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The Pulse of the Health and Fitness Club Industry



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Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry

The CLUB INSIDER Advertising Team

Your Connection to the Best!

By: Justin Cates

This special edition of CLUB INSIDER completes our 20th full year of publication (See **21 Years and Counting!** on **This Page**). Moving forward, we would be remiss if we did not give the proper credit to a group of companies that has made the continued publication of CLUB INSIDER possible. That group of companies is **The CLUB INSIDER Advertising Team: Your Connection to the Best.**

Like most publications, we do rely on advertising dollars to keep our presses rolling; however, unlike most publications, we do not blindly accept all advertising

that is offered to us. When approached by companies seeking to expand their message, we take into account a very important characteristic: **Trustworthiness.** As we preach to owners and operators of health and fitness clubs, we practice the importance of running a trustworthy business. In publishing form, this amounts to us acting as an information funnel for our readers by not accepting advertising dollars from companies who could do you, our readers, harm.

In our view, it is a symbiotic relationship. Our readers, and the betterment of their businesses, are the sole reason for our company's existence. Our

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advertisers help us fund the endeavor, but we never lose sight of our readers because it is all about them. That is why we strive to provide you with a *Connection to the Best.* The companies you will read about in this article are the best in their product categories. We have working relationships with these companies. We know their key leaders. We know what they stand

for and what they want to accomplish for their customers.

So, to our readers, as you read on, you can rest assured that, if you contact any of the companies in this article, you will be treated right. We have listed these companies in *alphabetical order.* To our advertisers, this article represents an
(See *C.I. Advertising Team Page 12*)

21 Years and Counting!!!

Hmm... Hmm... Hmm...

By: Norm Cates and Justin Cates

Who would have thought it? Who would have believed it could happen? There are those among us who were around 20+ years ago when we started CLUB INSIDER and didn't give it much of a chance for survival. I say to you: Howdy folks. Glad to see you reading now. I bet you didn't know this author was so hard headed that he would not quit, *no matter what happened,* did you? To those who believed, came on board and supported CLUB INSIDER, I say: Thanks a Million! You will never know how great my sincere appreciation is for your confidence in CLUB INSIDER and for supporting the effort all these years.

As I proudly sit here at this worn keyboard writing to you as we finish our 20th year of publication, this is one author who *has a mission today,* and that's to properly extend our most Sincere **Thanks and Appreciation** to everyone who made the past 20 years of publication happen.

I thought hard about how to approach this important writing to you, I began to think of comments I've already written. These comments are entitled: **Thanks and Appreciation,** and they normally appear at the end of each CLUB INSIDER Edition. This month, we are putting our very sincere **Thanks and Appreciation** comments front and center.

Thanks and Appreciation

At CLUB INSIDER, we are excited to be celebrating our **21st Anniversary** of this home-based health and fitness club industry trade newspaper! The thought that this newspaper was *founded in 1993 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 my good friends **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**
(See *21 Years and Counting Page 6*)



Justin Cates, President and Assistant Publisher

Inside The Insider

- Five Places to Find New Money on Your Club Floor Right Now... - **By:** Donna Krech
- Our Industry Needs More "Social Scientists" - **By:** Bill McBride
- Now Is The Time To Make Money For Your Club! - **By:** Tracey Bourdon
- Selling With Technology - **By:** Casey Conrad
- Three Tips to a Better Sales Team - **By:** Jeffrey Keller
- Six Steps to Hosting Group Fitness Focused Events That Rock! - **By:** Laurie Cingle
- iGo Figure Launches iGo360
- Life Fitness Names World's Top Personal Trainer

- A Letter From Steve Tharrett and Mark Williamson
- A Letter From the President of The Medical Fitness Association
- 24 Hour Fitness Names New President and CEO
- Fitness Connection Teams Up With LNK Partners for Next Round of Growth
- Akron General and Kent State Form Health and Wellness Collaborative
- Fore Court Celebrates 40 Years of Fitness Success
- Thomas Plummer Sells Controlling Interest In The NFBA to Investment Group
- ACE Wraps Up Healthy Aging Month With 7 Steps to a Healthy Life

Norm's Notes

•**Hello Everybody!** This is your **CLUB INSIDER Publisher and Tribal Leader Since 1993** checking in!

•**Is America a great country, or what? Hmm... Hmm... Hmm!** Where else could a former college football jock, a former full-time *weight room resident* and someone who flunked **English Composition 101** at N.C. State end up being a successful, 20-year newspaper publisher? Check out the article on **Page #3** this month entitled: **21 Years and Counting!!!** Hmm... Hmm... Hmm. so you know how this strange set of events happened and our message of sincere **Thanks and Appreciation** to everyone involved with **CLUB INSIDER**.

•**This month**, we're very pleased to feature our terrific **CLUB INSIDER Advertising Team** as our Cover Story subjects, as we celebrate the end of our **20th Year of publishing CLUB INSIDER** and roll into our **21st year**. There's no way I can possibly come up with adequate **Thanks and Appreciation** for our Advertisers because, were it not for them, **CLUB INSIDER would not be celebrating 20 years of successful publication!** Hopefully, that statement alone will express how much we appreciate their support of this publication. But my son, **JUSTIN**, and I gave it a good try in our **Page #3** article entitled: **21 Years and Counting!!!** Hmm... Hmm... Hmm. So, please be sure to read our cover

story this month by **JUSTIN CATES**, and please do contact and do business with these great folks because they'll treat you right while they lead the way in innovation and new ideas for our industry. Plus, they bring **CLUB INSIDER** to you every month!

Also, please be sure to stop by and visit with our **CLUB INSIDER Advertisers at The Club Industry Show in Chicago October 23 - 25th** (Trade Show is October 24th and 25th). Here's a list of the **CLUB INSIDER Advertisers who will be exhibiting at Club Industry in Chicago**. In alphabetical order, they are: **Gym Wipes - #548; iGo Figure - #633; IHRSA - #459; Iron Grip Barbell Company - #710; Jonas Fitness - #801; Motionsoft - #440; Orangetheory Fitness - #723; Sports and Fitness Insurance Corporation - #827. I look forward to seeing you at our Booth #819!**

•Speaking previously of **The Club Industry Show** in my previous **Note**, let me remind you to **Save The Dates of March 12 - 15, 2014** for the **world's greatest and most exciting health, racquet and sportsclub Convention and Trade Show, IHRSA 2014, coming to beautiful San Diego, California**. Go to www.ihrsa.org for information about the **IHRSA Convention and Trade Show**. And, if you would like information on exhibiting at the Trade Show, contact **IHRSA's TOM HUNT** at (800) 228 - 4772.

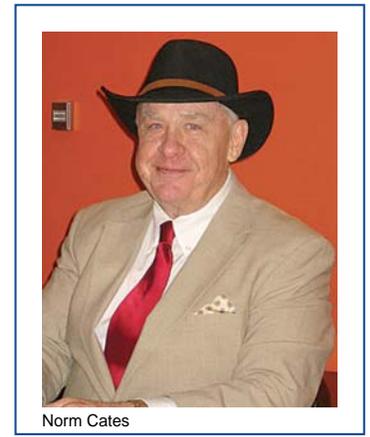
•Folks, here's an **Apology** and a **Correction** (that we've already published online) about an error I made on a **Norm's Note** in our September edition:

CLUB INSIDER Publisher and Owner, Norm Cates, renders the following correction of a recent **Norm's Note** and an apology to **BEN MIDGLEY, President of Crunch Franchising**, and **MARIA PARRELLA-TURCO**, club owner, consultant and entrepreneur. Whereas, in our **September, 2013** edition of Norm's Notes, I accidentally wrote that Maria, a long-time **CLUB INSIDER Contributing Author and Advertiser**, owned three **Planet Fitness Franchises**, when I fully intended to write that she and her partners and Co-owners, **GREG FUCHS** and **CHRIS PACIFICO**, now own five **Crunch Franchises**, with four in **New Jersey** and one in **Staten Island, New York**, which will open early next year.

This was purely an accidental writing error that was not discovered and corrected before it went to press. This miswriting was not deliberate and was just one of those mistakes that would normally be caught and corrected during final editing, but in this case, was not.

We thank industry veterans and consummate professionals, **Ben Midgley** and **Maria Parrella-Turco**, for their kind forgiveness, already rendered on September 25, 2013, the date of our first realization that we had made the mistake.

•**Congratulations to ELIZABETH BLAIR**, as she has been named the new **President and CEO of 24 Hour Fitness** by



Norm Cates

the **24 Hour Fitness Board of Directors**. She previously served as **Executive Vice President, Chief Strategy Officer and General Counsel of 24 Hour Fitness**. See the **Press Release on Page #28**.

•**Congratulations** to my long-time and very good friend, **JOHN DOYLE**, who has retired after 34 years as Owner of the **Belmont Athletic Club (BAC)** in **Long Beach, California**. John and his wife and business partner all these years, Jan, sold the club to their employees through an **ESOP**. John and Jan's sale of their club to **21 of their employees is a rare happening in this industry**. I wish them both, and the former employees who're now the **new Belmont Athletic Club Owners**, the very best in the future. I had the pleasure of speaking with John on the phone the night of his retirement party, and he and Jan
 (See Norm's Notes Page 7)

About Club Insider

Established in 1993

20 Years and Counting!

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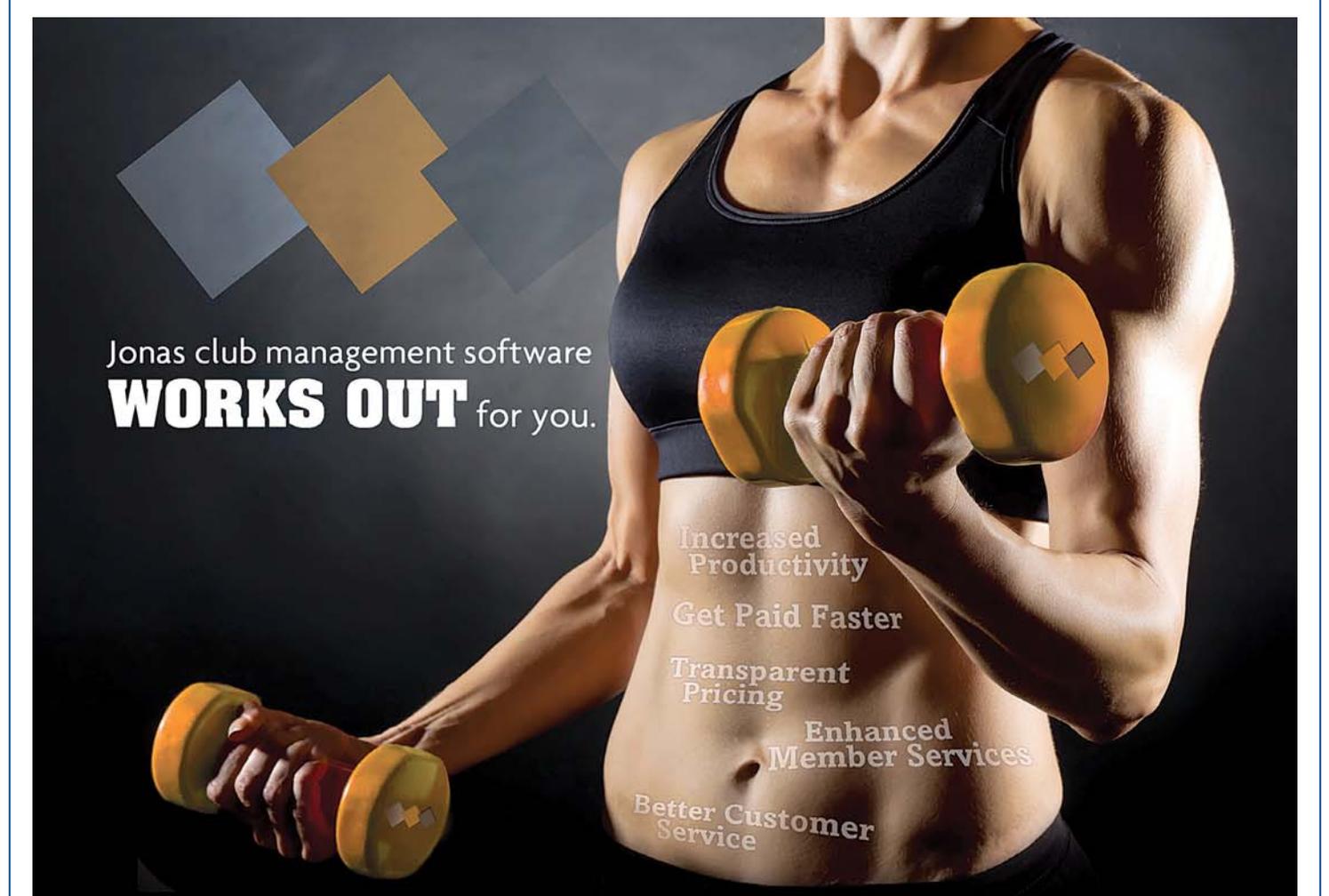
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Edition #238

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...21 Years and Counting

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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 eight 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 cause, this publication (**See This Month's Cover Story on Page #3**). 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 with us as they have advertised in every single edition of **CLUB INSIDER** since the first month that we sold advertising in June, 1994 (We tried subscription sales only for a while, but that didn't work). We also want to say sincere **Thanks and Appreciation** to all of our **CLUB INSIDER Contributing Authors**, past and present, who have contributed *thousands* of excellent articles to help our readers with their Best Business Practices. **Thanks and Appreciation** to **IHRSA** for all it does, and it does a lot!

Sincere **Thanks and Appreciation** to my amazing and wonderful son, **Justin**,

who started working part-time for **CLUB INSIDER** when he was just eight 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**, and some day, once I have kicked the bucket, he will run the entire show at **CLUB INSIDER**. So folks, get to know him now because he's in this for the long run and loves the people in our industry just as much as I do. Currently, Justin is so valuable to this cause that I can't find adequate words to express his value to this publication and this industry. Justin does our editing, monthly 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 snowball's chance in Hell of surviving the publishing business for even a year... did survive. Therefore, this rode-hard and put-up-wet publisher would like to give very 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

A Little Bit About Justin Cates

My son, and now **CLUB INSIDER**

President, Assistant Publisher and Partner, Justin Cates (**just in case you ever forget his name, just remember Justin Cates!**), is personally responsible for the survival of this publication for 20 years. I say that because, were it not for him, I would have thrown in the towel long ago due to technical challenges and the need for help that I just could not afford. I asked Justin to Co-author this piece because, at age 28, he's now a 20+ year employee, having started his work on **CLUB INSIDER** way back in 1993 helping me with mailings. Since then, he's done it all, and he continues to do it all. Very importantly, that "all" I refer to includes Justin's terrific work on *all things Cyber for CLUB INSIDER*.

Justin also owns and manages a company called **Pristine Media** that does all things *Cyber* for clubs and other clients, and he does them well. When he's not working on **CLUB INSIDER**, he spends all of his other time on Pristine Media. Check out some of Justin's great work by viewing Pristine Media's website at www.pristinemediacom.com. So, as my co-author of this special piece, I've asked Justin to bring you up to date on the new things he's recently done to our website at www.clubinsideronline.com. And, to close out this article, he'll give a little sneak peak at what's in store for **CLUB INSIDER** in the future.

A CLUB INSIDER Update

With the recent rebuild of our website, which launched in July of this year, we made many improvements to every facet of our digital infrastructure. What this means for our readers is that **CLUB INSIDER** is now easier to subscribe to and read than ever before. In addition to our HTML edition (web format) and PDF edition (print format), we also added a hybrid **eVersion** that feels just like the real thing but on your computer screen. At the time of our website update, we also updated all editions dating back to 2005 with these capabilities.

Moving forward, we are now in the process of doing the same for every edition of **CLUB INSIDER** in existence! Not only will every word we have ever published be readable in the forms you have come to expect, but this extensive database will be fully searchable so you can easily learn about anything you are looking for. These improvements will culminate in what could arguably be the largest single source health and fitness club industry digital archive.

Do you want to know the story of Jack LaLanne? How about Joe Gold,

Rudy Smith or Red Lerille? Or, do you need to search a specific topic covered by one of our hundreds of Contributing Authors over the years? How about that Norm's Note from some time in the 1990s? Simply go to www.clubinsideronline.com, type in what you want to find and you will find the results you need. Try it today, as the system is already live with data from 2005 and on. But, come back often because data from **CLUB INSIDER**'s inception in 1993 is on its way!

What else do we have in the works at **CLUB INSIDER**? Well, of course, there needs to be an app for that. So, look for that in 2014. We will be at your fingertips on iPhone, iPad and Android systems. In the meantime, though, we are optimizing our website for mobile use.

The health and fitness club industry is a fun, exciting and constantly changing one to be involved with. At **CLUB INSIDER**, we have taken that one step further and strive to constantly change our company with one goal in mind: better serving you, our readers. We have a lot planned, but we always value your feedback. Let us know how we are doing and what you would like to see. You can contact me personally by phone at (770) 595 - 6086 or email at justin@clubinsideronline.com.

And of course, thank you for reading! You have made our first 20 years possible, and we look forward to the coming decades and more!

(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 in its 20th year of publication. Cates was IHRSA's First President, and a Co-Founder with Rick Caro and five others, in 1981. In 2001, IHRSA honored Cates with its DALE DIBBLE Distinguished Service Award, one of its highest honors. Cates may be reached by phone at 770-635-7578 or email at Norm@clubinsideronline.com)

(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)

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Make It Fun!

...Norm's Notes

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were extremely happy, and deservedly so. Our friendship goes back to the late 1970s when I was honored to serve with John on the **National Court Club Association (NCCA) Board of Directors**. Then, when we started **IHRSA**, John and I served on the **first IRSA Board of Directors** as well (the "H" was not installed in the acronym **IRSA until 1994** when the word **Health** was added to the Association name). **Best of luck to John, Jan and to the new Belmont Athletic Club owners!**

• **ROBERT CREECH**, Owner of three large **DeSoto Athletic Clubs in Memphis, Tennessee** and **RICK MAYO**, the Owner of **NorthPoint Fitness in Alpharetta, Georgia** and former **CLUB INSIDER Cover Story** subject, have acquired controlling interest in **The National Fitness Business Alliance (NFBA)** from **THOMAS PLUMMER**. But, I'm pleased to report that Thomas, my long time pal, will **retain a 20% ownership stake in NFBA**, along with **JILLIAN RUSSO**, who also now owns 20% of the company. This is exciting news for the **Independent club owners of America and Canada** (and other countries) as the NFBA, an organization that, for years, has always been a great educational resource for independent club owners, will bring two veteran club owners to the table. Their many years of experience, knowledge and expertise will go a long way toward further advancing the educational thrust of the NFBA organization for independent club owners. **We congratulate Robert and Rick and wish them well.** To the veteran educators, **Thomas Plummer and Jillian Russo**, I say: **Keep on delivering the excellence you've always delivered!** Check out the **NFBA Press Release on Page #29**.

• **Congratulations to JEFF SKEEN** as his company, the **Fitness Connection**, has made a deal with **LNK Partners** to fund their next round of club growth. Jeff and his partners were **CLUB INSIDER Cover Story** subjects a year back, and they now **have 28 locations**. LNK Partners is also an owner of **Beachbody (P90X, Insanity, etc)**. This new money should help them really crank up the club growth. Such success could not happen to a better man than Jeff Skeen. Check out the **Press Release on Page #28 and Stay Tuned!**

• **Congratulations to KIM INGLESBY**, as she's the winner of the worldwide **Life Fitness Personal Trainers to Watch Contest**.

• **PHIL WENDEL**, one of the world's top club developers and owners, with five super **Atlantic Coast Athletic Clubs (ACAC)** in **Virginia and Pennsylvania**, recently shared some **amazing numbers** with **CLUB INSIDER Contributing Author**,

ANDY GRAHAM, about his **ACAC** operations, and Phil was kind to copy me on his memo to Andy. Phil wrote the following email to Andy about his article, entitled **Health & Fitness? Or Fitness only?**, published in the **August 2013 Edition of CLUB INSIDER**:

Andrew, your article in **CLUB INSIDER** was superb. I am the owner of **ACAC** (we have five flagship facilities). We have been doing physician referrals for the past eight to nine years. Our program is called **PREP (Physician Referred Exercise Program)**. We have licensed/trademarked our program and sold it to a handful of other clubs. Our program's model is based upon trust... every physician knows that exercise is beneficial... most, as you suggest, will not refer to a health club because they lack confidence (as well they should) in our industry. In order to have a physician referral base you must: (1) Have an outreach person to call on physicians, and (2) Most importantly, you must have a team in place that actually meets the needs of the person the physician refers... hands-on instruction in the basic tenants of exercise. Each of our facilities has a nurse, as well as many staff members with degrees in exercise science.

Since the program's inception, we have received **20,000 physician referrals**. Our run rate in our five facilities is about **300 referrals per month**. Our success rate in converting the individuals to a full membership is **holding steady at 40%**. We charge **\$60 for 60 days... our average monthly dues are around \$70 to \$80 for an individual**. Put simply, **25% of our entire membership sales now come from graduates of our PREP program**.

As you so succinctly identified, the key to success of a physician referral program is execution and results. Any non-active individual that walks into a health club and views a sea of equipment will have a very small chance of success... it's people and coaching that will ultimately make the difference.

-Phil Wendel

• Speaking above about **PHIL WENDEL** as one of the world's top club developers and owners, let me mention two more folks who are in that class: **LLOYD GAINSBORO** and his wife and partner, **ROBERTA**, have taken a quantum leap in their mega **Dedham Health and Athletic Complex in Dedham, Massachusetts** with the addition of an in-house video production studio. They will be live streaming disease management programming in their studio within two months with the launch of 1/2-hour interactive, live shows. Check out **www.dedhamhealth.com** to see some of the things one of the top clubs in the Northeast, and America, is doing for their members.

• Following up on my comments about **PHIL WENDEL** and **LLOYD** and

ROBERTA GAINSBORO, this just in at our press deadline for October from **ANDY GRAHAM, CLUB INSIDER Contributing Author**. **Dr. Gregory G. Degnan, MD of Charlottesville, Virginia wrote to Andy Graham:**

Mr. Graham, my name is Greg Degnan, and I am a physician. I have been a member of a 'gym' (I am old enough that I still use that word) without lapse since age 14. I have been preaching that exercise and diet are the only "true" preventative medicines for most of my career. I have been fortunate enough to have a 15-year relationship with Phil Wendel, the owner of the ACAC Clubs. Phil and I have been

discussing this concept during that entire time. I had the pleasure of reading your article in the **CLUB INSIDER**. It was, in my opinion, right on target. Your insight into the underlying problems in both the fitness and health care industries was dead on. Your insight into the philosophical and financial commitment required for 'health' clubs to move into the health care arena was an important message that I hope your industry leaders hear and heed. It is people like you and Phil Wendel who can, by partnering with the 'trusted,' but often exercise ignorant health care community, have a huge impact on this nation's health.

-Gregory G Degnan, MD

(See Norm's Notes Page 8)

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...Norm's Notes

continued from page 7

Andy Graham replied:

Greg, thank you so much for your email; you have literally *made my day*. As I travel and visit with operators of medical fitness centers, it's starting to become more common to find physicians who are not only very fit themselves, but who are willing to use exercise as a true prescription. While I sincerely appreciate your kind words, I believe that our industry (both sides) needs to hear from physicians such as yourself. I believe you, and physicians like you, are

one of the vital keys needed to get more people more active. I have no doubt that Phil Wendel's model will be duplicated over and over again. Thank you Greg!

-Andy Graham

•It's so GREAT to see the following article headline in the **Atlanta Journal Constitution (AJC)**, which read: **Exercise May Be As Good As Meds For Your Heart**. You could search for a long, long time before you would find any industry to be part of that is as great as our industry when it comes to the rewards, the great current opportunities and a vast potential for the future. These news stories just

keep coming and coming! Therefore, as time passes, y'all will see **CLUB INSIDER** publishing articles that are not just informative for you as a club person, and something that you should know, but articles that can be copied and passed on to your members and your prospective members... articles like the aforementioned AJC article with that great headline. **Stay Tuned!**

•IHRSA CEO/President, **JOE MOORE** sent an email blast to IHRSA Members that I just couldn't leave out of my Notes. Joe's email reads:

Here is a statement that will make proponents of exercise and detractors of prescription drugs extremely happy: A regular exercise regimen may be as good as regularly prescribed drugs for certain cardiovascular ailments. And, the good thing is that according to researchers evaluating 57 different trials, the mortality rate was no different. "These findings do not imply that patients should go off their medications and start exercising instead," Huseyin Naci, a fellow at Harvard Medical School, said. "We weren't able to find many exercise trials, which adds to the limitations of the findings. But, what we don't know about exercise may be harming us."

•Congratulations to **ROBERT D. BOONE, FMFA, FACHE**, as he's been named the **permanent President and CEO of The Medical Fitness Association (MFA)**, replacing my long-time friend, **KEN GERMANO**. Boone had served as the **Temporary CEO of the MFA** for a few months after Ken departed, and you can get the full story on **Page #27**.

Boone's MFA is sending out reminder notices frequently to folks because **PETE BROWN's** upcoming **Athletic Business Conference** really offers and includes access to **four different conferences under one roof!** There will be over 200 educational sessions presented by the **MFA, Athletic Business, ICAA** and **NAYS**. And, you may participate in one of the many roundtables for more in-depth conversations and networking opportunities. Join this big gathering **November 20 - 22 in San Diego** at the **MFA Annual International Conference** where **Keynote Speakers Include: Dr. SHELDON ZINBER, M.D., Chairman & President of Nifty after Fifty**, who will present his topic on **Aging Gracefully with Prescribed Fitness**. This presentation will take place at 2:45PM on Wednesday, November 20th. **KEN DYCHTWARD, President and CEO of Age Wave** will present **How To Prosper From The Longevity Revolution** at 11:30AM on November 21st. **EARVIN 'MAGIC' JOHNSON, NBA Legend and LA Dodgers Owner**, will present **We've Got the Magic** at 12PM on Friday, November 22nd. Your one conference ticket includes an invitation to the **MFA 'Sailing into Fitness & Health' Awards**

Ceremony, the massive Athletic Business Expo with over 300 exhibitors and a night out at the **MFA Welcome Reception** to be held at the friendliest baseball park in America, the **San Diego Padres** on **November 20th**.

•**Billy Casper Golf (BCG)** based in **Vienna, Virginia**, and the largest domestic owner/operator of golf courses, country clubs and resorts, has acquired **Women On Course**, the premier golf networking organization, further solidifying the company's unwavering commitment to grow participation in the golf lifestyle. **Women On Course** will maintain its name, and **DONNA HOFFMAN**, who founded **Women On Course** in 2005, will remain as **President** and will be based at **BCG Corporate Headquarters outside Washington, D.C.** BCG will dedicate extensive resources to significantly expand the **Women On Course** membership base and expose millions of women to golf, benefitting the short- and long-term vitality of the game. Since 2010, **Women On Course** has increased its participation by more than 40 percent. In addition to enhancing the value proposition for members, BCG will augment event programming, allocate additional support staff and utilize its powerful customer relationship management program. Offered nationwide, **Women On Course** will also be tailored for BCG regional outing and tournament sales teams, and offered to the millions of guests and members at company-managed properties. For more information, go to **www.billycaspergolf.com**.

•**Last Minute Breaking News** from **Publicist, JULIE KING**, about her client **Octane Fitness**:

BROOKLYN PARK, MN - The United States Supreme Court recently agreed to hear a petition by **Octane Fitness, LLC**, which is seeking well over \$1 million in attorneys' fees after defeating a patent lawsuit brought by **Icon Health & Fitness, Inc.**

"This is an incredible opportunity for potentially changing how business is conducted across all industries affected by patent lawsuits," said **Dennis Lee**, President and CEO of **Octane Fitness**. "We look forward to possibly helping curb baseless patent lawsuits in the future, thereby letting companies like ours focus valuable resources on their areas of expertise."

In October 2012, the United States Court of Appeals for the Federal Circuit unanimously affirmed a previous ruling by the United States District Court for the District of Minnesota rejecting a claim by **Icon Health and Fitness, Inc.**, that several of **Octane Fitness's** elliptical machines infringed upon two of its patents. At this time, **Octane** was denied attorneys' fees because the case wasn't deemed "exceptional" enough to warrant them.

In its petition, **Octane** argued that this statutory interpretation has become a "rigid and virtually insurmountable test," (See *Norm's Notes Page 10*)



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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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visit OperationYOU.affiliated.org

- 3** *Enjoy* happiness throughout the industry!



Affiliated Acceptance Corporation

iGo Figure Launches iGo360

HOUSTON, TX - iGo Figure has introduced the newest version of its flagship member management software: **iGo360**. The cloud-based club management software system gives club owners and managers access to the powerful features of the iGo Figure Software, plus new features, from anywhere there is an internet connection. iGo360 continues to offer the easy-to-use menus and club management tools that the iGo Figure Software is known for, including:

- Member signup;
- Group fitness and personal trainer scheduling;
- Real-time billing;
- Collections;
- Door access;

- POS sales;
- PCI compliant payment processing;
- Employee hour and commission tracking.

New features, such as the group fitness and personal training scheduler, makes iGo360 even more integral to the operation of a health club. No add-on service is required. Personal trainers can login to see their schedules from anywhere, including their smart phones.

iGo360 is designed for clubs worldwide and is available for use in 15 languages. Its globalized platform is capable of managing all currencies and tax structures. Payment processing through the software is also available in many countries worldwide.

The cloud-based iGo360 software

is ideal for multi-club owners. All clubs can use the same software and the manager can navigate between the club's data through the same login.

"We have listened to our customers and have used the launch of iGo360 as an opportunity to bring to market the features that they've told us would be most useful," said Kyle Zagrodzky, CEO of iGo Figure. "Plus, we have new features that are already planned to roll out in the near future. The great news is that you won't have to install upgrades. It's all done for you automatically through the online system."

The software continues to include free upgrades and unlimited support for a single monthly price per club and a one-time setup fee. For more information, a



free trial or a software demonstration, visit www.igostratos.com, or contact the iGo Figure sales team at (866) 532 - 9588 or email sales@igofigure.com.

Life Fitness Names World's Top Personal Trainer

SCHILLER PARK, IL - The top 10 personal trainers in the world gathered on common ground outside of London on September 27th to share their passion for fitness and demonstrate their training skills at the Life Fitness *Personal Trainers to Watch* competition, and one trainer emerged the winner. Life Fitness announces that Kim Ingleby, 35, of Bristol, England, has won the Life Fitness 2013 *Personal Trainers to Watch* competition.

"I feel truly blessed to have been a part of this, and to have been selected as a finalist, let alone the winner among such talent and passion," said Ingleby. "The spotlight that Life Fitness has put on the personal training industry through this competition is extremely important in helping spread the global fitness experience."

Ingleby is the Founder of Energised Performance located in Bristol, England. Her training philosophy combines the mind and body to enhance clients' physical and mental wellbeing. Ingleby's

mission is to give clients the tools to empower them to be their best, inside and out, so they become fitter, stronger and more energized. She is a certified European Register of Exercise Professionals (EREPS) personal trainer with more than 12 years of experience in personal training and sports therapy. In addition, Ingleby has won recognition in the United Kingdom (UK) for personal training and writes for various leading UK national fitness magazines. She is also passionate about fundraising, having raised thousands of dollars for charity through fitness events.

Among her many outstanding achievements, Ingleby emerges triumphant not only professionally, but personally, too. She recently returned to full health after battling Weil's disease and receiving pre-cancerous cervical cancer treatments earlier this year. Ingleby attributes overcoming this disease to her mental strength and the excellent physical condition her body was in as a result of her passion for fitness.

"Kim's story is an inspiration to

all who took part in the competition," said Chris Clawson, Life Fitness President. "The resilience, strength and humility she has shown in her journey are awe-inspiring. She is truly deserving of this award; for her achievements both inside and outside the gym."

The *Personal Trainers to Watch* program is in its third year, and this year's competition brought in more than 1,500 nominations from 43 countries. New to the 2013 competition was the introduction of a live global judging event, which was held at Nuffield Health Fitness and Wellbeing Centre St Albans, just outside of London. The top 10 finalists, hailing from all corners of the globe, were flown in to demonstrate their training skills in front of a panel of five elite fitness industry professionals. Each finalist was randomly paired with a volunteer that acted as their client for the demonstration. Finalists developed workout routines for clients utilizing the Life Fitness Synrgy360 personal training system based on the client's fitness level



Kim Ingleby

and goals. Judges then scored the personal trainers on their ability to enhance the client experience, with criteria including building client confidence, motivating the client, appropriately adapting exercises and progressing and regressing exercises as needed.

...Norm's Notes

continued from page 8

which "encourages overly aggressive and unscrupulous patent owners to assert weak patent claims to coerce patent settlements or otherwise gain unfair competitive advantage."

Octane submits that trial judges should be able to award fees when a patent holder "unreasonably pursues a case having an objectively low likelihood of success" to serve as a deterrent to litigation abuse via groundless lawsuits.

"We founded Octane on proprietary, patented fitness equipment designs, and have built the company on

innovation and due diligence to ensure that our intellectual property does not infringe upon other patents," noted Lee.

The Supreme Court is expected to hear the case, number 12-1184, in February, 2014.

Stay Tuned!

•**The last time I weighed a couple of weeks ago, I had lost 40 pounds on my way to losing 100 pounds** by March, 2014. So, at the approximately 8 pounds per month pace I have been losing, I'm going to have to step it up a little bit to hit my goal of 100 pounds off by March. **Stay Tuned** if you give a **Hoot!**

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•**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 club 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 finishing its 20th Year of publication. Cates was **IHRSA's 1st President**, and a **Co-founder of the Association with Rick Caro and five others, in 1981.** Cates may be reached at **770 - 635 - 7578** or email at Norm@clubinsideronline.com)

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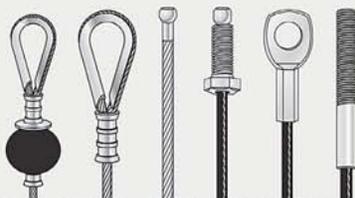
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continued from page 3

additional **Thank You** for your advertising business. You help make the dream that was and is **CLUB INSIDER** a continued reality. All of us working together --**CLUB INSIDER**, its readers and its advertisers-- will continue to better this incredible industry heading forward.

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The **CLUB INSIDER** Advertising Team

Affiliated Acceptance Corporation



AFFILIATED ACCEPTANCE CORPORATION

Affiliated Acceptance Corporation (AAC) was founded in 1989 and was based in Kansas City, Missouri, for eleven years. In 2000, the international headquarters was relocated to Sunrise Beach, Missouri, at the beautiful Lake of The Ozarks.

The founders had over ten years experience within the health club and martial arts industries prior to the startup of AAC, which has provided a solid foundation to keep AAC a leader in service and technology above and beyond its competitors.

Whether it is to provide a simple means to process membership receivables or to utilize AAC's full service billing, collections and software, AAC strives to keep our clients connected to their business. After 20 years of trust from our clients, commitment and dedication of our employees and continually being a leader within the industries; AAC looks forward to the opportunities of the future.

Phone: (800) 233 - 8483

Website: www.affiliated.org

See Ad on Page #9.

Body Training Systems



Body Training Systems' (BTS) mission is quite simple: to get more people moving! *Let's Move!* is more than a catchy slogan or tagline to us; it is a way of life we embrace.

BTS is people. We're a team of over 70 professionals with over 30 years industry experience dedicated to one goal: your success, and we pursue that success with spirit and passion. Buy into BTS and you buy into us.

We work directly with clubs and

instructors, while hundreds of thousands of people experience our products each and everyday. We provide *Branded Group Fitness Systems and Retention Systems to Improve Clubs' Profitability.*

BTS puts it all together in a carefully designed system of proven effectiveness. It's a System of Management, Training, Programming and Marketing that works. You'll see it in your profits.

We have a series of group fitness programs that are carefully designed to deliver a simple, fun and effective social exercise experience independent of barriers like gender, age or fitness level. Group Power, Group Kick, Group Ride, Group Centergy, Group Step, Group Groove and Group Active are the new fitness phenomena.

Phone: (800) 729 - 7837

Website: www.bodytrainingsystems.com

See Ad on Page #31.

Club Industry Magazine and Trade Show



Club Industry is a premier magazine and event for fitness and wellness professionals, focusing on the needs of for-profit and not-for-profit facilities. The combination of unmatched professional development, inspirational content, strategic business solutions and industry networking make Club Industry a leading media and in-person resource for professionals in the business of fitness and wellness. Over the last 26 years, our tradeshow has met the needs of the entire fitness industry.

The Club Industry Show and Conference is the only professional fitness industry trade event that reaches every vertical market, connecting you with the newest fitness equipment and technology. You will find exhibitors representing software, accessories, clothing, equipment, cardio, technology, yoga, pilates, cycling, flooring, lockers, spa, tanning, maintenance, insurance and every other product or service you need to be a successful fitness professional. You have the opportunity to earn CEC/CEUs from 24 of the top certification organizations. From unique awards, special guests, and keynotes, to show floor and post-show activities, Club Industry is setting the new bar in attendee experience.

Phone: (800) 927 - 5007

Website: www.clubindustryshow.com

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We realize there are many ways you can invest your money, but none have the potential to be as rewarding or as fun as owning your own Crunch gym franchise. Crunch is widely considered to be one of the most innovative and exciting brands in the fitness space. And, the Crunch Franchise business represents the most progressive and competitive fitness model in the industry, one created by a management team that literally helped build the industry from the ground up.

Crunch is one of the hottest fitness clubs, in one of the best industries there is. Crunch is led by a world-class team of fitness professionals who have identified a sweet spot in the market that will give franchisees a competitive advantage.

Phone: (800) 669 - 7162

Website: www.crunchfranchise.com

See Ad on Page #32.

fitRewards!



fitRewards! is a member appreciation program designed to reward your members with valuable prizes for their ongoing participation and hard work at the club.

As a member of fitRewards!, each time your member completes a qualifying round, they will earn points that they can accumulate and redeem for fantastic prizes!

Phone: (800) 840 - 0705

Website: www.fitrewards.com

See Ad on Page #15.

GymWipes - 2XL Corporation



Gym Wipes products are specially formulated to remove sweat and grime conveniently without harming workout surfaces. Eliminate the "Yuck Factor" of working out after "Joe Sweatguy." Great for seat pads, leg and arm-rests, benches,

hand-grips, chrome-plating, painted surfaces, steel and rubber surfaces, tanning beds and electronic panels...

Gym Wipes solution and towel-ettes have been developed hand-in-hand with equipment manufacturers and adheres to their input and guidelines. This product simply works and works the way fitness equipment manufacturers want. It contains no alcohol, no ammonia, and it leaves no residue. The formula contains a specialized group of surfactants that clean the equipment in your gym but are also non-toxic and non-irritating to your clients.

Containing 700 large (8" x 8") and durable towelettes, Gym Wipes stay moist and strong and have been specifically formulated to not dry surfaces out such as leather or rubber. This product will not shred, has plenty of moisture and feels good to the user. The GymWipes formula and towelette are also environmentally friendly as opposed to many other products.

Phone: (888) 977 - 3726

Website: www.gymwipes.com

iGo Figure



iGo Figure's primary focus is creating a high quality software product that effectively manages member and customer information, provides easy payment processing and money management, tracks inventory, includes robust reporting capabilities and reduces the time and effort involved with successfully running a business.

Customer service is our highest priority. Members of our sales and technical support teams are available to assist you. We are here when you need us!

Phone: (866) 532 - 9588

Website: www.igofigure.com

IHRSA



The International Health, Rac-
 (See C.I. Advertising Team Page 14)

Created in 1989, we introduced the fitness industry to the benefits of Step Training.

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We began the Group Fitness revolution in 1989 with the invention of THE ORIGINAL STEP. Today, thousands of health and fitness facilities worldwide have discovered its superiority.

- ▶ The ORIGINAL Health Club Step
- ▶ Large step surface (36" X 14") covered with durable, non-slip mat
- ▶ Designed for safety - won't tip
- ▶ Adjusts, with support blocks, from 4" to 6" to 8"
- ▶ Inclines and declines, with the support blocks, for body sculpting
- ▶ Doubles as a weight bench
- ▶ **MADE IN THE USA!**



THE STEP GROUP FITNESS WEIGHTS

THE WEIGHTS

- ▶ Specifically designed for use in Group Fitness classes
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- ▶ Up to 300% stronger than standard weights
- ▶ Filled with DURACAST VX, a very high strength concrete developed by the US Army for protective applications and used to build skyscrapers and bridges
- ▶ The HDPE material won't scratch or scuff your Group Fitness floor
- ▶ Flexural toughness/compressive strength 10 times over conventional fill materials
- ▶ **MADE IN THE USA!**

THE BARS

- ▶ Made of heavy gauge, powder-coated steel
- ▶ Bars will not bend or scratch
- ▶ 54 inches long with 8.5 inches available for weights on each end

THE STORAGE RACK

- ▶ Durable powder-coated steel construction
- ▶ Holds up to 24 sets of bars, collars and weights

THE COLLARS

- ▶ Quick release tab for convenient loading and unloading of the bar
- ▶ Will not scratch or damage the bar

THE 10 KG SIDE RACK

- ▶ Durable powder-coated steel construction
- ▶ Holds up to 8 of the 10 kg weights



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quet & Sportsclub Association (IHRSA) is the trade association serving the health and fitness club industry. IHRSA's mission is to grow, protect and promote the health and fitness industry and to provide its members with benefits that will help them be more successful.

IHRSA members represent health and fitness facilities, gyms, spas, sports clubs and suppliers worldwide. IHRSA and its members are dedicated to making the world healthier through regular exercise and activity promotion.

IHRSA members are for-profit businesses operating in the health, racquet and sportsclub industry. Our members have set the pace for the industry's expansion and evolution. It is the only trade association for the club segment.

- Club Members:** Over 9,000 in 76 countries (as of June 2013)
- Associate Members:** Over 600 suppliers
- Governance and Leadership:** We are guided by a Board of Directors elected from, and by, the membership.
- Affiliations:** IHRSA has affiliations with dozens of relevant government agencies and organizations, such as the First Lady's Let's Move! Campaign; the President's Council on Fitness, Sports and Nutrition; multiple related international organizations; and several U.S. regional associations.

Phone: (800) 228 - 4772
Website: www.ihrsa.org

Iron Grip Barbell Company



Founded in 1993, Iron Grip Barbell Company quickly rose to prominence through the introduction of a revolutionary new design for weight plates. At the 1993 IHRSA Convention, Iron Grip launched the first and only weight plates with integrated handgrips and a unique 12-sided design. This breakthrough became the company's signature product and represents the most significant improvement to the industry's oldest fitness equipment, the iron barbell and weight plate. The Iron Grip weight plate is manufactured exclusively in the USA by one of America's premier iron foundries, making it one of the few in its category to be manufactured domestically.

Iron Grip Olympic weight plates quickly became the first choice for premium facilities across the country and raised the standard for free weight products. Iron Grip grew rapidly by catering to the marketplace with a combination of innovative design and quality construction. With the further groundbreaking introductions of the unique Urethane line, the custom equipment program and the Group Strength line, Iron Grip has reinforced its identity as a manufacturer at the forefront of equipment design.

With its strong intellectual property base and its many licenses, Iron Grip maintains its commitment to developing innovative new products. Iron Grip will continue to cement its identity as the leader in free weight equipment through the development of new products and product lines and by adding licensees when the opportunity presents itself. This strategy has already resulted in Iron Grip becoming number one overall in both company size and brand recognition in the commercial free weight category.

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

See Ad on Page #21.

JLR Associates



Fitness industry operators must manage their businesses smarter than ever. That means health club owners must find the best people available to fill health fitness jobs. But, they often use the same old resources to find new people.

To hire the best and make a difference from day one, you need to think beyond traditional job fairs, classifieds and web postings. You need to utilize the only search firm that specializes in health fitness and wellness industry placement, as well as employment in the sports, spa and recreation markets.

You need JLR Associates to Hire the Best.

Phone: (781) 251 - 0094
Website: www.jlrassoc.com

See Ad on Page #7.

Jonas Fitness



Jonas Fitness was created from the recent acquisition of the software, clients, billing services and other assets of Club Solutions by Fiserv. We are a division of Jonas Software, a leading provider of enterprise management software and billing solutions to a variety of industries, including golf and private club, fitness, sports and leisure, attractions, food service, construction and many more.

Jonas Software has over 25,000 customers in more than 15 countries worldwide. The continued Jonas focus is on creating long-term relationships with our clients and ensuring that we meet and exceed their software, billing and service needs.

At Jonas Fitness, our vision is to be the branded global leader in fitness software and billing services. We strive every day to be recognized by customers and industry stakeholders as a trusted provider of "Software For Life" and as an ambassador for technology, product innovation, quality and customer service.

Whether your gym is in need of an enterprise fitness management software solution, a provider of credit card or ACH processing services or an outsourced partner to handle full-service billing and member services, Jonas Fitness has solutions that will boost the operational efficiencies of your health club and improve your bottom-line.

Phone: (800) 324 - 9800
Website: www.jonasfitness.com

See Ad on Page #5.

LA Fitness



In an industry often equated with fad and fashion, LA Fitness has steadily increased its presence by focusing on the one lifelong benefit valued by everyone: good health.

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

we know that a healthy society depends on the wellbeing of all those who comprise it, our emphasis is on giving our members the most for their dollars to make the LA Fitness experience accessible to more segments of the community.

Phone: (949) 255 - 7391
Website: www.lafitness.com

See Ad on Page #20.

Motionsoft



Motionsoft's software and services redefine club management, enabling the industry's best brands to get, keep and know their members better with forward-thinking member, facility and payment management technologies. From Facebook integration and mobile services to on-demand reporting and online member payment solutions, discover how we're leading the way into the industry's future.

- myClub:** Easily add member services and sales to your website
- Advanced Reporting:** Turn business data into business intelligence
- MoSoPay Billing:** Operate with financial confidence

Phone: (800) 829 - 4321
Website: www.motionsoft.net

See Ad on Page #25.

National Gym Supply



National Gym Supply is a provider of parts, service and repairs of fitness and exercise equipment in health clubs, fitness centers, exercise facilities, gyms, and spas.

Phone: (800) 496 - 7278
Website: www.gympart.com

See Ad on Page #11.

New Paradigm Partners

New Paradigm Partners has over 100 years
 (See C.I. Advertising Team Page 16)



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Business Consulting Solutions

Compete, conquer, and thrive in these challenging times, and against competitors, with our leadership and guidance.



"After 30+ years in business, we knew that our Club needed help in reaching that next level of success that we have always strived for. We partnered with New Paradigm Partners and with their fresh ideas and professional guidance, we are providing improved member experiences and seeing higher profitability. Thank you NPP!!"

-Kevin Buck, Owner, Newport Athletic Club

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of cumulative experience in providing the health and fitness industry with successful consulting, management and brokerage services. Our individual expertise as industry experts is accentuated by the support of our entire partner team as well as having worked with many of this country's leading health and fitness industry operators. We own and manage a very successful and profitable club in an extremely competitive U.S. market: Eclipse Fitness (www.eclipsefit.com). This club has afforded us the opportunity to test our numerous applications in a "real world" environment before bringing them to our clients. Knowing firsthand the current challenges and opportunities that exist in our industry has been a key factor in our success.

Phone: (800) 840 - 0705

Website: www.newparadigmpartners.com

See Ad on Page #15.

Orangetheory Fitness



It's all about the energy! Orangetheory Fitness is an exciting new fitness concept like no other that is sweeping the nation. Hailed by the *New York Times* as an effective new plateau-busting workout, Orangetheory Fitness leverages heart-rate-monitored interval exercise and group personal training to maximize calorie burn. In less than a year after opening the first Orangetheory Fitness studio in Ft. Lauderdale, Florida in March 2010, the franchise grew to 38 locations and now has over 165. Orangetheory Fitness offers:

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- Affordable group personal training
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- Experienced, successful franchise company and management team

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See Ad on Page #8.

Planet Fitness

Our Mission: We at Planet Fitness are here to provide a unique environment in which anyone, and we mean anyone, can be comfortable. A diverse, Judgement Free Zone where a lasting, active lifestyle can



be built. Our product is a tool, a means to an end; not a brand name or a mold-maker, but a tool that can be used by anyone. In the end, it's all about you. As we evolve and educate ourselves, we will seek to perfect this safe, energetic environment, where everyone feels accepted and respected. We are not here to kiss your butt, only to kick it if that's what you need. We need you, because face it, our planet wouldn't be the same without you. You belong!

The Judgement Free Zone: As the most innovative health club brand in the United States, Planet Fitness is known for a lot of things: our absurdly low prices, our Lunk Alarm, and most of all perhaps, for our Judgement Free Zone philosophy, which means members can relax, get in shape and have fun without being subjected to the hard-core, look-at-me attitude that exists in too many gyms.

How Different is Planet Fitness?

We don't have any salespeople, and we don't bother with all the extras like juice bars and childcare that drive up costs and can make a gym membership seem more like a car payment. Instead, we've boiled our business down to the things that you really want in a health club: clean, stylish, hassle-free facilities that are filled with tons of brand-name cardio and strength equipment and a lot of happy people.

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See Ad on Page #2.

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In fact, our team has more than a century of combined experience in health & fitness. We understand the specific exposures common to this unique industry, so we can offer each one of our

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Sports & Fitness Insurance Corporation is licensed in all 50 states and is a preferred provider of numerous key clients, such as Curves for Women, Gold's Gym, Brickhouse Cardio and many others. Our products are available to all licensed property and casualty agents, so visit our website to learn more about us and how we can put our experience to work for you.

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Website: www.sportsfitness.com

See Ad on Page #26.

Susan K. Bailey Marketing & Design



At Susan K. Bailey Marketing & Design, our mission is to create effective marketing that demonstrates the positive results that fitness can bring to life. We offer original, market-tested promotions, creative designs and compelling copy. In our 20+ year history, we have established strong working relationships with hundreds of health and fitness centers giving us a unique perspective on the industry and how to develop successful marketing strategies that reach and inspire prospective members. Our strongest belief is that direct marketing is the most targeted, attention-grabbing and effective approach to advertising ever invented. Direct marketing is our first love, and we will make it your secret weapon. Some key benefits of working with Susan K. Bailey are:

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See Ad on Page #13.

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Benefits:

- Increases new Membership Sales
 - Drives value in membership through differentiation
 - Increases member's emotional readiness to purchase personal training and other
- (See C.I. Advertising Team Page 18)

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Five Places to Find New Money on Your Club Floor Right Now... *Every Facility Has Them But Most Miss Them*

By: Donna Krech

I'm so certain you are overlooking money-making opportunities in your club right now that I'm willing to stake my name on it... Actually, I'm willing to guarantee it! And, if you're like most club or studio leaders I've had the honor of working with, you likely don't even know this is happening. Most don't. I know because I've been there, and my club income suffered greatly (and I encountered way more stress than necessary) because I didn't see the hidden cash... That is, until I figured it out.

Not only do I speak, consult and coach for our industry, but I personally own a health club in Ohio, too. This means I roll up my sleeves every single day and am in the trenches just like you are, dealing with the exact same issues that you face. I don't just research the stuff that works; I'm actually *doing* it. We are in this together.

I know what it's like. There was a time when I wondered how we'd make payroll and if we could pay the mortgage, not to mention wondering if I'd ever see a significant **personal** income from the club. It seems like only yesterday we were trying everything we could think of to make things work. First, we considered raising fees. But, if you raise fees, and you're still doing the same-old thing, you might as well tell your customers to go to your competition. So, I ruled that out.

My next option was to cut expenses. I remember the painful task of going through the budget, line-by-line, cutting everything I could to the bone. Truthfully, it made me feel beaten up. Finally, I realized you can only cut so much, and I quickly got to the point where there was nowhere else to go. I was slowly losing hope. My stress level was over-the-top!

I looked to all the "experts," paid TONS of money on proposed solutions, and then, something happened in one of those life-changing moments. The answer was obvious to me, and it turned my world around. It was a basic marketing principle I had missed that was SO obvious, and now, I could apply it to my club. Apply it, I did!

Essentially, it goes like this: The best plan for increasing revenue is to *sell something different*, or to *sell differently to the people who are buying from you right now*. An increase in business, and in income, is found when doing *something different*. The definition of insanity is to do something the same way over and over again and expect it to turn out differently.

It seemed so simple. Yet once I got it, it made a complete difference. I was able to step back and look at my business

with fresh eyes. When I did, I discovered five hidden revenue opportunities *built right in my club* that I had overlooked for years.

Five Hidden Income Streams You Already Have

There are five hidden income streams that you can implement in your club or personal training business right now:

1. First, sell something different, or sell differently, to your existing customers.
2. Then, sell something that enhances the new, different product or service you just sold them.
3. Offer your "something different," as well as your regular product or service to new prospects that are interested in the initial purchase.
4. Sell ancillary products or services to enhance customer experience or results.
5. Offer your "something different" to a new market and **increase your market size, not just your market share.**

At this point, you may be wondering how this can possibly work. Let me tell you how we did it in my health club so you can see real-life examples. As you read, be thinking about how you can work this into your business and your industry.

1. We began by asking current customers about their goals. We found that some came to our gym to build muscle, but most (over 90%) came to lose weight. So, we offered a new weight-loss membership with added services. Our regular gym membership sells for \$700, while the weight-loss membership is \$2,200. It's not surprising this made a *huge* difference in our bottom line.

2. We then offered additional products to help our weight-loss members reach their goals. This was another new source of revenue for our business. Our goal was that each member purchase \$100 per month in this product.

3. When prospective customers visit the gym, we now make a standard presentation that offers the two different memberships. Many people (around 50%) opt for the higher-priced, weight-loss or add-on program. This was more new money simply by offering an added service.

4. We also offer all members ancillary programs to help them get the results they want. This includes programs such as *Thinner Thighs, Awesome Arms*

and *Cellurid*, to name a few. This was another service that was easy for us to offer because, once a person purchases additional programs, they let you know they will purchase more of the same.

5. We market two memberships differently: one for the gym and one for weight-loss. We have increased our market size because our weight-loss membership appeals to a new clientele, one that we hadn't been able to reach before.

The difference this made in our business was phenomenal. If I hadn't experienced it, I'm not sure I would have believed it. In just over 30 days, we increased revenue by over 100%! We were growing, even as the economy was sinking. We could finally do some of the things we had always wanted to do, but I think the most important thing of all that owning a club became fun again.

These Revenue Generators Work For Any Business

When people saw our success, they asked how we did it. This started me on the path of helping other business owners by finding hidden money in their business. Since then, I've helped other clubs, dance studios, health food stores, retail stores, construction businesses, marketing companies... you name it. This works for *anything*.

Annually, many of these business owners gather with me for a goal-achieving workshop. We go through each of the five steps with examples, tips and secrets that any business can use. You are welcome to download a free audio recording about the Five Hidden Income Streams in Your Business at www.donnakrech.com/hidden-cash.

I urge you to take a look at your



Donna Krech

club with fresh eyes today. Talk with your customers or clients. They'll tell you what they're buying at this very moment that they could be purchasing from YOU. I guarantee you'll be surprised at the hidden revenue streams you have hiding in your facility.

(As the founder and CEO of The Donna Krech Companies, Donna Krech has created an empire devoted to equipping and inspiring business leaders around the world. With more than 100,000 members in her online and offline programs, and more than 1,000 physical locations having used her "systems for success," Donna is transforming the business landscape in the 21st century. As an entrepreneur with serial success, international speaker and best-selling author with more than 30 years in business, Donna has a story that inspires and resonates with audiences everywhere. Going from penniless mom to multi-millionaire, Donna is living the American Dream and has become an expert in teaching others to do the same. Download your free copy of the money-making and results-producing audio at www.donnakrech.com/hidden-cash)

...C.I. Advertising Team

continued from page 16

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See Ad on Page #17.

• • •

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(Justin Cates is the President and Assistant Publisher of CLUB INSIDER and grew up in the health, racquet and sports club industry. 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)

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"Total Solution has increased our membership dues by at least 2 1/2 times, our membership by 10-15% and our EFT base by 25-30%. It's still growing and I'm only 4 months in!"

RYAN VOGT,
Tri-City Court Club

"I added \$8000 to my bottom line through one single referral! Since then, it's lead to more product sales and even more referrals!"

SANDY MCCASLIN,
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"We've added a lot of different profit centers that have been successful, but their profit has never been as fast as it is with THTS. It seems unreal that we've already seen \$5,000 profit with minimum effort in only 30 days."

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Our Industry Needs More “Social Scientists”

By: Bill McBride

Life has a funny way of having the pendulum swing. We go from Republican to Democrat-led Administrations and Congress, and more times than not, when things are running most smoothly (optimally), we land somewhere more in the middle. In today's political climate, the polarization is causing “shut downs,” where little productive legislation (production) gets accomplished.

This natural phenomenon is not just isolated to politics. Think about most of our social issues and business approaches. There is constant tension to optimal. Supply and Demand are always in flux. Price and Volume are always in flux. Sales and Service also tend to be in flux.

While most of you who have read my perspectives, or know me, realize I am a firm believer in an “AND” philosophy, not an “Either/Or” approach. I believe that, with regard to Sales and Service, they are indeed two sides to the same coin. Optimization should always be the goal.

In our industry Sales and Service seem to have their own natural tension.

How much “service” can we afford at “commodity” pricing? What is optimal for member benefit and organizational sustainability? While we could dedicate a lengthy discussion on this point alone, today, I'd like to discuss the pendulum with regard to Fitness Delivery.

When the industry was in its infancy, salespeople and service people were the same people. We sold the membership, did the fitness assessment, on-boarded the new member and did the same for their family and friends (referrals). It was all about the relationship with the member and delivering on what we said we would deliver on, albeit at times, not very scientific.

Then, the pendulum kicked in, and we bifurcated the roles. Salespeople “sold.” Fitness people “fittedness.” We had professionalized the industry, but attrition soared. It was hard to understand as we had focus on roles and responsibilities. We also had more supply. Everyone knew what they were charged with doing... except the member! The salesperson (now called the membership representative) sold the “story.” The member “bought”

it... Then, the fitness professional (highly trained in exercise physiology) was to “clinically” deliver fitness. Salespeople got frustrated because the member wasn't happy, negatively affecting referrals (the life blood of sales): Operators got frustrated because the attrition rates were high; Fitness Professionals got frustrated because realistic expectations weren't set with clients and client adherence was less than needed for true long-term results.

Whose fault? No One/Everyone/General Managers/Ownership/Industry Paradigm? One of my favorite quotes is: **“Every Organization Is Perfectly Designed To Get The Results They Are Getting.”** But, I never believe in the blame game. I've made as many mistakes, if not more, than anyone in this wonderful industry.

Some of our industry's maturation explains this well, though. The pendulum at work... We *needed* to professionalize fitness delivery. It was ad hoc before. Organizations like the American Council on Exercise (ACE) made this industry more authentic and respected through science and later through behavioral science and



Bill McBride

business practices. Now, here we are. We want and need our Fitness Professionals to sell fitness, live the lifestyle, know exercise physiology, understand nutrition and be able to “coach” members in behavioral change, while driving revenue. This is no small task.

It starts with the cliché of hiring the right people, but if you believe in the
(See Bill McBride Page 22)

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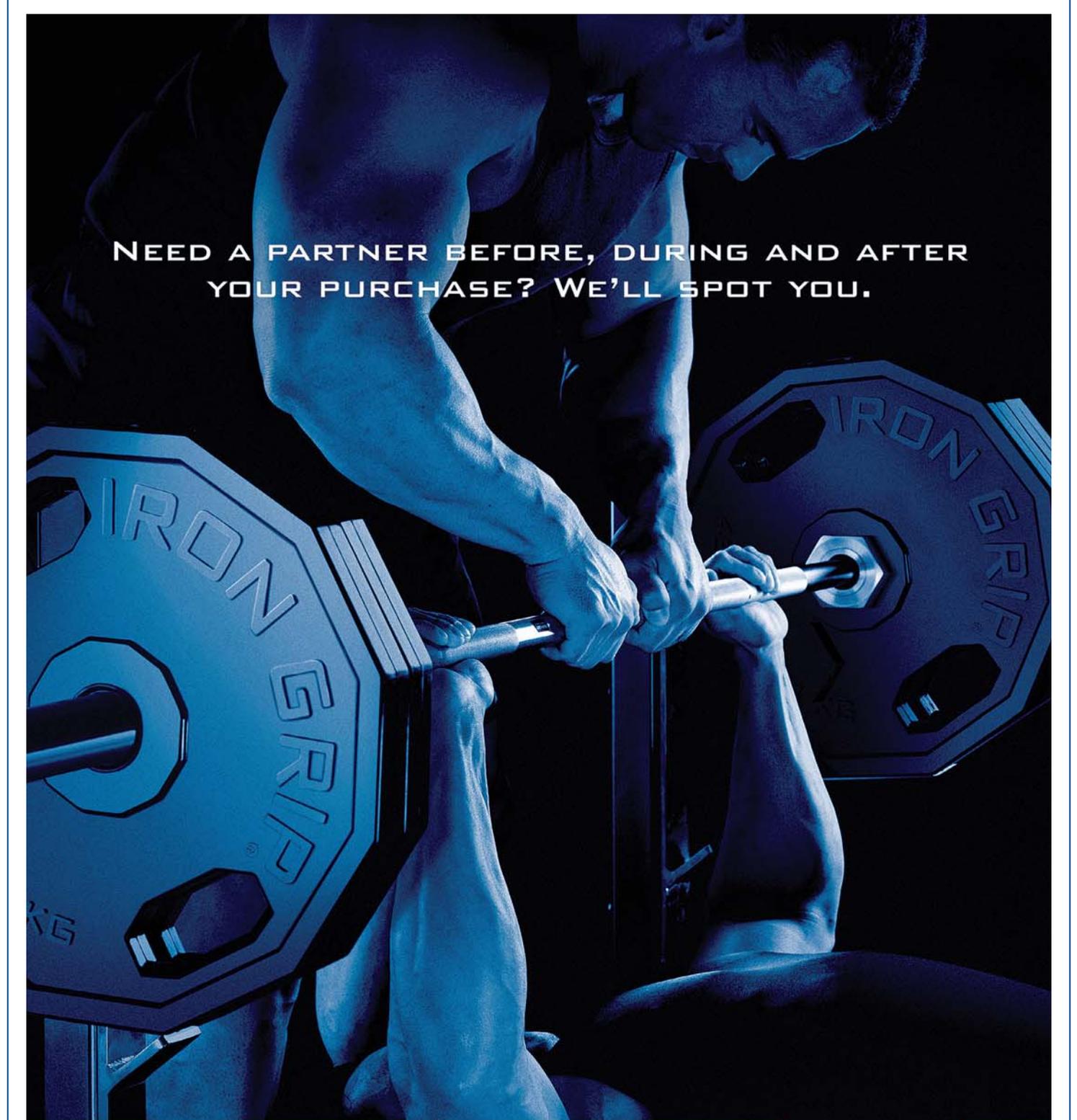
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Now Is The Time To Make Money For Your Club!

By: Tracey Bourdon

With Thanksgiving fast approaching and a typically-slow December just around the corner, you can't wait to just get through to January, right? **Wrong!**

You don't need to break the bank to have successful holiday marketing. With a little planning, you can achieve a great return on investment and position your club for a promising new year.

Let's face it, Thanksgiving weekend is the start of endless gatherings and celebrations with family and friends telling your training client, whom you worked so hard to get in shape, that she's "way too thin," "just one won't hurt," "the holidays only come once a year" and on and on!

Even your most dedicated members can start to lose their motivation and crumble under that pressure, while a month of treats, celebrations, fewer workouts and overeating can lead to cancelled memberships. What can you do this holiday season to keep your members on track, achieving their goals and even sharing the joys of a fit life with friends and family? Read on...

IHRSA's Trend Report says that members most frequently give the following two reasons for joining a health club:

1. To stay healthy and stay in shape.
2. Approximately half of those surveyed (49%) join to lose weight.

You may have heard that it is easier to keep an existing member than to find a new one. In fact, you have to work just as hard at retaining existing members as you do at attracting prospects.

The holidays are a crucial time to inform, inspire and reward your members. Send them emails on a regular basis with healthy recipes, workout ideas and tips on surviving the holidays. Keep the messages simple and interesting with plenty of "What's-in-it-for-me" news, "what's new" information, photos and exclusive,

members-only offers.

We all know marketing during the New Year is not rocket science. With endless holiday promises and resolutions of becoming healthier, losing weight or reducing stress, the real trick is **reaching your prospects and ongoing communication** to ensure that, when they **are ready** to start fulfilling their promise, **they start at your club. Don't just send them a marketing piece.** Send them an emotionally provoking testimonial they can relate to. Tell them the story about that 34-year old Mom of three who found herself again... at your club. **That's powerful.**

This holiday season, align your club with a charity or community effort and get your members involved with a great cause and an empowering opportunity to "give back" through their participation. It is great visibility for your club and instills a great sense of pride for your member. In addition, it will help develop strong community ties and positive corporate relationships.

Top 20 Tips for Making Money This Holiday Season

The following is a Top 20 summary of things your club can be doing to engage and retain your new and current members during the holidays:

1. Maximize your marketing dollars by sending a holiday greeting from you and your staff. Include details about your club Christmas Party at the same time.
2. Initiate a workout challenge for the month of December. Get in touch with your inner 6-year old and cut out paper stars (or whatever shape your heart desires), give members a stamp for every workout they complete and enter them into drawing to win a prize at the end of the month for the most workouts.
3. Use the power of one-to-one marketing: Variable Data Printing allows you to customize content, personalize and tailor

with clubs and professionals to deliver on scientific/clinical outcomes with a psychological coaching plan, along with business skills that lend themselves to the highest degree of success.

While we want and need Fitness Professionals to sell fitness, we don't necessarily need trainers to be "salespeople." We need them to be **extremely confident and inspire** everyone to enjoy the highest level of wellness through the least resistant path, which is professional support. Floor training for no fee, one-on-one personal training, small group training, group fitness classes,

your marketing piece to be "varied" for each letter or postcard. Studies have shown that *personalized solutions* enjoy a *300% increase in response rates* opposed to traditional direct mail.

4. Give existing members a discount on training or services for the month of December.
5. Make gift giving easy for your members and prospects alike by offering gift cards and gift package ideas including pro shop items, training, tanning, membership, etc. Think about price points to suit everyone on a gift-giving list; everything from a stocking stuffer for \$25 to six months of personal training. Go big on this one. Decorate your club with bags and tissue; the returns can be huge. Plan on getting your internal signage up in your club by December 1st.
6. As a thank you for being a member and trusting you with their fitness goals, give your members something of value, like a 1-week membership or free training sessions for a friend in December. You'll get fresh new leads in your club, and your members will appreciate the Thank You and motivation of working out with a friend.
7. Organize a special Pre-Thanksgiving and Christmas Eve workout.
8. Raise money for a local charity like your Food Bank, Hospital or Children's Charity by hosting a special class, workout challenge or short-term membership with proceeds going to your charity of choice. Don't forget to send a press release to your local media.
9. Plan ahead! Planning always makes your marketing efforts less stressful and more successful.
10. Use landing pages and lead capture forms in conjunction with any of your marketing initiatives. This will allow you



Tracey Bourdon

to track the success of your campaigns and capture any leads who don't end up coming into your club.

11. Share the club's successes and other members' successes with your membership. Be *outstanding*.
12. Don't discount. Add value to your offers such as including small group training sessions when they join. This supports your PT department and ensures your new members get the support they need right away, therefore, making them stay longer.
13. Plan a 6- to 8-week Fat Loss Challenge starting mid-January. Offer it to members and prospects and help them get the year started on the right foot. Don't forget to give your members a discount.
14. Create an interactive Facebook page for your fat loss challenge where participants can share successes. Post healthy recipes, workout tips and reminders for weigh-ins and workouts.
15. Host a Fat Loss Challenge Finale where you announce the winner.
16. Develop ongoing, in-house campaigns
(See Tracey Bourdon Page 23)

...Bill McBride

continued from page 20

quote I cited above about perfect design, time must be spent on hiring perfectly suited fitness professionals, training them on club culture and "social" coaching with exercise expertise. This is why I believe the optimization of fitness is now here in some cases and nearly here in many more. Where it is missing, we need to adjust and correct. Clubs being clear on design optimization; Fitness Professionals being clear on their true role; organizations like ACE supporting the optimization

specific and engaging programming... an approach I call Team Service. The best salespeople are authentic and know their product. Our modern day fitness professionals are indeed authentic and know their product. We can, however, expand their skill set and break down the silos among the various fitness disciplines to grow the pie for all patrons and professionals. "And," not "Either/Or."

I want to acknowledge the fitness professionals that are "Social Scientists." Now, let us design their role within our clubs to optimize results for our members, our teams... and ourselves.

Personal Note: I have participated in ACE's Industry Advisory Panel in the past, and I cite ACE as an organization based on my personal knowledge, experience and understanding of their content, mission and vision. I mean no disrespect or demerit to the other fine NCCA certified accrediting fitness organizations that have moved our industry forward.

(For more information from Bill McBride and BMC3, please visit www.BMC3.com or contact Bill directly at BillMcBride@BMC3.com)

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...Tracey Bourdon continued from page 22

that have some moxie, like frequent exerciser rewards programs and challenges that generate excitement within the club.

17. Make sure your website can be found on and is optimized for a mobile device. Mobile devices are predicted to overtake desktop usage by 2015.

18. Target your marketing. Take a good look at the geography and demographics in your market. Don't consider only income and radius around your club but also natural barriers, such as a body of water, a highway or train tracks. Sometimes, it doesn't matter if you're only one minute away. If your club is located across the tracks, you may as well be in another country!

19. When was the last time you looked at your Google Analytics? Take a look at where your leads are coming from, what pages they visit first and second. Make sure prospects and members are visiting the pages you want them to. **WARNING:** If you like statistics, Google Analytics is HIGHLY addictive.

20. Last, but most definitely not least, **SHARE.** Share your passion for life, health and fitness with your members. You have no idea how contagious your energy will be, and you'll have a lot more FUN while you're at it.

(Tracey Bourdon is the lead Marketing Coach at Susan K. Bailey Marketing & Design (SKB). SKB provides effective marketing that demonstrates the benefits that joining a health club brings to life, offering original, market-tested promotions as part of an overall comprehensive approach to marketing. For more information, visit www.susankbaileymarketing.com. Tracey can be reached by phone at 888-349-4594, Ext. 261 or email at tracey@skbailey.com)

Selling With Technology

By: Casey Conrad

Have you ever been out shopping or dining and actually stopped to scan the room, noting how many people in that moment are on their smart phone? How about just walking down the street and realizing the number of individuals who aren't paying any attention to where they are going because they are reading a text, an email or sending a message? When you think about the "state" of technology in our daily lives today, compared to just five years ago, it is astounding. Technology is in almost every facet of our day-to-day lives, and it's unlikely to change. This means that we, as consumers, will willingly become more and more dependent and comfortable with a connected, 24-hour-a-day lifestyle.

In 2007, I gave my first Internet marketing seminar at an IHRSA International Convention. Since then, our company has been teaching health club operators how to use opt-in marketing, video, social media and search engine optimization to drive more prospects and sales. Unfortunately, club operator's acceptance and use of technology in the marketing and sales process has not kept up with consumers.

Although most clubs have an online guest pass, Facebook, Twitter and YouTube account, but the majority of them could be getting much more benefit from these tools. Furthermore, there are other Internet strategies that clubs should be leveraging but are not. This article is the first in a series that will discuss in detail the most important technology tools your club should be utilizing and leveraging. More importantly, we will clarify the strategy behind each tool, which is really what generates prospects; an unused tool creates nothing.

Technology Tool #1:

Website Guest Pass - Done Right

Most club websites will give the visitor some opportunity to sign up for a free guest pass. This makes sense; prospects will typically go to your club's website before they will even consider calling because they think that they'll be transferred to a sales department. Having an online guest pass is a low barrier way to engage a visitor and entice them to visit the club.

The problem arises when that online guest pass isn't set up correctly. There are two common mistakes. First, the form is not formatted to maximize opt-ins. Second, the system is not set up to ensure consistent, long-term follow-up. As we all know, follow-up is necessary to maximize visits and sales conversion. Because

the online guest pass is one of the most important aspects of your website, let's discuss how you can avoid (or fix) both these mistakes.

When we talk about the formatting of the opt-in box, we are referring to two things: (1) how the form is literally set up and how, and (2) where the form appears on your website.

The most important formatting element is not requiring prospects to give too much information in order to receive the guest pass. For an entry-level pass, you need *only* require "Name" and "Email address." Of course, as a business person who is focused on sales, you want to get as much information as possible (first name, last name, email, address, phone number, etc). **This completely contradicts the fundamental principle of Internet marketing.** You need to keep the initial barrier very low so you can build your list of interested prospects. If you scare them away because you are asking for too much information, you have nothing! At least by getting a name and an email address, you have opened the door for engagement and ongoing communication.

Many club owners respond to this advice with concern: "But, how do I control the process with so little information? Why can't I at least require a phone number so my sales team can call them?" You can... But, it WILL result in fewer opt-ins. If you want fewer, but "readier" prospects, then you can require the phone number. If you are like most club operators in today's hyper-competitive marketplace, though, your biggest issue isn't sales conversions but rather prospects walking through the doors. Controlling abuse of downloaded guest passes isn't a marketing or sales issue; it's an operational issue for the front desk. Keep the barrier low and use your online guest pass to generate more prospects, and it will lead to more sales. End of subject.

The next important element is where the form is located on your website. In a perfect world you would have two things going on with your guest pass form. First, a larger, more prominent opt-in box and visual graphic would be located on your home page. Second, a smaller, discreet but visible border opt-in box would be created in the design of your website. When something is a "border" element, it means that it shows up on every page of your website.

Too many clubs have their guest pass form buried somewhere in a membership information sub-tab. Often, because the website has had many add-on pages and retrofits over the years, a visitor can't even find their way back to the form unless they click off the site and start over again. *This kills opt-in rates.* Also, make

sure your Webmaster sets up the opt-in links so that you are getting the best analytics possible. You want to know your click through to opt-in rate percentage.

Now that you have the formatting correct, let's tackle the next common mistake: a poor auto-responder system. As you may know, an auto-responder system is nothing more than a contact management program that also allows for email communication to be set up so it is automatic, hence the name. The beauty of an auto-responder is that it allows you to pre-program messages to be sent to the opt-in's email address in a specific time sequence. For example, if a person opts-in for a guest pass on the first day of a month, you would set up the system to immediately send them the link to the guest pass. You would also program it so they would get subsequent emails four days, ten days and fourteen days later. Each of these messages might give them an educational tip about working out and a friendly reminder about using their guest pass.

For opt-in's that don't redeem their guest pass, you can program the system so they continue to receive messages from the club for months or years into the future. There is a specific behavioral change model strategy for designing follow-up message sequences, but that is outside the scope of this particular article. The key is using the "one and done" strategy. That is, set up a system once and then allow it to be on autopilot. None of this can completely replace human follow-up, but it is a magnificent safety net that is highly effective.

Leverage Your System!

Once you have your guest pass auto-responder program set up, the real fun begins; leveraging the system across all your marketing efforts. Specifically, every single marketing or advertising piece you create that has a guest pass coupon or mention should actually include a URL (or link) that drives the prospect back to an opt-in page to receive the guest pass.

Let me be clear about this because it often gets misunderstood:

- If you run a newspaper ad that includes a free week trial, do NOT make the ad the coupon; make the ad the offer to go *download the guest pass.*
- If you are sending out post cards, and you have been putting coupon cut-outs on one side, convert those coupons to offers to go *download the guest pass.*
- If you create a beautiful, color brochure, and it mentions that your club allows



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the new prospect a trial visit to the club, include the URL address where they go to *download the guest pass.*

- If you currently have any type of guest pass on the back of your sales team's business cards, change the language so it is an invitation for the person to go *download the guest pass.*

Are you seeing a pattern here? There are two distinctions to mention based on questions most likely running through your head right now:

- First, if you are concerned that removing paper guest pass coupons from your existing marketing might result in fewer guests, do the following: Make the coupon on the marketing a one-day guest pass but make the invitation or the link for a multiday guest pass (and clearly convey that they have a choice). Doing this will allow you to make a transition and realize that you get many more prospect names with this opt-in system compared to those that would actually call or visit the club.

- Second, if possible, have your Webmaster create unique URL links for each individual salesperson (www.XYZClub.com/fit, www.XYZClub.com/win, etc.). Although these links will bring their prospects to a page that looks just like the club guest pass opt-in form, it will actually be separate and attached to its own auto-responder system. Now, the salesperson (and management) can track exactly how many prospects opted in through that link as well as how many ultimately came in to buy. This one strategy will revolutionize the way salespeople establish and monitor all guerrilla-marketing activities.

Staying Clear on the Goal

Finally, it is important to stay
(See Casey Conrad Page 27)

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Three Tips to a Better Sales Team

By: Jeffrey Keller

I realize that the title of this article seems a little repetitive to what everyone online puts in their blogs, email blasts and newsletters. But, this article is going to highlight three common mistakes that you can train your staff to fix that will make an immediate impact for them and you. All three involve "listening," which ironically, is the most difficult thing for salespeople to do. Use these to help them close more sales and pack your club.

Mistake #1: Thinking they know what the prospect is going to say. Over time, salespeople generally hear it all. So much so, that they think they've actually heard it all. The truth is that every prospect is an individual. Each person who walks in the door has a different reason for being there, and if a salesperson believes he or she knows what the prospect is going to say before the prospect says it, it's over. They only hear half of what the prospect says as they mentally anticipate what the

prospect is going to say next. Ultimately, the prospect gets turned off because the salesperson gets it wrong.

The solution is to train them to ask questions that get new answers. It should be a game to get the prospect to say something that the salesperson hasn't heard before. This will keep them on their toes and listening to everything the prospect says. Whether they realize it or not, they are in consultative sales, which means they need to customize the delivery of how your club is going to meet the prospect's wants and needs. They can only customize if they are listening.

Mistake #2: Coming up with a response before the prospect finishes talking. Following on the heels of Mistake #1 is relying too much on canned responses to overcome objections. We've taught our sales staffs what the main objections are when a prospect comes in the club, so our sales staffs think they already know what to say once a few words come out of a prospect's mouth. In turn, they rehearse in

their minds, before the prospect finishes, their response to blow the prospect's objection out of the water. Anxious to do so, they almost always cut off the prospect mid-sentence and lose the sale.

The solution is to train staff members to not speak until the prospect is done and then mentally count to three before speaking. This does two things: (1) it creates the impression that the salesperson takes the prospect's objection genuinely, and (2) it allows the sales person to digest what the prospect just said. As fundamental as it sounds, a salesperson should rephrase the objection in the form of a question to make sure they got it right. Over 95% of salespeople don't do this, and they end up losing the sale because the prospect has the impression that they weren't listening. As silly as it may sound, simply asking, "So I understand, the hours of operation are a big concern for you?" can be the difference between getting it right and getting it wrong. A question like this should be the first thing out of their mouths after the 3-second pause.



Jeffrey Keller

Mistake #3: Poor eye contact. Don't get me wrong, a salesperson's eye contact shouldn't be so piercing that it burns a hole through the prospect. But, many salespeople get distracted by all that's going on around them. They especially get distracted when the prospect is talking. (See Jeffrey Keller Page 27)

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 SAME FOR YOU.**



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continued from page 24

clear on your ultimate goal of all your internet marketing efforts: To build your own, internal list of qualified prospects, get those ready to join now to visit the club while continuing to develop relationships with those who are not ready. Ultimately, you want to move "not-ready" prospects down the behavioral change process until they become happy members of the club.

By staying clear on your goal, you will make the best possible decisions regarding the setup and implementation of your online guest pass program, build a huge contact list and be selling more memberships every month at less expense and with less effort.

(Casey Conrad has been in the health and fitness industry for over 25 years. She is the author of numerous sales books, DVDs, CDs and online training programs for sales and marketing. To learn more about her materials visit, www.HealthClubSalesTraining.com)

...Jeffrey Keller

continued from page 26

Whether they realize it or not, this paints the impression that they aren't listening to the prospect.

The solution here is practice. Practice at being "present in the moment." By this, I mean they have to train themselves to block out what's going on around them. This takes practice. Listening is more than just using your ears. It involves body language and emotions. A prospect can tell a good salesperson a ton of information without even opening their mouths. To truly get the sale, they need to see a prospect's reactions and mannerisms.

So teach your sales staffs to turn off their ESP, be quiet and listen with their eyes. Practicing these fundamentals is the difference between closing more sales or closing your doors.

(Jeffrey Keller is a veteran health and sportsclub General Manager and can be reached at Jeff_Keller@msn.com)

A Letter From Steve Tharrett, Former IHRSA President and Now Veteran Club Consultant, and Mark Williamson, ClubIntel Co-Founder and Partner

Greetings,

We hope this note finds you well and the business is experiencing a prosperous year. Unbelievable as it seems, we are entering the home stretch for 2013. With the onset of the fourth quarter comes planning for the New Year. As such, we would like to reintroduce you to ClubIntel and our solutions-driven business model. Over the past year, we have worked closely with industry leaders from various club companies, including The Houstonian Club and Rebook Sports Club/NY. Our work has played an integral role in helping these clubs enhance their value proposition and drive member loyalty.

In the Customer Experience Report, commissioned in 2011 by RightNow Technologies, the researchers addressed the customer experience and the factors that lead to brand loyalty, and consequently, brand profitability. The data showed that 86% of customers would pay more for a better customer experience, while 89% would do business with a competitor following a poor customer experience. The study shared insights into how businesses can develop brand loyalty by focusing on essential experiential actions, including engaging customers at every touch point of the experience, building relationships and addressing customer complaints quickly and proactively.

At ClubIntel, we specialize in helping club management understand the underlying motivations that influence the employee and member mindset. We partner with clients to bring insights and inspiring strategies that strengthen their value proposition resulting in improved employee loyalty, member loyalty and profitability. As you embark on business planning for 2014, we would love the opportunity to partner with your team and be considered on the short list of supplier partners who help you understand the complexities of member and employee needs that will impact the growth of your business.

Below is a link to a short PowerPoint Presentation that tells our story, but more importantly, it shows how we can help your business reach new heights in 2014. We look forward to hearing from you and learning how we may partner together in 2014.

View the Powerpoint Presentation at: <http://bit.ly/1emq5iS>

All The Best,

Steve Tharrett and Mark Williamson
 Co-Founders
 ClubIntel

A Letter From the President of The Medical Fitness Association

After serving as your Interim President since June, I am honored and pleased to inform you that the Board of Directors has asked me to become the permanent President and CEO of the Medical Fitness Association effective September 13th. I am excited by the opportunities that lie before us and hope that you will join me in the journey that lies ahead.

My first order of business is to re-engage with the membership and keep you informed about the goings on at the Association. As you have heard me say already (you'll probably hear it again, too!), this is your association, and it will become what you, the membership, want it to be. Your direct involvement in the life of the association through committee service, speaking opportunities, educational offerings and survey participation will, to a large extent, determine the value you derive from your membership.

We are currently recruiting members for the following committees. Please let us know if you are interested. We will forward your name to the chairperson of each committee as they revitalize the committee structure. This is a great way to influence the operation and future of your association. As I intend to use them, the committees will have meaningful work to accomplish (sometimes with short timeframes). Let us know of your interest, or any questions you may have about the work envisioned for each committee.

- Annual Conference Committee;
- Education Committee;
- Fellowship Committee;
- Membership Committee (Needs Chairperson);
- Marketing Committee (New - Needs a Chairperson);
- Outcomes Committee;
- Physician Task Force;
- Budget and Finance (New - Needs Chairperson);
- Regional Committees;
- State Captains (Looking for one in every state).

Please consider joining a committee. Not only will you have fun and make new friends as you do the work of the association, you will also get the added bonus of earning points towards your fellowship. I do hope that everyone has downloaded the checklist from our website and that you are tracking your points. They add up quickly, and before long, if you are active, you will have enough points to apply for your Fellowship Credential. Remember, only Fellows may serve on the Board, and only Fellows may vote.

In addition to serving on committees, we are looking for a volunteer to help with our website. We want to restart the *Question of the Week* and significantly add to our FAQ section. The online forums need to be promoted and monitored. If you are interested in taking this on, or perhaps, sharing this responsibility, now is the time to step up.

I hope that you see already that your association is working hard to become a resource for you in your day-to-day work. Many of you already take advantage of our bi-weekly webinars. We plan to expand this program in the coming year by adding a new webinar series featuring our Best Practice Partners. We will have a promotional series webinar where you can interact directly with one of our vendor partners and learn about their products and services in a no-pressure setting. I think you will be surprised and pleased with the variety of new and existing partners we will be promoting. I am excited to be able to introduce, or re-introduce, our Best Practice Partners to you. Speaking of our Best Practice Partners, we hope that you will strongly consider giving our supporters a chance to earn your business and your trust whenever you are in need of the products and services they offer. Your association dues are heavily subsidized by these businesses, so show your thanks by supporting them with your purchases.

Finally, you are strongly encouraged to make your plans to attend this year's **MFA Annual International Conference** in San Diego. I promise it will not disappoint. Many of you have asked how you can help me as I settle in to my new position. You can help me by getting involved. Join a committee, come to the conferences, participate in the surveys, support our Best Practice Partners, learn from the various webinar series, visit the website regularly and be a contributor to the forums and blogs; help me make this association all that you want it to be! Working together, we'll **Move Medical Fitness Forward!**

Wishing you a Safe and Well Day,

Robert D. Boone, FMFA, FACHE,
 President and CEO
 (804) 897 - 5701
bob.boone@medicalfitness.org

24 Hour Fitness Names New President and CEO

SAN RAMON, CA - The Board of Directors of 24 Hour Fitness Worldwide Holdings, Inc. announced the election of Elizabeth Blair as President and Chief Executive Officer. Ms. Blair previously served as Executive Vice President, Chief Strategy Officer and General Counsel of 24 Hour Fitness. Ms. Blair succeeds former CEO Carl Liebert, who left the company in May 2013 to become president of USAA Capital Corporation.

Prior to joining 24 Hour Fitness

in February 2013, Ms. Blair served as CEO of the internet marketing firm Brand.net. Earlier in her career, Ms. Blair worked as Yahoo!'s Senior Vice President of Business Operations for the global operating group (sales, product, marketing and international) from 2003 to 2007. She joined Yahoo! in 1998, working first in corporate and business development and later as Vice President and Senior Vice President of Yahoo!'s Local Media Group. Prior to Yahoo!, Ms. Blair was a

member of the M&A team at PRIMEDIA and a securities and corporate transactional lawyer in private practice. Ms. Blair received a B.A. from Yale University and a J.D. from Harvard Law School.

Following Ms. Blair's election as President and CEO, 24 Hour Fitness Chair Kathleen Broderick stated, "Since joining the company early this year, Elizabeth has shown remarkable leadership and creativity. We are all excited that she has agreed to serve as Chief Executive Officer,



as we continue to grow 24 Hour Fitness as a dominant player in the health club industry in the United States."

24 Hour Fitness is owned by partnerships managed by Forstmann Little & Co, the private equity firm founded by the late Theodore J. Forstmann, which acquired the company in June 2005.

Fitness Connection Teams Up With LNK Partners for Next Round of Growth

MCLEAN, VA - Fitness Connection has announced that LNK Partners, a leading consumer private equity firm with aggregate funds of over \$800 million, will invest in the company as it accelerates the growth of its low-price, high-value chain of health clubs. LNK's partners have extensive experience successfully investing in or operating many leading consumer and retail businesses, including Staples, Beachbody, PVH (parent company of Calvin Klein, Tommy Hilfiger, Van Heusen, and IZOD), Quaker Oats, Pepsi, LifeTime Fitness, Gatorade and Levi Strauss. Fitness Connection was formed in 2007 with financing from WestView Capital Partners, which assisted in the growth of the business to 28 locations.

"Besides providing a strong return to our investors during a difficult economic environment, we are proud of our time partnering with the Fitness Connection team to build a market-leading brand in the fitness club sector. We wish them the very best and know they will be in good hands

with LNK," said John Turner, General Partner of WestView Capital Partners.

"Our partnership with WestView has been a great experience during which time they were instrumental in helping us to establish an industry-leading brand, grow strategically and build a strong foundation for future growth. We are excited about our partnership with LNK for the next phase of Fitness Connection's growth, further expanding our low-price, high-value chain," said Jeff Skeen, CEO of Fitness Connection. "It is an exciting time for our company as we partner with one of the most successful private equity funds in specialty retailing and consumer brands. Now, we are well positioned to continue to grow our brand on a national basis."

"We back strong management teams who are building outstanding consumer and retail businesses," said David Landau, Partner of LNK Partners. LNK Partner Henry Nasella, added, "Fitness Connection has a great business model, along with one of the most talented

management teams in the fitness industry."

With private equity financing secured, the Fitness Connection team, which includes A.J. Mushtaq (Chief Financial Officer), Dal Clayton (Chief Operating Officer), Aaron Lieberman (Chief Development Officer) and Josh Harwood (Senior Vice President of Operations), plans to aggressively develop new facilities in their current markets as well as to expand in attractive growth markets throughout the country.

Robert W. Baird & Co., a leading global investment bank, assisted Fitness Connection in securing the equity investment from LNK. "The Healthy Lifestyle space represents tremendous growth opportunities as consumers spend increasing amounts of time and money pursuing fitness and healthy eating. Companies operating in this sector, with strong management teams and sound business models, present an even greater opportunity. We believe the partnership between LNK and Fitness Connection



will be extremely successful in seizing that opportunity and building a best-in-class organization," said Joe Pellegrini, Managing Director with Baird. Additional financing for the transaction was provided by Golub Capital. Legal advisors were Kirkland & Ellis for LNK and Latham & Watkins for the company.

Akron General and Kent State Form Health and Wellness Collaborative

AKRON, OH - Akron General Health System, a national leader in promoting wellness and disease prevention; and Kent State University, one of the nation's leading public research universities, have formed a new collaborative for the study and promotion of wellness programs. The goal is to improve health and reduce the impact of chronic lifestyle-related disease on the U.S. population.

The Akron General, Kent State University Health and Wellness Research Collaborative seeks to promote physical activity and healthy lifestyles by integrating public health, basic science and clinical and behavioral research and by developing and promoting evidence-based wellness practices. Teams of wellness investigators will work on innovative pilot research projects to develop new models of prevention and new technologies that

support wellness and the management of chronic disease.

"Since 1996, Akron General has been a recognized national leader in promoting wellness and disease prevention," said Thomas L. "Tim" Stover, MD, MBA, President and CEO of Akron General Health System. "Akron General has embraced a model of care that represents a dramatic departure from traditional health care (sick care) and redirects focus and resources toward prevention, wellness, physical exercise and a continuity of care that is unique in America today. The Health and Wellness Collaborative with Kent State University takes our model of well care to the next level, providing outcomes research leading to a deeper understanding of the endemic behaviors and pathologies of chronic disease and outlining effective strategies for better health."

"This research collaboration will allow our students and researchers tremendous access to health and wellness data and create opportunities for many significant prevention breakthroughs," said Todd Diacon, Kent State University senior vice president for academic affairs and provost. "This is a win-win opportunity for both organizations that can only lead to new and better insights into the prevention and management of chronic, lifestyle-related disease and good health for generations."

The centerpiece of the Akron General commitment to wellness is its three Health and Wellness Centers, large outpatient community-based facilities that bring together a range of clinical outpatient services with exercise and retail-oriented health services, all in an effort to improve the health of the community.

"The focal point of each of Akron

General's Health and Wellness Centers is its LifeStyles medical fitness facility, a state-of-the-art fitness center where exercise programs are directed by physicians and focus on the prevention and treatment of lifestyle-related disease, illness and injury through regular participation in medically-supervised physical activity, nutrition and health education," said Doug Ribley, Senior Vice President of Health and Wellness Services at Akron General Health System. "Our focus is squarely on prevention."

The collaborative will be funded by Akron General Health System and the Division of Research and Sponsored Programs at Kent State and the University's College of Public Health.



AKRON GENERAL

Fore Court Celebrates 40 Years of Fitness Success

CUMBERLAND, R.I. - It started as a tennis club. Forty years later, Fore Court Racquet & Fitness Club is that and more as the Morin family continues to run a landmark fitness center in the community.

Fore Court was opened at 44 Cray Sreet in November 1973 by the late Maurice "Moe" Morin, of Bellingham, MA. It is now run by his sons, David Morin of Bellingham, MA (President and General Manager) and Brian Morin of Smithfield, MA (Vice President and a Tennis Instructor).

The club has seen several expansions from its early days as an 8-court tennis facility. Ten racquetball courts were added in 1978, David said, and all but three were removed to add a 12,000 square-foot fitness center in 1985, when he started working full-time for the family business.

This was not the Morins' only fitness location. After managing two tennis clubs in Warwick and East Providence in the late 1960s, Maurice approached owners about having more responsibility as the company expanded to Johnston. When he was told no, he went into business for

himself, David said.

First came a 4-court facility in Bellingham, MA in the early 1970s. Then came Fore Court, and then an 8-court facility on Court Drive in Lincoln. The Lincoln site, off of Albion Road, closed in 1987. But the Cumberland location continues to thrive, David said, mostly because of the company's flexibility in adapting to new fitness trends and needs of members, who range in age from 3 to 91, and are split about 50-50 between tennis players and fitness center users. "We've diversified as the trends come along," David said, noting that group exercise is currently experiencing a "boom."

To keep up, Fore Court offers 52 classes a week, including Zumba, yoga and spinning. Instructors use Les Mills group fitness and training programs to ensure classes and teaching style are kept consistent. The fitness center also includes free weights, more than 60 pieces of cardio equipment and personal training or small group training services.

While one of seven indoor tennis facilities in Rhode Island, it is the only

one that also offers a fitness center and racquetball courts, David said.

Babysitting services are also available, and the club holds a beer and wine license. "We encourage people to hang around afterwards," David said, as it fosters a community atmosphere.

The club is active in supporting the community by hosting fundraisers and events, he said, like Cumberland High School post-graduation celebrations and Susan G. Komen Ride for a Cure. On January 25, 2014, ForeCourt will host a fundraising event in memory of Gerard Laboissonniere, a "friend of the club," who died in September.

Both David and Brian credit the community support with being able to stay in business for four decades. "It feels great to be here after 40 years," David said, "and it's with the support of the community that we've been able to do that."

Brian said hitting the milestone has made him feel accomplished and lucky to work in a field that is "rewarding on a daily basis." He said the success is all thanks to the members. "We're in the



(L to R) Brothers, Brian and David Morin

business of making friends."

An event celebrating the 40th anniversary of the club will be held in November, but details have yet to be announced.

Source: Meghan Kavanaugh, Valley Breeze Staff Writer

Thomas Plummer Sells Controlling Interest In The National Fitness Business Alliance to Investment Group

MASHPEE, MA - The National Fitness Business Alliance (NFBA), founded by Thomas Plummer in 2003, has been acquired by an investment group, based in Memphis, Tennessee, represented by Robert Creech, a long-term fitness business owner and industry investor.

The NFBA is the only independent education company in the fitness industry and currently offers approximately 24 workshops per year attended by everyone from the largest chain gyms to the smallest independent operator. The business alliance, dedicated industry suppliers who have banded together to provide education regionally to all fitness business operators, is comprised of the biggest names in the industry including: ASF International, Star Trac, MyZone, Dotfit, Susan K. Bailey Marketing, ACE, Perform Better, Club Insurance, Reining Insurance Solutions, Fabiano Designs, Perx Advantage, Fitness Click and the Titleist Performance Institute.

The NFBA was created by Thomas Plummer as an expansion of his original seminar company that was founded in 1991. The company soon grew beyond his original concept and the NFBA was formed to allow it to grow in to an international company with clients in over 30 countries and with workshops offered worldwide annually.

According to Creech, "My companies have worked with Thomas Plummer for years and our investment group sees a huge potential in growth in this industry for an education company and for an expansion of the work that Thom started years ago. The NFBA workshops have shown growth for three consecutive years and each workshop offering this year has seen at least 20% higher growth than the year prior."

The new investment group will infuse over \$1.1 million into expansion, including an expanded workshop presence, the creation of a business certification company, which has already been a financial success during its beta year, and the addition of a licensing company that will provide a business platform for any fitness business trying to move towards a training centric business model.

The licensing company, pioneered by Rick Mayo of North Point Fitness in Atlanta, has been a proven success in its beta tests and now has 67 licensees in four countries.

Thomas Plummer will stay in the role of featured speaker in many of the events and is continuing in his role as the creator of the business model that will be taught in the workshops. He will continue to do his keynote speaking around

the world promoting the NFBA and its education resources.

Plummer stated, "The NFBA simply grew beyond our ability to operate it on a local level. Robert and his investment team bring a chance to grow this to the international level that I always anticipated we could do, but we simply needed a corporate team behind us to develop our new websites, online education and expanded format. I still love teaching, but we are featuring six new speakers this year on tour who have received rave reviews, and we are adding even more for next year. Everyone on this new team still shares the common belief that our company exists to help the fitness professional grow whatever business they are in without a hidden agenda and without a sales pitch, which is why we probably have survived so long in this industry."

The certification company, called the NFBA Institute, is offering business

education for the gym owner as well as those involved in the training end of the business, which is where all the anticipated growth will be in the coming decade. The Institute will have its own headquartered gym that will double as a studio for video production and as a training site to host hands-on education events.

Creech said, "We can make a case that Thomas Plummer has been the single most influential person in the fitness industry during the last 20 years. No where will you find anyone who has been in front of more people each year; who has changed more thought process with his six books and who consults with and educates so many of the other leaders in this field. The NFBA is the result of that influence, and we feel that we as a team are on a mission to change the fitness world into next generation business through this merger."

Make It Fun!

Programming For The “Fun Of It!”

Six Steps to Hosting Group Fitness Focused Events That Rock!

By: Laurie Cingle, M.Ed.

Akron General LifeStyles in Ohio hosts four successful “Super Saturday” group fitness-focused events each year, attracting 200+ members and their guests at each event over a short 2 1/2-hour period. For some facilities, that may be a typical Saturday morning. But, with 3,000 members and a group fitness studio that holds a maximum of 25 people, Super Saturday makes for an exciting, fun and busy morning. It’s also good for membership sales. Here are six steps to follow to ensure your events rock!

1. Have a specific reason to host the event.

Akron General’s group fitness program uses pre-choreographed/pre-formatted programming that issues bi-monthly and quarterly “release” kits. This sets up the perfect reason to host a quarterly event...

To re-launch the programs with new music and new choreography. Members look forward to the changes and to sharing a class experience with their friends (it’s a free guest day). Classes include: PumpRx (pre-choreographed barbell class), Zumba, Aqua Zumba, Turbo Kick and Cycle. Other reasons include facility anniversary, holiday and support of community events.

2. Pre-register attendees.

Two weeks before the event, market via email to all members and past event attendees and with colorful posters inside the club. Set up a Registration Binder at the Front Desk where members can pre-register themselves and their guests for individual classes. Class size is limited, and all fill up fast. Be sure to reserve 20% of the class spots for guests as the event can help with member acquisition.

3. Confirm attendance. Two days before the event, confirm pre-registered members. Three to four days before the event, have members confirm guest attendance and pre-qualify and inform guests of the special membership offer available on that day.

4. Set event goals and share them with your team.

Set total number of attendees, number of guests in classes and number of memberships to sell on event day. Thirty (30) guests should yield 15 new members, assuming a 50% closing rate.

5. Involve Front Desk, Membership, and Fitness.

Prior to the event, the Front Desk handles pre-registration and Membership prequalifies guests and sets appointments. On event day, the Front Desk mans the check-in table and issues entry tickets. Membership meets, greets and provides tours, and Fitness helps with set up, collecting class entry tickets at the studio door and restocking refreshment stations.

6. Make the day of the event special.

Decorating with balloons makes the facility festive. Drawing for prizes in each class creates excitement. Identifying a theme pulls everything together.



Laurie Cingle

(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. She can be reached by email at laurie@lauriecingle.com)

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ACE Wraps Up Healthy Aging Month With 7 Steps to a Healthy Life

As Healthy Aging Month of September came to a close, Michael R. Mantell, Ph.D., the Senior Fitness Consultant for Behavioral Sciences at ACE, encourages all to strive to be healthy with his 7 steps to a healthy life at any age using his HEALTHY acronym:

Healthy choices: Organize your life in a way that promotes making wise and healthy choices. For example, don't buy unhealthy foods if you know you will dig into them late at night.

Eat and drink wisely: Maintain a balanced diet of food including protein, dairy, veggies, grains and fruits and make a point to drink lots of water. Staying hydrated is key because your thirst mechanism declines with age.

Activity: Keep physically active within your ability and make it a habit to be active each day.

Life's little goals: Set goals for yourself that

are specific and measurable, but also realistic. It's important to challenge yourself as you age through life.

True thinking: Make sure the rules you are living by and your beliefs are set by you. Your rules should be true to you, as well as helpful and inspiring.

Healthcare: Make sure to visit your physician regularly for routine exams, and monitoring of blood pressure, cholesterol, and lipids. Be aware of your health, and take care of yourself.

Yes I can positivity: Whether it be simple experiences that are day to day, or pleasures that come from larger meaning that can change your life, find the meaning in daily interactions with others and enjoy life.

Visit ACEFit.com for more tips on how to stay healthy at any age.

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- Fuel Fitness, Laredo, TX went from an average of 50 sales a month to 1300 its first month.

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OUR FRANCHISE MODEL

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