

Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry



David von Storch, President of Urban Adventures Companies

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David von Storch...

An Entrepreneur Building the VIDA Fitness Brand!

SEPTEMBER 2013

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The Pulse of the Health and Fitness Club Industry

David von Storch...

An Entrepreneur Building the VIDA Fitness Brand!

By: Justin Cates

Being an entrepreneur is challenging, exciting, frustrating, fulfilling and FUN. Actually, a hundred other words could help describe what being an entrepreneur is like, and that is why anyone who is an entrepreneur has selected that path for their life's journey. As an entrepreneur, almost anything can happen from day to day. Adapting to change is the name of the game, and even then, business survival is not always certain because there are so many factors at play.

One early *life lesson* my father taught me was to keep my head on a "360-degree swivel." He explained the importance of knowing what is in front of me, behind me and beside me at all times. Through time, this has carried me forward with few major stumbles. As a running back in football, it kept me safe from linebacker blindsides when running the ball or protecting my quarterback. In new cities I had never explored, it kept me safe from potential threats I might not have known about. And, in business, it helps keep me aware of the innumerable factors that come into play as a business owner and manager. In business school, the awareness of these factors was quantified using models such as Porter's Five Forces, PESTEL Analysis, SWOT Analysis and Five Diamond; however, the end result of these analytical tools was essentially the same: *Be aware of your internal and external environments, and adapt to change with an unbreakable spirit.* Yes, this is easy to say but hard to do, and one will never do it perfectly.

If you were to build an entrepreneur from the ground up who exemplifies this simple, yet immensely

difficult ideal, David von Storch would fit the bill. Combining a superior business education with great business instinct and acumen, not to mention a passion for the business sectors in which he is involved, David von Storch has built a track record of success. However, each business victory has not enticed him to become comfortable and sit on the benefits of that success. Instead, each has served as a springboard to propel him further. Using the knowledge gained from each previous business and adapting to change across multiple decades and businesses, David has now embarked on the concept of VIDA Fitness. With each new location, adaptation of the original VIDA Fitness model to fit the characteristics of the marketplace has propelled the brand to growth and further evolution. This month, CLUB INSIDER is pleased to present an interview with David von Storch, in which he explains how VIDA Fitness came to be, what the brand is about and where it is going. We invite you to read on.

An Interview With David von Storch

CLUB INSIDER (C.I.) - David, please tell us about yourself. Where were you born, and where did you grow up?

David von Storch (DS) - I was born and raised in Northeastern Pennsylvania, outside of Scranton.

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

DS - I went to public school through junior high and then went to high school at Deerfield Academy in Deerfield, Massachusetts. In high school, I played
(See VIDA Fitness Page 12)



VIDA Fitness U Exterior - Flagship Lifestyle Complex

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Norm's Notes

• **Hello Everybody!** This is your **CLUB INSIDER Publisher** and **Tribal Leader** Since 1993 checking in for **Edition #237** as we approach the end of our **20th Year of Publication!** My oh my, how time does fly!

• Is America a great country, or what? **Hmm... Hmm... Hmm! To me, America's even better now that the football season has begun!**

• As I write this note, today's date is **September 11, 2013**, the **12th Anniversary** of the **9/11 attacks** on the **World Trade Centers** in **New York City**, and on the **Pentagon** in **Washington, D.C.** In all, over **3,000 Americans** and people from around the world were killed when radical Islamists attacked America using large jets from major airlines as their weapons. This is also the **1st Anniversary** of the radical Islamists' attacks on the **United States Embassy** in **Benghazi, Libya**, where **four great Americans** were killed: **United States Ambassador CHRIS STEVENS, SEAN SMITH, GLEN DOHERTY** and **TYRONE WOODS**. May we all say a prayer for these lost souls, and may they all **Rest In Eternal Peace**.

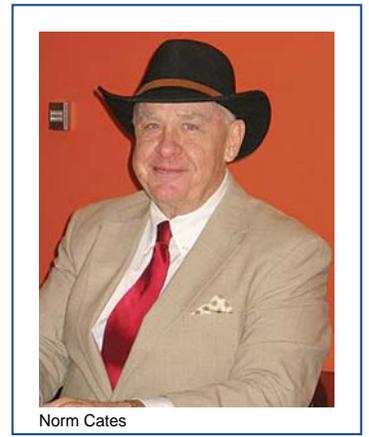
• I'm sad to report that **JIM KARANAS**, a prominent, long-time member of the indoor cycling community, and the fitness industry, passed away in **Brazil** on **August 25, 2013**, reportedly from,

of all things, a heart attack. Jim was the **Director of Education and Training** for the **Indoor Cycling Group**. He was an integral part of the growth of **Kranking** and the establishment of **Team ICG in North America**. According to reports I reviewed prior to writing this Note, Jim reached people all over the globe with his passion for instruction and mentorship in the indoor cycling community. My sincere condolences to Jim's family, friends and his fans, all of whom will miss him. **May JIM KARANAS Rest In Peace**.

• Our health and fitness club industry should be very, very proud of *two wonderful people* who are doing *something very special*. That *something*, searching for a cure to **ALS**, also known as **LOU GEHRIG'S Disease**, is *something* that, when it's finally achieved, will change the world forever. Those *two wonderful people* are **AUGIE** and **LYNNE NIETO**, who in conjunction with a great industry team assembled by Augie; Lynne; **BIG JOHN MCCARTHY**, IHRSA's now retired former 25-year Executive Director; and **PATRICIA LAUS**, owner of the gigantic and successful **Atlantic Club** in **Manasquan, New Jersey**, have raised nearly **\$40 million** and are making *major inroads in the world of ALS research*. Do not be surprised when, one day, you hear that Augie and Lynne have succeeded. When that time comes, and it is coming, it

will be time for Augie, Lynn, John, Patricia and all of us in this great industry to take great pride in this major achievement as one that our industry helped make happen.

It made me really proud and happy to see Augie and Lynne on the Labor Day Night **Muscular Dystrophy Association (MDA) Show of Strength Telethon**, which raised **\$59,583,555!** The 2-hour show presented a very nice ad for **Augie's Quest**, which in turn, mentioned the **Club Corporation Charity Classic** and **The Clubs for the Cure Team** assembled by Pat Laus, with mentions of **Zumba, Ab Coaster, Spectrum Fitness, Athletic Business Magazine, Millenium Partners, Curves, Life Fitness, Bally Total Fitness, LAFitness, The Atlantic Clubs, LifeTime Fitness** and **Crunch Fitness**. Then, they showed an amazing clip in which Augie was depicted manipulating his computer with his toes and writing the following message to his lovely and dedicated wife, Lynne, "**I miss holding you in my arms. You give me strength and hope. I love you. -Augie**" Following that writing came a photo of Augie, Lynne and their family with the caption, "**Happy to be living with ALS for 8 years!**" The segment then ended with **Olympic gymnasts, BART**



Norm Cates

CONNER and **NADIA COMANECL**, introducing singer **CHRIS MANN**.

My favorite image of Augie is that of **him doing LEG PRESSES** at the **2013 Augie's Quest Bash for the Cure**, held at the **IHRSA Convention** in **Las Vegas** last March. If you missed the **MDA's Show of Strength Telethon**, you can easily find it by **Googling: MDA Show of Strength Telethon**. Then, when you click on the start arrow, you can (See Norm's Notes Page 7)

Breaking News!
 Is the club industry ready for another round of
Mike Grondahl?
 Stay Tuned!

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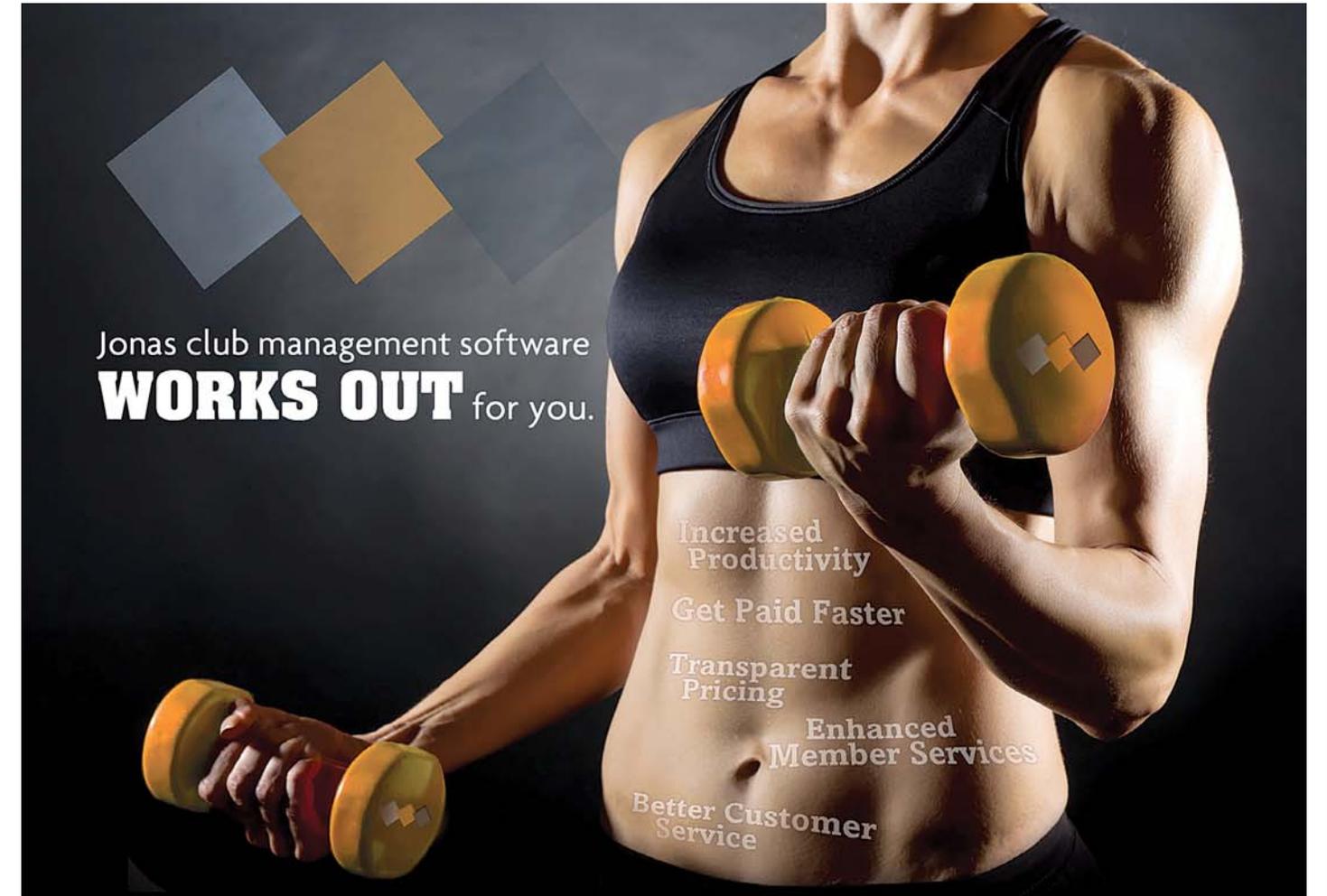
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How Exercise Changes Fat and Muscle Cells

BOSTON, MA - Exercise promotes health, reducing most people's risks of developing diabetes and growing obese. But, just how, at a cellular level, exercise performs this beneficial magic --what physiological steps are involved and in what order-- remains mysterious to a surprising degree.

Several striking new studies, however, provide some clarity by showing that exercise seems able to drastically alter how genes operate.

Genes are, of course, not static. They turn on or off, depending on what biochemical signals they receive from elsewhere in the body. When they are turned on, genes express various proteins that, in turn, prompt a range of physiological actions in the body.

One powerful means of affecting gene activity involves a process called methylation, in which methyl groups, a cluster of carbon and hydrogen atoms, attach to the outside of a gene and make it easier or harder for that gene to receive and respond to messages from the body. In this way, the behavior of the gene is changed but not the fundamental structure of the gene itself. Remarkably, these methylation patterns can be passed on to offspring, a phenomenon known as epigenetics.

What is particularly fascinating

about the methylation process is that it seems to be driven largely by how you live your life. Many recent studies have found that diet, for instance, notably affects the methylation of genes, and scientists working in this area suspect that differing genetic methylation patterns resulting from differing diets may partly determine whether someone develops diabetes and other metabolic diseases.

The role of physical activity in gene methylation has been poorly understood, even though exercise, like diet, greatly changes the body. So, several groups of scientists recently set out to determine what working out does to the exterior of our genes.

The answer, their recently published results show, is plenty.

Of the new studies, perhaps the most tantalizing, conducted principally by researchers affiliated with the Lund University Diabetes Centre in Sweden and published last month in *PLoS One*, began by recruiting several dozen sedentary but generally healthy adult Swedish men and sucking out some of their fat cells. Using recently developed molecular techniques, the researchers mapped the existing methylation patterns on the DNA within those cells. They also measured the



men's body composition, aerobic capacity, waist circumference, blood pressure, cholesterol levels and similar markers of health and fitness.

Then, they asked the men to start working out. Under the guidance of a trainer, the volunteers began attending hour-long spinning or aerobics classes approximately twice a week for six months. By the end of that time, the men had shed fat and inches around their waists, increased their endurance and improved their blood pressure and cholesterol profiles.

Less obviously, but perhaps even more consequentially, they had also altered the methylation pattern of many of the genes in their fat cells. In fact, more than 17,900 individual locations on 7,663 separate genes in the fat cells now displayed changed methylation patterns. In most cases, the genes had become more methylated, but some had fewer methyl groups attached. Both situations affect how those genes express proteins.

The genes showing the greatest change in methylation also tended to be those that had been previously identified as playing some role in fat storage and the risk for developing diabetes or obesity.

"Our data suggests that exercise may affect the risk for Type 2 diabetes and obesity by changing DNA methylation of those genes," says Charlotte Ling, an Associate Professor at Lund University and senior author of the study.

Meanwhile, other studies have found that exercise has an equally profound effect on DNA methylation within human muscle cells, even after a single workout.

To reach that conclusion, scientists from the Karolinska Institute in Stockholm and other institutions took muscle biopsies from a group of sedentary men and women and mapped their muscle cell's methylation patterns. They then had

the volunteers ride stationary bicycles until they had burned about 400 calories. Some rode strenuously, others more easily.

Afterward, a second muscle biopsy showed that DNA methylation patterns in the muscle cells were already changing after that lone workout, with some genes gaining methyl groups and some losing them. Several of the genes most altered, as in the fat cell study, are known to produce proteins that affect the body's metabolism, including the risk for diabetes and obesity.

Interestingly, the muscle cell methylation changes were far more pronounced among the volunteers who had ridden vigorously than in those who had pedaled more gently, even though their total energy output was the same. The overarching implication of the study's findings, says Juleen Zierath, a Professor of Integrative Physiology at the Karolinska Institute and senior author of the study, is that DNA methylation changes are probably "one of the earliest adaptations to exercise" and drive the bodily changes that follow.

Of course, the intricacies of that bogglingly complex process have yet to be fully teased out. Scientists do not know, for instance, whether exercise-induced methylation changes linger if someone becomes sedentary or if resistance training has similar effects on the behavior of genes. Nor is it known whether these changes might be passed on from one generation to the next. But, already it is clear, Dr. Ling says, that these new findings "are additional proof of the robust effect exercise can have on the human body, even at the level of our DNA."

Gretchen Reynolds of the New York Times, on the science of fitness, courtesy of Joe Moore and IHRSA.

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advance the show until you see the **Augie's Quest Logo** and view these portions in about five minutes. You will see the ad first, and a few minutes later, you'll see the segment with Augie's writing to Lynne on the computer with his toes.

•Best wishes to my long time friend, **MIKE DUPUIS**, as he's accepted the position of **Chief Operating Officer** for **Key Health Institute, LLC**, in **Oklahoma City, Oklahoma**. Check out the **Press Release** on **Page #32**.

•**The Mount Vernon Athletic Club** in **Alexandria, Virginia** won the **Mid-Size Business of the Year Award** from the **Mount Vernon-Lee Chamber of Commerce**. Club Management recently announced that their company, **Blue Chip Sports Management (BCSM)**, will be running the **Tennis Program** at **Burke Racquet and Swim Club** in **Burke, Virginia** through its **Blue Chip Tennis Academy (BCTA)**. See the **Press Release** on **Page #27**.

•Here's some **good news** from our new **CLUB INSIDER Advertiser, MotionSoft (See Ad on Page #25)** and **Town Sports International (TSI)**, headquartered in **New York City**. Last year, **TSI New York**, began to shift from its proprietary club management software system in favor of **Motionsoft's MoSo System** for six of its more than 160 clubs. By the end of this September, **TSI** will have rolled out **Motionsoft's MoSo program** in 90 percent of its clubs, with the completion of the rollout scheduled by the end of the year. Check out the **Press Release** on **Page #24**.

•I have some friends living with **Parkinson's Disease**, and because of that, I was encouraged for them when I saw the headline on a Press Release I received that read, "**Yoga Improves Quality of Life for Those with Parkinson's Disease.**" The PR was about a book entitled, *Yoga and Parkinson's Disease: A Journey to Health and Healing*, co authored by **PEGGY VAN HULSTEYN** and two certified **Yoga Instructors, BARBARA GAGE** and **CONNIE FISHER**, with the Forward written by **SCOTT SHERMAN, MD, PHD**. **Peggy had been diagnosed with Parkinson's 12 years ago**, and she transformed her lifelong practice of yoga into a means of achieving physical relief and finding mental calm. The book is an accessible, easy-to-follow and encouraging yoga guide for every person with Parkinson's. Written with wit and humor that a Parkinson's patient can truly appreciate and understand, **Van Hulsteyn** shares how yoga can make living with Parkinson's easier by strengthening muscles to lessen tremors, increase stability and improve coordination. Whether practiced or aspiring yogis, **Parkinson's patients** who read *Yoga and Parkinson's Disease* will

discover new and inspiring ways to move and liberate their minds and bodies from the daily stresses of their disease. Check it out at www.pdhatlady.com.

•Here's some **great news** about exercise that *should be known by everyone in our industry!* "**Exercise is Good for An Older Brain.**" That's the **Ticket** as us **Geezers** and **Semi-Geezers (a/k/a Geezers-to-be)**, and you'll be one someday, too, all need every bit of help we can get as we move into our 60s, 70s, 80s, 90s and 100s! It seems that, as us humans age, the **prefrontal cortex (PFT)**, the part of the brain associated with motor skills, often becomes highly active, which causes slower movement and response to stimuli. A study published in the **Journals of Gerontology** looked at the potential for physical exercise to counteract the hyperactivity of the PFT during movement. Researchers performed high-resolution brain scans on 130 participants aged 15 - 86 engaged in a variety of activity levels. The findings showed that after 35 - 40 years old, active people had faster response times and showed no signs of PFC hyperactivity compared to their less active peers.

•The **Medical Fitness Association (MFA)** has big doings in the works starting **November 20th in San Diego!** It's there that you can attend four conferences in one place! Give credit to **PETE BROWN's Athletic Business** and **Traded Show**, as they'll bring together the following conferences: **Athletic Business, COLIN MILNER's International Council on Active Aging (ICAA), Medical Fitness Association** and the **National Alliance for Youth Sports (NAYS)**. All will gather at the **San Diego Convention Center, November 20 - 23rd**. Please go to www.athleticbusinessconference.com/register for more information.

•**Obesity's death toll may be higher than thought!** According to **DENNIS THOMPSON, HealthDay Reporter**, researchers have vastly underestimated the number of deaths caused by obesity in the United States. **Thompson** reported that obesity accounts for **18% of deaths** among black and white Americans between the ages of 40 and 85, according to a study published on August 15th in the *American Journal of Public Health*. Previous estimates had placed obesity-related deaths at only **5% of all U.S. mortalities**. "This was more than a tripling of the previous estimate," said study author **RYAN MASTERS**, who conducted the research as a **Robert Wood Johnson Foundation Scholar** at **Columbia University's Mailman School of Public Health** in **New York City**. "Obesity has dramatically worse health consequences than some recent reports have led us to believe. Earlier estimates erred by overlooking generational differences in the way the obesity epidemic has affected Americans," **Masters** added. See the **Press Release** on **Page #27**.

•**Star Trac Executive, JOHN SWEE-NEY**, has left the company and joined **HydroMassage** as **Vice President of Commercial Sales**. **Sweeney, who had been at Star Trac for 18 years**, brings a strong track record of success to **HydroMassage** as the company continues to focus on growth in the fitness industry. "The addition of John to our team really comes at a great time," commented **PAUL LUNTER, HydroMassage Founder and President**. "We've been really fortunate to experience a period of remarkable growth in fitness, posting a 165% increase in unit sales from 2011 to 2012. But, the opportunity now to work with someone

of John's caliber is incredibly exciting, as we look to build upon our foundation over the next three to five years." **HydroMassage** is primarily being utilized in health and fitness clubs to increase conversions for higher priced, premium membership packages.

•This out of **Middlebury, Connecticut, September 12, 2013, from Timex, founded in 1854. Timex Survey Reveals Nation's Exercise Habits:** The survey reveals when, where and how America works out. While many people say that they want to get in better shape and (See Norm's Notes Page 8)



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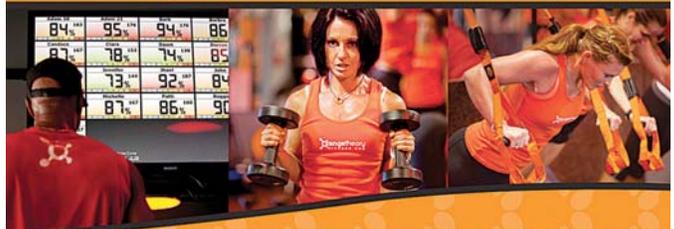
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David Hardy, Partner, Orangetheory Fitness
President, Franvest Capital Partners
IHRSA Board of Directors 2008-2012
Fitness Industry Council of Canada President

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exercise more, how many are really doing it? To help showcase *how, when and where Americans are working out*, Timex Corporation has released the results of a survey detailing the nation's exercise habits. The **Timex/SodaHead.com** survey reveals that, while the perception may be that most Americans are not exercising, the reality is that **73% of respondents are working out at least once a week**. Key highlights of the survey include:

•29% spend between 30 minutes and

one hour on their physical activities, and 18% are spending between one and two hours exercising.

•61% of respondents don't go to a gym to exercise. If they do go to the gym, they want to stay close as only 11% drive more than 15 minutes to their exercise destination.

•Working out at lunch may not be for everyone, but 27% of respondents are finding time to get in a workout during the workday.

•When it comes to finding time to exercise, it is apparent that many in America are

not "morning people," as nearly half of Americans say they don't exercise in the morning. For those who do work out in the morning, 6AM is the most popular time.

•The most popular type of exercise is running (18%), followed by lifting weights (13%) and biking/hiking/outdoor activities (13%).

•Once Americans finish exercising, it is time to hit the showers, with 43% of survey respondents spending at least 10 - 15 minutes in the shower, 25% spending a whopping 20 - 30 minutes and 10% spending more than a half-hour.

Full results of the survey can be viewed at: <http://bit.ly/14XLNUv>.

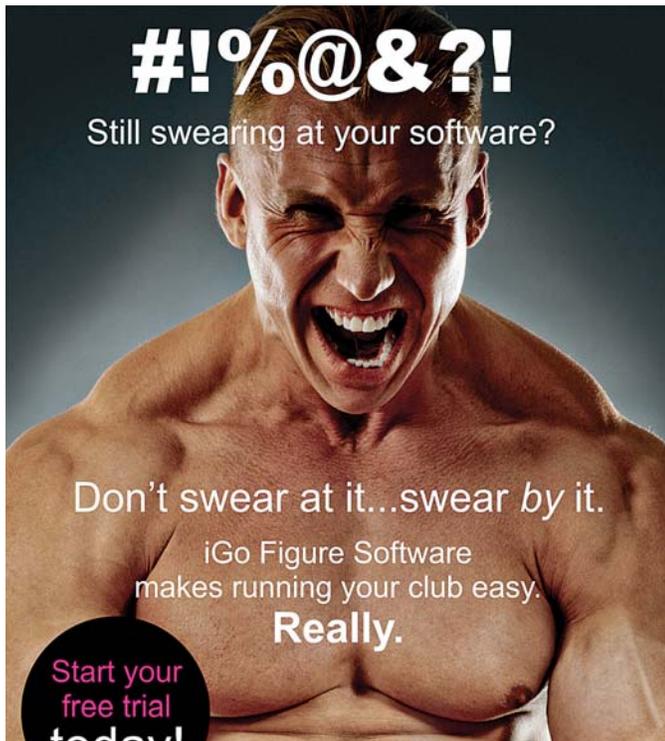
•Thanks to **JULY KING** for this news: **Octane Fitness Fuels Military Spouses from Oprah's Favorite Things 2012 with Elliptical Machines:** After 30 military spouses won Oprah's must-have holiday gifts in November 2012 as part of **Oprah's Favorite Things 2012**, **Octane Fitness, LLC** made sure they could maximize the use of their **free Octane Q37ci elliptical machine**, which was part of the massive prize package. Collaborating with **CHRIS FREYTAG**, a leading fitness professional, author and the fitness editor of *Prevention* magazine, Octane invited the military spouses to participate in a **free 30-Day Challenge** in June to jumpstart their workouts and boost their fitness levels. Twenty individuals took advantage of the program and received **Octane CROSS CIRCUIT kits** and **CROSS CIRCUIT workout DVDs**. Freytag designed a program with five to six workouts a week, incorporating steady-state cardio, interval training and combined cardio and strength **CROSS CIRCUIT** workouts, ranging from 20 - 45 minutes each. Variety and consistency were incorporated to help participants make progress toward their individual goals in the short 30-day duration. Because participants were located across the United States, a **private Facebook group** allowed the spouses to ask Freytag questions, share successes and challenges and offer support to one another. For additional motivation, Octane sent participants workout cards and an autographed copy of **BOB GREENE'S The Best Life Diet** (Greene is Oprah's trainer). At the end of the program, each person received a **Military Wives 30-Day Challenge T-shirt**.

•The **Top 15 PFP Trainer of the Year for 2014** nominees have been named, and they are: **ANDREW GARRISON**, Albuquerque, New Mexico; **KEVIN GENDRON**, Oxford, Connecticut; **JOLIE GLASSMAN**, Miami Beach, Florida; **STEPHEN HOLT**, Timonium, Maryland; **MIKE KOSKINIEMI**, Marquette, Michigan; **MARK LEBERT**, Mississauga, Ontario, Canada; **PHYL LONDON**, Brookline, Massachusetts; **TEE MAJOR**,

Pearland, Texas; **SUSAN McDONALD**, Nashville, Tennessee; **MINDY MYLREA**, Santa Cruz, California; **JACQUELINE LARSEN**, Green Bay, Wisconsin; **DAN RITCHIE**, West Lafayette, Indiana; **GRANT ROBERTS**, Santa Monica, California; **JOE VENNARE**, Pittsburgh, Pennsylvania; and **JOE WARREN**, Highlands Ranch, Colorado. The **finalists** are now participating in the **second round of judging**, and soon, a **winner** will be crowned at the **CLUB INDUSTRY Show in Chicago in October. Congratulations to all!**

•Years ago, way back in **1986**, I produced a **ROAST** of my good friend, **Atlanta Journal Constitution columnist, RON HUDSPETH**, at my 47,000 square-foot, **Downtown Athletic Club in Atlanta**. The event raised money for **Children's Hospital of Atlanta**. The Roasters of Ron Hudspeth included former **Congressman, United Nations Ambassador**, and then **Atlanta Mayor, ANDREW YOUNG**; **"SKINNY" BOBBY HARPER** of **WKRP Radio Cincinnati TV Show fame**; former **University of Florida and NFL Football Star, HARMON WAGES**; **Comedian, BILL TUSH**; **local radio star, RED NECKERSON**; and my good friend, **Georgia Tech football Star, the late JOHN HUNSINGER**, just to name a few. Now, I've come across a special website produced by Children's Hospital of Atlanta **targeted to help in the fight against Childhood Obesity**. Check out www.strong4life.com. Children's Healthcare of Atlanta launched *Strong4Life* as a *wellness movement* designed to ignite societal change and reverse the epidemic of childhood obesity and its associated diseases in Georgia. Based on their clinical behavior change model for treating overweight and obese children, *Strong4Life* aims to help families achieve sustainable lifestyle change by breaking down the complex issue of childhood obesity into simple steps. *Strong4Life* reaches families through public awareness, policy change efforts, school programs, healthcare provider programs, community partnerships and more. And, *Strong4Life* makes improving family nutrition and physical activity habits fun and provides parents and caregivers the support they need to accomplish their goals. Congratulations to the great folks at Children's Hospital of Atlanta for the work they're doing in fighting childhood obesity. In honor of **September being Childhood Obesity Month**, Check out www.strong4life.com!

•Check out **MARIA PARELLA-TURCO'S** upcoming **Webinar Schedule on Page #30**. Maria's one very talented and busy young lady! In addition to being a busy **Wife and Mom**, she heads two great companies that serve health and fitness clubs everywhere: **fitRewards!** (See Ad on **Page #15**) and **New Paradigm Partners Club Consultants**. Maria and her
 (See Norm's Notes Page 10)



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– Mike Strange, Summit Fitness in Sierra Vista, Arizona

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– Christopher Schuk, Ultra Body Fitness

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...Norm's Notes

continued from page 8

partners, Co-Owners GREG FUCHS and CHRIS PACIFICO, also own a club named ECLIPSE FITNESS, which is very successful and they promote as a "Laboratory for Club Ideas," as well as five Crunch franchises, with four in New Jersey and one set to open early next year in Staten Island, New York.

•Don't miss The Club Industry Show in Chicago, October 23rd, 24th and 25th! Check out the Club Industry Ad on Page #33 this month! There'll be something

happening there for all facets of the health and fitness facility industry, so I urge all of you to make the investment in TIME and MONEY and BE there! I also urge you to support Club Industry Magazine, which makes this always-great event happen! Sure, my son, JUSTIN CATES, and I, compete a little bit with Club Industry Magazine with our little ol' CLUB INSIDER. But it is, just as is our relationship with CBI Magazine, produced by IHRSA and with Club Solutions Magazine, a friendly relationship, as we finish and celebrate the end of our 20th Year of CLUB INSIDER publication next month! This industry has more potential to help America than

any other industry I know of, and I intend to make it my business until I go to the "Happy Hunting Ground" to try to help everyone in our industry that's trying to help America! Please TURN RIGHT when you enter the Club Industry Trade Show Hall and come by our Booth #819, which will be on the far right side of the room up against the wall. First, you'll see our advertiser, JONAS Software's Booth #801, and about half way up Aisle 800, just before Booth #827, JENNIFER URMSTON LOWE'S Sports and Fitness Insurance. Then, after hitting the far right aisle 800, you'll see a few of our other CLUB INSIDER Advertisers, including: Iron Grip Barbell, Booth #710; Orange-theory Club Franchises, Booth #723; iGoFigure Software, Booth #633; GymWipes, Booth #548; Motionsoft Software, Booth #440; and IHRSA, Booth #459. I sure hope to see y'all there!

•It was great seeing our friend, PATRICIA LAUS, on the cover of Club Solutions Magazine's August Edition! What Pat's achieved with her gigantic Atlantic Club in Manasquan, New Jersey is nothing short of phenomenal. Pat has, as chronicled by Club Solutions Editor and Author, TYLER MONTGOMERY, "Decided to pursue becoming the largest medical fitness facility in the world," and I certainly wouldn't put it past her! Pat's converted racquetball club has grown to a world-class size status. It is an awful lot like RED LERILLE's 50+ year running club in Lafayette, Louisiana! I've been to both amazing clubs. There are two distinct similarities between these two great people. Whenever Red wants something, he puts pictures on the wall in the room next to his hangout spot in his club, which is the Pro Shop Desk (Red has never had an office in 50 years!). And Pat, a very strong believer in "Visualizing Your Goals" also puts photos and images on the wall in her office where she works. Obviously, both Pat and Red are onto something when it comes to visualizing, goal setting and achievement. Keep up the great work and setting world-class examples for all others, Pat and Red!

•Folks, be sure to join IHRSA if your club is not already an IHRSA Member Club. There are over 10,000 IHRSA Member Clubs in over 75 countries worldwide now, so don't be left behind! If your club is not an IHRSA Member Club yet, you're truly, truly, truly missing the boat in our great industry when it comes to learning all you can possibly learn to advance the State of the Art of YOUR Club(s). Also, it's definitely NOT too soon to Save The Dates for IHRSA 2014, which is coming to magnificent San Diego, California, March 12 - 15th, 2014. The destination hotel bookings will begin in October, and the sooner you buy your airline tickets, the cheaper they'll be! Stay Tuned folks! We look forward to seeing y'all at IHRSA's 33rd Annual World Wide Convention

and Trade Show in my favorite IHRSA venue, San Diego! WOW, what an amazing place it is with the entire IHRSA Conference and Trade Show venue right on the water!

•Good luck to SKIP JOHNSON, son of my pal, GORDON JOHNSON, long-time Gold's Gym operator in Douglasville, Georgia area, as Skip has written and released a book entitled, Grateful for Everything. It went on sale on Amazon on September 12th.

•Speaking of Gold's Gym, here are a few of the award winners from the 2013 Gold's Gym International Convention, held in July New York City. Award winners included: USA Gold's Gym Franchise of the Year, The Garcia Family; International Franchise of the Year, Gold's Gym Indonesia; Hall of Fame Award, ELJI TERUKE, Gold's Gym, Japan; Best Community Service Award, Gold's Gym, Laredo, Texas; Best Group Exercise Programming, Gold's Gym Fitchburg, Wisconsin; Best Marketing Program, U.S. Winner: Gold's Gym, Tallahassee, Florida, International Winner: Gold's Gym Venezuela; Best Personal Trainers Awards, US Winner: Gold's Gym, Thousand Oaks, California, International Winner: Gold's Gym Moscow, Lefort, Russia; 2013 Gold's Gym Celebrity Hall of Fame Winner, GABRIELLE REESE and LAIRD HAMILTON. Congratulations to the Gold's Gym Award winners named here and to all of the others!

•Some folks may not know that CLUB INSIDER is a Paid Subscription-based Publication. Are you a Paid Subscriber? If the words PROMOTIONAL COPY appear above your name and address on the cover of this month's edition, you are not a Paid Subscriber, and you are not enjoying the full benefits of a Paid Subscription to CLUB INSIDER. So, don't delay! Subscribe today for just \$89, which gives you nine years of CLUB INSIDER (one year of new editions and eight years of archived editions) by going to www.clubinsideronline.com/subscribe!

•God bless all of our troops, airmen and sailors and keep them safe. Thank you, Congratulations and Welcome Home to all of our troops who've served in Afghanistan and around the world. God bless you and your family, your staff, your members and your club(s). God Bless America!

(Norm Cates, Jr. is a 39+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of CLUB INSIDER, now close to finishing its 20th Year of publication. Cates was IHRSA's 1st President, and a Cofounder of the Association with Rick Caro and five others, in 1981. Cates may be reached by phone at 770 - 635 - 7578 or email at Norm@clubinsideronline.com)

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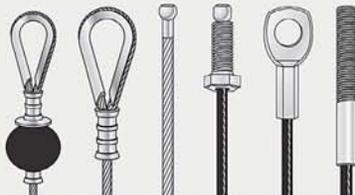
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...VIDA Fitness

continued from page 3

soccer and was on the ski team in the winter and golf in the spring. I graduated from the University of North Carolina under the Morehead-Cain Scholarship, where I majored in Economics and U.S. History. After working in New York for an investment bank (Shearson Lehman Brothers) I attended Harvard Business School, where I graduated in 1984.

C.I. - What was your business background prior to creating your company, Urban Adventures Companies?

DS - I worked on Wall Street during the summers in between years in college and then full-time after graduating from UNC in the field of investment banking and corporate finance. After business school, I worked for The Rouse Company (now part of General Growth Properties) in project finance.

C.I. - Please take us through the founding of Urban Adventures Companies in 1986 and its evolution as a company to incorporate multiple business units: Dining and Entertainment, Beauty and Style and Health and Wellness.

DS - While at The Rouse Company, I realized that I wanted to head out on my own for both business and personal reasons. My first business was a nightclub/restaurant in Washington, DC called DAKOTA. Shortly after opening, I was offered a price for the business, which was more than I thought it was worth, and that gave me the capital to start a series of businesses. The first was a microbrewery restaurant (brewpub) called Capitol City Brewing Company, which opened in August 1992. As soon as we opened the doors, we knew it was going to be a big success. After buying my partners out, I took control of the business and grew it over the years to, at one time, five locations. With that success, I was able to branch out into businesses that were closer

to my passion, specifically fitness.

C.I. - Adding Health and Wellness to this mix with the opening of VIDA Fitness in 2006 makes sense. How did this occur? Did you have any previous health and fitness club experience?

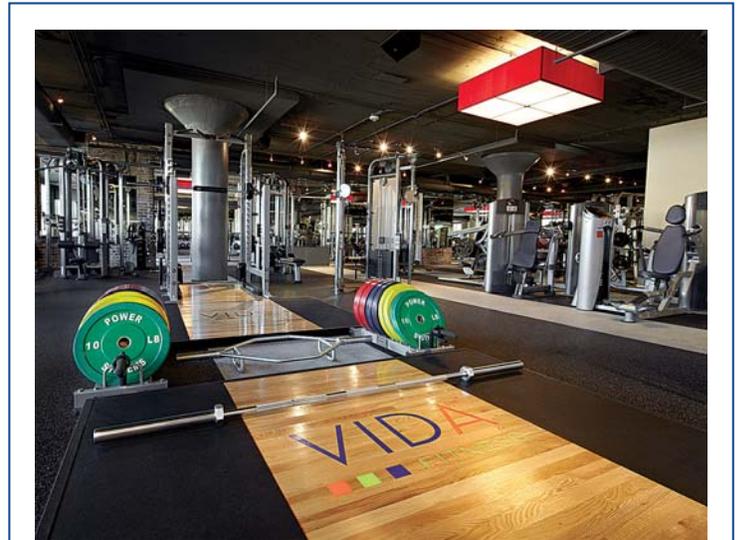
DS - The truth is that I didn't have any relevant and specific operating experience in any of the businesses that I have opened, and VIDA was no different. At VIDA/AURA Spa/Bang Salon and Penthouse Pool and Lounge, I was guided by my general business experience and my own observations about where the opportunities might be.

C.I. - Please describe your first VIDA Fitness facility (square-footage, amenities, services, etc).

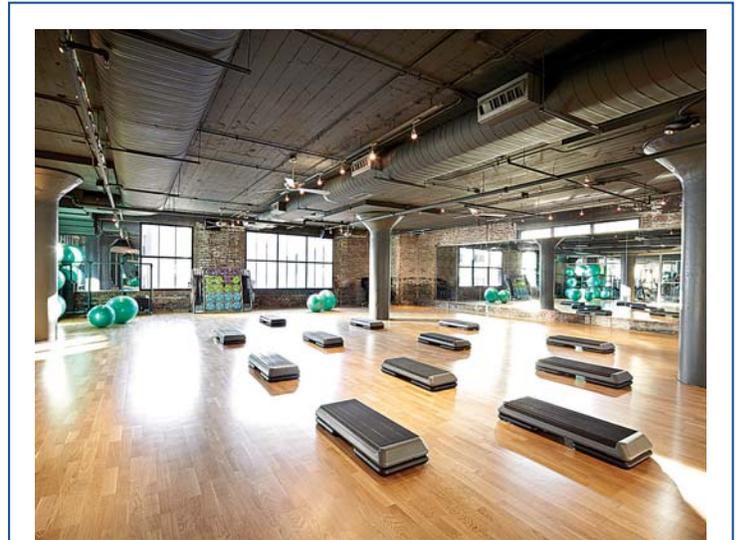
DS - The first VIDA Fitness is located in the former Discovery Channel flagship retail store. Apparently, they spent \$25 million on the fit-out, so when we took over, it was mostly adaptive reuse. The elevator is a lunar lander and the spin room was a 20,000 Leagues Under the Sea experience. Within that shell, we put in the elements that make VIDA unique: Bang Salon, a full-service high-volume salon that I started with a partner in 2001; and a 'Zen Spa,' which incorporated not only large unisex steam, sauna and soaking tubs but also featured two Endless Pools, for which we had the exclusive on in the D.C. area for five years. Then, we added the largest fitness and strength floor in the city with three fitness studios and 60+ pieces of cardio equipment. The vibe was intended to be sexy, hip and urban. It was an instant success, although like any new business, we had a steep learning curve.

C.I. - You have since added four additional facilities and a pool club. Please describe the typical offerings and services of a VIDA Fitness facility. What are some differences from facility to facility?

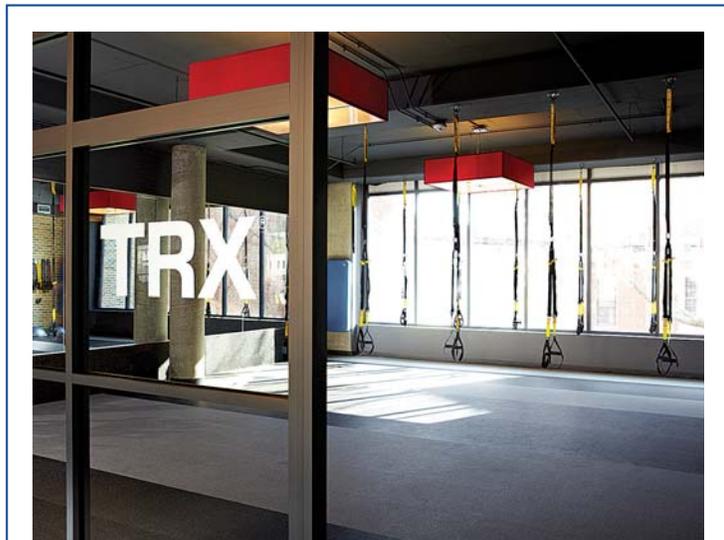
(See *VIDA Fitness Page 14*)



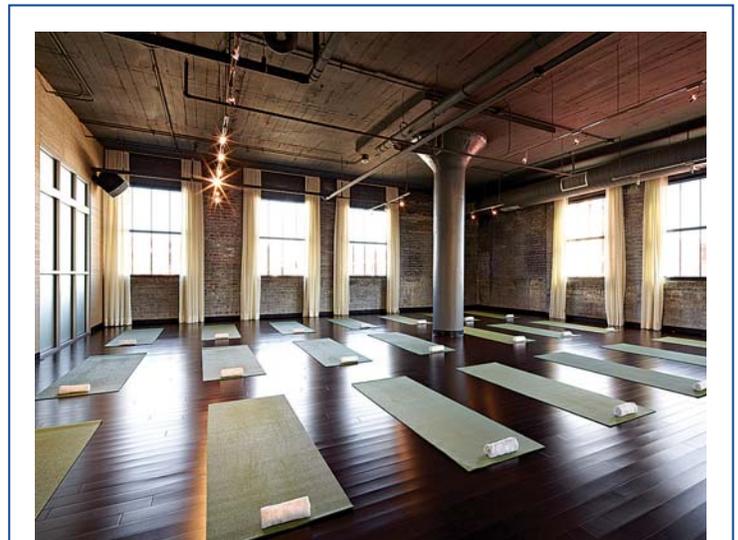
U Street Location - Free Weights Level



U Street Location - Group Fitness Studio



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- ▶ Quick release tab for convenient loading and unloading of the bar
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THE 10 KG SIDE RACK

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...VIDA Fitness

continued from page 12

DS - Each facility is unique in that we try to: (1) learn from our previous experience and not be afraid to change, (2) adapt to the physical space and make it unique, and (3) modify the facilities and programs to meet the needs of the submarket. Whereas Verizon was mostly a corporate location, Metropole and U Street were in the gay/single markets, and our newest location at the Navy Yards will be more family-oriented. Specifically, U Street has a rooftop adults-only swimming pool club with full resort-quality food and beverage service, whereas Navy Yards will have a kids zone, and the rooftop pool club will have hours and programs for kids. There are numerous other tweaks we make each time we open a new club based on what works and what doesn't in each location. For example, we removed the soaking tubs and re-concepted our Zen Spas and increased the emphasis on our stand-alone Aura Spa concept as we have grown.

C.I. - You have focused a lot on design and materials. Please describe your interior look and feel.

DS - It is urban, contemporary and highly stylized, yet still comfortable and welcoming.

C.I. - What is your price point(s), and how many members (or member accounts) do you currently have?

DS - Generally, our single-club memberships are just under \$100 per month, and we recently passed 12,000 members in total. Our largest club, U Street, has 4,300 members and climbing.

C.I. - As a whole, how does VIDA Fitness differentiate itself in the marketplace?

DS - VIDA offers a unique, highly stylized environment with state-of-the-art fitness facilities and programming with a friendly community-oriented vibe.

C.I. - On the VIDA Fitness website (www.vidafitness.com), it is great to see Community as a top-level navigation item. Please tell us about some of your community and trust-building efforts. How has this affected the company's standing in the Washington D.C. community?

DS - 'Owning the Neighborhood' is essential to our mission and culture. Whether it is supporting the community through the philanthropic efforts of our members or being the go-to place to meet people with similar tastes and lifestyle goals, we want to be very much part of the fabric of the neighborhoods we serve.

C.I. - What is your role within VIDA Fitness? Who are your key staff members, and what are their roles?

DS - I am the President and Founder. I oversee both the growth of the concept and the operations. As we have grown, I have had to (mostly) promote from within to develop the Marketing/Sales, Operations, Facilities and Fitness Management team, which has grown too large to enumerate here.

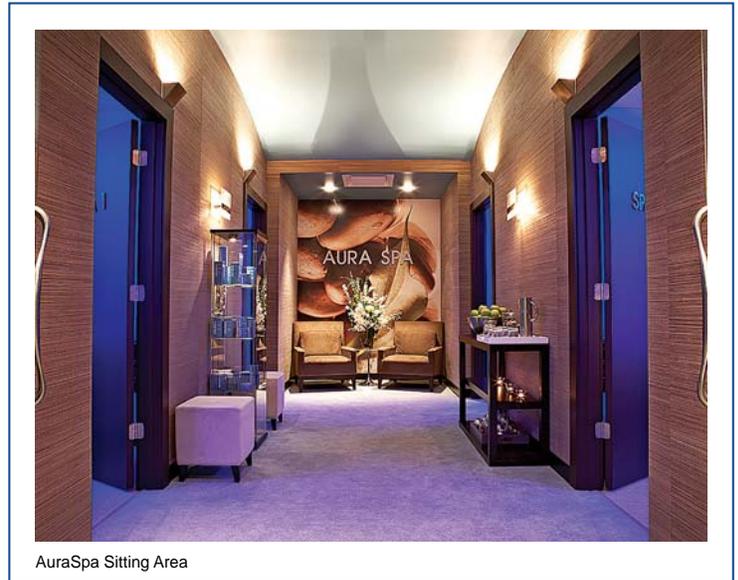
C.I. - Is VIDA Fitness a member of IHRSA? If so, what benefits does the company receive from being a member of the Association?

DS - We are members of IHRSA. Whether it is membership retention, regulatory compliance or networking, IHRSA is our first and last resource on all things VIDA Fitness.

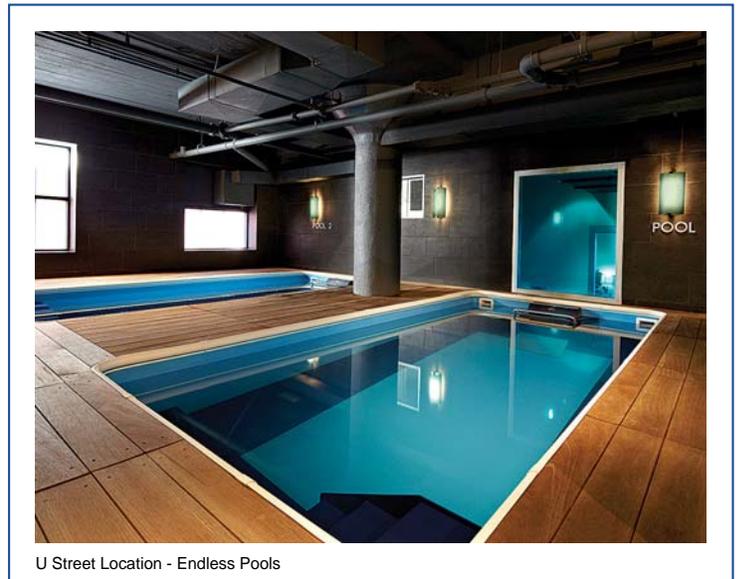
C.I. - What is on the horizon for VIDA Fitness in the next five years?

DS - We are currently under construction of our 6th location, which will open mid-2014 (See **Photo Below**). We have numerous projects in development, and with the success of our concept so far, the future is ours to pursue aggressively and thoughtfully.

C.I. - What are your challenges in reaching (See **VIDA Fitness Page 19**)



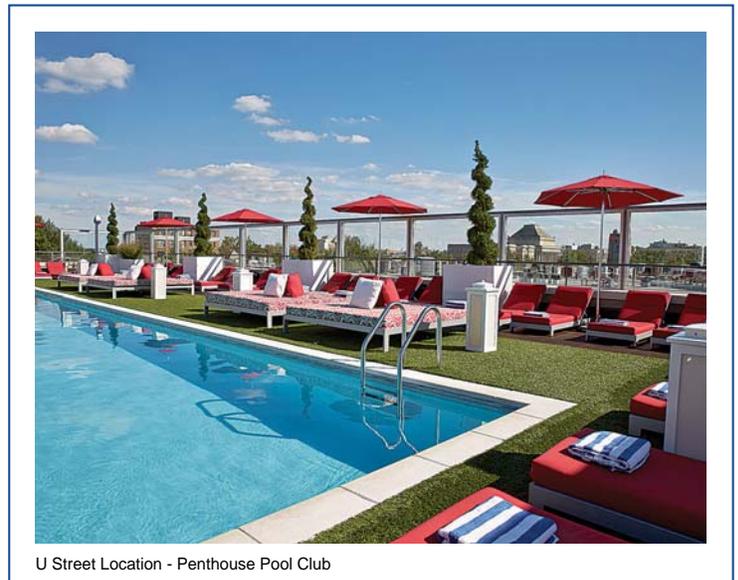
AuraSpa Sitting Area



U Street Location - Endless Pools



VIDA Fitness at The Yards - New Location Exterior Rendering



U Street Location - Penthouse Pool Club



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-Kevin Buck, Owner, Newport Athletic Club

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How to Multiply Profits on Purpose

By: Donna Krech

The words “*on purpose*” mean to do something intentionally, with a specific meaning, to achieve a specific destination. The words “multiply profits” simply mean to increase income. Let’s get started.

I am *SUPER* excited about what I’m going to share with you this month! Relative to business, it’s the closest thing to my heart, and the thing that has enabled me to grow from having one health club to serving hundreds of clubs all over the world. It’s also provided us with consistent increases in money and impact on the people around us every time we’ve applied it.

This “*thing*” is about *Profiting on Purpose*, and today, we’re going to focus on one of the eight great laws of doing just that. I believe this concept will strategically transform your club, and I believe this because it transformed my club!

The concept of *Profiting on Purpose* didn’t come overnight. It’s been years in the making. As my team and I looked back over the decades we’d been

in business, we saw a pattern. Purpose Led Profit has been our way of doing business for many years.

I believe it’s the right way to do business, not to mention the best way to live life, and I’m not alone in my philosophy, either. Some of the most well known businesses and most lucrative empires on earth operate using a Purpose Led Profit philosophy.

“So, what is it, Donna, and how can it help me make more money in my club?” It’s a road to travel featuring proven systems for making more money, for a particular reason that’s beyond the money. There are actually three roads. I’ve been down them all. You may have as well.

One road was where my focus was mainly on purpose, inspiration and education, where my attention was nearly exclusively on making a difference in someone else’s life. Fitness folks travel this road often because we’re very passionate about our solutions.

I’ve also been down the road that is dedicated to profit, where I focused on

proformas, P&Ls, statistics and marketing that produced big returns. I made money on this road, but here’s the thing... The best road I’ve travelled is the blissful and bountiful road where those two come together.

Purpose Led Profit, or How to Profit on Purpose, is where the two meet. On this road, I saw more money than I’d ever seen on just the profit road because we began to share the difference we make as we used the proven systems. Plus, I had *peace of mind*, and everyone around me commented on how magnetic we were, that they were drawn to being with us. A formula for making more money by simply attaching the difference you make to proven, systematic marketing tools... pretty cool, right?

How does this relate to you? There are typically two types of people in the club business. Decide which you are, and you’ll know where to begin to multiply your profits.

Some are so passionate about making a difference, they just want to



Donna Krech

serve and touch lives and change the world, but they have no clue how to make more money doing that. They don’t know how to integrate their passion with proven marketing and money-making systems.

Then, there’s another group of people who really have their head (See *Donna Krech* Page 19)

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When we added Thin&Healthy's Total Solution, we were able to upgrade people into an agreement for another 12-24 months. That guarantees our revenue for that length of time, so that actually tripled our agreement length, along with doubling the dues amount!

- SHAWN BOLLIG

I looked at Thin&Healthy's Total Solution a few years back and wasn't sure it was the right fit for me. But then I realized, financially, we needed to do something that would make a difference and would have lasting results, and I looked into it again. Frankly, we needed to do something.

We needed to get more people in here. We needed to know how to market to the clientele we want to see in order to have a great impact on more lives. Thin&Healthy's Total Solution has really has done that for us. We now have people come to us that wouldn't have when we were just a fitness center.

We've actually done weight loss here before with programs I wrote and administered myself. But it was really hard because it was just me doing them and

trying to do everything at the club too; running the facility and then putting in all that extra time was really challenging.

The programs worked when people were doing them; they had great weight loss success. But as soon as the program was over, they would lose their motivation; they'd start gaining their weight back and stop their exercise routines. It was really frustrating putting in all that time and effort and really wanting to make a difference, and seeing that nobody was sustaining long-term change.

When I sold fitness alone, we had members sign up for a certain term; then when that time was up, they went month to month. When we added Thin&Healthy's Total Solution, we were able to upgrade people into an agreement for another 12-24 months, which guarantees our revenue for that length of time, so that actually tripled our agreement length along with doubling the dues amount!

Along with profitability, the systems and the training are great. The support site is

wonderful because all the systems are there and training online is easy. I absolutely love the phone scripts that we have to use. That makes a huge difference in being able to let my staff answer the phone and not have to worry that I always have to answer the calls myself.

I really like how everything is covered in the systems, even down to the smallest details. I'm very happy that I can call any time and have my questions answered, as well. Everyone is very kind, helpful and encouraging on the Home Office team.

One of the best things about being a part of Thin&Healthy's Total Solution is that I'm getting results for my clients. I'm happy that it works. I was skeptical of it and really took time to make the decision to add Thin&Healthy's Total Solution into my club.

An important factor for me was the ability to increase revenue without having to add extra staff. I like the fact that, as a company, they care about my profitability. It's nice to have a partnership

with people I can trust, being a business owner all on my own.

The members love the program because they can do it and use regular grocery store foods. When I did my own weight loss programs, I think the members were overwhelmed based on my extreme nutrition and fitness ideals, which a lot of club owners and trainers do. Thin&Healthy's Total Solution helped me meet people where they are at instead of where I think they should be.

Thin&Healthy's Total Solution is a good program with good support and business systems behind it, and it works for our clientele. We all get results! From my personal experience, adding Thin&Healthy's Total Solution was a great decision. Thin&Healthy's Total Solution has had a big impact on my club and I'm very happy. X



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Would Your Business Benefit From An Advisory Board?

By: Mike Manning

You are an intelligent, successful club owner with a growing business. Without knowing you, I'm going to guess that 85 to 90% of your ideas are good ideas, maybe even 95%. That is impressive, but it also means you have a not-so-good idea every now and then. As a business owner, surrounding yourself with a skilled management team and independent Board members who can help you eliminate half of your bad ideas (plus the time and money wasted digging out of the messes some of those bad ideas cause) will greatly increase the valuation of your business. Your state probably requires your company to have some form of a statutory Board of Directors, and many small and even some large private companies will typically have a statutory Board that includes an owner's spouse, a parent or a couple of good friends. Publicly traded companies, like Life Time Fitness and TSI, are required to have a Board that includes some members who are otherwise independent of management.

For many club owners, adding an Advisory Board with several independent

members is an excellent alternative to adding independent members to the statutory Board. The main difference is that statutory Board members have fiduciary obligations to oversee management and approve major decisions while Advisory Board members do not. Because of the fiduciary obligations, independent statutory Board members spend time doing legalistic and administrative duties that you may not see as adding value to your company, and you will need to purchase a Directors and Officers Liability Insurance Policy. Advisory Board members provide you with the benefit of high-level advisers without the legalistic and administrative requirements of a statutory Board. So, when you meet with them, you can spend the entire meeting discussing issues that are actually important. Directors and Officers Liability Insurance is not required for an Advisory Board.

Why would you want to add independent advisory board members? As an owner, it is easy for you to get absorbed in the day-to-day operations of your business and making decisions. Independent Board

members hold you accountable and require you and your senior management team to periodically formalize and present a coherent strategy of what you are trying to accomplish with your business. This process helps assess whether what you are doing is effective in moving the company toward where you want it to be. Independent Board members will give you honest feedback about something when your employees don't always feel like they can.

Over time, competition can evolve (low-price, low-overhead, high-volume clubs), technology can change (online enrollment) and your customers can be presented with new alternatives that didn't previously exist (boutique group fitness facilities). What worked for your company in 2006 may not work as well in 2014, and a good Board can help you take a step back and evaluate changes you should be considering so that your business is not left behind. Independent Board members can also help you evaluate and be honest with you about whether your business has outgrown members of your leadership team and whether there are holes in the



Mike Manning

skill set of your management team that need to be addressed as your business grows. Sometimes, a business outgrows the founder, or a successful founder may want to spend time away from the business, and independent Board members can help you with the transition of bringing in a new CEO or COO to manage the company. Independent Board members should spend
(See Mike Manning Page 19)

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...VIDA Fitness

continued from page 14

those goals?

DS - As with any growing company, finding, training and retaining the best management talent is the single biggest challenge. To me, everything else pales by comparison. Money finds success as to location opportunities. Finding a stellar addition to the management team is by far our biggest ongoing challenge.

C.I. - As a "serial entrepreneur," what advice would you offer to a single-facility health and fitness club owner who has aspirations of expanding within their community or elsewhere?

DS - Think about what you really want before you head in any direction. Owning one fantastic location has many benefits, including allowing a different work/family life balance. I tell people all the time to think carefully about what are the most important considerations, and when they collide, as they always do, move in a direction that is most fulfilling. There is no right answer, only the right answer for you.

• • •

Thank you very much to David von Storch for his time with this interview. **CLUB INSIDER** certainly looks forward to seeing where the VIDA Fitness brand goes next! Additionally, a special thank you to

...Donna Krech

continued from page 16

around making a business work and achieving a great profit, but they don't realize how much *more* they could be making by knowing their personal purpose (why they're here). Or, at least knowing their club's difference-making purpose and attaching that to strategic marketing methods that produce 100 times return on investment.

But wait, there is that not-so-typical third group who know how to put those two outcomes together to make a lot of money using the fact they're making an enormous difference. Once I realized I'd been down all three roads, I realized my story wasn't that different from everybody else's.

So, what's *your story*? Are you more about meaning and purpose and making a difference? Are you passionate but aren't quite sure how to turn that into money yet? Or, are you the person

who knows how to make money, but the meaning isn't there and it's not as magnetic as it could be or bringing you both riches and peace?

Purpose Led Profit is dedicated to you, and quite honestly, it's my life story. It's about how to have *massive* success with substance. It's marketing, meaning and money put together, and it's like nothing else you can imagine in business. It's a system to show you how to make a lot of money from your meaning, by attaching proven-results marketing tools to the equation.

About a year ago, I produced four Purpose Led Profit training audios. In them, I share my story. I also teach how to multiply profit by using Purpose Led Profit and what that actually means. I give nine sure-fire tools that will increase your business, using zero to low-cost marketing.

Within this program is a workbook. In the workbook is a four-quadrant sheet that helps you figure out where you are in the Purpose Led Profit model. You can draw a large plus sign on a sheet of



Matt Hagan, of Bulldog Public Relations, for his help coordinating with David, photo selection and sidebar pieces.

(Justin Cates is the President and Assistant Publisher of **CLUB INSIDER** and grew up in the health, racquet and sports club industry. Justin was born into a club business family in 1985, and from the age of eight, he spent his

non-school and sports hours in a home which doubled as CLUB INSIDER Headquarters. He has lived and breathed this industry for 28 years, since his own day one. Now, he is an integral part of the "Story" of Norm Cates and CLUB INSIDER. Justin may be reached by phone at 770-595-6086 or email at Justin@clubinsideronline.com)

...Mike Manning

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time talking with an owner about strategy, risk, succession planning, life transitions and an eventual exit plan.

What should you look for in Advisory Board members? Some companies have Boards that include only current or former CEOs, which I think is a mistake. But, every Board does need at least one or two members who can give a CEO perspective to the owner. Every Board should have at least one member who is financially literate, can have an intelligent conversation with auditors/accountants and knows something about capital markets. In our industry, depending on your situation, it might be wise to consider Board members who are functional experts in real estate, employment law, human resources or information technology. If your member base is not made up exclusively of older white men, your Board should not be either. Your Board members should be people you can't otherwise hire to work for

you as employees or advisers, meaning the CPA who does your tax return should not be on your Board. Board members should not be "Yes" men. If you have an equity partner on your statutory Board, adding an advisory Board that includes the statutory Board members is one way to strengthen your team of advisers without disturbing Board designation rights under your existing shareholder agreements.

Is your company big enough for an Advisory Board? Yes, it is. In the early stages of your business, your Board might include a couple of respected local owner/CEOs, plus another functional expert or two in areas where your management team is weak. As your business moves to \$10 to \$20 million of revenue and cash flows grows, you might consider asking some people with industry knowledge who don't compete with you to join your Board even if you need to pay their travel expenses to come to meetings. Our industry is blessed to have several founder CEOs who've built good-sized regional chains who might be willing to join your Board.

paper to create four quadrants as well.

The place you least desire to be, and unfortunately where many failing clubs are, is in Quadrant #4, not knowing how to profit or what your purpose is. People want to make money, and they want to make a difference, but those in this quadrant don't know how to do either.

In Quadrant #4, they know their purpose, they're fulfilled personally and they know what they're passionate about, but they don't know how to make these things make them money. These are the clubs that will eventually fail.

Then, there's the group that knows how to make money, but they don't know what it will take for them to be fulfilled or what will bring them peace of mind. They have a lot of cash --many billionaires live in Quadrant #2-- and know how to make a lot of money, but they don't know their purpose. Many here are married several times, their health is bad and their children are estranged. Knowing only how to profit is not the ideal quadrant in which

to be. Business can succeed here; a great life can't.

But, if you know how to make money and find your purpose, it's the easiest way to have a bigger "piece" of the pie and "peace" of mind. That's Quadrant #1, where you know your purpose, and you have systems for making more money.

The Eight Great Laws of Profiting on Purpose, plus the Purpose Led Profit Quadrants are shared in the workbook. My story is shared in the first training audio. If you want either of them, they're my gift to you for making a move to multiply your profits on purpose.

There's no purchase that needs to be made; visit www.purposeledprofit.com. Will you take an action step to see profits multiplied in your club?

(Donna Krech is the Founder of *Thin&Healthy Total Solutions* and can be reached at Donna@DonnaKrech.com)

Asking someone to sit on your Board is not a lifetime appointment, and you should periodically assess whether your Board members add value. If not, replace them.

What do you pay Advisory Board members? Every situation is different. Many young cash-poor companies will pay equity only, like stock options or restricted stock. Some companies will pay an annual cash retainer or pay a fee per meeting but no equity. To attract the type of Board talent that will help maximize the value of your company, you should pay your Board members enough to make it worth their while to spend time reviewing the information you send or show them and to come to meetings prepared to ask good, hard questions. Groups like the National Association of Corporate Directors can help you benchmark Board member compensation.

If you'd like to learn more about Boards or Advisory Boards, I strongly recommend two books:

•*Beyond Survival* was written in 1975 by

Leon Danco, who is considered to be the father of family business consulting.

•*Game Changing Advisory Boards: Leveraging Outside Wisdom to Deliver Sustainable Value* was written by William Hawfield and John Zaepfel and published this year.

Both books are worth your time and are available on Amazon.

(Mike Manning is a former CFO of *The Rush Fitness Complex* and owns *Strategic Advice LLC*, a business consulting firm. Manning is passionate about working with business owners to grow great companies and has extensive experience with corporate Boards, private equity transactions, mergers and acquisitions, bank agreements, club software systems, site selection and lease negotiation. Manning is a member of the National Association of Corporate Directors and Financial Executives International, a former member of the International Council of Shopping Centers and can be reached by email at manning@strategicadvicellc.com)

Health and Fitness? Or, Fitness Only?

By: Andy Graham

When I originally committed to a new article for **CLUB INSIDER**, my first inclination was to focus on what I feel is an incredibly missed opportunity in most fitness centers: **Nutrition**. *Real* nutrition, not a post-workout smoothie with Twinkie-esque levels of sugar or protein bars whose ingredients would make any chemist proud. But, instead, teaching those within our circle of influence what it means to move away from the processed foods that we have become so addicted to, and back to the wholefoods dining table of our grandparents... Or, at least far enough back in time where Honey Nut Cheerios couldn't call their cereal "health food" and get away with it.

But, after reading Justin Cates' excellent interview with medical fitness industry icon, Doug Ribley (June 2013 Edition), I knew this short rant was going to change course.

I recently took a sales position with a global vendor as part of a team with a very specific focus on medical fitness and active aging. The following article represents my opinions based on meetings, conversations and debates with medical fitness professionals across the nation and some that I am honored to call colleagues. John Caliri of the FirstHealth Centers in Pinehurst, North Carolina and Angela Kaltenborn at Augusta Medical in Virginia have been extremely helpful. I completely reserve the right to change my opinions based on new evidence, but the following is based on my direct observations of the "average," knowing that there are always wonderful exceptions.

As Justin mentioned in his interview with Doug Ribley, the fitness industry has been having internal debates for decades about how to break through the 20% barrier, the seemingly impenetrable glass ceiling of our industry, and get more people through the doors of a fitness center, many for the first time. Those debates are quickly followed up by how to keep those new members from flowing right out through the back door so quickly. My answer? It's not THE answer, just mine: It's just not going to happen; not with the current model and not with the current product we're selling.

After decades of attracting essentially the same percentage of the American people, with basically the same message, maybe we should stop asking ourselves, "When will the rest of the population finally 'get it' and value *fitness* as much as we do?" Maybe we should start asking ourselves how to fulfill the other half of the Health and Fitness Industry promise: That of *health*. Unless anyone has forgotten, physical fitness is only one aspect of a person's true measurement of *health*. Social, mental and nutritional health really should not be segmented

away from physical health. Can we really serve our community by ignoring the typical western diet that is so successful in filling many of those hospital beds? Diet and exercise *should* be two sides of the same coin. **Inseparable**.

For anyone who has not visited a true medical fitness center, such as Akron General or the Dayani Center in Nashville, I would like to challenge you to walk through those doors and meet many of the members who would never be comfortable in your facility. Whether they are rehabilitating from an unlucky roll of the genetic dice, or much more likely, from very poor lifestyle choices (smoking, junk food, couch surfing, etc), these members (many who are only now learning to be physically active for the first time in their adult lifetime) are fighting and clawing their way back to health at a facility where they feel comfortable and have great trust in the expertise of the staff.

Many may argue with this statement, but since most of us capitalists would agree that the market abhors a vacuum and new business opportunities will quickly fill those voids, I believe I'm safe in saying that the lack of focus on *Health* in the Health and Fitness Industry helped create a real need for the Medical Fitness Industry to step into that gap and start serving their communities.

What I'm strongly suggesting is that, if our industry's penetration rate has been stubbornly set at 15 - 20% of the population for decades, then maybe this is a reflection less of "them" and more of "us." Leg warmers have come and gone, aerobics died and group exercise was born, calisthenics are history and Crossfit is the rage. Over all the years and trends, the numbers have remained mostly the same. "They" either have not wanted our product when they were younger and healthier or we failed the ones who were brave enough to cross the threshold into the gym. Now that their lifestyle choices are impacting their health enough that a physician's intervention is required, whom do you think they'll trust for advice and direction, their physician or your personal training staff?

If our penetration rate has indeed reached its maximum appeal, then I believe the key to pushing past our current boundaries and making our message relevant to more of our neighbors lies in the hands of our local physicians... Which brings the American College of Sports Medicine (ACSM) into sharp focus.

If you are not familiar with the ACSM's Exercise Is Medicine (EIM) initiative, please stop what you're doing and let *Google* inform you. EIM in its simplest form is getting physicians to sign a pledge to include a measurement of the patient's activity levels as one of their primary vital signs. Exercise IS medicine, not "exercise will make you feel better, will

help increase your energy levels, etc." No, it's much greater: Exercise IS medicine. It's as powerful as many prescriptive medications and does not require a 30-second warning of possible side effects. The appropriate exercise program for various states of disease management is powerful and effective enough that the pharmaceutical industry should be paying very close attention.

My greatly simplified description of the EIM initiative is the following: A friend, neighbor or relative brags about running a marathon, losing weight doing P90X or starts wearing knee-length argyle socks while speaking with inhuman enthusiasm about their "box." You *might* listen; you *might* pay attention. Maybe. But then, your physician (nurses and medical doctors consistently rank as the most trusted of all professions) starts checking your weight, blood pressure, pulse rate and... activity level? Every time I visit a physician, they start inquiring about how often I'm active? And, for how long? What type of activities? Does that catch your attention? You bet it does.

Maybe you don't change your inactive, junk food ways immediately, but when one of the most trusted people in your life starts prescribing exercise instead of a pill, that's when our industry starts moving from primarily being fitness-only centers to becoming true Health (and fitness) clubs and Wellness centers. That's when we start to get the undivided attention of many of those who have walked by your doors with a "not for me" attitude while on their way to the pharmacy to reduce blood pressure, anxiety, diabetes...

Not all physicians are on board with prescriptive exercise. It's not even close, but thanks to the EIM initiative, that number is growing daily. Maybe the tipping point that will positively impact your bottom line, and our nation's health, is in the hands of those physicians who are already writing prescriptions for exercise programs specific to the health need of their patients. Whether that prescriptive exercise program is targeting the prevention of an at-risk disease or treatment of an existing condition, maybe then our industry can accurately claim to be part of the global health care continuum.

But, before you rush out to market your facility/services to your local physicians, be forewarned that many doctors will be as stubborn with their blessings (and referrals) as a military father who doesn't trust his daughter's choice in young men who slouch. Initially, many medical fitness centers found it challenging to get referrals from physicians who worked for the same health care organization!

What if you and your trainers were paid based on documenting positive outcomes? What if your revenue was dinged when an obese member failed to hit their target weight? What if your



Andy Graham

revenue was directly tied to results? With the changes in the health care law, this is exactly what health care providers are faced with today. And, like them, you would do everything in your ability to provide effective solutions the first time, and you would be sure not to partner with any groups or refer any of your clients to an organization whose level of care did not match your own. Like you, physicians have no interest in losing revenue.

As Doug Ribley so perfectly stated, these physicians need to have incredible trust in the ability of your facility to properly continue the care started in the physician's office. If your credentials don't match their expectations, you will not receive referrals. After an honest evaluation of your staff and program offerings, you and your team will certainly need to polish your club's resume well before that interview.

Here's my bottom line opinion: To move beyond the 15 - 20% that we struggle to maintain, we need to understand that many of the 80% will never be members of a fitness center *until something first forces them to be a patient of a health care organization*. Even then, they will not be your members until the medical community trusts in your ability to create appropriate exercise programs for the diverse needs in your community.

I sincerely believe that much of the answer to our global health care crisis lies in the hands of our physicians, and not for the more obvious reasons of diagnosing and treating disease, but for the enormous influence they have to prevent the onset of those diseases. They are simply able to reach people whose ears are deaf to the thumping soundtracks of the traditional club. As it becomes more common for physicians to write out exercise as a prescription, don't you want your name listed as the exercise-pharmacist?

(Andrew Graham is employed by Technogym in the Business Development Health Corporate and Public Division and may be reached by email at agraham@technogym.com)

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Create the Life of Your Dreams...

Using Very Practical Methods

By: Brenda Abdilla

Imagine for a moment that it's six months from today and you are having a beverage with a good friend. You are telling your friend that you are the best you have been in years; physically, financially, mentally and in your relationships as well. Your numbers at work are off the charts (in a good way), and your team is collaborating and coming up with ideas that are truly inspiring. You just got an amazing offer for a promotion within the company, you finally feel like you have your arms around your inbox and your time management system is actually working. Life is great!

So What Does YOUR Perfect Day Look Like?

If you want to create a reality that is different from the one you are currently experiencing, you must teach yourself to zero in on **what you want** versus **what you have**. The ability to focus on what you want versus what you have is an effective strategy, but most people have trouble doing it for long. Others, when asked to do this exercise, will mistake the meaning

and go into fantasy mode, like having a superpower or winning the lottery. Having a superpower is a fantasy; detailing your perfect day is a form of discovering the achievable, yet hidden, vision you have for your life. Big difference.

So, what would one, perfect day look like in your world? Assume you are working (so not retired in the Bahamas just yet) and most of the foundational elements of your life are the same, but a lot better. Start the process now by writing down ten aspects of a perfect workday for you, if things were more ideal. Write it in first-person and make it as specific to you as possible.

Here are a few examples to get you started:

1. I bask in the glory of my new office and leadership role at work.
2. I check my bank balance after all my bills are paid, and it's higher than ever.
3. I just made vacation reservations at the resort we have dreamed of going to since our honeymoon.
4. I have a great workout, weigh myself and celebrate the fantastic number I see on the scale.

Once you have a list of ten or so aspects, go to the next level and write it out like it's happening. Describe going to the mailbox and finding the bonus checks from work, the reminder popping up on your computer at work that it's 16 days until Fiji, a call from your son that he is thriving in his life and appreciates all that you have done for him... You get the idea. Don't worry about how it sounds or reads; no one will see it except you.

Why This Works

From a coaching perspective, there are easily ten great reasons why this exercise works, but I will give you two. The first is a concept called "inattentive blindness" or perceptual blindness, and it is defined as:

The failure to notice an unexpected stimulus that is in one's field of vision when other attention-demanding tasks are being performed. It is categorized as an attentional error and is not associated with any vision deficits. This typically happens because humans are overloaded with stimuli, and it is impossible to pay attention to all stimuli in one's environment. This is due to the fact that they are unaware of the unattended stimuli. Inattentive blindness also has an effect on people's perception. There have been multiple experiments performed that demonstrate this phenomenon.

Perceptual blindness can also mean that we cannot see opportunities for significant improvement in our lives even though they are right in front of our eyes (For more information on this, Google the term "inattentive blindness" and test yourself; it's amazing).

The second reason this works has to do with your brain chemistry. When you make the list, you have "good" feelings and those feelings create a chemical reaction in your brain. A few minutes of feeling better



Brenda Abdilla

can ignite the problem-solving, solution-oriented portion of your brain and literally change the course of your life. Try it.

"To dream by night is to escape your life. To dream by day is to make it happen."

- Stephen Richards

(Brenda Abdilla is a certified, professional coach and the founder of Management Momentum LLC. Momentum's mission is to help clients gain career confidence and clarity in a way that empowers every aspect of their lives. Brenda likes results-oriented action so much she founded her company on the principle of moving people and organizations forward. Brenda is a skilled professional mentor using her business experience and advanced tools like the Enneagram, The DiSC and Emotional Intelligence Testing and 360 assessments to help motivated professionals reach their desired outcomes sooner rather than later. Brenda's new book, What's Your Lane? Career clarity for moms who want to work a little, a lot or not at all is now available for moms in career-question mode. You can sign up for Brenda's newsletter at www.ManagementMomentum.net.)

What To Do When Stuck In Life...

Sometimes in life, we are stuck in spite of having tried everything to move forward. When that happens, try one of these:

1. **Go to a therapist.** There is no shame in needing some help with quite possibly the most important, long-term aspect of your overall health, your mental health. If you have a persistent issue, memory or are stuck-stuck-stuck, find a good therapist and get to work.
2. **De-clutter your life.** Hire a professional commercial and/or residential organizer or give your family the heads-up that it is time to de-clutter and get to it. Clean your desk, your files, your car, your garage, the basement, etc. Yes, it will be much harder than you think, and once you are in, you are in, but it will change your life instantly, as soon as it's done.
3. **Read one self-help book.** Pick one in the category of the most pressing need in your life (e.g. relationship, nutrition, health, depression, career, etc.) and read the reviews or get recommendations from people you trust. Then, set an alarm for an hour a day and read it, or clear your schedule Saturday. You need your reading time because bedtime is not going to work for this type of book.
4. **Hire a coach or trainer or expert.** I am not just saying this because I am a coach. We all need help from time to time. When I was struggling to finish my book, I hired a publishing coach. I have also had a personal trainer and business coach for the better part of 15 years. It works!
5. **Forgive someone.** You know the thing... the thing that does not deserve your forgiveness. Yep, that's the one. It sounds trite, but it's true that forgiveness is a gift you give to yourself. If you need help with this item, See # 1 - 4.

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Having "The Talk" When Heart Disease Runs in the Family

BOSTON, MA - When heart disease or stroke runs in a family, it's important to talk about it with children and other close family members. The conversation may be hard, but the payoff --better health for all-- can be huge, according to the September 2013 *Harvard Heart Letter*.

"Knowing your family history is one of most powerful tools we have to guide how we take care of ourselves from a health perspective," says Dr. Paula A. Johnson, Professor of Cardiology at Harvard Medical School and Chief of the Division of Women's Health at Brigham and Women's Hospital. "This is a chance for your children to make changes that will have both immediate and long-term payoffs."

Having a family history of heart disease isn't trivial. In a study of more than 122,000 Utah families, 14% had a history of heart disease. But, members of those families made up 72% of people who had early heart disease, 48% of people with heart disease at any age and 86% of people who had strokes before age 75.

Genes are not destiny. Whatever an individual's family history, his or her personal health decisions matter most. Prevention through diet, lifestyle and health care makes a huge difference.

What to tell children depends on their ages. If they haven't yet reached young adulthood, it's more important to reassure them than to scare them. Older children, especially adults, need more information. Depending on the kind of heart disease that runs in a family, tests such as cholesterol or blood pressure checks or scans of the heart may be needed.

Read the full article at <http://hvrdr.me/1656J1H>.

The *Harvard Heart Letter* is available from Harvard Health Publications, the publishing division of Harvard Medical School. Subscribe at www.health.harvard.edu/heart or by calling (877) 649 - 9457.

Source: *Harvard Heart Letter*

How To Create an Inexpensive Facelift For Your Club

By: Bruce Carter

You know you need to keep your club inviting and exciting. It is so easy for people to get bored with exercise, and we must face the fact that many people hate exercise in the first place. It is so important to keep thinking of ways to keep your club stimulating and motivating people to join and keep coming back for more. Therefore, the question is, "What can I do to make positive changes to my club without spending much?"

To get the best direction on this question, it is best to first prioritize where a facelift might be needed the most and then what to do to get the most "bang for the buck" changes.

Here is the step-by-step approach to take:

1. If you can, come up with an amount you want to spend. It will surprise you how much you can accomplish for a few dollars.
2. Which areas need improvement the most, relative to what areas will have the most impact with a facelift? Maybe your spinning room needs attention the most, but your entry area could also be improved. Go for the most impact for the dollar. How many people will see the spinning room changes as compared to all members seeing the improvement in the entry area? This is especially true when you only have a little to spend.
3. When was the last time you made a change? How expensive was it? Did those changes give you maximum positive feedback? Any change should get a good amount of positive feedback.
4. If it applies, are you remembering to consider the exterior of your space or building?
5. Once you zero in on the area or areas you want to focus on, then proceed to the inexpensive options to consider.

The following are the four most impactful, yet most cost effective ways to create an inexpensive facelift. Even \$5,000 - \$20,000 can make a noticeable difference depending on the size of the club.

Paint - The most effective and most inexpensive way to make a noticeable change. If you have almost all white or a plain color, then plan to add quite a bit of color. The change will be dramatic. If you have a lot of color, then plan to change those to different colors. Or, you can go to a common base color, such as white or cream, and then add strong accent colors in a few places.

The goal is to get a lot of attention but not for the wrong reasons. Too much of too many different bright colors can overwhelm most people. Colors like red, orange, purple are great for accents but not for a lot of coverage on large walls. Black will reduce the appearance of the size of your space (that is why people are told to wear black to make them look thinner). If you are considering painting your ceiling black, it will get attention but will reduce the "energy" and feeling of spaciousness in your space, not a goal for exercise areas where people need all the energy they can get. Earth colors in general are good; tans, yellows, oranges, browns, blues and greens.

Lighting - The type of lighting that can make a positive change in appearance, yet keep the costs down, are referred to as *accent lighting*. This includes wall sconces, hanging drum lights, pendant lighting and accent lighting, such as track lighting. If you go online and type in any of these lighting types, you will have a wide range of items to choose from, and all can be found at very reasonable prices. Used throughout the club, such as drum lights in the lobby, pendants above the front desk, wall sconces (on dimmers) in group exercise and wall sconces next to individual mirrors above sinks in locker rooms can add much. Track lighting is great to accent areas such as a new logo sign or graphics.

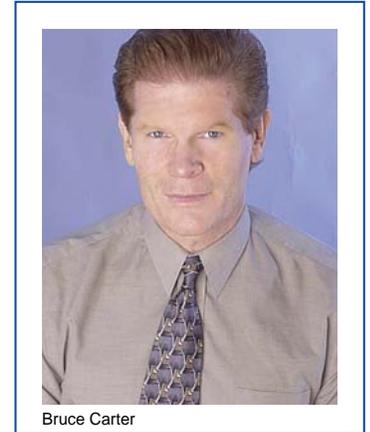
Graphics, Wall Murals, Banners - This is primarily photography type graphics that are "lifestyle" oriented. Fitness oriented graphics have been used for years, such as someone doing a curl or cycling in a spin class. Most of these are outdated and often intimidating to de-conditioned people. Look for people biking or running in the woods, doing yoga on the beach, hiking, wind surfing, *pictures that "sell the dream" of what people would love to do*. Try: istockphoto.com, shutterstock.com or art.com to find an unlimited number of options. The banners can be photos or just colorful motivational sayings or words hung in the exercise area and especially good in higher ceiling spaces.

Wall murals (such as 12' x 8' size) can provide a big impact for an area such as workout areas, entries to locker rooms and group exercise rooms. These can be scenes of the woods, bamboo forest, lakes and the beach. People love to be active outdoors in beautiful places, so bring the beautiful places in to your club with these types of murals. It is best to select murals that look like people are stepping into or walking by an area, so a long range mountain view is not a good choice but a scene in the woods would be. Try: muralsuperstore.com.

Furnishings and Plants - This would include the lobby and any area where members and potential members sit, including a possible sales area. The goal is to improve your social areas and provide comfortable places for people to sit. It is suggested to add some simple seating, such as ottomans outside the group exercise area for people to wait for a class. As a side note, stay away from couches because people are not comfortable sitting next to other people they do not know, and one large (and sweaty) member can make a couch a poor use of space and dollars, so stick with individual seating.

Try and make your lobby a little private, and often, it is as simple as adding a few plants (real or silk) to create a more inviting area. Make sure that, if potential members sit in an area to get presented for membership, it is a beautiful and impressive experience. Once again, going online can result in a number of lower cost options for both plants and furniture.

There are a number of other things that can be done to improve a club's appearance with a facelift. Resurfacing a reception desk with new laminate, new tile in locker rooms, new flooring in the



Bruce Carter

lobby and much more. However, there are a number of inexpensive changes that will make a surprising uplifting statement for your club. Making regular changes can be a very strong "asset" to your overall marketing and sales program.

(Bruce Carter is the President of Optimal Design Systems International, a Southeast Florida-based design firm, and he can be reached at 954 - 385 - 9963)

Motionsoft Recognized in Inc. Magazine's List of America's Fastest-Growing Private Companies

NEW YORK, N.Y. - Inc. Magazine ranked Motionsoft #1591 overall and #124 in the Software Category on its seventh annual Inc. 500/5000, an exclusive ranking of the nation's fastest-growing private companies. The list represents the most comprehensive look at the most important segment of the economy, America's independent-minded entrepreneurs. Fuhu tops this year's list. Motionsoft joins Converged Communication Systems, LivingSocial, Edible Arrangements and Lifelock, among other prominent brands featured on this year's list.

"Motionsoft is thrilled to be included for the fourth consecutive year with such a prestigious group of companies," said Motionsoft CEO, Al Noshirvani. "But, most exciting for everyone at our organization is a sense that we are only at the beginning of what we can truly accomplish. With the two-year maturation of MoSo, cloud-based member relationship management software solution, and the growing importance of preventative fitness-based health care, we are able to do things for our industry, and for the end-users, that were never possible before. The opportunities on the horizon are endless and recognition from leaders like Inc. Magazine inspires our developers and client services team to remain steadfast



with innovation."

The company has recently added some of the fitness industry's pre-eminent operations including Town Sports International, the publicly-traded company behind New York Sports Clubs, Philadelphia Sports Clubs, Washington Sports Clubs and Boston Sports Clubs to its 2,500-plus clients that include Equinox, Crunch, Gold's Gym, Baptist East Milestone Wellness Center and Starbucks corporate.

In a stagnant economic environment, Motionsoft's 249% growth rate was significantly higher than the median growth rate of 2013 Inc. 500/5000 companies, itself an impressive 142%. The companies on this year's list report having created over 520,000 jobs in the past three years and aggregate revenue among the honorees reached \$241 billion.

Complete results of the Inc. 5000, including company profiles and an interactive database that can be sorted by industry, region, and other criteria, can be found at www.inc.com/5000.

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Guidelines for a Great Business

Mostly False...

By: Will Phillips

A new genre of business writing began in 1984 when Tom Peters published *In Search of Excellence* and described eight factors in excellent businesses. More recently, Jim Collins published *Good to Great* in 2001 with five factors of great businesses. In total, there have been over 19 reports or books about business success factors in the last 30 years. Managers and leaders love these books because they reinforce some of our favorite ideas (stick to your knitting) and provide us with intriguing new ideas (Level Five Leadership) on how we should be managing our clubs.

There has been a continual and ongoing critique of these popular studies about their lack of statistical rigor. Unfortunately, these writers have never gotten as much widespread coverage. Less than 18 months after *In Search of Excellence* was published, *Fortune* magazine carried an article pointing out that the majority of businesses that Peters identified as excellent no longer met the criteria of excellence. If an excellent business can become un-excellent in 18 months, it does not seem like a very powerful factor. This critique had little effect on Peters' book sales or speaking engagements.

Here is the simplest explanation of why many of these studies provide great reading and little value. In San Diego, there is a surfing school that will teach anybody to surf in a day. While you are out on the water, learning how to stand and catch a wave, they have a high-speed camera on shore taking pictures of every student. The camera takes close to 100 frames a second, and the chances are that, in filming you for a few minutes surfing, they will find one snapshot, a hundredth of a second long, where it actually looks like you are a very skilled surfer. What they don't show you is your instability before that one hundredth second or how you fell in the next one hundredth of a second. What this means is that, if you take a snapshot of how business is performing in the short range, you can also find excellent performance. The difficulty is finding performance that lasts over time.

Here is another analogy to understand the flaws in business studies that look at a 10-year period to see how your

revenue or profitability has improved. Put ten people in a footrace. They all start at the same starting line. The gun goes off and everyone runs until the winner crosses the finish line. In the case of business, the finish line is twelve months. At that point, everybody freezes in place. So, we have someone who has just crossed the finish line, a few others close behind, some further behind and one or two way behind. Now, we start the second year's race, but everybody starts where they ended the first year's race. In other words, everyone is not brought up even to the starting line, so some people have a head start. The gun goes off and the race continues for one year. At the end of that time, the winner of the first year is likely to be even further ahead because they had a head start, even if their performance was just average the second year. Do this for ten years and you will further and further stretch apart the winners and losers because you are not using a fresh start each year. When you do this, it is very easy to identify extremely high performance that has nothing to do with how they're managing over those ten years. It could have simply been a great head start that they maintained with average performance for nine years.

Some recent research has been published that presents a totally new design on how to identify best companies. They began with all the 25,000 businesses publicly traded in the United States between 1966 and 2010. These researchers postulate that, because they have chosen a 44-year time span that included all publicly traded companies on which there are records, it is highly unlikely they will pick that one hundredth of a second snapshot in a 5- or 10-year period. They then went on and selected the top 10% for return on assets on a year-by-year basis and called them the Miracle Workers. They identified 174 Miracle Workers out of 25,000. Interestingly enough, the alleged superior performing companies identified in 18 other high-profile success studies, only showed up as 12% of the Miracle Workers. In other words, they had identified the majority of the Miracle Workers outside of the companies looked at in the high-profile success studies. Here is a sample list of the Miracle Workers. You will know some of these companies and not others: Linear Technology, Medtronic, Thomas &

Betts, Abercrombie & Fitch, Wrigley, Weis Markets, Merck, Heartland Express and Maytag. Their list surfaced lots of high-performers we have not yet heard about.

Now comes the interesting part in trying to understand what the Miracle Workers did that made them successful. Many different avenues were explored but none led to any commonalities between the 174 Miracle Workers. Hmmm. This pushed the researchers to look in a different way. Now, instead of trying to understand what they did differently, they looked to see how they thought differently and how they made decisions differently. Out of that came three rules that identified and fit all of the 174 Miracle Workers:

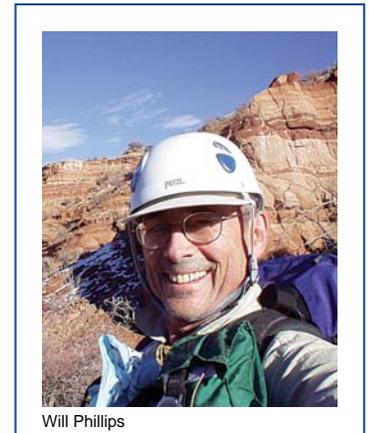
Rule Number One: Better before cheaper. Compete on differentiators other than price.

Rule Number Two: Revenue before cost. Prioritize increasing revenue over reducing cost at all times.

Rule Number Three: There are no other rules for great companies.

Their discovery is that cost leadership is rarely the driver of long-term, superior profitability. Companies with lower prices always tend to rely on lower costs to achieve profitability. The danger of the low-cost strategy is that there is always a faster gun that moves into town, another company that will always figure out how to do it for less. There is no question that a low-cost competitor can hurt a high-cost, high-price club in the short run, but in their experience with publicly traded companies, long-term success of low-price, low-cost providers rarely pays off.

One of the larger, low-price businesses in the United States is the Family Dollar store chain. They were identified as a Miracle Worker. Curiously, their success strategy is not based on low price. In fact, they tolerate higher costs and lower efficiencies than many of their competitors, and they have higher prices and greater gross margins than those competitors. Their strategy is superior convenience and selection for their markets. Whereas Walmart may have a super store that requires a car to drive to, Family Dollar stores are in the neighborhood where people can walk to, and the selection of products is designed locally to fit that specific market.



Will Phillips

Now, let's talk about profit and the pursuit of sustained, acceptable profits. Everything should be on the table to be examined for its ability to add or subtract to your profits EXCEPT the first two rules. Of course, there are no guarantees that following these two rules will make you become a Miracle Worker. But, following these two rules does guarantee you will be working in the right direction.

Here are my thoughts about putting these two rules to work. Whenever you have to allocate resources (time, money or space) between priorities because you don't have unlimited time, money or space, consider which of your choices better enhances the non-price elements of your market position. Consider which of the choices better differentiates you. Do not consider which is least expensive, and do consider which of your choices allows you to charge a higher price. In order to do this, use the first two rules in guiding every decision where there is a choice. You will then be moving towards long-term business greatness, according to this research. However, sticking to the first two rules and making them work will require enormous creativity on your part.

Resources: *Three Rules for Making A Company Really Great* by Michael Raynor and Mumtaz Ahmed, Harvard Business Review April 2013. Go to **HBR Online**, and you can purchase a reprint and read the whole article.

(Will Phillips is founder and CEO of REX Roundtables for Club Executives and of the REX Leadership University.)

200,000 Heart Disease and Stroke Deaths Could Be Prevented

HealthDay News - In 2010, more than 200,000 Americans under 75 died from heart disease and stroke that could have been prevented, health officials stated. Sadly, more than half of those who died were under 65, according to a new report released by the U.S. Centers for Disease Control and Prevention.

"As a doctor, I find it heartbreaking to know that the vast majority of people who are having a heart attack or stroke, under the age of 65 in particular, and dying from it didn't have to have that happen," CDC Director, Dr. Tom Frieden, said during a press conference.

But, progress has been made, Frieden said. "The rate of preventable deaths from heart disease and stroke decreased by nearly 30 percent between 2001 and 2010," he noted.

Most of this progress, however, has been made among those older than 65. While these are the people who have the highest risk, most of the preventable deaths happen to people under 65. "In that group, progress has been much slower," Frieden said.

This dichotomy may be because those 65 and older have Medicare with its access to screening and treatment, Frieden suggested.

Where a person lives is also a factor in the equation, he added. "It's unfortunate, but your longevity may be more likely to be influenced by your

ZIP code than by your genetic code," he said. "In fact, what we have seen is a striking convergence of risk factors in the Southern states."

Race and ethnicity also play a part, with blacks at twice the risk of dying from heart disease or stroke unnecessarily than whites, Frieden stated. "In fact, race is the single largest contributor to racial differences in life expectancy," he pointed out. Gender is also a contributor, with men twice as likely to die from a preventable heart attack or stroke than women, the findings showed.

The United States doesn't stack up well against other countries when it comes to the rate of cardiovascular deaths, Frieden noted. "The overall rate of cardiovascular death in the United States is about 50% higher than many similar countries around the world," he said.

Each year in the United States, nearly 800,000 people die from heart disease or stroke, many of which could have been prevented by proper medical management and lifestyle changes to control risk factors, Frieden said.

According to Dr. Gregg Fonarow, a spokesman for the American Heart Association, "Cardiovascular disease remains the leading cause of death in men and women in the United States." Fonarow is also a professor of cardiology at the University of California, Los Angeles.

"Many of these cardiovascular

deaths would be entirely avoidable with better implementation of preventative measures and effective treatments," Fonarow added.

Local, regional and national efforts are urgently needed to improve cardiovascular health and reduce death and disability due to heart disease and stroke, Fonarow said.

"Individuals can proactively lower their risk for cardiovascular disease and stroke by getting active, maintaining healthy blood pressure, cholesterol levels, weight and diet as well as avoiding smoking," Fonarow said.

"Adopting healthier choices and effective preventative therapies can have an immediate effect on one's cardiovascular risk and help avoid becoming one of these preventable cardiovascular deaths," he added.

The CDC believes communities and health departments can help by providing healthy living spaces, including tobacco-free and safe walking areas and ensuring access to healthy foods.

Highlights of the report published Sept. 3 in the CDC's *Morbidity and Mortality Weekly Report* include:

- In 2010, death rates were highest among those aged 65 to 74 (401.5 per 100,000 population).

- Preventable deaths have dropped faster

among those 65 to 74 compared to those under 65.

- Compared to women, men are more than twice as likely to die from preventable heart disease or stroke.

- Compared to whites, blacks are twice as likely --and Hispanics are slightly less likely-- to die from preventable heart disease and stroke.

- Avoidable deaths from heart disease, stroke and high blood pressure were higher among men (nearly 84 per 100,000) than women (about 40 per 100,000). Black men have the highest risk.

- Compared to Hispanic women, Hispanic men are twice as likely to die from preventable heart disease and stroke.

- Preventable deaths varied by state from a low of about 36 deaths per 100,000 people in Minnesota to a high of more than 99 per 100,000 in the District of Columbia.

- By county, the highest rates of avoidable death were mostly in the southern Appalachian region, Tennessee, Arkansas, Mississippi, Louisiana and Oklahoma. The lowest rates were in the West, Midwest, and Northeast regions.

Source: Steven Reinberg, HealthDay

Mount Vernon Athletic Club's Blue Chip Tennis Academy To Manage Burke Racquet Tennis Programs

ALEXANDRIA, VA - Mount Vernon Athletic Club (MTVAC) in Alexandria, Virginia is an award winning tennis, fitness and spa destination. The athletic club's member-focused customer service model has positioned them prominently as a leader in the business community, winning the Mid-Size Business of the Year Award from the Mount Vernon-Lee Chamber of Commerce. Fulfilling plans to grow market share for its high quality, high value brands, Blue Chip Sports Management (BCSM) will now be running the Tennis Programs at **Burke Racquet and Swim Club** in Burke, Virginia through its Blue Chip Tennis Academy (BCTA).

A significant first in the tennis club industry, this expansion of the award-winning Blue Chip Tennis Academy exemplifies parent company Van Metre Companies desire to continually innovate while providing best-in-class products and services.

BCTA Director and two-time USTA Teaching Professional of the Year, Tim Bainton, is certified at the highest

levels. His achievements include being a USTA High Performance Coach, Director of a USTA Competition Training Center, Regional Training Coach for the USTA, as well as a USPTA P1 and USPTR Professional. Bainton has been zonal, intersectional, national and Nike Junior Tour coach for the Mid-Atlantic and also coached with the USTA HPCE at the Davis Cup and the US Open. He joins forces with Burke Site Director Spencer Kooshian, former ATP ranked tour professional in both singles and doubles, and USPTA P1 rated. Spencer, a former national grass court champion, was the 2010 and 2011 Mid-Atlantic hard court singles champion. He has been a director or head tennis pro for over 23 years. They look forward to an expanded and competitive tennis program for all ages at the Burke location.

As other area indoor tennis facilities close their doors, BCTA creates enthusiasm for the sport and opportunities for years of tennis play from childhood long into adulthood. BCTA now manages over 14 locations throughout Northern Virginia.

"We are extremely pleased to be aligned with Burke Racquet to raise regional tennis industry programming to a professional level while continuing to improve instructional standards!" said Aaron Volbrecht, General Manager at Mount Vernon Athletic Club. "Tim has put us on the map within the sport of tennis, and now, we have the opportunity to dominate our market." Adding, "Tim and Spencer's skill sets form a tennis alliance that will make us a regional force to be reckoned with."

"The partnership between Burke Racquet and Swim Club and Blue Chip Tennis Academy will open new and exciting programs here at BRSC, as well as return one of our most popular former pros, Tim Bainton, to guide us to new levels of service to our members. Having seen the impact that our nationally recognized NCAP competitive swim program has made, I am confident that this partnership and direction, provided by Tim Bainton and Spencer Kooshian, will create tremendous excitement in tennis here at



Tim Bainton and Spencer Kooshian

Burke and in our community of players!" added Pete Morgan, General Manager at Burke Racquet and Swim Club.

Both the Mount Vernon and Burke locations have private and group lessons, clinics for all levels and ages, as well as the Top Performance juniors program.

Intentional Excellence vs. Accidental Excellence For the Club and Revenue Producing Staff

By: Karen Woodard-Chavez

Have you ever had the experience of having a terrific month at the club? Net was high, you enrolled a ton of new clients or you blew your membership sales goals out of the water and you felt like luck was on your side... If so, that is not a good thing. That is called *accidental* excellence. The problem with *accidental* excellence is that it is random and not likely to be repeated often or consistently. If any of you are relying on luck as a major component of your success strategy, I am worried about your future. Luck, wishing, hoping and praying for success do not constitute a plan for success.

Let's change your future today and focus on *intentional* excellence. The differences and benefits between *intentional* excellence and *accidental* excellence include the following:

Intentional Excellence:

- Strong predictor of success;
- Ability to repeat success;
- Creates consistency;
- Utilizes a well thought out plan.

Accidental Excellence:

- No plan for success;
- No ability to recreate success;
- Random performance;
- No strategy for success.

With the above defined benefits of *intentional* excellence, why would anyone choose the path of *accidental* excellence? Here is why: It takes a little bit of time to create a thoughtful path and strategy for your success. The following steps will help you get started:

1. Create your business plan. Your business plan will tell you whether or not you will be able to achieve your personal, professional and financial rewards before you start pursuing them. In creating your business plan, if you are the typical business, it is about creating a profit and loss (P&L) statement (also called a proforma) that details what your revenues and expenses will be for the period of time (1 to 5 years). Also included in your business plan will be your strategy to pursue what your P&L shows you will be achieving. It is a good idea to share your business plan with other trusted and knowledgeable business colleagues to make sure you are not pursuing something unrealistic.

If you are a revenue-producing

staff person at the club, such as membership sales, personal trainer, tennis pro, Pilates pro, etc., your business plan will be much simpler in that you have the luxury of not having overhead expenses to consider. You have the opportunity of creating revenue without the burden of expenses because the club is carrying that burden (*make a note to yourself to thank your club ownership for this.*) Therefore, you will be forecasting revenue only in terms of memberships sold, sessions, lessons, etc. You will do this based on historical data in terms of what you know is proven as well as the growth factor of what you can add in terms of your professional contribution to grow the business.

Do not make the mistake of only doing what has been done before. Remember, this is your opportunity to create *intentional* excellence, *not* intentional mediocrity. What this means is that you have the opportunity and responsibility in the pursuit of excellence to put together a plan to blow the numbers away because you are creating a method to do so. Once your revenue numbers have been accurately forecast, then you will also create the strategy to achieve them. That will include the number of sales conversations or presentations you need to have every day that you are working on for the next year (and years to come) that will allow you to create the revenue you have projected. Based on your role in the club, that means conversations with current members to grow the business internally as well as conversations with non-members, groups, businesses, etc. How many events, open houses will you host for your prospects or blogs/postings will you write with your professional opinion to create a sense of desire and urgency to purchase from you?

2. Plan ahead. Do not leave your success to the last minute. That looks more like *accidental* excellence. You want to plan at least 180 days out for yourself if not for the next year in terms of business-building activities. Doing so allows you to be able to capitalize on what is happening in your club as well as your community and be prepared for those opportunities as well as manage your time more effectively. A perfect example of the antithesis of this is an email exchange I had with a new membership salesperson of a client of mine. On the first of each month, I email my clients' sales staff to schedule their "Fast 15" with me for the month (this is a weekly 15-minute conversation on anything they need help with) as well as their lead generation plans that will allow them to create a minimum

of five guests each week that are not calls, walk-ins or web leads generated by the club. One staff member responded that she would not have her lead plan until later in the month because she wanted to see what community events she could be involved in. This should have been researched *months* before so she could capitalize on these events with enough prep time to be intentionally successful. We had a very clear correction/redirection conversation about that.

3. Protect and manage your time. It is so easy to get distracted and be pulled in too many unproductive directions resulting in your plan not happening. Answer the following questions throughout your day:

- What am I ultimately trying to accomplish?
- Am I being productive or just busy?
- Is what I am doing right now moving me measurably toward my goals?
- What are the three most important projects or tasks to be working on right now?
- What is the most valuable use of my time right now?
- Remember, every moment that you are not moving toward your goal, you are moving away from it.

4. Do not make the mistake of thinking your plan for success is static. It takes analyzing and adjusting. If you are ahead of plan, excellent! Keep moving ahead. If



Karen Woodard-Chavez

you are behind plan, then you will need to adjust and catch up in a short period of time to get back on track and determine what it is that will allow you to achieve the success you have planned.

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

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UCLA on Alzheimer's: Food for Thought

LOS ANGELES, CA - "The idea that Alzheimer's is entirely genetic and unpreventable is perhaps the greatest misconception about the disease," says Gary Small, M.D., Director of the UCLA Center on Aging. Researchers now know that Alzheimer's, like heart disease and cancer, develops over decades and can be influenced by lifestyle factors including cholesterol, blood pressure, obesity, depression, education, nutrition, sleep and mental, physical and social activity.

The big news: Mountains of research reveals that simple things you do every day might cut your odds of losing your mind to Alzheimer's.

In search of scientific ways to delay and outlive Alzheimer's and other dementias, I tracked down thousands of studies and interviewed dozens of experts. The results in a new book: **100 Simple Things You Can Do to Prevent Alzheimer's and Age-Related Memory Loss** (Little, Brown). Here are 10 strategies I found most surprising:

1. Have coffee. In an amazing flip-flop, coffee is the new brain tonic. A large European study showed that drinking three

to five cups of coffee a day in midlife cut Alzheimer's risk 65% in late life. University of South Florida researcher Gary Arendash credits caffeine: He says it reduces dementia-causing amyloid in animal brains. Others credit coffee's antioxidants. So drink up, Arendash advises, unless your doctor says you shouldn't.

2. Floss. Oddly, the health of your teeth and gums can help predict dementia. University of Southern California research found that having periodontal disease before age 35 quadrupled the odds of dementia years later. Older people with tooth and gum disease score lower on memory and cognition tests, other studies show. Experts speculate that inflammation in diseased mouths migrates to the brain.

3. Google. Doing an online search can stimulate your aging brain even more than reading a book, says UCLA's Gary Small, who used brain MRIs to prove it. The biggest surprise: Novice Internet surfers, ages 55 to 78, activated key memory and learning centers in the brain after only a week of web surfing for an hour a day.

4. Grow new brain cells. Impossible, scientists used to say. Now it's believed that thousands of brain cells are born daily. The trick is to keep the newborns alive. What works: aerobic exercise (such as a brisk 30-minute walk every day), strenuous mental activity, eating salmon and other fatty fish, and avoiding obesity, chronic stress, sleep deprivation, heavy drinking and vitamin B deficiency.

5. Drink apple juice. Apple juice can push production of the "memory chemical" acetylcholine; that's the way the popular Alzheimer's drug Aricept works, says Thomas Shea, Ph.D., of the University of Mass. He was surprised that old mice given apple juice did better on learning and memory tests than mice that received water. A dose for humans: 16 ounces, or two to three apples a day.

6. Protect your head. Blows to the head, even mild ones early in life, increase odds of dementia years later. Pro football players have 19 times the typical rate of memory-related diseases. Alzheimer's is four times more common in elderly who suffer a head injury, Columbia University finds.

Accidental falls doubled an older person's odds of dementia five years later in another study. Wear seat belts and helmets, fall-proof your house and don't take risks.

7. Meditate. Brain scans show that people who meditate regularly have less cognitive decline and brain shrinkage, a classic sign of Alzheimer's, as they age. Andrew Newberg of the University of Pennsylvania School of Medicine says yoga meditation of twelve minutes a day for two months improved blood flow and cognitive functioning in seniors with memory problems.

8. Take D. A "severe deficiency" of vitamin D boosts older Americans' risk of cognitive impairment 394%, an alarming study by England's University of Exeter finds. Most Americans lack vitamin D. Experts recommend a daily dose of 800 IU to 2,000 IU of vitamin D3.

9. Fill your brain. It is called "cognitive reserve." A rich accumulation of life experiences --education, marriage, socializing, a stimulating job, language skills, (See *UCLA Page 32*)



WEBINAR CALENDAR 2013

OCT	<p>Facebook Marketing for the Experienced User By Maria Parrella-Turco & Rachel O'Holla Thursday, October 3 - 2pm ET</p>	<p>Growing Small Group Training By Maria Parrella-Turco & Lori Parkhurst Tuesday, October 15 - 2pm ET</p>
NOV	<p>How to Make \$1 Million in Personal Training By Maria Parrella-Turco Thursday, November 5 - 2pm ET</p>	<p>How to Create a Loyalty Program for Your Members By Maria Parrella-Turco & Pam Ozoroski Tuesday, November 19 - 2pm ET</p>
DEC	<p>Tips to Develop Your 2014 Marketing Plan By Maria Parrella-Turco Thursday, December 5 - 2pm ET</p>	<p>How to Implement an Annual or Enhancement Fee By Maria Parrella-Turco Thursday, December 12 - 2pm ET</p>

To book your Webinar Space, contact Maria Parrella-Turco at: map@newparadigmpartners.com

ACE Hits The Starting Line As Official Training Partner Of Women's Running Series

SAN DIEGO, CA - American Council on Exercise (ACE) has partnered with Competitor Group, Inc. to serve as the official training partner for Competitor's Women's Running Series. Comprised of four races across the country, the Women's Running Series offers 5Ks and half-marathon events that are both walker and runner-friendly. The series kicks-off in Nashville, Tennessee on September 28, followed by events in Scottsdale-Tempe, Arizona; Saint Petersburg, Florida and San Diego, California.

"The Women's Running Series is a premiere racing event that encourages individuals at all fitness levels to get on their feet and get moving," said ACE Chief Science Officer, Dr. Cedric Bryant. "Whether being coached by an ACE-certified professional or using ACE's online training resources, this is a great opportunity to start a journey toward completing a 5K or half-marathon."

"Competitor Group is excited to join forces with ACE," said Dana Allen, General Manager of the Women's Running Series. "ACE-certified professionals and training programs are among the best in the world, and we share the common goal of encouraging women to embrace an

active lifestyle and helping women achieve their personal fitness goals no matter their experience or fitness level."

ACE has created a series of focused training plans and resources available on ACERunning.com appropriate for all fitness levels. The training plans, articles, videos and tools can be used by those who are just starting their fitness journey or athletes who are looking for ways to improve their performance.

The first two focused training plans in the series include a 16-week half-marathon training program geared towards those interested in walking their first half-marathon and an 8-week 5K plan designed for those who can already run a mile and want to improve their distance and endurance. The plans are available at no charge on ACERunning.com for a limited time, with more plans scheduled to launch in the coming months.

In each race city, ACE-certified professionals will lead a group of runners and walkers through in-person training programs, coaching them to participate in the local Women's Running Series events and empowering them to reach their personal goals.

Whether participating in the

The screenshot shows the ACE Running website interface. At the top, there are navigation links for CONTACT, CREATE ACCOUNT, LOGIN, CART (0), and SHOP. Below this is a menu with categories: FITNESS PROGRAMS, HEALTHY LIVING, EXPERT INSIGHT, JOIN OUR COMMUNITY, FIND AN ACE TRAINER, and ACE FIT STORE. The main banner features the text "ACE RUNNING OFFICIAL TRAINING PARTNER WOMEN'S RUNNING SERIES" and "Be Amazing! SIGN UP TO GETAWAY NOW". A sidebar on the left lists navigation options: ACE Running, Half Marathon 16 Weeks 5K Training, Fitness For Me, Training Programs, Workout Library, Exercise Library, Youth Fitness, and Press Play. The main content area highlights "5 WAYS A 5K WILL KICK YOUR MOTIVATION INTO HIGH GEAR" with a "GET INSPIRED TO REGISTER >>" button. Social media sharing options for ACE Fit Share, Facebook, and Twitter are also visible.

running series as a walker or runner or simply starting a personal exercise routine, everyone can access the training programs and resources on ACERunning.com to support their journey towards living a more fit life. Individuals seeking a certified

health and fitness professional to aid in their race training can use the Find an ACE Pro tool on ACERunning.com to locate a certified professional in their area.

O2 Fitness Continues Aggressive Expansion Across the Southeast

RALEIGH, N.C. - A busy fall season lies ahead for the largest independent fitness company in the Southeast. O2 Fitness, recently named to the Inc. 5000 List of fastest-growing private companies in America for the fourth consecutive year, has announced the acquisition of the 12-location East Shore Athletic Club chain in the Charleston Metro area, bringing its total club count to 24. The company also announced plans to "shape up" all of its locations in the coming months. This comes on the heels of news that the company acquired three new clubs in the Triangle in June and will open a brand new location in Wilmington, North Carolina later this year.

East Shore Athletic Club is

Charleston's premier fitness provider with 12 convenient area locations. Currently, its facilities feature a variety of amenities, group fitness classes and services that vary by location. There are no plans to rebrand the clubs in the immediate future. Instead, O2 Fitness plans to use the money it would have spent rebranding the clubs into improving the user experience, with plans to invest \$1 million over the next several months into facelifts for all 24 of its locations.

Over the next four months, O2 Fitness will be making facility upgrades and improvements to all 24 of its locations. Upgrades include new equipment, new carpeting, fresh paint and plasma televisions throughout the clubs, as well

as an expanded line-up of programming, including more group exercise classes, new bootcamps and functional training areas. O2 Fitness will also be introducing its rewards program, powered by Perkyville, to the new locations. By awarding points to members for checking into the club, referring friends who join, completing personal training sessions, tweeting about their experience and more, the program incentivizes members to frequently visit the clubs.

"We believe our expansion into a brand new market and commitment to invest \$1 million in improving the user experience across our growing footprint really speaks to our continued commitment to being the absolute leader in every

market in which we operate," said Michael D. Olander, Jr., CEO of O2 Fitness Clubs. "We will continue to aggressively identify and pursue more growth opportunities like this in the future."

O2 Fitness was founded by Olander in 2002. It began with a single location in Raleigh that expanded to 12 locations serving the entire Triangle in Raleigh, Cary, Chapel Hill, Fuquay-Varina, and Wilmington, helping it achieve the status as the largest privately owned independent fitness operator in North Carolina. The company, which now has a total of 24 locations thanks to its newest acquisition, has been the recipient of numerous "best of" awards and recognitions over the past decade.

World Gym International To Host Annual Convention In Las Vegas and Honor Lou Ferrigno With The 2013 Joe Gold Lifetime Achievement Award

LOS ANGELES, CA - World Gym International, the iconic brand for bodybuilding and seriously fun fitness, announced the dates for its upcoming annual franchise convention at the Mirage Resort & Casino in Las Vegas, NV (September 29 - October 2, 2013) and the recipient of the 2013 Joe Gold Lifetime Achievement Award, film/television star and bodybuilding icon, Lou Ferrigno.

World Gym's annual franchise convention brings together over 250

attendees from around the globe including Franchisees, Key Vendor Partners and the Company's Owners and Senior Management Team. The top sponsor for this event is Precor. Additional sponsors include: Les Mills International, Twin Oaks, Hoist Fitness, Europa Sports, Keiser and X-Treme World Sport.

As one of the expected highlights of the event, Lou Ferrigno will be honored with the 2013 Joe Gold Lifetime Achievement Award at the Opening

Session on September 29th. This award is presented to the individual who best exemplifies the principles on which Joe Gold built World Gym. In his early 20's, Lou Ferrigno achieved bodybuilding icon status when he won IFBB Mr. America and two IFBB Mr. Universe titles back-to-back. As an actor, he became a household name while starring in the seminal superhero show, *The Incredible Hulk*, and has since appeared in numerous films and television shows.

"We look forward to celebrating with everyone at our upcoming convention and honoring the groups and individuals who have achieved noteworthy accomplishments," said Guy Cammilleri, Managing Director of World Gym International. "Lou Ferrigno, in particular, has had outstanding careers in bodybuilding and Hollywood. He truly epitomizes what World Gym stands for and Joe Gold would have been proud to see his namesake award given to his good friend, Lou."

Programming For The “Fun Of It!”

Best Practices for Creating 12 Months of Retention Programming

By: Laurie Cingle, M.Ed.

Fall is the time to begin planning your retention Program Calendar for next year. Here are my best practices to keep members signing up for program after program.

January One Day Event

When: 3rd Saturday

Example: Community/Member Health Fair or “Super Saturday” Group Exercise-focused event.

Why: Hook members into a year of

programming by offering a fun one-day event to ensure big numbers of participants and to prime-the-programming-pump for the rest of the year.

February through March 8-Week Challenge, with teams of 3 to 5

When: Beginning the 1st Monday of February

Example: See the **July 2013 CLUB INSIDER Article**, “A Great Retention Program - Team Trek.”

Why: This should be the biggest program of the year because existing and new members remain highly motivated by New

Year’s resolutions.

April One Day Event

When: 2nd Saturday after Easter

Example: “Super Saturday” Group Exercise-focused event or an outdoor-oriented themed event (20-Mile Bike Ride or Dog Walk).

Why: Members are weary of logging exercise points from the recent 8-week program. Provide a high-impact experience that creates a buzz.

(See Laurie Cingle Page 34)



Laurie Cingle

Mike Dupuis Becomes COO for Key Health Institute, LLC

OKLAHOMA CITY, OK - Mike Dupuis, a 38 year health and fitness industry veteran, has accepted the position of **Chief Operating Officer** for Key Health Institute, LLC in Oklahoma City, Oklahoma. Dupuis had spent the previous eleven years as Vice President/Executive Director of HealthWorks Fitness Center, El Dorado, Arkansas. There, he converted a 29,000 square-foot YWCA with 725 members in a town with 20,000 residents into a 49,000 square-foot, medically

integrated health and wellness center with a stable membership of over 5,000. Prior to that, he was Vice President of Operations for TBG Development, St. Louis, Missouri responsible for opening, operating, and overseeing facilities over 14 states, including several nationally-recognized facilities, such as The Fitness Centre at Celebration Health in Disney’s Town of Celebration, Florida and HealthPoint Fitness Center, Waltham, Massachusetts, home training center for the Boston Celtics.

Kevin Blaylock, Managing Partner of Key Health Institute, LLC is very pleased to add a man of Mike Dupuis’ stature and skills to be a significant member of building a management team for the growth of Key Health. “Our management team has built a reputation over the last 20 years of building successful physician owned enterprises, and we believe Mike will be an invaluable part of continuing that success.”

Dupuis is the immediate past

President and Chairman of the Board of the Medical Fitness Association and a Lead Inspector and Certifier for the Association. He also serves as advisor for a fitness technology company called “Fit3D,” the Next Generation Fitness Assessment Platform (www.fit3d.com). His office will be located in Little Rock, Arkansas, and he can be reached by email at mike.dupuis@keyhealthinstitute.com.

...UCLA

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having a purpose in life, physical activity and mentally demanding leisure activities--makes your brain better able to tolerate plaques and tangles. You can even have significant Alzheimer’s pathology and no symptoms of dementia if you have high cognitive reserve, says David Bennett, M.D., of Chicago’s Rush University Medical Center.

10. Avoid infection. Astonishing new evidence ties Alzheimer’s to cold sores, gastric ulcers, Lyme disease, pneumonia and the flu. Ruth Itzhaki, Ph.D., of the University of Manchester in England estimates the cold-sore herpes simplex virus is incriminated in 60% of Alzheimer’s cases. The theory: Infections trigger excessive beta amyloid “gunk” that kills brain cells. Proof is still lacking, but why not avoid common infections.

What to Drink for Good Memory

A great way to keep your aging memory sharp and avoid Alzheimer’s is to

drink the right stuff:

A. Tops: Juice. A glass of any fruit or vegetable juice three times a week slashed Alzheimer’s odds 76% in Vanderbilt University research. Especially protective: blueberry, grape and apple juice, say other studies.

B. Tea: Only a cup of black or green tea a week cut rates of cognitive decline in older people by 37%, reports the Alzheimer’s Association. Only brewed tea works. Skip bottled tea, which is devoid of antioxidants.

C. Caffeine beverages: Surprisingly, caffeine fights memory loss and Alzheimer’s, suggest dozens of studies. Best sources: coffee (one Alzheimer’s researcher drinks five cups a day), tea and chocolate. Beware caffeine if you are pregnant, have high blood pressure, insomnia or anxiety.

D. Red wine: If you drink alcohol, a little red wine is most apt to benefit your aging brain. It’s high in antioxidants. Limit it to one daily glass for women, two for men. Excessive alcohol, notably binge drinking, brings on Alzheimer’s.

E. Two to avoid: Sugary soft drinks, especially those sweetened with high

fructose corn syrup. They make lab animals dumb. Water with high copper content also can up your odds of Alzheimer’s. Use a water filter that removes excess minerals.

5 Ways to Save Your Kids from Alzheimer’s

Alzheimer’s isn’t just a disease that starts in old age. What happens to your child’s brain seems to have a dramatic impact on his or her likelihood of Alzheimer’s many decades later. Here are five things you can do now to help save your child from Alzheimer’s and memory loss later in life, according to the latest research.

1. Prevent head blows: Insist your child wear a helmet during biking, skating, skiing, baseball, football, hockey and all contact sports. A major blow as well as tiny repetitive unnoticed concussions can cause damage, leading to memory loss and Alzheimer’s years later.

2. Encourage language skills: A teenage girl who is a superior writer is eight times more likely to escape Alzheimer’s in late life than a teen with poor linguistic skills.

Teaching young children to be fluent in two or more languages makes them less vulnerable to Alzheimer’s.

3. Insist your child go to college: Education is a powerful Alzheimer’s deterrent. The more years of formal schooling, the lower the odds. Most Alzheimer’s prone: teenage dropouts. For each year of education, your risk of dementia drops 11%, says a recent University of Cambridge study.

4. Provide stimulation: Keep your child’s brain busy with physical, mental and social activities and novel experiences. All these contribute to a bigger, better functioning brain with more so-called ‘cognitive reserve.’ High cognitive reserve protects against memory decline and Alzheimer’s.

5. Spare the junk food: Lab animals raised on berries, spinach and high omega-3 fish have great memories in old age. Those overfed sugar, especially high fructose in soft drinks, saturated fat and trans fats become overweight and diabetic, with smaller brains and impaired memories as they age, a prelude to Alzheimer’s.

Excerpts from Jean Carper’s newest book: *100 Simple Things You Can Do to Prevent Alzheimer’s*.



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...Laurie Cingle

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May

4-Week Challenge, individually

When: Beginning the 1st Monday

Example: A cardio-focused, calorie-burning program where members log points earned for exercising.

Why: People are interested in stepping it up in preparation for Summer.

June

One Day Outdoor-oriented Event

When: 3rd Saturday

Example: Themed Walk/Run, Bike Ride, Dog Walk, etc.

Why: People are settling into Summer routines. Having just finished a 4-week program, keep it light this month.

July

One Day Event

When: 2nd Saturday after July 4th

Example: "Super Saturday" Group Exercise-focused event.

Why: It's vacation month and people are hesitant to commit to long programs.

August (skip)

September through mid-November 6- or 8-Week Challenge, individually

When: End of September

Example: A themed program where members log points earned for participating in activities.

Why: People are settling into Fall routines. Commit them to a program that will take them up to Thanksgiving.

October

One Day Event complementing the just-started 8-week program

When: 3rd Saturday

Example: "Super Saturday" Group Exercise-focused event or an outdoor event.

Why: Catch the people that didn't sign up for the 8-week program. And, for those who are in the 8-week program, this can be a quadruple point day, adding

HUGE excitement!

December (skip)

There you have it! These are easy-to-implement recommendations for laying out your retention Programs Calendar for the year.

(Laurie Cingle, M.Ed., is a fitness business success coach, club consultant and a member of the Leadership Team at Akron General LifeStyles. Her specialties include creating successful club program champions through coaching, developing and operating non-dues revenue profit centers, establishing club market differentiation and designing programs that result in profit and retention. Contact Laurie at laurie@lauriecingle.com)

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Thanks and Appreciation

At CLUB INSIDER, we are excited to be celebrating our **20th Anniversary** of this home-based health and fitness club trade newspaper! The thought that this newspaper was *founded to serve an industry I truly love*, and so that *I could become a Mister Mom for my son, Justin*, is still *intriguing and amazing* to us. I wish to extend our most sincere **Thanks and Appreciation** to everyone that's made this amazing run possible.

A very sincere **Thanks and Appreciation** go to **Rick Caro, Dr. Gerry Faust** and the **Faust Executive Roundtable #1** for helping me decide in 1993 what my home-based business would be. **Thanks and Appreciation** to my long-time friends, **Ron Hudspeth** and **Cathy Miller** of Atlanta's **Hudspeth Report** for the tremendous assistance they provided us during *our first 8 years of publication*. **Thanks and Appreciation** to all of the folks at **Walton Press** in Monroe, Georgia. They've done an absolutely excellent job for us all these years and have printed every one of our monthly editions! **Thanks and Appreciation** to all of our **READERS**. Sincere **Thanks and Appreciation** to our **CLUB INSIDER Advertisers**, past and present, for their kind and dedicated support of this publication. It's amazing to know that we have several advertisers with over 15 years of continuous advertising with us. Plus, we have one advertiser, **National Gym Supply**, with over 18 years advertising with us and one, **Affiliated Acceptance Corporation**, with over 19 years as they have advertised in every single edition of **CLUB INSIDER** since the first month that we sold advertising in June, 1994! We also want to say sincere **Thanks and Appreciation** to all of our **CLUB INSIDER Contributing Authors**, past and present, who've contributed *hundreds and hundreds* of excellent articles to help our readers with their Best Business Practices. **Thanks and Appreciation** to **IHRSA** for all it does.

Sincere **Thanks and Appreciation** to my son, Justin, who started working part-time for **CLUB INSIDER** when he was just 8 years old (helping with mailings). This young man, pretty much behind the scenes for 20 years now, has truly been a fantastic partner for his Dad in **CLUB INSIDER**. Justin does our editing, publication layouts, all of our website design and maintenance, all of our bookkeeping and subscription processing work, as well as archive management and anything else that needs doing, including writing eight cover stories per year.

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

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

Norm Cates, Jr.

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