based spa business. The strategic thinking behind these unions is sound. Both businesses attract users who care about how they look and feel. With regard to physical facilities, both businesses require changing rooms and showers. But the similarities end there.

Many of the design parameters of the ideal fitness club experience and the ideal day spa experience are fundamentally different. If these differences are not understood and reconciled by club and spa designers, they can erode member/customer satisfaction and ultimately compromise the long-term success and economic viability of each business model. There are seven rules for peaceful and profitable co-existence.

Rule 1: Fitting Access

A basic principal of the club industry is that facility access is limited exclusively to members and their guests. Conversely, a day spa must draw its patrons from a larger local customer base than the limited population of club members. Most successful day spas located in clubs will find fifty percent of their volume from the local, non-member population. A spa that is located internal to the members-only area of the club will be “invisible” to 50% of its market and thus be handicapped in its ability to attract non-member patronage. Club staff will be forced to manage a steady flow of non-members into the member-only sector. Spa staff will have to become gatekeepers for the club. *Rule: If the anticipated customer base of the spa will include a significant percent of non-members, the spa gateway should be located in the public sector of the club, adjacent to and visible from the flow of members and non-members through the public lobby.*

Rule 2: Fitting Feel

Athletic and fitness clubs are active, high-energy environments, where a certain level of noise and distraction is

expected. Social interaction and vigorous behavior are common. The day spa, on the other hand, requires a serene, restful atmosphere. The spa patron is looking for isolation and solitude as he or she enjoys the connection of mind, body and spirit in the massage room. The successful designer will be mindful of these distinctions, as planning issues such as location, access, adjacency, and circulation are identified and resolved with sensitive consideration toward the patron’s experience. Clubs often try to link a day spa with their existing locker rooms for dual use as changing and showering facilities. The initial appearance of efficiency with shared use of locker rooms may be outweighed by the resulting clash of ambience. *Rule: Once admitted to the spa environs, a patron should not be exposed to the high-energy action of the fitness club until the desired treatment and recovery are complete.*

Rule 3: Fitting Image

Given the differences between clubs and spas, the sensory image of each domain must be recognized and differentiated. Obviously, visual characteristics such as color, material, texture and lighting can be manipulated to good effect, but there are other senses

to be stimulated as well. The spa will benefit from the scent of fresh flowers, the taste of complimentary fruit, the feel of authentic materials, the sound of soft music and the sight of thematic artwork. The club will contend with the smell of sweat, the taste of energy bars, the feel of cold steel, the thumping of treadmills and the array of televisions. *Rule: The sense of sight, touch, sound, smell and taste should be tested in defining the distinct and separate design “images” of club and spa. To reinforce this distinction, it is important to give the spa its own identity and entry statement as a destination in itself.*

Rule 4: Fitting Sound Control

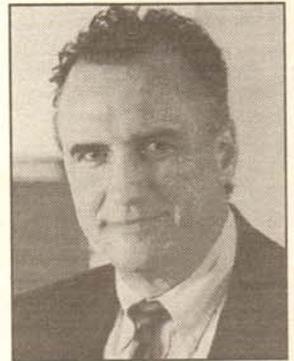
As mentioned before, a good spa is quiet. A good club is bound to generate noise. The spa within a club must be protected from the intrusion of unwelcome distractions. This diligence applies regardless of whether the noise comes from above, below, or from the sides. It is also possible for noise sources from within the spa to be a problem. *Rule: Every partition, floor and ceiling throughout the spa environment must be studied and detailed for proper acoustic performance, relative to adjacent uses and sources of noise and vibration.*

Rule 5: Fitting Operational Patterns

It is likely that the spa will have shorter hours of operation than the club. This means that the spa location and layout must allow it to be closed down and secured even as the surrounding club facility remains open. *Rule: The spa gateway, while open and inviting during business hours, must be completely securable when the spa is closed and the club is open.*

Rule 6: Fitting Service

Staff and supplies related to spa services are very



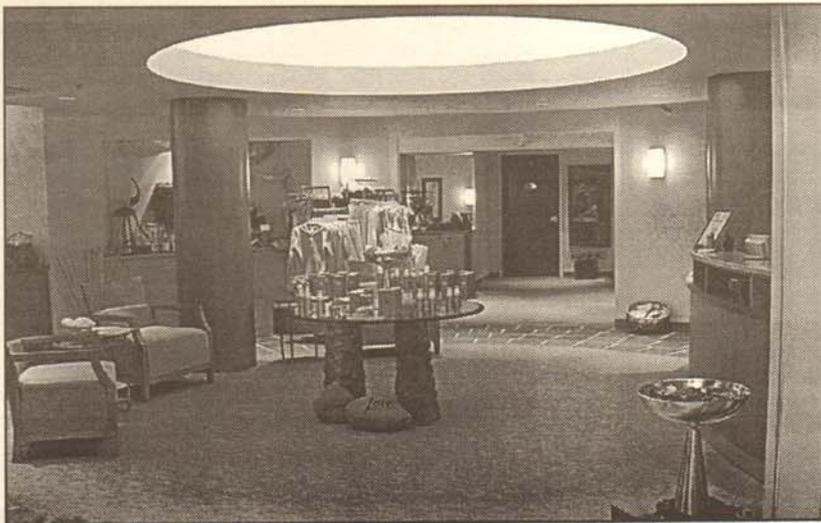
Hervey Lavoie

different from their athletic club counterparts. A spa facility with six treatment rooms may well have staffing needs for four or five FTEs. These people need a place separate from club staff to do paperwork, order supplies, book appointments, and prepare treatments, as well as develop programs, conduct training and do marketing. *Rule: Storage, prep and staff accommodation for spa-related operations must be planned as separate and distinct from athletic / fitness needs.*

Rule 7: Fitting Rules

All rules have exceptions, and the design rules cited here are no different. The important point of all this talk about rules is that the design process becomes an open, intelligent and farsighted dialogue among designer, owner/operator and user. Anytime a spa is retrofitted into an existing club building there are bound to be compromises. It is the collective wisdom of all project stakeholders, including the designer that will ultimately produce a superior result. The result of this “Give & Take” collaboration will be a club-based day spa facility that fits like a glove, the unique circumstances of your building, on your site, in your market, and within your budget. *Rule: There is an exception to every rule.*

(Hervey Lavoie is President of Ohlson-Lavoie, a Denver-based architectural firm. Hervey may be reached at (303) 866-0800. It is a leading firm specializing on health and athletic clubs, spas and aquatics facilities.)



“Spa Retail”- Atlantic Club, Red Bank, N.J.

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...Clive Caldwell

continued from page 3

a round of golf with one of golf's greatest players in history, Jack Nicklaus. (See photo this page.)

The health, racquet and sportsclub industry in North America has few clubs that compare to the clubs in Clive Caldwell's Cambridge Group. Take for example, the MAA Club in Montreal. The club was founded in 1881 by a merger of three clubs, the Montreal Snowshoe Club, the Montreal Lacrosse Club and the Montreal Bicycle Club. The Montreal Athletic Association Club hockey team won the Stanley Cup in ice hockey three times in 1893, 1894 and 1902. (To see the all of Clive's clubs online go to www.thecam

bridgeclub.com)

So, to describe Clive Caldwell's Cambridge Club Group as "world class" would certainly not be an exaggeration.

An Interview With Clive Caldwell

Q. Clive, where were you born and where did you grow up?

A. Toronto.

Q. Did you attend college?

A. No, I attended a prep school, which is the same as high school, but I did not go to university.

Q. Did you participate in sports when you were in school?

A. Yes. My background is really in squash. That's how I

got into this industry. I started playing squash when I was 11 years old at a private club in Toronto. I've been a member of that club since I was 5 and I'm still a member of that club today. I became a squash professional at the age of 21.

Q. Tell me about your squash pro career?

A. I was a teaching and playing professional. I started working when I was 21 at a brand new club called The Cambridge Club that had just opened in downtown Toronto. I was brought downtown to work in this job by the man who taught me how to play squash at this private club. I was the club professional, I ran the pro shop, I taught about 12 lessons a day, I ran all the programs and on weekends I played on the squash pro tour. That's really how I began in the industry.

Q. So, how old are you now and how have you achieved all of this?

A. 50. What actually happened was that at age 23 I was offered 5% ownership of the Cambridge Club. Then, that group founded the Adelaide Club and the Squash Academy and then a franchise business. By the time I was 29 or 30, the two principal partners stopped loving each other. You know how these things happen in life. So, the partnership blew up. I ended up selling my Cambridge Club position and bought 35% of the Adelaide Club. Within about two years I'd bought out my Adelaide Club partners. From around 1984 I've owned the Adelaide Club 100%. In 1991 I

had heard the Cambridge Club, a men's - only club, was running into trouble. So, I went back to the gentleman, Jim Bentley, who actually had brought me downtown and asked him if he wanted to sell it and he did. So, we ended up doing a deal and I've owned The Cambridge Club since 1992.

Q. Clive, I had the opportunity to review your Websites for some of your clubs I did not see when I was in Toronto and boy are they impressive! Especially that club in Montreal that was founded in 1881. You have an awesome lineup of clubs. **A.** We have really have some lovely clubs. The club in Montreal is pretty unique. We own 50% of that business with a group of former members that put the deal together, and we have a long-term management contract to run it. The clubhouse itself was built in 1902. The club has actually won the Stanley Cup three times. Jim Norris who bought the Detroit Red Wings in the 1930s acknowledges on the Detroit Red Wings Website that he took the logo for the Detroit Red Wings from the old hockey club he used to play at in Montreal called the Montreal Athletic Association, The Winged Wheelers. Our old club logo is a take off from the Detroit Red Wings.

Q. Clive, if you were to add up the square footage in all of your units, what would the total be?
A. First of all, you should be aware Norm that we don't have "units", we have clubs. We

have over 300,000 square-feet under ownership and management.

Q. The point you make Clive is a good one. Down here in the Colonies a lot of people operate fitness centers and multi-facility owners often refer to their facilities as "units." But, they are not operating clubs, per se. Could you share for us what a "club" really is?

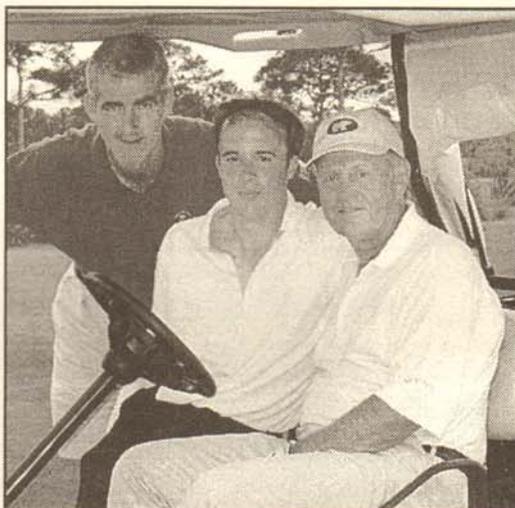
A. I think most people in our industry are really involved in the operations of gymnasiums. (Gyms). That's really what a large number do. That's what the whole fitness center chain thing is about. But, a club is really something that has been around. It is an old English tradition I think, probably comes out of the military more than anything from the late part of the 19th century. A club is really a place where people congregate to share activities that they like to do together. It's a social place as much as an athletic place. I think you can't have a club without food and beverage and social components. And, food and beverage is something, at least from the fitness side, that most have gotten out of because they've never been able to figure out how to make it work. It is not that there is anything wrong with gyms or fitness centers, they are just not what a "club" is about.

Q. You're really talking about another question. That is the "corporate culture" if you will, of the Cambridge Group and other club operators create, versus the culture of the fitness center business. Let's talk about that.

A. One of the things I said to IHRSA's John McCarthy, whom I love, is that one of the things I am starting to understand about who we are and I think what our industry is, is that we are in the *hospitality* business. Nobody uses the word, but that is the business we are in. Yet, it doesn't seem to go through our culture. We don't think of ourselves as being in the hospitality business, but we are the same as Marriott. But, I just don't believe we think that way.

Caldwell- Have you read the book "Nuts!" the book about Southwest Airlines?

Club Insider- No, I haven't.
Caldwell- It's the best. Southwest Airlines sees themselves in (See Clive Caldwell Page 18)



(L to R) Clive Caldwell, Dylan Caldwell, & Jack Nicklaus



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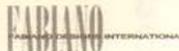
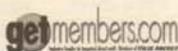
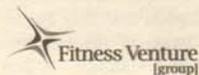


APHELION

CARDIO Theater



CLUBCOM



...Body Training Systems

continued from page 3

interested? That's what Gordon Johnson did in his Gold's Gyms in Douglasville, Georgia. Or, if you could increase your club's annual revenues from \$800,000 per year to \$1,700,000 per year through Body Training Systems, would you be interested? That is what John Bonica of Global Fitness in Leominster, Massachusetts has done.

Now, don't get me wrong. I am not saying to you don't buy more equipment. I am urging you to seek "balance." You bet Gordon Johnson and John Bonica have lines and lines of the best and newest cardiovascular and selectorized strength training equipment in their clubs. But,

where the term "balance" comes into play here is that they have lots of terrific equipment AND they have the absolutely terrific Body Training Systems group exercise programs that are not duplicated in their markets. They are dominating by offering their members such terrific group exercise programs that their members come to their clubs early just to get a pass to enter the class they want to attend. That's right. They have waiting lines for their Body Training Systems group exercise classes. Waiting lines for rooms that accommodate 75 people! These numbers do not lie.

I don't want you to take my word for it. After all, Rich Boggs is my former partner, a longtime friend and a regular advertiser of Body Training Systems in The CLUB

INSIDER News. Maybe I might be inclined to be a little biased.

So, I visited Gordon Johnson in person and saw first hand the excellence of his two terrific Gold's Gyms in Douglasville, Georgia. Gordon's facilities are first class in every way. And, after speaking with Gordon and his Management Team in person and with John Bonica, on the phone, I can tell you this. If you are letting the cost of a monthly Body Training Systems programming fee scare you off and stop you from *truly listening* to what the Body Training Systems Programs can do for your club, I urge you to read on. Hear what Gordon Johnson and John Bonica, two highly successful club owners in different parts of the country, have to say. Body Training Systems can truly change your clubs profit and loss picture for the better and these two guys have done it. They are living proof of the huge, truly immeasurable value of the Body Training Systems Programs. Read on.

An Interview With Gordon Johnson and Key Managers

Q. "Gordon, it is my understanding that you have now had Body Training Systems Programs in your Gold's Gyms for four years now. Why did you make the decision to install BTS?"

A. Norm, I've been in business in this location since 1982 and nothing I've ever done has had the direct impact on my club's financial performance that Body Training Systems has. There are seven reasons why the Body Training Systems programs work so well for our bottom line:

1. BTS Draws A Crowd! It simply attracts people. When we first installed BTS only 12% of our daily club traffic came in for group exercise classes. Back then, like everybody else, we called them "aerobic" classes. Now, 34% of our daily traffic is here for group exercise classes and that percentage continues to increase. Body Training Systems accounts for 1500 new members that I didn't have before and that obviously represents a tremendous revenue increase. Our goal is 50% of daily traffic being involved in group exercise, and I see no reason

that we will not reach that level given the growth patterns we are now seeing. When you grow from 34% to 50% of daily traffic being involved in group exercise that means you must increase membership by 50% to keep that ratio.

2. Best Referral Tools Ever! Body Training Systems is the Number One referral tool we have! Every quarter BTS provides us with a new marketing launch of new music and we have people bringing in their friends to try out the new music. We generated 35 guests in one day for our most recent quarterly launch.

3. BTS Is An Awesome Retention Tool! As a retention tool, BTS is second to none. People stay in their clubs when they like what they are doing. They like this stuff! Our members are getting terrific results from attending the five different BTS classes we offer: BodyPUMP, RPM, BodyFLOW, BodyATTACK and BodySTEP. While we all know exact retention figures are hard to document, we are selling new memberships now at the same pace as we have in the past and our total membership numbers are continuing to grow.

4. Cost To Serve A Member Drops. Our cost of serving each member has continued to go down. Rich Boggs of BTS has taught us how to calculate our "Cost Per Visit" and our cost has gone down dramatically with the installation of Body Training Systems Programs. When we began, our cost per attendee was \$1.40 per person per class. We now have that figure down to about \$1.00.

5. Capital Expenditures Reduced- Even though our membership and revenue has grown substantially, we have not had to add additional equipment. What happens is you start moving people out of the weight room into your group fitness areas, relieving your workout floor from some of the crowded equipment demands. We figured that over the first two years with Body Training Systems we avoided about \$100,000 on additional capital investments in equipment. This savings was a direct result of the significant increases we experienced in club member group exercise utilization. Because our group exercise utilization percentage has increased from 12% to 34%, our demand and use of cardio and strength equipment

has gone down, significantly relieving me of the new equipment capital investment burden.

6. Our "Team" Effort Has Improved. There is a high spirit and morale because everybody in the organization is involved. When we installed Body Training Systems we trained a lot of our full-time staff to become instructors. We kept only three of the instructors that were with us pre-BTS. Now, many of our full-time employees are also BTS instructors, so they are able to get in their workout while teaching their respective classes. Our entire staff has adopted an "US" mentality, instead of a "THEM" mentality in the group fitness instructor ranks. Everyone on the team loves the BTS Group Exercise Programs they teach. This is a huge and immeasurable plus for our entire organization because morale is so high. It enables you to have a great group of instructors and you can pay them a good wage. We're paying our qualified BTS instructors an average of \$22 per class, plus we have an IRA program they can participate in.

A Huge Competitive Advantage! Body Training Systems is something that most other clubs don't have. The chains don't have good programs, so we have one heck of a competitive advantage with BTS. We make an assumption that they are here for group fitness. Actually, a recent IHRSA study not long ago indicated that 92% of the people surveyed would rather participate in Group Exercise than to exercise alone. That is a powerful number and we focus on that everyday.

To give you an idea of the power and serious impact Body Training Systems can have on your club and has had on Gordon's Johnson's clubs consider this. Johnson was nearing completion of his new and extremely well done Gold's Gym Chapel Hill facility in Douglasville at a time that was early in their Body Training Systems experience. But, their BTS results and usage in Gordon's first Gold's Gym were so good and they became so convinced of the long-term success and viability of Body Training Systems programs, that Johnson may have made one of the club world's largest construction change-orders. He
(See Body Training Systems Page 22)

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A F F I L I A T E D A C C E P T A N C E C O R P O R A T I O N

How to Set the Playing Field

By: Paul Goldner

The art of successful sales is actually very simple. There are only three variables when it comes to a sale. First, there is the customer's needs. Next, there is your offering and finally, there is the offering of the competition.

To me, selling is that art of managing customer perceptions about what's important in a relationship. If the customer has a need, they can select from either your offering or the offering of the competition. The customer will likely select the product or service package that they believe best suits their needs. Because customers are matching their needs with their perceptions of the product offerings in the marketplace, we have a great opportunity to enhance our chances of success in the sale cycle.

Sales is an Education Process

The great opportunity lies in the fact that "sales is a process, not an event". This implies that your sales effort is ongoing, and as a result, you have an ongoing opportunity to work with customers to help mold their perceptions about what is important in a relationship. In order to mold customer perceptions, you must constantly work with your customers and prospects to educate them as to the best possible options for their business situation.

If you are not the best possible option for their needs, I would encourage you to consider the evidence and help the customer find a better solution. A short run gain, in this instance, is going to hurt you over the long run.

However, more often than not, you are the best option for your customer. When you are, you must work with the customer to help them understand this. Here is where the education process comes in. If the customer understands what you understand as it relates to your product offering, you will have a sale. If they do not, you will likely lose. Therefore, you must constantly work with your customer to educate them about their choices in the marketplace. If you do this, you will ultimately win them over to your side.

First to Customer

Setting the playing field or managing customer perceptions about what's important in a relationship takes time. You are more likely to be able to control the playing field or manage customer perceptions, the earlier you enter the sale cycle.

If you enter the sales cycle late, you have very little opportunity to work with customer perceptions and set the playing field. You are likely going to be playing on someone else's playing field. This could be the competition, in which case they have worked with the customer to determine what is important in a relationship. In this case, the competition's strengths will have a much greater chance of aligning with customer perceptions of what is important in a relationship and they will likely win the sale.

If you enter the sales cycle late, you could also be working on the customer's playing field. More often than not, the customer's playing field is going to be price. Customers have a tendency to view most vendors as purveyors of a commodity product or

service with the major defining characteristic in the transaction being price. They do this because it is the easiest way for them to compare two or more competing organizations. Price may be the one apparent common denominator in two or more completely different product or service offerings.

How about the middle?

If you arrive in the middle of the sales cycle, you will have some ability to work with customer perceptions and help set the playing field. Unfortunately, the customer will also have had some time to either set their own perceptions or work with the competition to set their perceptions.

Here, we are clearly in a better position than we were when we entered the playing field late. However, we are still going to have a tough go of it since we are not the one who clearly controls the playing field. We are just one of many on the playing field and while there will be some opportunity to differentiate oneself, price will still be a major element in the decision making process.

You Have a Choice

Our best opportunity is to enter the sales cycle as early as possible. The earlier you enter the sales cycle, the more likely you are to have an impact on the playing field and therefore, the more likely you are to win the sale.

The great learning point here is that you have a choice as to when you enter the sales cycle. In the first sales cycle, where you enter the cycle is determined by chance, as much as anything else. How-

ever, once a sale takes place, a new sales cycle starts and here is where you have a choice. You can always enter the sales cycle at the beginning of the second cycle.

When most of us lose a sale, we sit around and lament our loss for 364 days and hope things will be different the next time around. When most of us win a sale, we pat ourselves on the back for 364 days and expect to win the sale again. This is not how the real pros do it.

The real pros understand the value of controlling the playing field and that is why they would do exactly the same thing; win, lose or draw. No matter what the outcome of the first sale, your goal should be the same; to control the playing field for all subsequent sales. If you won the first sale, you have 364 days to make certain you control the playing field for the next sale. If you lose the sale, you have the same 364 days to make certain that you control the playing field for the next sale.

Conclusion

The art of selling is really the art of managing customer perceptions about what's important in a relationship. You have the opportunity every day of the year to position yourself and your company in the eyes and minds of the marketplace.

As you work towards controlling the playing field, keep in mind the three traits of all great sales professionals:

•Great sales people are **proactive in the creation of their own success**. It is up to us to manage customer perceptions. This is not something that customers are going to do for us.



Paul Goldner

•Great sales people are **strategic thinkers**. Customers will not always understand our first approach. As you work to control the playing field, think strategically so that each approach to your customer provides them with new and valuable information.

•Great sales people are **extremely customer focused**. As you manage customer perceptions about what's important in a relationship, you will likely be more successful if you have a strong customer focus every step of the way. Let our success be derived from the success of our customers. This is the best way to build a successful sales career.

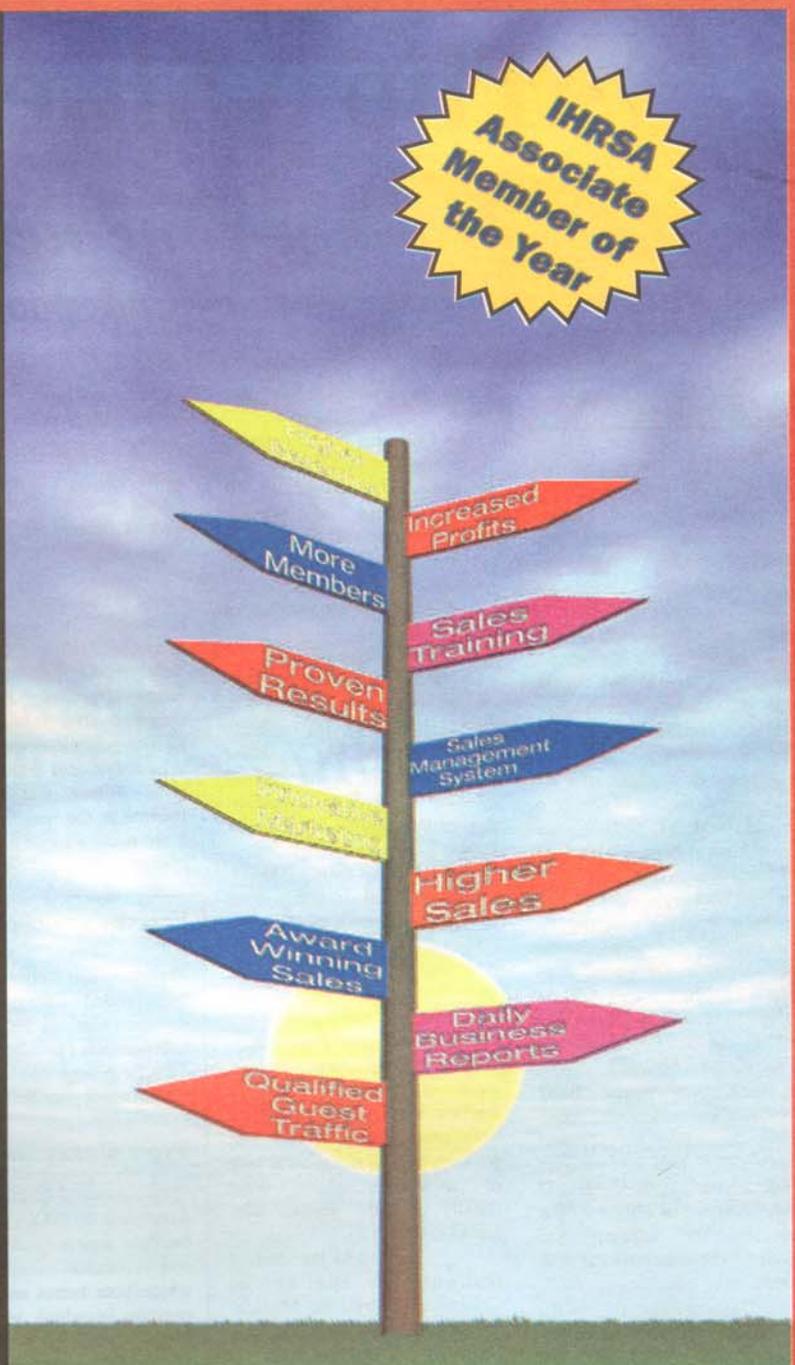
(Paul S. Goldner is a noted author, entrepreneur and professional speaker. He is the author of Red Hot Cold Call Selling, Prospecting Techniques That Pay Off! (AMACOM, 1995). Paul can be reached at 914-232-HOT2(4682), Fax: 914-232-4845, Email: Paul@REDHOTSALES.COM and WWW.REDHOTSALES.COM.)

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The Milner Report

Making bone health a priority

A national osteoporosis study finds poor awareness of this growing health problem and little action to counter it in primary care practices

By: Colin Milner

Aging Baby Boomers may put their bones at risk if they ignore a recent call to action by the National Osteoporosis Foundation (NOF). The organization has challenged boomers to take better care of their bones, as research reveals bone health is a significant problem in the United States. NOF prevalence figures estimate 44 million Americans aged 50 and above have low bone mass or osteoporosis. By 2020, this number will climb to an estimated 61 million men and women if bone health does not become a priority.

"Because of its size, the Baby Boom generation can lead the way for people of all ages to pay better attention to bone health," says Tufts University's Bess Dawson-Hughes, M.D., President-elect of NOF. "In addition to caring for their own bones, Baby Boomers are often the ones caring for aging parents and relatives, as well as younger children and adolescents. If baby boomers take their bones seriously, the strength and health of the entire nation will benefit."

According to NOF, individuals can achieve healthy

bones by following five easy steps:

- Consume the recommended levels of calcium and vitamin D every day;
- Engage in regular, weight-bearing exercise;
- Avoid smoking and excessive alcohol;
- Talk with a doctor about bone health; and
- Have a bone density test and take preventative medications when appropriate.

This advice sounds simple enough, yet a recent study published in the *Journal of the American Medical Association* shows that many people have yet to follow it.

More than 200,000 postmenopausal women over the age of 50 participated in the National Osteoporosis Risk Assessment (NORA). This study found that nearly half the participants had *previously unrecognized low bone mass*. What's more, these women were at increased risk of fracture in the year after their bone mass was measured. The findings expose the general lack of awareness about bone density and the simple tests associated with it.

I talked to the study's lead author, Dr. Ethel Siris of Columbia Presbyterian Medical Center in New York, about this

research and how to counter the bone health problem.

Milner: *Your research highlights the need for a greater public awareness about osteoporosis screening and education. What did you learn from this study?*

Siris: When bone density was measured [in primary care practices], study participants clearly had a significant risk of future fracture. As scores indicated almost half were at least osteopenic or osteoporotic. While this did not mean all these women were going to fracture in the next six months, it did mean a lot of people were at some significant risk.

Moreover, we had a one-year follow up of data from this population. So we were able to show that our measurements *did* predict fracture. Enough fractures occurred in the 200,000 women that we could show clearly the fracture rate for somebody with an osteoporotic score—it was something like four times greater than somebody with a normal score. Those with osteopenic scores had a fracture rate almost two times more than normal. This validated that bone density testing can predict fracture, which gave us confidence that what we measured had clinical meanings.



Colin Milner

The bottom line was the primary care environment had lacked in identifying women at risk for osteoporosis.

I hope our paper encourages physicians to at least begin assessing the medical risk factors. Is there a history of fracture in the family? Has the patient's mother broken a bone? Has the patient had a fracture since age 45? Is the patient a smoker? Is she thin? Has she taken steroids? Is her intake of thyroid hormones too high? There is a whole list of standard risk factors. At a minimum, somebody should ask a woman
(See Milner Report Page 24)

Exercise guidelines

The American College of Sports Medicine has added weight lifting (also called strength training and resistance training) to its recommendations for bone-preserving exercise. And the National Osteoporosis Foundation (NOF) recommends that people follow an exercise program to help fight the disease. NOF's specific exercise guidelines appear below.

Types of exercise

According to NOF, "two types of exercises...are important for building and maintaining bone mass and density: weight-bearing and resistance exercises. Weight-bearing exercises are those in which your bones and muscles work against gravity. This is any exercise in which your feet and legs are bearing your weight. Jogging, walking, stair climbing, dancing and soccer are examples of weight-bearing exercise with different degrees of impact. Swimming and bicycling are not weight-bearing.

"The second type of exercises are resistance exercises or activities that use muscular strength to improve muscle mass and strengthen bone. These activities include weight lifting, such as using free weights and weight machines found at gyms and health clubs. Most weight-bearing and resistance exercises place health demands on bone. Daily activities and most sports involve a combination of these two types of exercises. Thus, an active lifestyle filled with varied physical activities strengthens muscles and improves bone strength.

"If you are frail, have had a fracture, fall frequently or have osteoporosis, you should take extra caution. Certain movements like twisting of the spine, high impact aerobics or bending from the waist can be harmful. NOF recommends that before starting any exercise program, you should consult with a knowledgeable physician about your fracture risk."

Definitions

Osteoporosis

A disease in which bones become frail and more likely to break. If left untreated, osteoporosis can progress painfully until a bone breaks. These broken bones, also known as fractures, occur typically in the hip, spine and wrist. Source: National Osteoporosis Foundation

Osteopenia

A bone density that is somewhat low. Source: Susan Ott, M.D., University of Washington

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 Company Name _____
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 State _____ Zip _____
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 Approx. Sq.Ft. _____ Approx. # Members _____

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 No. of facilities operated _____
 Person(s) attending _____ Title _____
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...Clive Caldwell

continued from page 8

the customer service business and they just happen to run an airline.

Q. Clive, how many clubs do you actually have and what are they named?

A. We have six now and they are: The Cambridge Club, The Adelaide Club, The Mississauga Club, The Willowdale Club, The Fitness Institute and the Club Sportif..MAA.

Q. Clive, let's talk about the other Cambridge Group club owners, your business partners?

A. The man that has been the most generous and gracious man of my business life is Jack Lawrence. His company name is Lawrence and Company. He used to be the Chairman of a company called Nesbitt-Burns which was the second largest investment house in Canada. After I had acquired 100% ownership of the Adelaide Club, he provided all of the funds, about \$1.25 million, to take over the Cambridge Club. I didn't put up a dime and he took only 25% of the equity. We did the same thing in Montreal. He put up all of the money to acquire the Montreal Athletic Association. Again, he put up all of the money and took only 25% of the equity. I have two other partners as well, a gentleman named Bill MacDonell, who does sales and marketing for us and a gentleman named Steve Roest, who became involved in our purchase of the Fitness Institute. Bill and I have worked together since our days back at the Cricket Club and as a partner in the last six months. And, Steven Roest has been a partner for the last two years since we took over the Fitness Institute.

Q. Clive, one of the things that vividly stand out from my Toronto visit is your incredible art collection in your clubs. Can you share the history of that?

A. Yes. There are two things that I think we have that are really, really unique. #1 and I think anyone can do, we have a poster collection that is just unbelievable. It became a hobby for me. It started with all of those wonderful Nike posters that they still produce. They are really art forms that are generally celebrating the athletes. Then, I started to collect event

posters and have been collecting posters for years. I phone the promoters for these event's every year and get the posters from: Wimbledon, French Open Tennis, the U.S. Open (tennis), the SuperBowl, the Kentucky Derby, Indy 500 and the Masters. I have really focused the display of these works in the Adelaide Club and the Cambridge Club. In the Adelaide Club now we would have in excess of 400 framed sports posters! The second thing that all of our clubs have are local works, including work from a gentleman named Toller Cranston. But, the thing that I am the most proud of is that in the middle 80's through my squash career, I had the very unique fortune to meet a gentleman named Frank Stella. Frank is an American artist out of New York who would be one of the top half dozen artists in the world in the last half of the 20th century. He is a contemporary of Andy Warhol's. He is an abstract artist. We've become very dear friends. He has been very generous and gracious and has sold me two pieces that hang in these clubs. It has really been fun. I've had the great fortune to be in a lot of the great private clubs of the world. And, most of the great clubs of the world have great art. I think it adds a lot to the ambiance of the environment and I think we are in the environment business.

Club Insider - Well Clive, there you go. There's another catch-word that nobody gives much thought to in the "unit" business down here in the colonies. You know the environment and hospitality businesses really just boil down to how you make people feel. I still hold that memory of your club's environments strongly in my mind.

Q. Clive, let's talk about some numbers. How many actual membership accounts do you have in your six clubs?

A. 14,000.

Q. What is the range of dues in your clubs?

A. They vary, but let's say the dues range from \$1,000 to \$2,000 per year. We also do something else that's very unique to the commercial club industry. We did it when we went in and turned around The Cambridge Club. When we went into The Cambridge Club in 1992 the club was basically bankrupt and for men only.

People don't like men-only things these days as we are very politically incorrect. One of the things that often happen to clubs that get into trouble is the members that had been there for a long time had stayed on loyally, but there was no new blood coming into the club. The club was pretty expensive. We knew we had to get some younger members in. So, we stole from private clubs the concept of charging by age. So, at The Cambridge Club we now have a price schedule for gentlemen who are under 30, gentlemen who are under 35 and then a full executive over 35 and then a senior executive over 65. We did the same thing in Montreal and in the Willowdale Club. It is really a great way in these expensive clubs to make it available to younger people who you need in these clubs. And, if you go any of the fine golf clubs and better clubs in North America it's a very common pricing program, but its not one that you see in the commercial field.

Q. If you were to add revenues from all six clubs together Clive what would that number be?

A. \$26 to \$27 million.

Q. What do you estimate your non-dues ancillary revenues such as food and beverage, proshop, etc. to be as a percentage.

A. Without being exact I would say it is around 25%. That would include food and beverage, personal training, lots of Pilates, physiotherapy, massage therapy, nutritional counseling and proshop would all be part of that 25%.

Q. Do you offer spa services in each location?

A. We have massage services in each location but I wouldn't call them all full-service spas. The one that is the most complete is at the Adelaide Club where we have a full-service spa. But, we are moving in that direction.

Q. Clive, on one of your Websites the following quote appears: "Everything we do is focused on quality, value and establishment of a professional, friendly environment." That really says a lot. Can you comment on that quote?

A. That quote goes back to the mid 1980s and we created that as a Mission Statement when we went out on a management retreat back in the mid 80's. We now use that as our Mission

Statement for all of the clubs because that is what we are trying to do. Quality is absolutely the watchword because our whole objective is to be the very best of the high-end clubs. We're also trying to provide value as well. I had a breakthrough on the word value the other day. I thought about the words 'good value.' Good value can relate to Motel 6 and it can

Clubs. As you heard, I am uneducated. I don't know what the heck I'm doing, but for years I ran two clubs as the General Manager myself and I made it work top to bottom. They were never run together. I figure if I could do it there are lot of people out there that can do it. So, here are our General Managers and Head Office people.

The Cambridge Club Group Team

Lorna Smith - General Manager - Adelaide Club
 Steven Roest - General Manager - Fitness Institute
 Ruth Love - General Manager - Mississauga Club
 Declan Boyle - General Manager - Willowdale Club
 Dean Brown - Assistant General Manager - The Cambridge Club
 Jocelyn Robert - General Manager - Montreal Athletic Association
 Steven Hutchinson - Chief Financial Officer - Head Office
 Bill MacDonell - Marketing/Sales Promotions

relate to the Four Seasons or the Ritz Carlton. So, what does that word "value" really mean? I came to the conclusion that the word "value" really means that you exceeded someone's expectations. You can say the word for a \$30 room or a \$500 room. The phrase exists in the mind's-eye of the beholder and what he was looking to get. And what he actually got. That's my two cents on that.

Q. Please describe your key management team members' roles?

A. Sure. The fundamental nature of what we are trying to accomplish here is to have our General Managers really running their businesses from top to bottom. The Cambridge Group name is not a brand name that we are trying to sell to the public. We trying to market and promote each individual club. The Cambridge Group is barely known in these circles. So, the General Manager of each club is responsible for its own advertising, direct mail and all of their marketing initiatives. The GMs are responsible for both the top and the bottom line. We are trying to keep the head office down to almost nada. So, I will give you the six General Managers and our CFO. We do have a head office CFO. They are really the key and most important part of this organization.

Club Insider - So, you're really running a lean-tight ship there.

Caldwell - That's what we are trying to do. I don't know if it's true, but we're trying. But, I want to do something with the business that I did already with the Adelaide and Cambridge

Q. Clive, how long have you been a member of IHRSA and would you share your feelings about IHRSA with me?

A. I guess I've been an IHRSA member since the beginning. I just think that John McCarthy is just one of God's great gifts to humanity. I just adore John. I think the quality of work that comes out of that organization is just incredible. I think that John deserves the lion's share of the credit for bringing it all together and growing it as he has. I just find IHRSA a wonderful resource. It is wonderful to be able to contact other IHRSA members and ask them questions. I think the trade show every year is very interesting and intriguing. I think CBI Magazine that we get every month is wonderful. I am just a big fan of IHRSA. I am glad to be a member.

Q. Clive, I think you joined the Faust #1 Roundtable a while back didn't you?

A. Yes, I did. Rick Caro submitted my name to the group and I joined. I've really enjoyed the group and they've been terrific to be with.

We thank Clive Caldwell and his Team at the Cambridge Group for their time and assistance in the production of this article. We wish our friends in Canada all the best.

(Norm Cates, Jr. is the Publisher and Editor of The CLUB INSIDER News. Cates is a 29-year veteran of the health, racquet and sportsclub industry. He was the 1st President of IHRSA and a co-founder of the Association in 1981. In March, 2001 he was honored by IHRSA with IHRSA's Dale Dibble Distinguished Service Award.)

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Bally Total Fitness Helping Communities "Be Fit"

By: Norm Cates, Jr.

Bally Total Fitness entered a renaissance period six years ago when Lee Hillman took the helm of the giant health club chain. During the pre-Hillman era, Bally's health club chain was a different organization than it is now. Lee Hillman hit the ground running and changed and improved the Bally Total Fitness culture dramatically.

One of Lee Hillman's primary objectives, beyond the change of the Bally Total Fitness corporate culture, was the undertaking of a huge renovation and re-equipping project for Bally clubs all across the country. Hillman has seen to it that the older Bally facilities that had been neglected in the past were neglected no more. Facility renovations and new equipment installation to the

tune of millions of dollars have taken place and are still going on.

The BTF reequipping initiatives presented Hillman's Executive Management Team with both a problem and an opportunity. The problem: what to do with the used equipment. The opportunity: to reach out to schools, community centers and churches with donations of fitness equipment that could continue to be used.

For the past five years through the end of 2001, Bally Total Fitness has donated approximately 8,000 pieces of cardio and weight equipment valued at \$10 million to design-ated organizations.

Jon Harris, the PR Director for Bally Total Fitness commented on the Bally equipment donation initiatives, "The response that we've received to our "Be Fit Com-

munities" (formerly "Stronger Communities") program has been overwhelmingly positive. The greatest thing about this program is that the schools and community groups that don't have equipment or the money to upgrade the equipment they do have, might have to cut their athletic programming and these donations prevent that from happening. The nicest thing about this is that we really make a difference in these communities. We get teenagers involved and to get people involved in fitness early on is what this is really all about. We hope to promote fitness in these communities and that will hopefully stay with these young people for the rest of their lives. This equipment donation program has allowed us to help people and to establish a stronger presence in local communities and really to be

more of a community player and member. For Bally Total Fitness it solidifies our name in the community. People know to come to us. If they are looking for equipment. We encourage them to come to us with their ideas and requests. They have a place to turn to. And, we encourage club owners throughout North America to do the same. These are people who really need the equipment. Late last year, we changed the name of the program from "Stronger Communities" to the "Be Fit Communities Program." Although the name is changed, the program works exactly the same. People write in and tell us what they need. In some cases, they go through our field marketing representatives or through our local clubs. We do our best to fulfill the request of those who need it the most.

Bally Total Fitness is

leading the way with the "Be Fit Communities" equipment donation program and this is just one of the many initiatives that Bally Total Fitness has in play. We encourage all club owners to follow this lead and to donate your used equipment to a local school, the Boys Clubs of America or other organizations. This is a gift that will keep on giving.

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IHRSA's Capitol Report

Capitol Report Reprinted Courtesy of IHRSA

SACRAMENTO- AREA CLUBS PREVAIL OVER PROPOSED Y/CITY PARTNERSHIP

Bowing to "ferocious opposition...from private sector fitness companies," Ron Payne, CEO of the YMCA of Greater Sacramento, has pulled the plug on a proposed partnership between the city of Roseville and the YMCA.

The proposed partnership called for the City to build a \$4.5 million indoor pool and for the YMCA to construct the \$5 million center.

A coalition led by IHRSA member Larry Gury and former San Francisco 49er Dan Bunz led to the YMCA's pullout, YMCA and city officials said. Gury's group, known as the Coalition for Responsible Roseville Spending, was backed by 1,500 members. He and Bunz contended that Roseville would be "giving away" millions of dollars in the proposed partnership by allowing the YMCA to build a 50,000-square-foot facility on city-owned land.

"I'm all for a YMCA," said Bunz, a personal trainer and Roseville restaurant owner. "But I'm not for them being given the land and having the city waive fees for them."

Gury, who plans to build a California Family Fitness business in Roseville next year, said, "I don't have a problem if the YMCA comes in and builds a facility, but it has to be done without public funds."

Gury had questioned why Roseville never sought bids from the private sector for the possible partnership. He said the city might have gotten a better deal than the one proposed by the YMCA.

CDC ANNOUNCES CAMPAIGN TO GET KIDS OFF THE COUCH

The Centers for Disease Control and Prevention have launched a youth media

campaign consisting of "teaser" advertisements aimed at piquing youth curiosity in physical activity.

Ads are running on Nickelodeon, MTV and the Cartoon Network with supplementary efforts on the radio and America Online.

"Ads that more explicitly encourage kids to be positively active -- both physically and pro-socially -- as well as those that encourage parental support will begin airing in October," reports Suzi Gates, Deputy of CDC's Youth Media Campaign and CDC's Office of Communication.

QUICK IHRSA SURVEY: EMPLOYEE BACKGROUND CHECKS

Because so many people misrepresent their background and credentials, it is important to do at least a little checking to see if what a job applicant says about his or her background is true. However, the fitness industry has high turnover rates and many clubs don't employ someone whose sole job is human resources, so background checks sometimes fall by the wayside.

Your input is needed for an upcoming CBI article on this topic. (Comments can be kept confidential if requested.) Do you conduct background checks on job applicants before hiring? If so, which positions? Do you conduct these checks yourself or do you outsource them? Has a background check ever produced information that impacted your hiring decision? Please e-mail responses and any other comments to gr@ihrsa.org <<mailto:gr@ihrsa.org>>.

Minton's Win

Congratulations to Mike and Marsha Minton, the owners and founders of Minton's Sportsplex. They have been awarded the DFW (Dallas-Fort Worth) Small Business persons of the Year and Small Business of the Year awards from the U.S. Small Business

Administration (SBA)!

BUSH: IMPROVE AMERICA BY TAKING CARE OF YOUR BODY

President Bush completed a four-day federal focus on physical fitness calling on Americans young and old to exercise, eat healthy and abstain from alcohol and tobacco.

"If you're interested in improving America, you can do so by taking care of your own body," the President said at a South Lawn fitness expo. The White House released a 16-page booklet outlining the "Healthier USA Initiative" that calls for at least a half-hour of exercise every day for adults and more for children.

"I know you're a better worker if you exercise on a daily basis. I know you'll help keep the health care costs down in America if you exercise on a daily basis. I know your life will be more complete if you exercise and serve a neighbor in need," Bush said.

The South Lawn was turned into a large outdoor gym and recreation area, where some 1,500 visitors took advantage of batting cages, aerobics classes, and kickboxing and boot camp demonstrations by trainers from a nearby health club.

The President said that a report released this month by the Department Of Health and Human Services shows that everyone can benefit from exercise, "yet more than a third of our children, ninth through 12th grades, failed to exercise at least 20 minutes a day, three times a week."

CLASS ACTION LAWSUITS FILED AGAINST CALIFORNIA CLUBS

Class action lawsuits have been filed against several clubs in the California. The suits, which are filed in County Superior Court by individuals who have recently joined a

club, allege that the clubs' membership contracts are not in compliance with state law.

Club operators in ANY state should protect themselves by doing the following: Contact their attorney for a review of all membership contracts. Check for typos, incorrect language and omissions. Be sure that all language required by state law, if any, is included and is exact, or your contract may be found to be invalid. To download your state's health club statute, visit <http://www.ihrsa.org/publicpolicy/state/index.html> (you'll need your IHRSA ID number and password).

If you operate a California club that has recently been sued for contract-related issues, you or your attorney are urged to contact California Clubs of Distinction (CCD) at (888)313-1532.

STATE LEGISLATIVE UPDATE

CALIFORNIA: ACR 194 proclaims May 1 to 7, 2002 as Physical Education and Sports Week and the month of May as Physical Fitness and Sports Month in the State. The resolution also urges residents statewide to learn more about the relationship between physical and mental health and take appropriate steps to incorporate quality physical activities into their lives and those of their children.

NEW JERSEY: SB 1106 / AB 1280, which would require that AEDs be purchased by all health clubs, appears to be on the fast track. New Jersey club operators who have not already done so should contact their state senators and encourage them to vote against these bills.

NEW YORK: SB 6725 would create the Coordinating Council on Physical Fitness and Health. The Council (a collaboration of public, private and nonprofit partners) would be responsible for increasing the awareness of the significant negative impact of physical inactivity and to improve the health of New Yorkers by increasing our

opportunities to be physically active and to live a healthy lifestyle thereby reducing risks and diseases related to preventable causes. It has passed both houses and will be sent to the governor.

ALASKA: HB 56, which raises the state minimum wage to \$7.15 per hour, has been signed into law.

NEW JERSEY: The state Senate did not vote on legislation that would require all health clubs to have AEDs before adjourning for the summer recess. However, a vote is expected upon their return in September.

SENATE REJECTS DEATH TAX REPEAL

The U.S. Senate narrowly failed to approve a permanent repeal of the estate tax on June 12 after two days of debate. The 54-44 vote on the Gramm/Kyl amendment fell six votes shy of the 60-vote supermajority needed to overcome procedural objections. The amendment would have eliminated a provision of the 2001 Economic Growth and Tax Relief Act, which sunsets at the end of 2010.

Karl Rove, President Bush's senior adviser, promised to wage "a war" for permanent repeal of the estate tax. Rove said the president is committed to increasing economic growth and creating jobs. "Don't look at it as a defeat," he said. "This is a war, and we need to make an ongoing commitment to winning the effort to repeal the death tax."

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...Body Training Systems

continued from page 10

decided to add an entire new 4,000 square-foot wing to his new club building that turned out to be, without a doubt, one of the finest, best planned and most attractive group exercise rooms that this writer has seen. It is a square room with a skylighted high arching ceiling of maybe 40' and has a large 4-foot high elevated teaching platform where the instructor has access to all light and sound control functions. The room has terrific flooring and each corner is designed as enclosed storage areas to be able to keep most of the group exercise paraphernalia out of sight, maximizing the space. The room also features a large arching entryway that allows visibility into the space from the big-well equipped gym workout floor and stretching area that features a climbing wall in the middle. The room is flanked with a mirrored wall and a by a large expansive window allowing great exterior lighting and an awesome view of two huge 150-year old Oak trees. (Johnson saved the trees from construction demolition on the site.) In short, the excellence and obvious detailed planning and finishes on this facility are outstanding, and I will predict this Gold's Gym will be an award winner at some point, if it has not already done so.

When the new facility was almost completed, Steve Pacheco, General Manager, and Gordon Johnson came to the realization that the 2500 square-foot group exercise room they had included in the facility would be very inadequate given the newly arrived and early booming Body Training Systems programs. Here is Pacheco's recollection of that experience, "We were standing out front and we realized we were falling back into the same old box. We were designing a room within the building. It almost entrapped us into our old way of thinking of group exercise. Everything else we were doing was an expansive philosophy, yet we were limiting ourselves to this odd shaped room on one end of the workout floor. We were standing out front looking at all of that space out there. We sort of waved our hand across that area and the contractor's jaw kind of

dropped. So, we made the change right there. We literally phased it. This additional group exercise building was built on a 90-day offset from the rest of the facility. One day our members walked in and there was just a hole in the wall and there was this awesome new room. I think it was the best decision we've made. The personality of this facility is driven by what goes on in this room and what goes on in that room there. (Steve points to the RPM Cycling room.)"

A NEW SALES FOCUS

Gordon Johnson says their sales people who were used to selling the club memberships with a focus on the equipment only took a lot of convincing before they would focus their sales effort on group fitness. In fact he says, they had to be forced to take group exercise classes to become oriented and gradually they became focused on selling group fitness first. Johnson showed me a guest pass before BTS and a guest pass after. The "before" pass offered a week free and "after" pass offered a Free Class. Now, all guests are encouraged to attend a BTS sales class and the membership sales closing ratio for those that do is very high.

Group Exercise Director, Leslie Austin, has been with Gordon for 8 years and commented on the membership sales aspect of Body Training Systems, "We began to see that membership sales staff that were focusing their sales approach on group fitness were beginning to get more membership sales. That's when things started to change with the sales people because they were seeing that people would rather bring their friends to a class than to bring them to workout in the gym. What they find is that if they bring a friend to a class they can get their workout in themselves. If they bring a friend to the workout area, they spend all of their time showing that friend how to use the equipment."

Leslie Austin shared some of her experience with Body Training Systems with us.

Q. "Leslie, How many classes per week do you offer?"

A. We offer 42 classes a week now, but the difference is now our classes are much more well

attended. The difference then wasn't about programs, it was about instructors. If we lost an instructor, a popular class could become dead overnight. It was "instructor driven" programming. Now, it's not about the number of classes, it's about the quality of the classes. The beauty of BTS is that we have great programming and they do a great job of training instructors, so no matter what, the group will receive a quality class regardless of which instructor might be teaching. And, we do a schedule change every three months. In the past, we'd never have opportunities for new instructors. But now every three months we change the schedule and new opportunities come up for new instructors.

Q. Leslie, when you have new instructors that have gone through the BTS training, how do you bring them into the program?

A. Once they come back from training we team them up with a Senior Instructor. They then team teach with that instructor. That instructor is responsible for training, evaluating and giving them feedback. When the Senior Instructor feels the new person is ready we do a formal evaluation where they teach a class and I evaluate it with another Senior Instructor. We just sit in the back of the class and do the evaluation. They are given a 30-day time limit to get this final step done. Once we've done their evaluation and they have passed, they are then allowed to substitute teach for other instructors. Normally, a new instructor is not awarded a regular class for two or three months. Our new instructors are told up front that they are on a 90-day probationary period and at the end of that time period we have the right to bring the instructor on board as a team member or release them if they have not reached our required standard of excellence and proficiency. They don't get any membership or other benefits until they have been awarded a regular class. By having these Senior Instructors work with these new people it creates a "team" environment. It is no longer just me training the new instructors. The Senior Instructors take ownership of the effort and will be honest if they have concerns about a new instructor. They have to be confident that that person is going to do as good a

job as they would. In the past they might go on vacation and have to rebuild the class if everybody has stopped going because the instructor was poor. Now, it's not like that. The members may have missed you, but they had a great time while you were gone.

Q. Leslie, here you are the Group Exercise Director for an organization that is putting its destiny into performance of the Group Fitness Department. How do you feel about having such an important role?

A. I would say its about time because I remember the study that showed that 92% of people surveyed would rather work out in a group than alone in the workout room. Why wouldn't we want to give people what they are comfortable with? I think we are poised and we now have the perfect team to take it to the next level.

Gordon adds, "Norm, that was a good question. Before we made this commitment to Body Training Systems, Leslie and I spent a lot of time with Rich Boggs. We explained that we felt like we were basically partnering with him and we were investing our business future in Body Training Systems. We wanted to make sure that his model worked and that no matter what might happen to any of them, we wanted to be sure that the model was good and we could continue on. The model was good and we became confident that they themselves at BTS were not depending upon any one person and that it would continue on. And, we strongly believed that the future of the industry was going to be in group fitness. There are so many short-sighted club owners and managers out there that are truly missing the opportunity of a lifetime because they don't want to pay a \$400 per month program fee. Steve added, "From a manager's perspective it is worth more than that to know and have confidence that no matter whose class it is or what class it is, when you put a guest or new member into a class, they are going to come out with a consistent workout, a safe workout and a quality workout and that is so great!"

Leslie adds: "One of the new things we are doing is our Quality Control Team. I had been solely responsible for the evaluation of everyone. As we grow and we now have 40 instructors, it is impossible for

me to get to every instructor and evaluate them. We call it the "Q.C.T. Team." We picked instructors who really exemplify our BTS vision. They are always on time, they teach perfect technique and they go to training a lot. They are going to go out every month to one or two classes and write up an evaluation and debrief the instructor. That will give us quality control at all times, including at the 5:30 a.m. classes which nobody but members ever attend. So, we can definitely say to a sales counselor no matter what class you choose, it will be excellent. Right now we're bringing on lots of new instructors and we want to be sure they are as good as they can be."

Q. "Leslie, I've learned about some of the instructors out there who feel threatened or intimidated by the possible arrival of Body Training Systems. These "divas", as they have been called, seem to want to prevent club owners from making the right decisions for their own business. The right decision being to install Body Training Systems. You obviously were not one of those types.

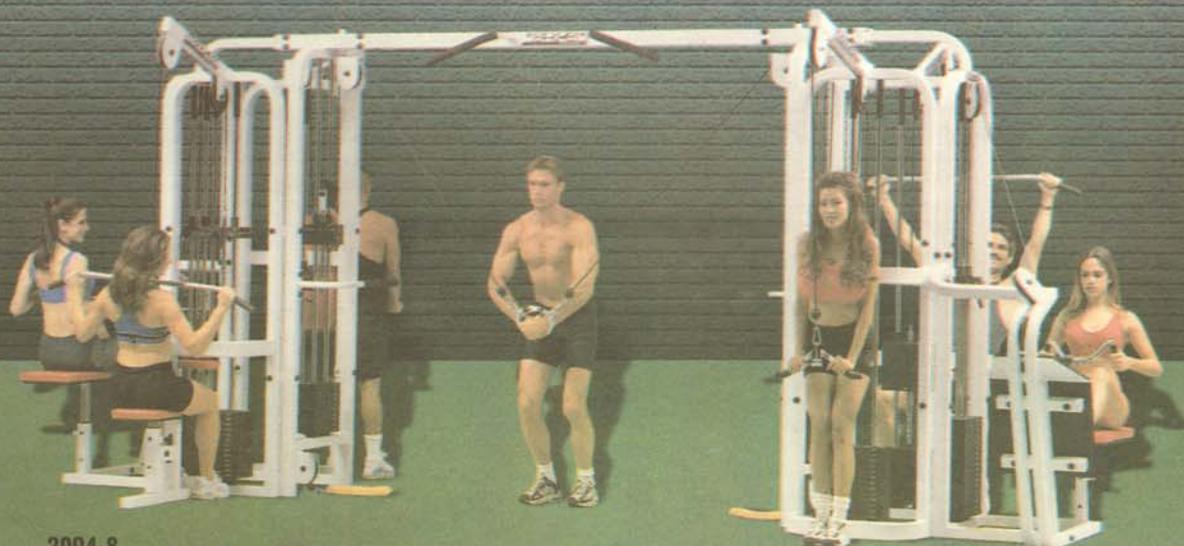
A. When we moved into Body Training Systems we eventually took 3 instructors out of 15 of the entire staff. We showed all 15 of them the Body Pump video, told them what we were going to do and about 90% of them felt threatened. It was a territory thing. The move that really changed things is that we pulled from the current staff and made instructors out of people you would never expect: club managers, sales counselors, trainers, administrative assistants, personal trainers and office managers. That was really terrific because everybody in the clubs know all about Body Training Systems now and we have a terrific team!"

Next month we will share the experience that John Bonica of Global Fitness in Leominster, Massachusetts has had with BTS. John has done some amazing numbers with BTS and attributes his success to "being open minded about change and investment in the Body Training Systems Programs.

(Norm Cates, Jr. is the Publisher of The CLUB INSIDER News. Cates may be reached at: (770) 850-8506.)

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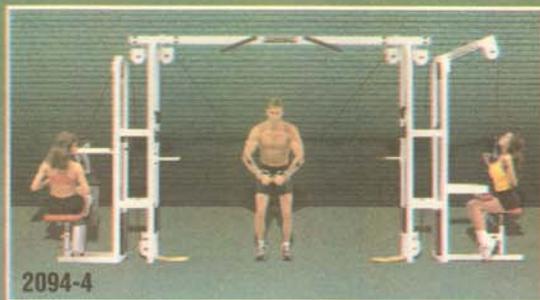
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...Milner Report

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about these risk factors when she passes her 50th birthday. A judicious use of bone density testing is also important, because identifying someone at risk provides an opportunity to prevent a fracture.

Milner: Could bone density tests be done outside a physician's office, say in a health club or senior housing facility, thereby reaching more people?

Siris: It's hard for me to answer that question. I don't know whether a non-physician setting would have the necessary precision and quality control over the devices. Would the information given to patients be appropriate in terms of the meaning of the tests? In other words, the test's purpose is to assess the risk of future fractures. We tend to give people labels of normal, osteopenic or osteoporotic based on the test. I'm not sure if [assigning people labels] is necessarily the way to go, particularly with peripheral devices that assess risk.

For instance, a postmenopausal woman who measures low on a peripheral device is at future risk of fracture. But all bets are off for a premenopausal woman who measures low on a peripheral device, because the whole point of this exercise is to look at women who are losing bone. Premenopausal women are not losing bone. We don't know what advice to give a 30 year-old who has a low score at the heel, except take calcium, be active, don't smoke, take good care of yourself and get another test when you reach menopause.

If health clubs buy ultrasound machines, I worry

that the majority of people who will use them will be the wrong patients. So does it make sense to do these tests in populations they were not designed to study? I fear it could create mass confusion. I also think some folks who might decide to put these machines in non-physician settings might do it for the wrong reasons—namely, that they can bill for it and that people are interested. On the other hand, it would increase awareness of bone health if tests were done more broadly by people who knew what they were doing. And it would be a good thing if test results were given to patients and their physicians, so they could use the information.

Osteoporosis is a condition of aging we can do something about if we take appropriate measures. We want to raise awareness, but we don't want to panic patients by saying it's not necessarily enough for them to exercise and eat well. We just don't want them to be complacent.

The article in *JAMA* was primarily designed to increase the awareness of physicians in primary care. The women who participated in the study did so at the request of their physicians, so those partnerships were already established. And we thought it was useful to give the women their results through their physicians. We will have follow-up data in the future as to what happened when their physicians conveyed the information.

But the real purpose of NORA was to wake up the medical profession to the fact that low bone mineral density and osteoporosis are common problems. We have to implement strategies for change. These strategies could include the referral of a patient for a central DEXA scan to get more information about the spine and the hip. Or they could consist of the prescription of calcium and vitamin D repletion, as well as the appropriate and careful prescription of medicines. The appropriate use of medications can substantially reduce a patient's risk of future fracture; of course, this requires a

physician's involvement.

(Ed. note: The low awareness of bone health appears to extend to all levels. At the 2002 International Osteoporosis Foundation conference in Lisbon, Queen Rania of Jordan and other prominent women called for heightened awareness of the disease's prevalence and costs, both financial and human. These women joined calls for world policy makers to respond to the need for earlier diagnosis and treatment of osteoporosis.)

Milner: How does exercise fit into the equation?

Siris: Deciding what exercise is appropriate for a person requires thought. For instance, the right exercise for a healthy 50 year-old woman with slightly low bone mass could be strikingly different than that for a 60 year-old woman with a low score at the spine.

We think exercise's role in preventing fractures is predominantly due to its effect on muscle mass. Women who think they can build bone with exercise after age 50 are deluding themselves. They may have a minimal increase in bone mineral density. But the real reason to exercise is twofold: it guards against falls and it helps prevent injuries when someone does fall, which lowers the risk of fracture.

In older people with low bone mass, exercise is critical to prevent osteoporotic fracture. In young people, it probably plays an important role in building bone mass. After age 50, however, the woman who exercises helps herself primarily through her balance, coordination and muscle. Exercise is critical, but people misunderstand why.

Milner: Are there specific exercise guidelines based on people's scores?

Siris: Designing exercise recommendations is more a function of the physician, physiatrist or physiotherapist. In dealing with a fragile elderly person, the healthcare provider would probably recommend exercise that builds muscle mass, but is unlikely to cause a

fracture. A lot of this is common sense. If I were 78 years-old and had low bone mineral density, I would not do jumping jacks.

When patients ask me about exercise, I usually advise them that walking is the safest thing. And I tell them I don't think they will hurt themselves if they carry a couple of pound weights and do curls while they walk. But I usually refer people who want to do something more extensive to an orthopedist or physiatrist, who can go over situations carefully and write appropriate physical therapy prescriptions for building up patients. Exercise has to be individualized, because a lot of women in their 50s and 60s have arthritic conditions and other problems as well.

I recommend that people check with the National Osteoporosis Foundation for specific guidelines on exercise.

Milner: Have the women in the NORA study responded to their results with action?

Siris: No matter what their score, the women generally stopped smoking, took more calcium and tried to increase their exercise. But we have yet to fully analyze this information.

Milner: What differentiates this study from others?

Siris: The significant thing about NORA is its size. We looked at 200,000 women of diverse ethnic background and socioeconomic group. The participants were not necessarily typical of the American population, because a lot of women in this age group do not have primary care physicians. But they were representative of that U.S. population that sits in the waiting rooms of physicians all over the country. Although the practices were located in 34 states, the women actually resided in 49 states.

While 90% of these women were Caucasian, 10% were ethnic minorities. This meant more than 18,000 participants were ethnic minorities, so NORA was the first time we looked at bone health in a large group of ethnic minorities. The women also covered a wide age spectrum, ranging in age from 50-104. Most of the big studies into osteoporotic fracture risks have looked primarily at women over 65; NORA provided the first solid block of data for women in the 50-65 age range. These are some

reasons why NORA is a somewhat unique study.

Milner: What are the financial implications if people don't act on this information?

Siris: The most expensive fractures are hip fractures. I think the estimated annual costs for caring for people with osteoporotic fractures was \$14 billion nationwide in about 1995-96. The at-risk population will increase as more people reach ages at which they could break a hip, so the cost to society will go up. If we identify women at risk for fracture and figure out how to lower that risk—which we think we can do with the current drugs available—we should reduce the number of fractures. This will cut the costs associated with the disease and alleviate a tremendous amount of human suffering.

(Ed. note: The 2002 International Osteoporosis Foundation conference estimated costs associated with osteoporotic fractures at \$27 billion annually in North America and Europe.)

Milner: What messages do we need to send?

Siris: Osteoporosis is preventable. Women should avail themselves of bone density testing, which is safe, easy and generally reimbursed to women over 65. (Women under 65 may have to discuss it with their health plan carriers.) Bone density testing is like having a cholesterol check: it's just the smart thing to do.

(Colin Milner is the CEO of the International Council on Active Aging and the former President of IDEA Health and Fitness Association, and Vice President of sales and marketing for Keiser Corporation. Over the past 20 years Milner has been on all sides of the industry including club management, consulting, publishing and equipment manufacturing. If you wish to contact Colin you may call toll free at 866.335.0777 or email at: colinmilner@icaa.cc)

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ACE LISTS THE TOP TEN MISTAKES PEOPLE MAKE IN THE GYM

A survey of 3,000 American Council on Exercise (ACE)-certified fitness professionals biggest mistakes they see people making in the gym. In some cases, these mistakes may simply mean the difference between an effective and an ineffective workout. Other mistakes, however, can be more costly, leading to strain and injury. ACE, America's Authority on Fitness, shares the following mistakes commonly made in the gym and also offers tips to help individuals stay safe during their workout.

1. NOT STRETCHING ENOUGH: Stretch immediately following an aerobic activity while your muscles are warm and pliable to prevent injuries.

2. LIFTING TOO MUCH WEIGHT: Never lift more than your muscles can handle. Gradual, progressive resistance is a far more effective-and safe-way to increase muscle strength.

3. NOT WARMING UP PRIOR TO ACTIVITY: Muscles need time to adjust to the new demands aerobic activity places on them. Start slowly and gradually increase intensity.

4. NOT COOLING DOWN AFTER ANY TYPE OF WORKOUT: Take a few minutes to lower your heart rate and stretch your muscles. This improves flexibility and helps prepare the body for your next workout.

5. EXERCISING TOO INTENSELY: It's more

effective to sustain a moderate workout for longer periods of time than to exercise intensely for only a few minutes.

6. NOT DRINKING ENOUGH WATER: Don't wait until you're thirsty to drink water- you're already on your way to dehydration. Keep a water bottle close at hand during exercise and throughout the day.

7. LEANING HEAVILY ON A STARISTEPPER: Leaning on the stairstepper is hard on both the wrists and the back. Lower the intensity to the point at which you can maintain good posture while lightly resting your hands on the rails for balance.

8. NOT EXERCISING INTENSELY ENOUGH: Exercise intensely enough to work up a light sweat and get your heart beating in your training zone.

9. JERKING WHILE LIFTING WEIGHTS: When you have to jerk the weight, you're likely jerking other muscles as well. This can lead to strain and injury, with the muscles of the back being

particularly vulnerable. Control the weight-don't let it control you.

10. CONSUMING ENERGY BARS AND SPORTS DRINKS DURING MODERATE WORKOUTS: Unless you're working out for longer than two hours per day, you don't need to supplement with high-energy bars and drinks. (High-energy is often a code word for high-calorie.)

(The American Council on Exercise (ACE), America's Authority on Fitness, is a non-profit organization dedicated to promoting the benefits of physical activity and protecting consumers against unsafe and ineffective fitness products and instruction. As the nation's "workout watchdog," ACE sponsors university-based exercise science research and testing that targets fitness products and trends. ACE sets standards for fitness professionals and is the world's largest nonprofit fitness certifying organization. For more information on ACE and its programs, call (800) 825-3636

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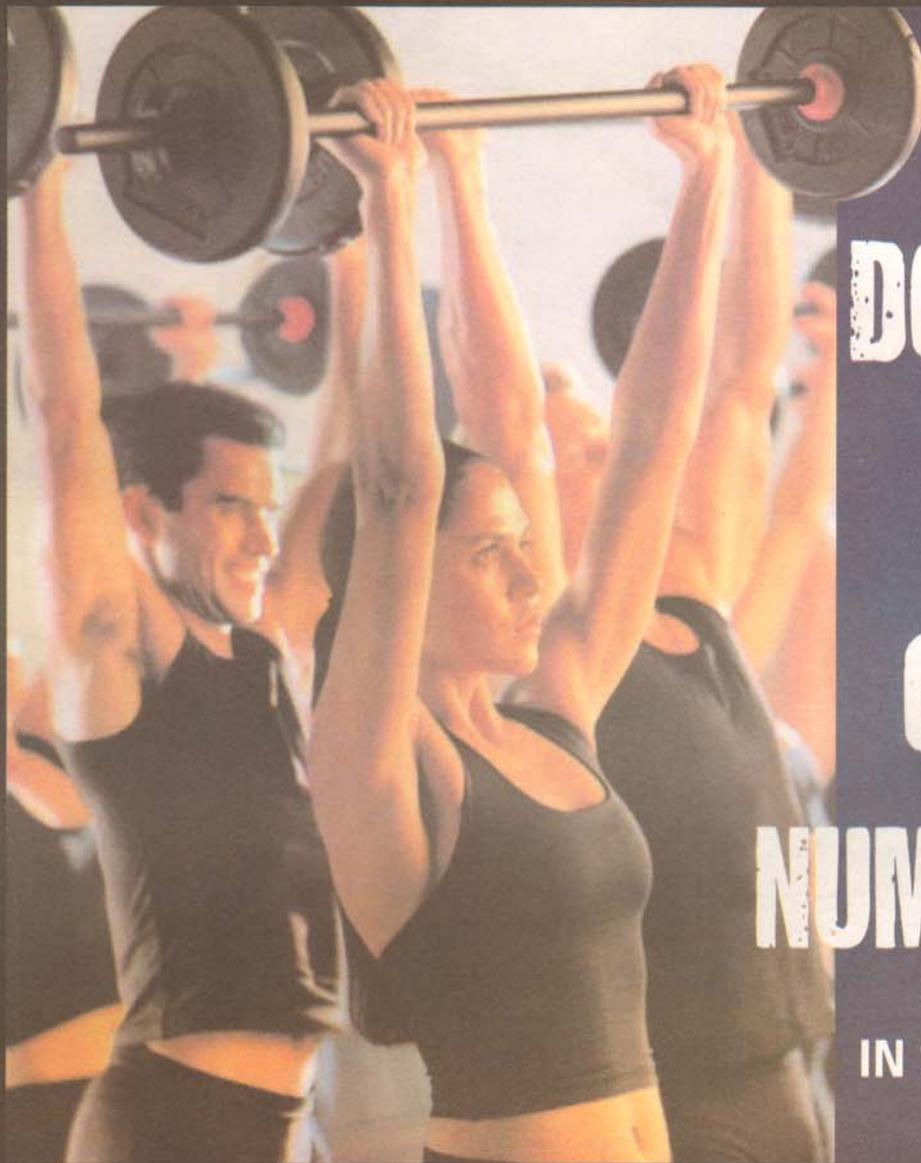
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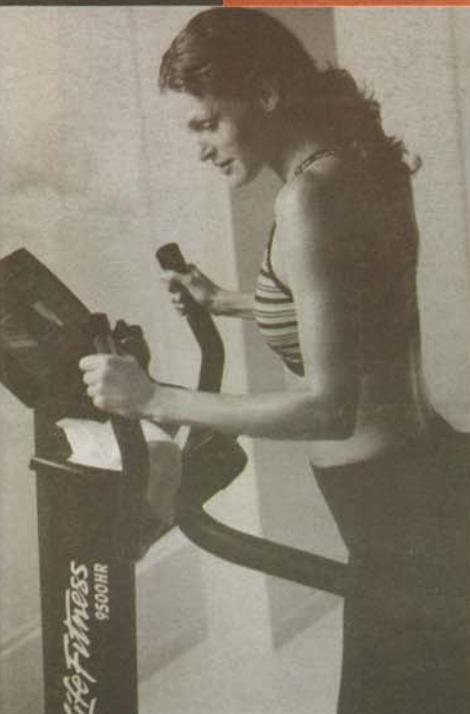
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