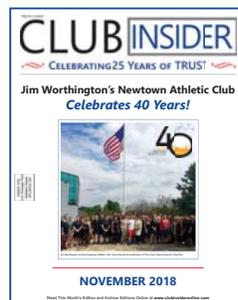
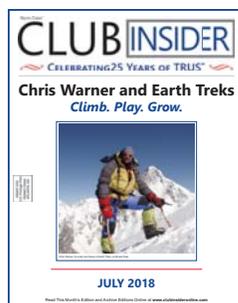
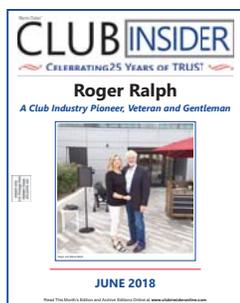
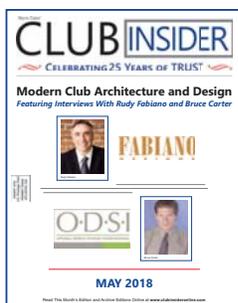
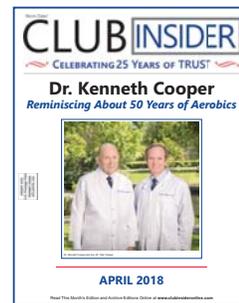
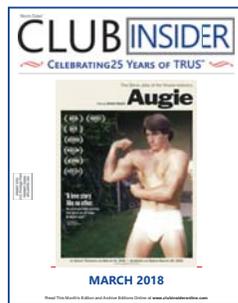


Norm Cates'

# CLUB INSIDER

CELEBRATING 25 YEARS OF TRUST



PSRST STD  
U.S. Postage Paid  
PERMIT #3592  
ATLANTA, GA

## 2018 In Review

### DECEMBER 2018

Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

# TAKING OVER THE PLANET, ONE SQUARE FOOT AT A TIME

With over **12.1 million members** and more than **1,600 stores** in 50 states, the District of Columbia, Puerto Rico, Canada, the Dominican Republic, Mexico and Panama, this is your chance to join one of the largest and fastest-growing fitness companies.



Visit [planetfitness.com/franchising](https://planetfitness.com/franchising)

FOR FRANCHISE INFORMATION, CONTACT:

Candace Couture, VP of Franchise Sales | 603.957.4603 | [candace.couture@pfhq.com](mailto:candace.couture@pfhq.com)

Norm Cates'

# CLUB INSIDER

CELEBRATING 25 YEARS OF TRUST

## 2018 In Review

By: Justin Cates

We hope 2018 was a great year for you, your family, your team and your facility (or facilities). Here, at **Club Insider**, we spent 2018 **Celebrating 25 Years of Trust** by bringing you another stacked slate of informative cover stories by *Publisher and Tribal Leader Since 1993, Norm Cates*, and *Partner and Assistant Publisher, Justin Cates*; high-level best practices articles by the always-improving **Club Insider Contributing Author Team**; and key industry news and insights via selected press releases, and of course, monthly installments of **Norm Notes**.

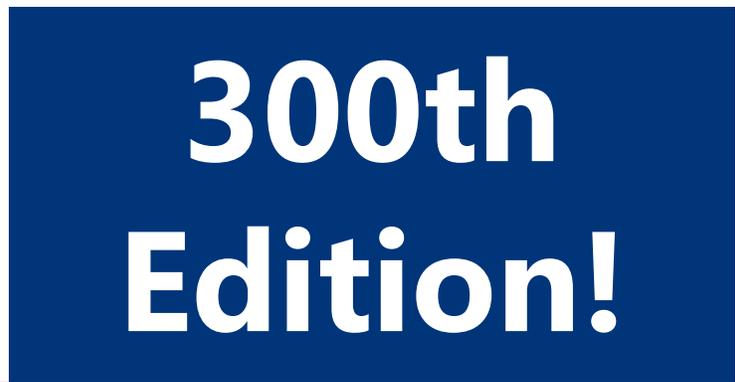
In addition to *Celebrating 25 years*

of *Trust* throughout this year, this month, we culminate the celebration with the **300th Edition of Club Insider!** With each new milestone we are privileged to celebrate, we are increasingly honored because we believe we are doing something right and

that it means something to you. And, it always reminds and humbles us because there is only one reason that allows us to do what we do and accrue these special moments in our professional lives. That reason is **you, the loyal readers of Club Insider.**

From the bottom of our hearts, we thank you; first, for dedicating your professional lives to this great industry; second, we thank you for turning to us in this capacity to partially help you accomplish that life's mission. It is our honor. It is our purpose. Now, I welcome you to read on as we recap yet another fun and exciting year in the ongoing history of the health and fitness club industry.

(See **2018 In Review** Page 10)



## Jim Worthington's Newtown Athletic Club Celebrates 40 Years!

By: Norm Cates

### Part II

In **Part I** of this amazing story about the first 40 years of **Jim Worthington's Newtown Athletic Club**, we covered a lot. But, wait, there's **MORE!** Read on in **Part II**, and you will learn about Jim's involvement in the *Right to Try Act*; we'll hear from Jim on what his club is best known for in his community; about the major renovation Jim is currently doing to his already mega-club; about the NAC Pre-School; about Jim's involvement in Augie's Quest and about The NAC's involvement with Bill Parisi's Speed School, the NAC's Field House, their ticket agency and TINOQ. Jim also told us about his selection by **President**

**Trump** to serve on *The President's Council on Fitness, Sports and Nutrition*. We'll wrap up the article with Jim's comments on the three things he's accomplished that he's the proudest of, so grab a nice cold sarsaparilla and read on!

### Conclusion of the Interview With Jim Worthington, Owner of the NAC

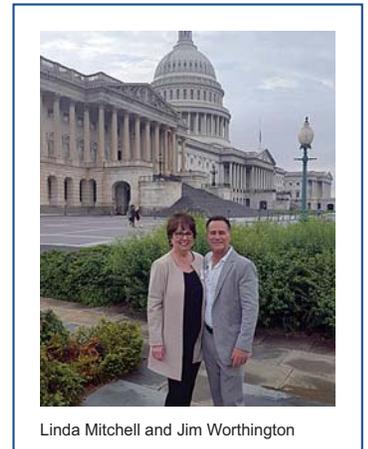
**Club Insider (C.I.)** - Have you ever had thoughts about becoming involved in politics in your city, state or on the national level?

**Jim Worthington (JW)** - Yes, I've been asked and at a fairly high level. I don't want to say what offices because I have some friends who are in those offices. But, yes, I've had people, not just people in the

political world, but constituents who have suggested I run. People who are now in my Congressional Voting District have urged me to get involved, but honestly, that's not in the cards right now.

First of all, I can be much more effective as an advocate. I'm known as a Trump supporter, and I did get appointed by **President Trump** to *The President's Council on Fitness, Sports and Nutrition*. And, I can do more right now working on things such as the *Right to Try* legislation. I just feel like my hands would be tied if I got involved in a more formal way.

For now, I can tell you that the door is open. A lot has to do with what the calling is. When I ran for delegate a couple of years ago, I won that race and became one of  
(See **NAC's 40th** Page 18)



Linda Mitchell and Jim Worthington

## Inside the Insider: Edition #300

- The "Insider Speaks" - **By:** Norm Cates
- Fitness Marketing, Meet 21st Century Methods - **By:** Deneen Laprade
- How to Address Problematic Members and Guests While Minimizing Legal Risk and Damage to Your Brand - **By:** Paul R. Bedard, Esquire
- What to Do If You Have a Bad Boss - Part II - **By:** Karen Woodard-Chavez
- IHRSA's Health Benefits of Exercise Report
- The Bay Club Company Announces Collaboration With Leisure Sports
- And, of Course, *Norm's Notes*

## Norm's Notes

■Hello Everybody! This is your Publisher and Tribal Leader Since 1993 checking in! YAHOO! We've made it to our 300th monthly edition, and Justin and I want to say THANKS to you all and to express from deep in our hearts our very sincere APPRECIATION to you all for reading Club Insider!

■Is America a GREAT Country or what? Watching America celebrate the life of PRESIDENT GEORGE HERBERT WALKER BUSH and send him to Heaven with nothing short of World Class services in Washington, D.C. and Houston, Texas makes me very proud to be an American and so honored and proud to have been able to pay tribute to him here in Club Insider.

■May President Herbert Walker Bush Rest In Eternal Peace. It's not often that one gets to meet in person a man, who at the time, was Vice President of the United States and then went on to become President of the United States of America in 1988. I had that once in a lifetime experience at my Downtown Athletic Club in Atlanta back in '88, and I've shared a little bit of that experience with you all on Page #6 in my "Insider Speaks" writing this month. GEORGE H.W. BUSH never hated anyone, and my tribute to him shares some thoughts about how he lived his life thinking of, caring about and serving others. What a great example he

was for all of us. May President Herbert Walker Bush Rest In Eternal Peace.

■Justin and I want to extend our most sincere Thanks and Appreciation to our Club Insider Advertiser Team and to our terrific Contributing Author Team. We also want to say Thanks to everybody involved at our printer, the wonderful 118-year-old company called Walton Press in Monroe, Georgia. Justin did another great job on this year's 2018 In Review Cover Story, which we produce each year for our December edition. Also, Justin and I have teamed up to produce Part II of our Cover Story on Jim Worthington's 40th Anniversary of his Newtown Athletic Club. Contained in that very special Part II is a great interview Justin did with LINDA MITCHELL, a/k/a The "Queen" of The Newtown Athletic Club, while he was at Jim's Newtown Athletic Club attending the 40 Anniversary Celebration on November 3rd and 4th (See Page #3 for both stories).

■Congratulations to CHRIS RONDEAU, CEO, and his entire Planet Fitness Team, as they were honored by Newsweek Magazine with the ranking of #1 on the publication's inaugural 2019 list of America's Best Companies for Customer Service. The magazine explained that The America's Best Customer Service 2019 ranking was identified in an independent survey from a sample of more than

20,000 U.S. customers who were asked whether they would recommend brands to friends or family and assessed brands in quality of communications, technical competence, range of services, customer focus and accessibility. This is what Chris Rondeau had to say about this nice honor for his company:

*"Our goal is to deliver raving fan customer service to our members at all times and we are incredibly proud to top the list for fitness centers. Each day, we are 110% focused on providing the best customer experience and value at an extremely affordable price and engaging with our members in meaningful and positive ways, and this recognition is a testament to that ongoing work. Above everything else, I would like to thank our dedicated franchisees and team members across the country who are on the front lines of our customer service and experience and who strive to make the 'Judgement Free Zone' a welcoming and non-intimidating environment for our more than 12 million members."*

■This Breaking News is fresh off the twice-weekly Newsbeat email blast from our good and kind friends at Club Industry, and I'm reporting portions of their report now because, "Were it not for the grace of God, there go I." Read on... ROGER WITTENBERNS, 62, is the Founder of the Lady of America health club chain. He had pleaded guilty on



Happy Holidays and New Year!

November 27, 2018 to charges of DUI Manslaughter from a crash he was in while driving his Lamborghini, which collided with J. Gerald Smith's Buick at an intersection in Delray Beach, Florida. Sadly, Mr. SMITH, age 82, was killed. According to the report written by Club Industry's ANTHONY DOMINIC: "Roger Wittenburns was initially sentenced to two years in prison, but his health issues --- which include multiple heart attacks and chronic back pain --- persuaded the court to allow him to serve his sentence in his home. Wittenburns will not face jail time but was sentenced to two years of house arrest, 10 years of probation and must (See Norm's Notes Page 6)

### About Club Insider

## CELEBRATING 25 YEARS OF TRUST

Club Insider is published by Cates Media, LLC. in Marietta, Georgia. Those wishing to reproduce any portion of this publication may do so, provided it is not for resale. Reprints for commercial use are available for a fee by request.

PUBLISHER and TRIBAL LEADER SINCE 1993 - Norm Cates, Jr.  
PARTNER and ASSISTANT PUBLISHER - Justin Cates

PRINTING and MAILING SERVICES - Walton Press

Club Insider  
P.O. Box 681241  
Marietta, GA 30068

(O): (770) 635 - 7578  
(F): (678) 826 - 0933

www.clubinsideronline.com

Proudly Published in The United States of America



### Thank You to Our Contributing Authors

- Rick Caro - President, Management Vision, Inc. - (212) 987 - 4300
- John McCarthy - 25-Year Executive Director Emeritus of IHRSA
- Joe Moore - IHRSA President & CEO - (800) 228 - 4772
- Angie Pattengale - National Federation of Personal Trainers - (800) 729 - 6378
- Bill McBride - Founder, BMC3 - BillMcBride@bmc3.com
- Bruce Carter - President, Optimal Design Systems International - (954) 888 - 5960
- Casey Conrad - Communications Consultants - (800) 725 - 6147
- Daron Allen - President & CEO, Visual Fitness Planner - dallen@vfp.us
- Derek Barton - Owner, Barton Productions - derek@bartonproductions.com
- Donna Krech - Founder/President, Thin & Healthy's Total Solutions - (419) 991 - 1223
- Dr. Art Curtis - President, Curtis Club Advisors - art@curtisclubadvisors.com
- Jim Thomas - President, Fitness Management USA - (800) 929 - 2898
- Jon Butts - President, Muscle Up Marketing - jon@muscleupmarketing.com
- Karen Woodard-Chavez - Premium Performance Training - karen@karenwoodard.com
- Melissa Knowles - VP of Gym HQ, A ClubReady Company - mknowles@gymhq.club
- Michael Gelfgot - Anytime Fitness - mike.gelfgot@gmail.com
- Mike Alpert & Claremont Club Team - www.claremontclub.com
- Nancy Trent - Founder, Nancy Trent & Company - nancy@trentandcompany.com
- Paul Bosley - Owner, Business Finance Depot - (800) 788 - 3884
- Paul R. Bedard, Esquire - Crunch Fitness Connecticut - paul@crunchct.com
- Stephen Tharrett - Co-Founder and Principal, ClubIntel - (866) 691 - 9223
- Thomas Plummer - National Fitness Business Alliance - (800) 726 - 3506

# START BEING MORE COMPETITIVE TOMORROW



## Convert to Crunch. It's as easy as 1, 2, 3.

1. Talk to Crunch about how to win in the low price gym model
2. Review your club's conversion needs
3. Sign on with Crunch and start beating the competition

Contact Greg McDonough at 603.501.0437,  
ext.112, [greg@crunchfranchise.com](mailto:greg@crunchfranchise.com) or visit  
[CrunchFranchise.com](http://CrunchFranchise.com) for info.



# The "Insider Speaks"

By: Norm Cates

I sit here in **sadness** on this **Wednesday morning, December 5, 2018**, which ironically is my **Brother GATOR DAVE'S 63rd Birthday**, and I'm watching TV coverage of the **Memorial Service** for one great man... **our 41st President of these United States, PRESIDENT GEORGE HERBERT WALKER BUSH.**

President Bush's relationships with people of all kinds was truly legendary, and I was one of those who was blessed to have experienced the greatness of this man first hand. It was back in 1988 when then **Vice President Bush was in Atlanta campaigning for President.** Because, at that time, I owned the 47,000 square-foot **Downtown Athletic Club** in what was then called *the Omni*, and now called *CNN Center*, Vice President Bush's people came to me to arrange to have him work out at my DAC Club a couple of days in a row. I was honored to meet and host him at my Downtown Athletic Club. I was also honored to be in the photo with him shown on **This Page.**

A few weeks later, I was amazed when I received a small envelope addressed to me at the DAC with this return address: **The Vice President, Washington, D.C. 20501.** Inside that envelope was a handwritten card with the Seal of the Vice President of the United States on it. Vice President Bush hand-wrote, and I quote:

**"February 27, Flying to Tennessee (then back). Dear Norm - Thanks for that very thoughtful and supportive letter. It was a pleasure meeting you and I loved the DAC facilities. EHAB is A - 1. My sincere thanks. George Bush."** (Ehab Yamini was our world class massage therapist who also happened to be blind.)

So, it's on this day, **December 5, 2018**, that I share this experience with you all because I want you to know that everything you may have seen or heard or read in the news and during his funeral service about **President George Hubert Walker Bush** being a really great and caring man was no exaggeration.

His life was one for the ages... a

life where, at **age 18**, he became a **Navy Fighter Pilot during World War II.** His **fighter plane was shot down on his 50th mission**, and he survived parachuting from his plane into the sea. Unfortunately, two others on his plane didn't survive it all. **The young fighter pilot, someday to be known as #41, a/k/a the 41st President of our United States of America**, survived, and he was plucked from the sea by a U.S. Navy submarine crew to live on.

I, for one, am very thankful for this great man. I was sincerely honored to have met him and to have gotten to know him, speaking with him face to face for a little while he was working out at my DAC. **President Herbert Walker Bush was truly a Class Act from birth to death. May President Herbert Walker Bush Rest In Eternal Peace.**

*(Norm Cates, Jr. is a 40+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of Club Insider, now in its 26th year of publication. Cates was IHRSA's First President, and a Co-Founder with Rick Caro and five others,*



V.P. George H.W. Bush and Norm Cates

*in 1981. In 2001, IHRSA honored Cates with its DALE DIBBLE Distinguished Service Award, one of its highest honors. In 2017, Cates was honored with Club Industry's Lifetime Achievement Award. Cates can be reached by phone at 770-635-7578 or email at Norm@clubinsideronline.com)*

## ...Norm's Notes

continued from page 4

pay the deceased driver's family \$20,000, according to the **South Florida Sun Sentinel** from whom Dominic obtained information for part of his report." Folks, I have three comments:

1. Mr. Wittenberns must have had one hell of a lawyer because **JUDGE LAURA JOHNSON** did not put Wittenberns in the **Pokey (Jail)**, instead of letting him serve his two years at home. This is what Roger Wittenberns said at his sentencing according to Anthony Dominic's article: "I have been humbled and humiliated by my actions. I have been and will continue to be vilified for my action by my community, the media, my friends and even one of my daughters. I will carry this burden with a heavy heart for the rest of my life. I took a life. No words or actions will ever be

enough to show sorrow and remorse. God knows my heart and soul. I am truly sorry for what I have done."

2. Well then, Roger Wittenberns, how are you sleeping these days? Not well, eh? Maybe it's because the man's poor wife is only getting \$20,000 from you when the least you could do for the rest of your life is to help her and her family financially as much as you can afford to provide for her for every month of your life as long as you live. I bet you will sleep a whole lot better, then.

3. At the beginning of this note, I wrote: "Were it not for the grace of God, there go I." I wrote those words very sincerely because on **November 26, 2000**, over 18 years ago now, I gave up drinking entirely, forever. And, since that date I have not had any, not one single drop of firewater of any kind. I made this

dedicated decision for the rest of my life because at that stage in my life, at age 54, I had come to realize that I was on a self-paved-path to destruction from the abuse of alcohol, and in fact, I was playing another form of Russian Roulette when, I too, would unlawfully drink and drive. I truly believed then, and I believe now that, had I continued my behavior, which somewhat resembled Wittenberns' behavior, reported by Dominic, which was drinking and then driving, I was someday going to accidentally hurt or kill somebody. So, truthfully, I write these words today as my Testimony to you all that I now live, at age 72, as a truly blessed man because I never hurt anybody with my bad and dangerous habit during those many years of drinking and driving before I quit. I believe that there is at least one of you out there who does the same things that and Roger and I were

guilty of doing, and maybe, just maybe, this writing can assist you in making the break to a life free of firewater. And... a life free of the RISK and DANGER of hurting or killing somebody and going to jail for a long-long time. So, maybe we can save a life or two here. I rest my case.

If ANY of you would like to discuss this subject with me, I'm here to talk anytime you want to call. My phone number is: (770) 635 - 7578, and my email is: Norm@clubinsideronline.com.

■ My long-time friend, **CECIL SPEARMAN**, Founder and Owner of three very nice Spearman Clubs, Inc. in Southern California, has announced that he's taking on the role as **Chairman** and stepping away from day-to-day operations, turning his three clubs over to his three sons, (See Norm's Notes Page 7)

# Make It Fun!

**...Norm's Notes**

continued from page 6

**MARK, STEVE and SCOTT**, to operate. Cecil's a former **Executive** in the **Medical Supply Industry**, who switched his occupation focus from the medical supply industry to our health, racquet and sportsclub industry. He's done very well in our industry, and some of his success certainly could be attributed to the fact that he's a **Duke University graduate**. **The rest could be attributed to the fact that Cecil is a VERY SAVVY GUY!** Cecil was an **IHRSA Board Member** and the

**10th President of the Association** back in **1993**. He was also one of our **Faust Roundtable #1 Members** who helped me dream up the idea of **Club Insider** over **26 years ago**. Best of luck, Cecil, as you and your wonderful wife, **JEAN**, find some spare time to relax and enjoy the fruits of your labors.

■ **The BAY CLUB Company** has announced that it has agreed to **acquire five properties from Leisure Sports, Inc.**, and they have entered into a development relationship for future opportunities. Check out the **Press Release on Page #26**.

■ **My long-time friend, BARRY BLEUER**, who's with **The JONAS Fitness Company**, gave me a call on **November 14th** to tell me that **ALANA SHARP's two clubs in Paradise, California** had burned to the ground during the recent **terrible California fires**. **May God Bless all of those who perished, or were injured, and all of those among the thousands and thousands whose homes were burned to the ground.**

■ **Out of CARLSBAD, CALIFORNIA**, in 2019, **JAZZERCISE**, the company that catapulted "aerobic dance" to notoriety in

the 1980s, becomes the first ever dance fitness brand to celebrate the 50-year mark. The always-evolving program was created in the Chicagoland area in 1969 by **Founder and CEO, JUDI SHEPPARD MISSETT**, with a single aerobic dance class based on classical jazz dance. **Congratulations in advance to Jazzercise!**

■ **The Creek Course at Fiddler's Creek** has been ranked among **Golfweek Magazine's Top 100 Best Residential Golf Courses** in the country for the **14th consecutive year**. The Creek Course at Fiddler's Creek, (See **Norm's Notes Page 8**)

# BMC3

## Consulting Services From BMC3

### Comprehensive Assessment

Site Visit; Strategy Review; Facility Assessment; Staff Assessment; Market Position Assessment; Recommendations on Quality & Profitability Improvement.

### Consulting & Team Training

Sales Success; Sales Management; Strategy; Leadership/Management; Operations Excellence; Performance Management; Marketing/Positioning; Retention & Member Engagement/Experience.

### Consulting and Ongoing Support

Many clients opt for a certain number of hours/days per month on a continuous basis allowing us to become a resource and a member of the team on a deeper level. This approach is extremely productive on-site and remotely.

Contact **Bill McBride** at:

**(415) 299 - 9482** or  
**BillMcBride@BMC3.com**  
**LinkedIn.com/in/BillMcBride**

Or Visit:

**www.bmc3.com**

*"We would recommend Bill McBride/BMC3 to any organization that is looking at improving sales, customer service and team engagement."*

- **Large Non-Profit Community Center Client, Northeast, U.S.**

*"His approach was thorough and the implementation plan resulted in a dramatic increase in performance including, membership, personal training, member experience (NPS of 58.4%), retention, operations and net income. The team responded well to Bill's collaborative leadership approach and delivered. The result was a ten-fold increase in net income. Under his leadership, we surpassed our budget and were extremely pleased with the results he and our club teams accomplished. I highly recommend Bill as a consultant and operator."*

- **Private Health Club Owner Client of Two Sites in the Midwest, U.S.**

*"I highly recommend Bill McBride/BMC3 on all challenges club operators face with their business. He relates well with the on-site team, ownership and is collaborative in delivering best practices. His expertise, authenticity, integrity and follow-through are beyond reproach. I trust him greatly."*

- **Private Health Club Owner Large Commercial Club in the Pacific Northwest, U.S.**



ARCHITECTURE  
AND INTERIORS

**FABIANO**

WWW.FABIANODESIGNS.COM

## DESIGNING THE EXPERIENCE



PROJECT  
DESIGNERS AND  
CONSULTING

DESIGN  
STANDARDS AND  
BRAND MANUALS



DESIGN  
CONCEPTS  
AND MASTER  
PLANNING



For over 29 years, Fabiano Designs has completed more than 900 projects worldwide and worked with the most respected owners in the industry. We are a full service architecture and interior design firm specialized in designing unique experiences to help our clients succeed. We are unmatched in producing creative, innovative and highly successful projects. Call us at (973) 746-5100 to learn more.

**...Norm's Notes**

continued from page 7

which opened in February 2002, has also received recognition in Links Magazine as one of America's 100 Premier Properties, in Travel + Leisure Golf Magazine's America's Top 100 Golf Communities List, and GolfCourseRealty.com's Top 10 Best Residential Courses in the Sunshine State.

■JUSTIN and I want to say THANK YOU for reading Club Insider! Justin and I also want to wish you all a very Merry

Christmas or a Happy Hanukkah, with Happy Holidays and a Happy, Healthy New Year to you all!

■Club Insider is a Paid Subscription based Publication with a money back guarantee on all new subscriptions. Are you a Paid Subscriber? If the words **PROMOTIONAL COPY** appear above your name and address on the cover of this month's edition, you are not a Paid Subscriber, and you are not enjoying the full benefits of a Paid Subscription to Club Insider, which includes one year of new editions (print and online) and

online access to all previous 25 years of Club Insider's 300 archived monthly editions. So, don't delay! Subscribe today for just \$89 for one year, \$149 for two years or \$10 a month by going to [www.clubinsideronline.com/subscribe](http://www.clubinsideronline.com/subscribe).

■God bless our troops, airmen and sailors worldwide and keep them safe. Thank you, Congratulations and Welcome Home to all of our troops who've served in Iraq, Afghanistan, and around the world. God bless America's Policemen and women and Firemen and women and keep them safe. God bless

you, your family and your club(s). God Bless America! Laus Deo!

(Norm Cates, Jr. is a 40+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of Club Insider, now in its 26th 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. In 2017, Cates was honored with Club Industry's Lifetime Achievement Award. Cates can be reached by phone at 770-635-7578 or email at [Norm@clubinsideronline.com](mailto:Norm@clubinsideronline.com))



Announcing the placement of  
**Sylvia Borowska**  
 Manager  
 Drive Clubs

**Hire the Best!**

Think beyond traditional job boards, classified, and web postings. We specialize in executive recruitment for the health and fitness industry. We have a vast network of over 3,000 candidates in our database and have successfully placed over 250 senior level managers.

**For all your health & fitness employment needs, contact JLR Associates!**

**Jeff Randall**  
 781-251-0094  
 Email: [jr@jlrassoc.com](mailto:jr@jlrassoc.com)  
 or **Dennie Noecker**  
 609-430-8455  
 Email: [dennie@jlrassoc.com](mailto:dennie@jlrassoc.com)

**Enhance Your Brand Image**

**Build Customer Loyalty with Private Label Locks!**



**When They Grab a Lock Make it Yours!**

**Advertising in its Purest Form!**

- Available with 1" or 2" shackle.
- Any color combination.
- Private label retail packaging.



**Put your business logo on the lock.**



**Deadbolt and cam locks too!**



**LOCK AMERICA INC.**  
 The Definitive Word in Locks

Tel: (951) 277-5180 Toll Free (800) 422-2866 Fax: (951) 277-5170  
 9168 Stellar Court, Corona, CA 92883  
[www.laigroup.com](http://www.laigroup.com) [sales@laigroup.com](mailto:sales@laigroup.com)

# KUSHH!

— *what fitness sounds like.*



Step right up and feel the difference — **KUSHH!**™ Exercise platforms have never been this comfortable, or this effective — **KUSHH!** Want to see and feel the next evolution in platform fitness? The compressed foam topper cushions the foot while it challenges the muscles needed for stability and balance —

**KUSHH!** All participants of every fitness level will feel confident no matter what their position — upright, prone, supine, on their side or kneeling. **KUSHH!** In the end, they get a more comfortable workout that delivers superior results. How does that sound? Like **KUSHH!**



[www.thestep.com](http://www.thestep.com) / 877.296.9990 | **STEPFITNESS**

## ...2018 In Review

continued from page 3

### A Summary of Our 2018 Cover Stories

We began 2018 with our **January Cover Story** on **Scott and Beth Gillespie's Saco Sports & Fitness** in *Saco, Maine*. An incredible facility throughout, the more incredible fact about this organization is that it had to rebuild from scratch after a destructive fire in 1994. Since then, they have excelled, and so many in our industry have learned from them because of their generosity in leadership.

Our **February Cover Story** featured the principals, **Steve Strickland, John Quattrocchi** and **Mark de Gorter**, of **Workout Anytime**. This is a southern regional franchise organization that is expanding far and fast!

**AUGIE! AUGIE!! AUGIE!!!** That is the chant heard every year at the Augie's Quest Bash and other Augie's Quest events. It is, of course, the name of the one and only **Augie Nieto**, an industry legend who was diagnosed with ALS 14 years ago and is still going full force towards curing the horrible disease. Our **March Cover Story** focused on all things **Augie and Lynn Nieto**, including ongoing record-breaking fundraising, the introduction of ALS Treatment AT-1501 and the release of

the documentary film, **AUGIE**.

Moving into Spring, our **April Cover Story** celebrated the **50th Anniversary of Dr. Kenneth Cooper's** groundbreaking work called **Aerobics**. It's a household word now, but back then, it caused quite the stir! In this cover story, we also provided an update about everything the Dallas-based Cooper Center is doing for the United States and the world.

Every great idea requires a foundation. On every foundation sits a design to accomplish that idea. That medium is the home of our **May Cover Story** subjects, **Rudy Fabiano** of *Fabiano Designs* and **Bruce Carter** of *Optimal Design Systems International*.

Industry veteran, **Roger Ralph**, was the subject of our **June Cover Story**. There isn't much Roger has not accomplished during his time in our industry, from being involved with the founding of the **Columbia Association** to his time with the **Bel Air Athletic Club** and **Hockessin Athletic Club**. This cover story is one of those that, if you take the time to sit back, relax and read every word, you will learn a lot, and your time will be well worth it.

Climbing the heights of the health and fitness club industry can feel like climbing a mountain, so what better source than talking to a mountain climber? One of the best ever, the ninth American

to scale *both Mount Everest and K2*, the most dangerous climbs in the world (by comparison, only 12 Americans have ever walked on the moon), **Chris Warner** was the subject of our **July Cover Story**. Today, his **Earth Treks** organization is a specialized chain of facilities that is one of the best at delivering an authentic indoor climbing experience.

**PASS PHIT!** was the subject of our **August Cover Story**. Contact your Congressional Representatives today by going to: [hub.ihrsa.org/phit-act](http://hub.ihrsa.org/phit-act). *Passing this legislation will change the landscape of our industry for all time.*

The 900-pound guerilla keeps rolling as **Planet Fitness** surpassed 1,500 locations with no end in sight. Our **September Cover Story** featured the **Judgement Free Zone** as its expansion continues. What many don't realize is how crucial to its core that tagline is, their goal to be the approachable gym for the first timer and their hope to conquer bullying in our youth. So much can be learned from the execution of these initiatives.

Moving out west to the California-based chain, **In-Shape Health Clubs**, our **October Cover Story** explored the keys to success of a *35+ year-old chain* with *67 locations* in California today.

Closing out the slate of cover stories for 2018 was the **November Cover Story** about **Jim Worthington's Newtown Athletic Club Celebrating 40 Years!** *What a milestone!* Even more incredible was Jim's dedication of the proceeds raised being contributed to *Augie's Quest* and *Matt's Mission* to find the cure for ALS! Anyone who knows Jim knows that's exactly something he would do! **JIM! JIM!! JIM!!!**

### Thank You All!

Before moving on, we must take a moment to thank those that make it possible for us to publish **Club Insider** each and every month.

First, we would like to thank you, our readers, for your support. The labor of love called **Club Insider** *always has you in mind, and we hope it shows*. We also want to say **Thank You** to our printer, **Walton Press**, a fantastic 118-year-old company in Monroe, Georgia for the great work they've done on all **300 monthly editions of Club Insider** since 1993.

Next, we'd like to thank all of our authors this year, as they took time out of their busy schedules to share a great mix of informative articles across a vast array of topics. Beyond our monthly cover stories and news coverage with both press releases and Norm's Notes, we try to bring Best Practices to you from the trenches. Our authors this year included: **Alexandra Larcom, Angie Pattengale, Bill McBride, Bruce Carter, Casey Conrad, Deneen Laprade, Derek Barton, Jim Thomas, Jon Butts, Karen Woodard-Chavez, Mario Bravomalo, Mark Williamson, Melissa Knowles, Michael Gelfgot, Mike Alpert,**

**Nancy Trent, Paul Bosley, Paul R. Bedard, Esquire, Paul Steinbach, Sam Johnson, Shannon Malooly, Stephen Tharrett and Thomas Plummer.** Thank you to our **Club Insider Contributing Author Team!**

And, of course, we'd also like to thank all of the companies that advertised with us this year because we could not have come to you each month without their financial support. Our advertisers this year included: **American Gym Trader, Augie's Quest, BMC3, Crunch Franchising, Fabiano Designs, FIBO USA, GENAVIX, GoalPostPro, Health Club Experts, HYPOXI, iGo Figure, IHRSA, Instinctive Insights, Iron Grip Barbell Company, JLR Associates, LA Fitness, Lock America, MOSSA, Muscle Up Marketing, NFPT, Our Town America, PASS PHIT!, Planet Fitness, Pro Fitness Program, Sports & Fitness Insurance, Susan K. Bailey Marketing & Design, The Step Company - KUSHH!, Thin&Healthy's Total Solution, Visual Fitness Planner and Workout Anytime.** Thank you to our **Club Insider Advertiser Team!**

### A Note About Subscriptions

Before we move forward with *2018 In Review*, let me mention our **Paid Subscription** options. Some of you reading this are doing so on a *complimentary basis* with a promotional copy of our printed edition. If the words **"PROMOTIONAL COPY"** appear above your address on the front cover, you are *not* reaping the full benefits of a **Paid Subscription to Club Insider**. One thing to think about when considering a subscription investment to **Club Insider** is that, for just **\$89**, you will receive **one year** of printed and online editions *plus* online access to **all archived editions (300 to date)** of **Club Insider!** Or, for **\$149**, you will receive **two years** of printed and online editions *plus* online access to every archive edition of **Club Insider** ever published! Or, you can now take advantage of our **\$10** monthly option. To subscribe today, go to [www.clubinsideronline.com/subscribe!](http://www.clubinsideronline.com/subscribe)

With **10,000+** pages of archived content, this is an incredible wealth of information for an even more incredible price! While reading this note and this edition, please remember that you may not receive a promotional copy next month or the month after because we alternate our promotional mailings. So, we urge you to subscribe today. It only takes a couple of minutes to securely subscribe through our website by going to [www.clubinsideronline.com/subscribe](http://www.clubinsideronline.com/subscribe), and you will have a wealth of industry information and the history of our great industry at your fingertips! **We also wish to express our most sincere Thanks and Appreciation** to all of you who have subscribed to **Club Insider** during our first 25 years of publication. We greatly appreciate your business and support.

(See *2018 In Review* Page 12)

## Subscribe to Club Insider



Name: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: (\_\_\_\_) \_\_\_\_ - \_\_\_\_\_

\_\_\_\_ **\$89 - One Year** (includes 1 year print & online + 25 archived years online)

\_\_\_\_ **\$149 - Two Years** (includes 2 years print & online + 25 archived years online)

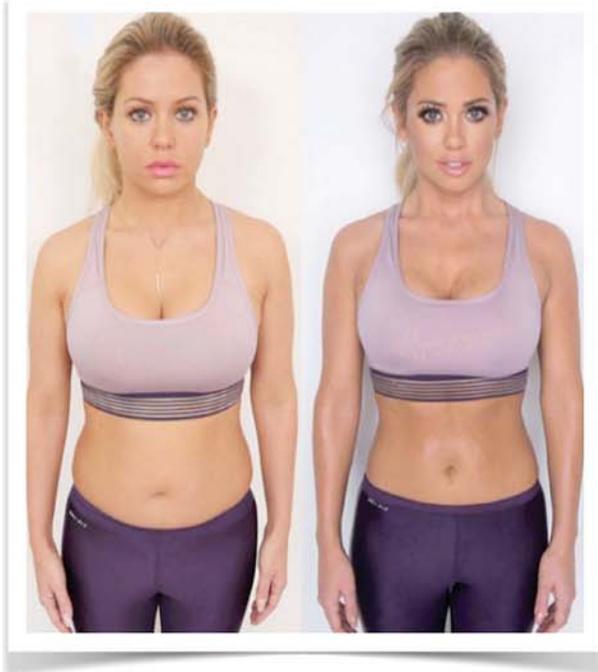
Credit Card #: \_\_\_\_\_ Exp: \_\_\_\_ / \_\_\_\_

Mail form with payment to: **Club Insider**  
P.O. Box 681241  
Marietta, GA 30068

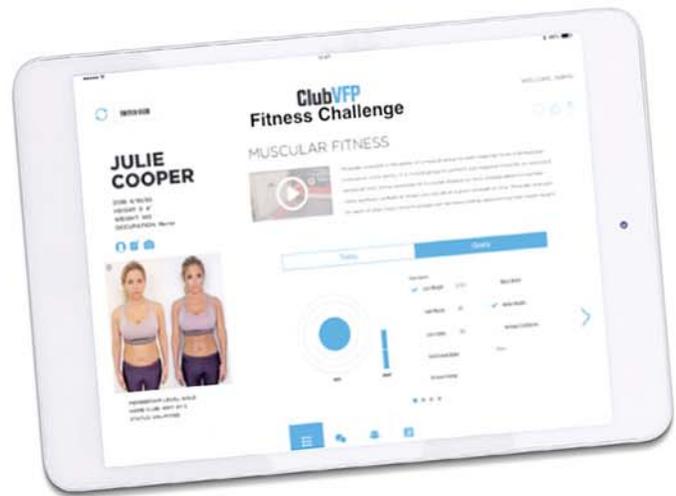
Or go to: [www.clubinsideronline.com/subscribe](http://www.clubinsideronline.com/subscribe)

## 100% Money-Back Guarantee!

# Challenge Platform



***NO more paper***  
***NO more printing***  
***NO more spreadsheets***



## **RUN YOUR FITNESS CHALLENGE MORE EFFICIENTLY**

Participant Data Management

Liability and Promotion Waiver

Measurement Tracking

Photo Upload

Participant Leaderboard and Judging

Enterprise Solution for Multiple Locations

Give the guys at VFP+ a call (877.837.1212) if you're thinking about running a challenge, or if you'd like to run a challenge *efficiently*.

[www.vfp.us](http://www.vfp.us)

**...2018 In Review**

continued from page 10

**And Now, 2018 In Review**

**January 2018**

*Saco Sport & Fitness - Maine's Most Comfortable Club* - **By:** Justin Cates

**Front Page Article Headlines:**

■ A Letter About PHIT From IHRSA President & CEO, Joe Moore

**Inside the Insider:**

■ Exercise IS Medicine! - **By:** Mike Alpert  
 ■ Embrace the Truth - **By:** Derek Barton  
 ■ What a Difference a Year Makes - **By:** Melissa Knowles  
 ■ How to Succeed in the Gym Business - **By:** Jim Thomas  
 ■ What Does At-Will Employment Mean? - **By:** Paul R. Bedard, Esquire  
 ■ How to Design a Club for Maximum Sales Power - **By:** Bruce Carter  
 ■ Navigating A Trade Show - Our Club Industry Show Experience - **By:** Angie Pattengale  
 ■ Seven Ways Your Health Club Can Help Members Meet Their Goals - **By:** Alexandra Larcom  
 ■ NFPT Announces its Fitness Trends of 2018  
 ■ MYZONE to be Honored as IHRSA's 2018 Associate Member of the Year  
 ■ acac Pantops Now Open in Charlottesville, VA  
 ■ And, of Course, **Norm's Notes**

**February 2018**

*Workout Anytime Leaders Bring Vast Experience to the Industry* - **By:** Norm Cates

**Front Page Article Headlines:**

■ Bill Dussor, Longtime IHRSA Staff Member, Passes Away  
 ■ IHRSA to Present Dr. Art Curtis With Dale Dibble Distinguished Service Award

**Inside the Insider:**

■ Exercise IS Medicine! - **By:** Mike Alpert  
 ■ Locker Room Legal Issues - **By:** Paul R. Bedard, Esquire  
 ■ Inviting Difficult Conversation - **By:** Karen Woodard-Chavez  
 ■ Eleven Predictions for the Fitness Industry in 2018 - Part I - **By:** Stephen Tharrett & Mark Williamson  
 ■ "In Touch" With Jeramy Fishel - **By:** Norm Cates  
 ■ Planet Fitness Expands Global Footprint to Mexico  
 ■ Visual Fitness Planner Accelerates its Growth Plans by Adding Kevin Bryant  
 ■ Crunch Fitness Appoints Dan Gallagher to Chief Financial Officer  
 ■ And, of Course, **Norm's Notes**

**March 2018**

*AUGIE* - **By:** Justin Cates

**Inside the Insider:**

■ Exercise IS Medicine! - **By:** Shannon

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST  
**Saco Sport & Fitness**  
*Maine's Most Comfortable Club*  
JANUARY 2018  
Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST  
**Workout Anytime Leaders**  
*Bring Vast Experience to the Industry*  
FEBRUARY 2018  
Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST  
**Augie**  
MARCH 2018  
Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

Malooly  
 ■ No & Low-Cost Marketing - Does It Still Exist? - **By:** Casey Conrad  
 ■ Dinosaurs... - **By:** Thomas Plummer  
 ■ Data Breach Protection and Actions to Take Should One Occur - **By:** Paul R. Bedard, Esquire  
 ■ Stop the Bleeding - **By:** Michael Gelfgot  
 ■ Eleven Predictions for the Fitness Industry in 2018 - Part II - **By:** Stephen Tharrett and Mark Williamson  
 ■ How to Skyrocket Sales in Your Gym Immediately! - **By:** Jim Thomas  
 ■ Planet Fitness Franchisees Join Forces to Focus on Member-first Culture and Accelerated Growth  
 ■ Town Sports International Holdings, Inc. to Acquire Total Woman Gym and Spa  
 ■ And, of Course, **Norm's Notes**

**April 2018**

*Dr. Kenneth Cooper - Reminiscing About 50 Years of Aerobics* - **By:** Justin Cates

**Front Page Article Headlines:**

■ Sandi Gordon Rolling Out Rock Steady Boxing at Apple Athletic Club - **By:** Norm Cates

**Inside the Insider:**

■ Exercise IS Medicine! - **By:** Mike Alpert  
 ■ A Formula for Successful Customer Service - **By:** Melissa Knowles  
 ■ Defamatory Social Media Reviews - **By:** Paul R. Bedard, Esquire  
 ■ What's Your Reputation? - **By:** Jon Butts  
 ■ Never Stop Learning - **By:** Derek Barton  
 ■ What is Your Conflict Communication Style? - **By:** Karen Woodard-Chavez  
 ■ Communication 101 and Then Some - **By:** Angie Pattengale  
 ■ Lock America Enters the Health and Fitness Club Market  
 ■ Jim Worthington, Owner of Newtown Athletic Club, Elected Chairman of IHRSA  
 ■ Iron Grip and EXOS Team Up  
 ■ The Atlantic Club in Manasquan and Red Bank Earn Prestigious Medical Fitness Certification  
 ■ Join the Augie's Quest MYZONE Challenge Today  
 ■ And, of Course, **Norm's Notes**

**May 2018**

*Modern Club Architecture and Design - Featuring Interviews With Rudy Fabiano and Bruce Carter - Part I* - **By:** Justin Cates

**Front Page Article Headlines:**

■ NAC Owner and IHRSA Chairman-elect, Jim Worthington, Appointed to Presidents' Council on Sports, Fitness and Nutrition

**Inside the Insider:**

■ "Little Things We Take For Granted." - **By:** Mike Alpert  
 ■ The Boutique Storm is Cresting - What's the Play for Traditional Clubs? - **By:** Stephen Tharrett and Mark Williamson  
 ■ Qualities of Effective Counsel - **By:** Paul R. Bedard, Esquire  
 ■ How to Get More Prospects to Visit Your Website (And, it's probably not what you think) - **By:** Jim Thomas  
 ■ The Best Financing Available Today - **By:** Paul Bosley  
 ■ Social Media Isn't Going Away, But You Can Get In Front of It! - **By:** Sam Johnson  
 ■ Get Amazon Fit - **By:** Nancy Trent  
 ■ The Atlantic Club's Country Concert for ALS a Huge Success  
 ■ Life Time Disrupts Shared Workspace Industry With Opening of Life Time Work  
 ■ Deneen Laprade Named VP of Business Development for Instinctive Insights  
 ■ The Bay Club Company Acquires Broadway Tennis Center  
 ■ More than 700 Capitol Hill Staffers Set New Participation Record in ACE Congressional Fitness Challenge  
 ■ And, of Course, **Norm's Notes**

**June 2018**

*Roger Ralph - A Club Industry Pioneer, Veteran and Gentleman* - **By:** Justin Cates

**Front Page Article Headlines:**

■ Jim Worthington - One Busy Guy! - **By:** Norm Cates  
 ■ Modern Club Architecture and Design - Featuring Interviews With Rudy Fabiano and Bruce Carter - Part I - **By:** Justin Cates

**Inside the Insider:**

■ Exercise IS Medicine! - **By:** Mike Alpert  
 ■ Inside Instinctive Insights - Client Spotlight: WestFit Clubs - **By:** Deneen Laprade  
 ■ The Onboarding Process as a Sales, Retention and Referral Tool - **By:** Karen Woodard-Chavez  
 ■ Putting the Service Back Into (See 2018 In Review Page 16)

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST  
**Dr. Kenneth Cooper**  
*Reminiscing About 50 Years of Aerobics*  
APRIL 2018  
Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST  
**Modern Club Architecture and Design**  
*Featuring Interviews With Rudy Fabiano and Bruce Carter*  
MAY 2018  
Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST  
**Roger Ralph**  
*A Club Industry Pioneer, Veteran and Gentleman*  
JUNE 2018  
Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

**OUR PRODUCTS  
AREN'T JUST  
MADE IN THE U.S.  
THEY'RE MADE  
BY US.**



Iron Grip dumbbells, barbells and weight plates are manufactured right here in the USA — by us — from start to finish. Our fully in-house production capabilities surpass the most rigorous product standards in the industry and deliver the promise of continual innovation. That's why quality will never be a foreign concept to us.

**To learn more and see our full line of products,  
visit [IronGrip.com](http://IronGrip.com).**



**IRON GRIP**  
BARBELL COMPANY

AMERICAN TO THE CORE.



# SUPERCHARGE YOUR KNOWLEDGE

## FEATURING KEYNOTE SPEAKERS



**CHRIS RIDDELL**  
Digital Technology Expert  
and Futurist  
*Sponsored by Myzone*



**MEL ROBBINS**  
Author and Entrepreneur  
*Sponsored by Technogym*



**ROHIT BHARGAVA**  
Author and Innovation &  
Marketing Expert  
*Sponsored by Matrix Fitness*



**DENISE LEE YOHN**  
Author and Brand Expert  
*Sponsored by Gympass*

**REGISTER NOW FOR THE LOWEST RATES.**  
**[ihrsa.org/convention](http://ihrsa.org/convention)**

[facebook.com/ihrsa](https://facebook.com/ihrsa)

[@ihrsa](https://twitter.com/ihrsa) | [#IHRS2019](https://twitter.com/ihrsa)

[ihrsa](https://www.instagram.com/ihrsa)

[ihrsa.org/convention](http://ihrsa.org/convention)

[events@ihrsa.org](mailto:events@ihrsa.org)

14<sup>TH</sup> ANNUAL  
**SPACEBASH**  
FOR AUGIE'S QUEST

**MARCH 15, 2019**

**SAN DIEGO  
CONVENTION CENTER**

**AUGIESQUEST.ORG/BASH**



**...2018 In Review**

continued from page 12

Sales - **By:** Casey Conrad ■What Are the Elements of a Legal Contract? - **By:** Paul R. Bedard, Esquire ■Gym Owner's "Fat and Ugly" Sign Gains Fans, Avoids Fine - **By:** Paul Steinbach ■US Fitness Receives Majority Investment From Delos Capital and HRS Management ■Crunch Fitness Launches Strengthened By Heroes Campaign ■Blink Fitness Promotes Two Key Players; Names Todd Magazine CEO ■NFPT Partners With MS Fitness Challenge to offer New MS Fitness Training Course ■Genesis Health Clubs Acquire All Kansas City-area World Gym Locations ■ClubCorp Announces Leadership Transition ■Attend the 2018 IHRSA Institute ■And, of Course, **Norm's Notes**

**July 2018**

*Chris Warner and Earth Treks - Climb. Play. Grow.* - **By:** Justin Cates

**Front Page Article Headlines:**

■Fred Streck, Early Racquetball and Sports Club Developer, and Co-Owner of CourtSouth, Passes Away - **By:** Norm Cates

**Inside the Insider:**

■Inactivity, Sedentary Lifestyles and Over-eating... - **By:** Mike Alpert ■Balancing What You Have the Right to Do With What is Right to Do - **By:** Stephen Tharrett and Mark Williamson ■Complying With the Telephone Consumer Protection Act and Avoiding TCPA Lawsuits - **By:** Paul R. Bedard, Esquire ■Employee Recognition and Rewards - **By:** Melissa Knowles ■Begin Preparing Now For Your Fall Marketing Campaign! - **By:** Jim Thomas ■Hire Smart - **By:** Derek Barton ■IDEA World: A Recap - **By:** Angie Pattengale ■In Touch With Tom "Stuie" Henderson - **By:** Norm Cates ■Stone Creek Wins Prestigious 'Business of the Year' Award ■PHIT Clears Legislative Hurdle, One Step Closer to Passage ■GYMBOX Fitness Announces New Equity Partner; Bill Windscheif Joins Texas-Based Fitness Company ■World Gym International Promotes Guy Cammilleri To CEO and Doug Katona to COO ■Planet Fitness, Inc. Announces Refinancing Transaction ■And, of Course, **Norm's Notes**

**August 2018**

*PASS PHIT! - The Importance of Passing PHIT and What You Can Do To Help* - **By:** Justin Cates

**Inside the Insider:**

■Exercise IS Medicine! - **By:** Mike Alpert ■Is the Wellness Revolution Finally Here? - **By:** Casey Conrad ■Something is Missing... - **By:** Karen Woodard-Chavez ■Inside Instinctive Insights - Client Spotlight:

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST

**Chris Warner and Earth Treks**  
*Climb. Play. Grow.*

**JULY 2018**

Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

HealthQuest Fitness - **By:** Deneen Laprade ■David and Goliath - **By:** Michael Gelfgot ■Lawsuit Stemming From Transgender Locker Room Policy Revived - **By:** Paul R. Bedard, Esquire ■KKR to Acquire The Bay Club Company ■ClubIntel Announces the Upcoming Launch of 4th Annual International Health/Fitness Industry Trend Study - What's All the Rage ■1,500+ Join New Crunch Gym in Tuscaloosa on Record First Day of Pre-Opening Sales ■Muscle Up Marketing Acquired by Mudlick Mail ■And, of Course, **Norm's Notes**

**September 2018**

*Planet Fitness - Home of the Judgement Free Zone* © - **By:** Norm Cates

**Front Page Article Headlines:**

■Club Owner and Association Pioneer, John S. Wineman, Jr. Passes Away - **By:** Norm Cates

**Inside the Insider:**

■Exercise IS Medicine! - **By:** Mike Alpert ■Balancing Customer Service, Customer Loyalty & Business Profit Optimization - **By:** Bill McBride ■Designing the New "Sales Experience" - **By:** Bruce Carter ■Trend Wisdom - Why It's Important To Be Part of The Dialogue in 2018 - **By:** Stephen Tharrett and Mark Williamson ■Rookie Brands Take a PR Cue From Established Fitness Brands - **By:** Nancy Trent ■And, of Course, **Norm's Notes**

**October 2018**

*In-Shape Health Clubs - Shaping Healthier, Happier Lives* - **By:** Justin Cates

**Front Page Article Headlines:**

■Donahue Wildman - 1933 - 2018 ■Ron Thompson - 1956 - 2018

**Inside the Insider:**

■Exercise IS Medicine! - **By:** Mike Alpert ■Why So Many Clubs Are Doing 12-Week Fitness Challenges - **By:** Mario

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST

**#PassPHIT**

**AUGUST 2018**

Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

Bravomalo ■The Pricing Game - Part I - Determining What to Charge and How to Deliver It - **By:** Stephen Tharrett and Mark Williamson ■Are You Working Hard But Not Getting The Results You Seek? - **By:** Jim Thomas ■Five Sneaking Ways You May Be Overspending - **By:** Melissa Knowles ■The Components of an Enforceable Clickwrap Agreement - **By:** Paul R. Bedard, Esquire ■Product Knowledge Training for More Persuasive Sales Conversations - **By:** Karen Woodard-Chavez ■Tribe Selling - **By:** Casey Conrad ■Nearly 3,000 Join New Crunch Gym on Record First Day of Pre-Opening Sales ■FlexIt, the Powerful New Club Lead Generation and User Acquisition Solution ■2018 World Gym Convention Highlights the Future of the Iconic Brand ■9Round Named a Top Franchise Brand by Entrepreneur Magazine ■Former Chief Revenue Officer of ABC Financial Joins Workout Anytime as Multi-Unit Franchise Owner ■And, of Course, **Norm's Notes**

**November 2018**

*Jim Worthington's Newtown Athletic Club - Celebrates 40 Years!* - Part I - **By:** Norm Cates

**Inside the Insider:**

■How We Can Expand Our Learning By Giving - **By:** Mike Alpert ■Retention Starts With Brand Loyalty - **By:** Mario Bravomalo ■Five Tips For New Year Marketing Success - **By:** Jon Butts ■Inside Instinctive Insights - Client Spotlight: The Athletic Clubs - **By:** Deneen Laprade ■Franchising: The New Expansion Wave in the Fitness Industry - **By:** Paul Bosley ■Do You Have a Bad Boss or Are You a Bad Boss? - Part I - **By:** Karen Woodard-Chavez ■Attracting Talent - It's a System - **By:** Michael Gelfgot ■E Pluribus Unum - **By:** Derek Barton ■Telephone Consumer Protection Act Case Update - **By:** Paul R. Bedard, Esquire ■The 2018 Club Industry Show - **By:** Angie Pattengale ■Rodney Steven II Partners With Great Wolf Lodge Founders For New Waterpark and Hotel Concept ■FIBO - World's Largest Fitness Health & Wellness Event To Make U.S. Debut ■Crunch Fitness Announces New Workout Series to Celebrate 30th Anniversary of Men's Health ■And, of

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST

**Planet Fitness**  
*Home of the Judgement Free Zone®*

**SEPTEMBER 2018**

Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST

**In-Shape Health Clubs**  
*Shaping Healthier, Happier Lives*

**OCTOBER 2018**

Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

**CLUB INSIDER**  
CELEBRATING 25 YEARS OF TRUST

**Jim Worthington's Newtown Athletic Club**  
*Celebrates 40 Years!*

**NOVEMBER 2018**

Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)

Course, **Norm's Notes**



**Stay Tuned in 2019!**

*(Justin Cates is a Partner and the Assistant Publisher of Club Insider and grew up in the health and fitness 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 that doubled as Club Insider Headquarters. Now, he is an integral part of the "Story" of Norm Cates and Club Insider. Justin can be reached by phone at 423-314-4310 or email at Justin@clubinsideronline.com)*

# WANT MORE MEMBERS? WE CAN HELP!

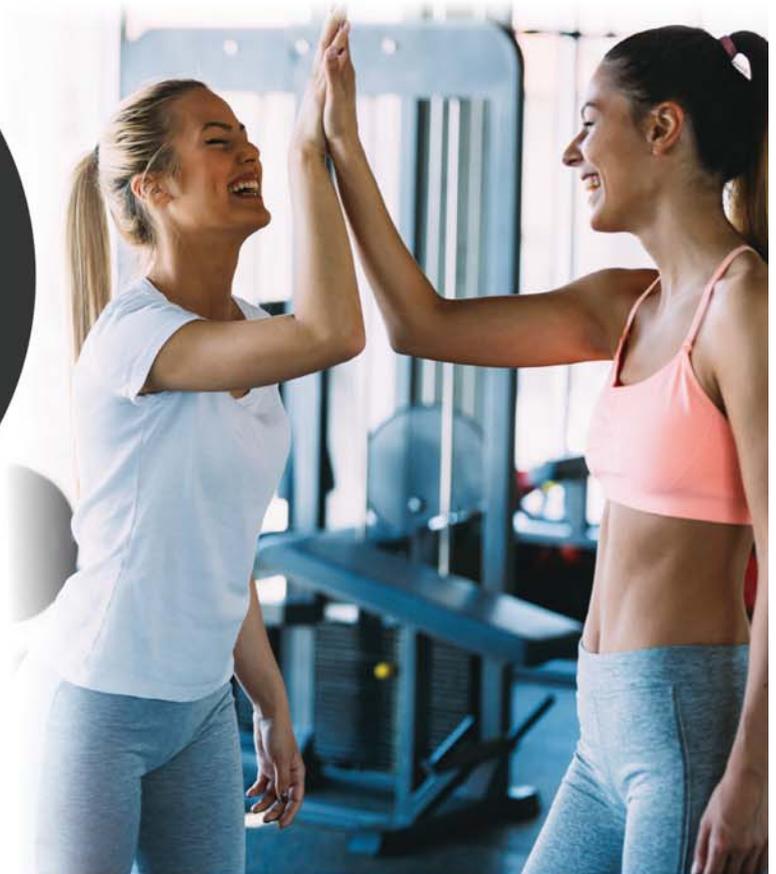
**FREE Demo &  
Market Analysis**

**\$300 Value**

**No Cost or Obligation**

**Hurry, Offer Expires  
January 15<sup>th</sup>!**

\*Contact Muscle Up Marketing  
for details.



## Digital & Print Marketing Solutions

All of the tools you need for success are housed under one roof. Direct mail, web, & mobile – we do it all. Creating an effective omnichannel marketing campaign has never been so easy!

## A Deeper Understanding Of Data

Extensive research is done on our end to learn not only about your competitors, but also your current members. Once we understand their profile, getting new members is like shooting fish in a barrel!

## Experience That Matters

We have completed over 18,000 fitness marketing campaigns for over 1,500 gyms and studios all over the US and Canada. Our knowledge and know-how will yield you superior results.



2018  
2017  
2016  
2015

Ranked as one of the  
**Fastest-Growing Companies in  
America 4 Years in a Row!**



[www.muscleupmarketing.com/demo](http://www.muscleupmarketing.com/demo)

## ...NAC's 40th

continued from page 3

the three delegates for my Congressional District, and I represented the district at the Republican National Convention. I gave my vote to Donald Trump. After I was done with that, I was done. Then, people began to reach out to me, saying, 'Look, we want to keep advancing the President's agenda.' At that time, he was still a candidate, and he had not been elected yet. They said they needed someone who would lead us and organize us, etc., so that's when I formed *People4 Trump*.

Three months later, we had Trump here at the club, and a couple of weeks later, he became President of the United States. So, I really do think I can be more effective from the outside for now. But, I certainly wouldn't turn down anything in the future that the people thought would make our community and our country better. That's kind of where my life is right now. It's been more about doing for others and advocacy and making a legacy that way. Don't get me wrong, I'm fortunate to be a successful businessman, and I'm not giving that up. But, I will tell you that 60 - 70% of my time the last two or three years has been devoted to advocacy, raising money for charity, etc.

**C.I. - Jim, how can health club owners help America be great again? Also, please share with us how you were able to prevent a newly proposed YMCA from hitting your primary market, at the time... with the closest YMCA being five miles away?**

**JW -** I think that we are positioned to really change the health of America, which in turn, impacts the financial burden, the reduction of health care costs, the quality of life... all those things. The President's Fitness Council is really focused on youth sports and ALL Americans getting exercise. The PHIT bill aligns perfectly with getting more kids playing sports and getting more people **MOVING!** That's what IHRSA's **BHAG is... to solve the global obesity crisis!** Well, we've got that in the United States. We can make America great again just by making it healthier again... **MAHA... Make America Healthy Again!** That's what we call it on the President's Council (laughing).

So many things result from people living a healthier life and exercising. Look at the opioid crisis, for example. It helps with the opioid problem. It helps with heart disease. It helps with Type 2 Diabetes. Cancer... All the different types of things. Regular exercise is as close to being a magic pill as you can get without it being a magic pill. We've really got to believe it. And, one of the things that we've got to do is open our doors to people who can't afford our clubs. Now, I'm not saying that you should have 50% of your people in your clubs who don't pay. But, there are ways to do it through a financial assistance plan, which we have, that allows people who are less fortunate to have access to your clubs.

The YMCAs do this; they allow all these 7th grade kids to come into their clubs for free for a certain amount of time. They limit it, though. So, why aren't we doing something like that? Why aren't we letting people at an early age come in and use our facilities, so they can just get a taste of it and we can introduce people to it. I think that we have a responsibility to respond to a higher calling there. That's kind of where we headed about 20 years ago. I said to Linda, 'You know, we're doing well. We're successful. But, there's a higher calling here. We have a responsibility as a successful business to give back to our community.' That's when we started our financial assistance plan, giving memberships to people who couldn't afford them.

Basically, what we did was take the YMCA's plan and made it more attractive. Since 1981, we've always been an active part of the community, and we gave back to the community. We feel that's part of life, and it's something everybody should consider doing. Back in 2000, there were two different things happening at that time. One was the YMCA coming into our primary market and trying to show that there was a need. Ironically, everything they were doing, we were doing and much more, but we just didn't make it public. Our program was more informal and word-of-mouth. We would give memberships to people in need as we heard about them. On top of that, we were giving away and donating hundreds of thousands a year in cash and in-kind gifts to different organizations. So, we showed that what the YMCA was doing was about a tenth of what we were doing. The closet Y to us was about five miles away, and we demonstrated that we were doing about ten times as much giving as that Y was.

Also, at the time, I was giving about \$40,000 to the United Way. The United Way works with the YMCA to reimburse them for the Summer Campers. So, I went to the United Way and said, 'I've got a great deal for you. I'll give you the \$40K. And, you

can send the kids here, and I won't charge you for it. Then, you can use the \$40K somewhere else!' They said, 'Okay, that's a great idea. That's super! Thank you. I can't believe you would do that!' They came back a couple of weeks later and said to me, 'Sorry, we can't do that,' I asked them why not. They responded, 'Well, we can't do that because we can't work with for-profits.' I said, 'Wait a minute. I'm going to give you \$40 grand. I'm going to let your kids come here free and ask for nothing in return. And, because I'm a for-profit business, you can't work with me? But, you'll work with a not-for-profit that charges you? Let me tell you something... **THAT'S NOT RIGHT!**' So, I went back to the YMCA and said, 'You think you're going to come into my area...? I'm bringing this to everybody's attention. So, let's make sure we understand this before we go any further.' The guy thanked me for my honesty and being up front with him. Then, about two weeks later, they pulled their new Y project in my market!

**C.I. - Wow!** What a story. Let's move on. But, first, any other comments on this whole experience?

**JW -** Now, in 2018, they're in all the affluent areas of our community. It's tough to compete with somebody like the Y. I don't mind them being in the area, but let's compete on a level playing field. We're operating businesses, but as people in business, we have a higher calling here. We can change and make a difference in people's lives. We're all going to come and go, but what are we going to have left when we pass on? *You're not going to be able to pull a pile of money on a trailer behind a hearse on the way to your funeral! At the end of the day, it's all about what did you leave when you checked out?*

### Right to Try and the NAC Community

**C.I. -** Ain't that the truth (laughing)! Jim, let's talk about the *Right to Try Act Legislation*.

Tell us about that, please.

**JW - Matt Bellina**, who as you know, Norm, has ALS, came to our club about four years ago. So, I went to Matt after he had been here a year. I could see his condition was starting to go the other way... it was getting worse. Matt and I got to be really good friends. I knew the lifespan for ALS patients was 3 - 5 years. so, I said to Matt, 'What can we do?' He said, 'There's a bill being debated in Congress called the **Right to Try Act**.' The Right to Try Act allows terminally ill people to try experimental drugs. I was naïve, and he was naïve, so I said, 'Let's try to get it done.' So, my **Have a Heart Foundation** hired an Executive Director to work this thing full time. She worked for us for about a year or so, and then, she moved on. So, **Caitlin Bellina**, Matt's wife; Linda; I and our Foundation, working with three other families in the United States and the Goldwater Institute, lobbied down in Washington, D.C.

Our congressman, **Brian Fitzpatrick**, took the ball, ran with it. The first breakthrough with the Right to Try Act came when I was a delegate in the Spring of 2016 and at the Republican Convention in the Summer of 2016. They wanted to have a rally for Mr. Trump for President in Bucks County, where I live. So, they approached me. I said, 'I have no problem. Obviously, I'm a supporter of Donald Trump, but he needs to give 20 minutes to meet with Matt Bellina and me about the Right to Try Act.' His campaign agreed. We met them at my field house. He didn't know what the Right to Try Act was. It was the first time he had ever heard about it, so we explained it to him.

I'll never forget it... Matt was in a wheelchair, and the President is a pretty tall guy. We got to the end of the conversation, and you want to continue on because you rarely ever get a man like Donald Trump in front of you. But, you're running out of things to say. Then, Matt kind of got nervous and looked up and said, 'Mr. Trump, one thing about the Right to Try Act is it will poll well.' Donald Trump looked down and pointed his finger at Matt and said, 'I don't give a damn how it polls. It's the right thing for America.' Then, I knew for sure he was a good man. So, the very next day, Donald Trump went to Gettysburg to give a speech on what his first 100 days in office would be like if he was elected President, and he mentioned The Right to Try Act! There you go... Now, Matt Bellina's name is on the Bill! It has Matt Bellina and three other names on it, and I've got the original actual signed Bill right here.

**C.I. -** Wow, Jim! That's a great story about the Right to Try Act. Now, I have another question, and I think I have the answer, too. The question is: **What's your club known the most for in your community?** And, the answer I think is: **Leadership!**

**JW -** I appreciate that, but I think it is advocacy and a cause bigger than  
(See *NAC's 40th Page 19*)



Jim Worthington, Matt and Caitlin Bellina and Representative Brian Fitzpatrick

## ...NAC's 40th

continued from page 18

ourselves. Yes, we're a business. Yes, we have a big behemoth club. A lot of our focal point is to try to do a lot of things that are good for all Americans. But, I'd be lying if I didn't tell you that there's been a little bit of push back on my support of Donald Trump. We try to explain to people that part was me getting into the game to get things done. Some people buy it. Some people don't. Hey, at the end of the day, if they're going to judge me on that, and they don't want to be a part of this, then that's their choice! The one thing that I do know is we have, by far, the best club in our market, and every day, I try to make my club the best in the world.

### The Newest NAC Renovation and Other NAC Facilities/Offerings

**C.I.** - Let's move on about your club continuing to be the best. How much are the renovations you mentioned going to cost and how long are they going to take to complete?

**JW** - Phase I will be done around January 1st. That's about \$7 million. Then, Phase II, the internal renovations, will take about nine months and will cost another \$4 to \$4.5 million. Then, Phase III, which is the remodeling and expanding of our main entrance, completing our Wellness Wing and building the new restaurant, will take another \$3 to \$4 million. Oh, I forgot the Pre-School, which is a couple of million. So, to finish all of it will take about 18 months, and we'll spend a total of \$17 to \$18 million.

**C.I.** - You just mentioned your Pre-School. Please tell us about that.

**JW** - We bought a neighboring building which was up for sale. And, this is something else we've learned from watching the industry. We knew **Pat Laus'** *Atlantic Club* had a Pre-School and **Phil Wendel's** *ACAC* has one.

We heard they were successful. We thought it was a natural extension for what we do because we're a *from the cradle to the grave* club. We bring them here from the time they are babies until the time that they pass on. It was just another part of what we do to make our campus complete.

**C.I.** - Let's move on and talk about the things you're doing with branded programs in fitness.

**JW** - Yes. This is the idea/concept I had five or six years ago with **Hervey Lavoie**. I got beat to the punch by a couple of people...

**Joe Cirulli** and **Steven Schwartz**. It's always nice being first, but it's not bad to be the second because I get to learn from the great things they did. Steve's Midtown Athletic Club is unbelievable. We've refined our programming space. The concept that is the biggest threat to a big box club now is the boutiques, so we're creating rooms that provide a higher level of service, such as Hot Yoga, Pilates, barre, etc. From the outside, it looks like you're walking down a high-end mall, and you're looking like a storefront. Joe Cirulli talks about this a lot. I told Hervey and my staff the vision for when it is done, and that is I want this to be the best mind/body/group exercise wing in the industry. They claim it's going to be that when it's done, and we'll see shortly. Completion is now targeted for March 15, 2019.

**C.I.** - Please tell us what you are doing with **TINOQ**?

**JW** - TINOQ is something that **Bill McBride** introduced to our club. We have worked with **Phil Bonono** previously who is also involved with it. TINOQ installed sensors on our equipment and cameras in each group fitness studio and throughout the club to track utilization of programs and space. It's really helping us figure out what classes to offer, what classes to limit or eliminate and provides objective data to evaluate our  
(See *NAC's 40th* Page 20)

## An Interview With Linda Mitchell

### An Interview With Linda Mitchell, The "Queen" of Newtown Athletic Club By: Justin Cates

**Author's Note:** Jim Worthington was kind enough to invite **Club Insider** to the Newtown Athletic Club's 40th Anniversary Celebration, held November 3 - 4. I attended as our publication's representative, and it was a wonderful weekend for a group of industry dignitaries made so by the incredible hospitality of Jim Worthington. I was honored and humbled to be in attendance. The weekend began with an informal dinner party at Jim's home, featuring a *Taste of Philly*. The next day, in addition to a day pass to the club so we could all grab a workout, spa treatment, etc., Jim personally gave a nearly 2-hour tour of the facility, explaining and describing all the different changes made over the years as well as showing the progress of the NAC's newest renovation. Keep in mind, this was hours before the big celebration, and he took this time to show all of us around despite everything he had going on. That is Jim Worthington! The weekend culminated with the massive 40th Anniversary Celebration in the NAC Field House. Performances by Dierks Bentley and the O'Jays were incredible, but even more so, was the opening and dedication by **Linda Mitchell**. Earlier in the day, I got a chance to spend some time with Linda, and that informal chat/interview now follows.

■ ■ ■

**Club Insider (C.I.)** - Let's talk about the big 40th Anniversary Celebration tonight. Where did the idea for making it a fundraiser for ALS research come from? And, what should we expect tonight?

**Linda Mitchell (LM)** - We knew 40 years was a real milestone, so we wanted to celebrate it in a big way and do something we've never done before. We've done 20-, 25-, 30-, even 35-year celebrations, but this was special. Jim and I have been here since nearly the beginning. In 1981, we started our journey at the NAC, and here we are today. So, when we were thinking about this party, we knew we wanted it to be historic. The first thing Jim thought of was to bring in some world class entertainment. We did that by having country star, Dierks Bentley, and Rock and Roll Hall of Famers, The O'Jays. It's a great mix of the new and the old, appealing to our younger groups and our older groups. It's really worked to get people excited.

We've been planning the party for six months, and it's finally come together. Along the way, we've developed our Foundation and our strong relationship with ALS research, initially through Augie Nieto and Augie's Quest. Then, about four years ago, we had a member join our club: **Matt Belinna**. Matt also has ALS, though he was diagnosed much later than Augie, and he is much younger, being 34 years old now, about 30 when he was officially diagnosed.

At the time, he was a Navy pilot who flew for his country in Afghanistan and Africa. He came to the realization that he couldn't fly anymore. Things were happening to his arms and his hands, so he had to stop flying. He and his wife, **Caitlin**, were from this area, so they moved back here and joined our club. He told the girls in the front sales office that he had ALS and wanted to put a few signs up around the club to raise money for ALS TDI, which is the research wing of Augie's Quest. They told them that we already raise money for ALS TDI, and they need to meet me.

The next thing I know, I am sitting down with Matt, Caitlin and their two little boys (now they have three), and we put together a plan to make Matt our poster child. We call it *Matt's Mission*, and I must say that it really gave our fundraising a huge jumpstart. Matt has become an icon to the members of the club and the nation as well. Our fundraising success really represents what can be done when people come together around a person and a cause they all care about.

We raise money because that's all we can do. We can't do the research; we are not those brilliant people. But, they need the support, and we are good at raising the money. Through the years, I could see that it gave Matt, as I have seen it give Augie, purpose. To be stricken with this terrible, devastating disease and not have purpose would be an awful thing. So, we decided that we would make our 40th Anniversary a celebration of *Matt's Mission* and *Augie's Quest* and raise money.

We put together this wonderful event and put it out there to our members. In order to attend, we requested a donation. Then, we threw in larger corporate sponsorships. We have raised \$250,000 with this event, and we are thrilled with the response.

**C.I.** - You guys do astronomical numbers. Hearing it at Augie's Quest every year just boggles my mind! And the whole industry, really. Every year, 'There goes Newtown again!'

**LM** - We must credit that to two things:

1. Jim's tenacity to just do it, do it in a big way and get it done. He's constantly thinking of new things. He's constantly pushing us, and we are constantly pushing the envelope to raise more money.
2. He's reached into his own pocket in a big, big way and donated hundreds of thousands of dollars of his own.

To this point, we have raised approaching \$2 million just out of one club. So, our challenge to the industry is: *Don't think you can't do it. Any amount is helpful, but you can probably do more than you think you can.*

**C.I.** - I love it. If Matt and Augie are out there doing it, no one has an excuse!

**LM** - Exactly. God bless him, we see Matt come into the club almost every day. He comes with his wife and kids and does what he can. People see him, and he's our inspiration on the ground, every day. The bigger inspiration is Augie, as he's the one who first inspired us and brought us into this. **Pat Laus** and **Kevin McHugh** at the *Atlantic Club* were also instrumental in getting us into this.  
(See *An Interview With Linda Mitchell* Page 20)



L to R - Caitlin and Matt Belinna, Dierks Bentley, Kim Levins and Jim Worthington

## ...NAC's 40th

continued from page 19

instructors. We're using it in non-revenue producing areas to evaluate our program directors and teams in terms of usage and the rate of members returning to that class. It's really a facial recognition system. We use this data to manage our space, programs, people and now use it to better manage our communication and promotions to members. We are just starting to use it in a way that it's becoming very valuable for us.

**C.I.** - Tell us about your Field House.

**JW** - The Field House hasn't gotten the attention that it should have gotten over the last 4 - 5 years. It does fine, but it has a lot of upside, which is the good news. It's great for baseball training, soccer and all other kinds of sports training. And, we have an enormous Summer Camp run by **Amanda Brown** that does over \$1.1 million in just three months! By the way, 75% goes to the bottom line! So, it makes me three quarters of a million just on that. It's about 35,000 square feet. It's where we had the Presidential rally for Donald Trump with over 4,000 attendees. And, we had over 2,000 people in there for our 40th Anniversary Party.

**C.I.** - Jim, please tell us about your Parisi Speed School operation.

**JW** - Bill Parisi is a great guy. I think we're his third largest franchise in terms of total revenue. We've got great facilities for it. My guys do a good job, and we do about half a million a year. I think the biggest thing that it does is that, when the kids are better in sports, they have greater self-esteem. Also, it eventually leads to the kids being members of the club after they get out of college. We've got great facilities for it, some of the finest in the country, so Parisi's pretty successful here.

**C.I.** - Jim, this is an interesting one. Please

tell us about your ticket agency.

**JW** - That was done by a friend of mine who was in downtown Philadelphia. One day, he asked me what I thought about renting him a 300 square-foot space to set up a ticket sales operation in the NAC. He pays me \$50,000 for rent for space that's half the size of my office. He'd pay more if I asked him to. He's got access to 12,000 people here, so he's happy as hell.

### Augie's Quest, the President's Council and IHRSA Membership

**C.I.** - Please tell us how you got involved in Augie's Quest and the Bash.

**JW** - We got involved about nine years ago. One day, I got a call from Pat Laus. *And, when Pat Laus calls, I listen!* Pat said, 'Jim, you need to get involved in Augie's Quest.' I said, 'Okay, Pat.' So, I told Linda Mitchell, 'We need to get involved in Augie's Quest.' Linda took the ball and figured it out. Pat has always been gracious to us, and she's a leader in our industry. She's always helped other people. She's helped us a lot, along with her right-hand man, **Kevin McHugh**. They have helped me a lot. So, when Pat calls, I listen. We started eight years ago by raising \$50,000 and then \$75,000 the next year. Then, four years ago, Matt came on board, and we raised \$200,000 to \$250,000. Last year, we raised half a million bucks. And, this year, at my big 40th Anniversary Celebration, we raised \$250,000 that night. So, we've raised well over a million dollars for Augie's Quest through my club. We're trying to help in any way we can.

**C.I.** - **God bless you, Jim!** Jim, we're almost at the end of my **Dead Sea Scrolls Length** interview question list! But, before we go, I want to ask you if you want to add any more comments on your new role as a member of the President's Council?

**JW** - I'm on the Council with some really cool people like **Herschel Walker, Mariano** (See *NAC's 40th Page 21*)

## An Interview With Linda Mitchell (Continued)

continued from page 19

really involved. And, Augie and Lynne have been nothing but amazing to us. In fact, two years ago, Jim was given the *Augie's Quest Leadership Award*. It really blew him away because he had no idea it was coming. And, he was very moved by that; we all were. It's a genuine labor of love to do this work: *with Matt; with Augie; in this industry...* **And make a difference.**

**C.I.** - That's beautiful. The industry, and the world, is better off because of it. Linda, is there anything else you would like to share about the 40th Anniversary Celebration?

**LM** - We have so much to celebrate, and it is a two-prong celebration. One is for the club in general, where we came from way back then, a 15,000 square-foot racquetball club on three acres, to now, 40 years later, 250,000+ square feet on 25+ acres. The other part is really about Jim because he has been the driving force behind everything we have done. Everyone will say, and this includes his former partners, that it's his vision that drove us. They followed his lead. Of course, Jim will say that he followed IHRSA and the industry. He did, and he followed astutely, but what he did was take action on the vision he had. He would come home from every convention with a to-do list of 100 items. He presents those ideas, and then, it is up to us to figure out the details, which is the fun part. Our goals are pretty big. We want to make everyone healthy... in the world... not just in our community. And, we want to make everyone's lives better. That's our tagline: *Making Lives Better.*

**C.I.** - I love it. Linda, let's talk about you some. I see the sign on the wall behind you that says, *'It's not easy being queen.'* Last night, at Jim's dinner party, I found out your nickname around here is: *The 'Queen' of Newtown Athletic Club.*

**LM** - Not the princess; the queen (laughing).

**C.I.** - (laughing) Exactly! What I want to talk about are your 37 years here. At this point, it's been a life's mission, so please reminisce about what that time has meant in your life.

**LM** - I was a dance major in college and came here because I wanted to teach dance exercise. In 1981, I got my foot in the door, literally and figuratively. That's when Jim saw the potential in me to make a leadership contribution by putting me in charge of the classes and the programming. I loved that work. Later, once again, Jim saw more potential in me. He saw that I was a people person, which I am. I was always in front of people, talking to them and teaching them. He felt I could do marketing and sales. I was lucky enough to receive that opportunity, and I engaged in it and became successful. That was about 14 - 15 years into my 37 years here. I always think of it as switching from one side of the business to the other. I was on the programming service side for years, and then, I flipped over into the business management side. It was a good flip for me because I felt I was ready.

When I started the second half of my career and was involved in management, I started going to all the industry events: *IHRSA, MACMA, Club Industry*, etc. Jim really believes in education and professional development, so he was always sending me places. We would go and learn, learn, learn. So, I was able to grow as the club grew. Then, luckily, I was in position to be ready for future opportunities as they arose. Now, I do all press, public relations and government relations. Can you imagine that: government relations?! I call myself an amateur lobbyist (laughing). We are doing this because of the vision and goals Jim has set for himself and for us. He has put his heart, soul and money behind them. And, that is to, through legislation, change lives at the larger level. Through his appointment to the *President's Council*, we can work in that space. And, we work closely with *IHRSA, Joe Moore, Helen Durkin* and their entire **Government Relations Team** to help spearhead the *PHIT Bill*.

I know you've written about that and know about it. Currently, it's in a tough spot with this session of Congress ending, but we have gotten further than we ever have before! The *PHIT* language already passed in the House, and if it would pass in the Senate during the lame duck session, we would have it. But, if it doesn't, we still have a plan. As some people know, when a new session of Congress begins, you kind of go back to square one, but not all the way because we have already built a foundation of support among members of Congress. It's grown each session, so we will go back and get everyone who was a Co-sponsor back on board and gather new support. I am confident that we will get it across the finish line. *And, when we do*, it will be the first time that the government has acknowledged that **Exercise Is Medicine by passing legislation**. The bill is bipartisan, and legislators do understand that. But, Washington, D.C. is a funny place, and getting even good legislation passed can be very, very tricky. We will do it, though. *We did it with Right to Try, and we will do it with PHIT.*

This advocacy work is exciting, and it's all tied into our overall mission. I know we are not a little club, but it's amazing to think that *ONE club* can be involved in all of this. Our members look at us as a health club, and some of our members don't know we are doing any of this. The astute ones do know, and certainly, in the industry, people know because we tell them. And, we want them to get as engaged and involved as we are because that is what it will take. So, a really important point to make is: *As involved as we are, and as much headway as we are making with our club, we can't do it without the industry and other club owners and operators stepping up and doing their part. We need them, the constituents and their districts to get the support of their legislators.*

For me, personally, working at this level is a purpose I was hoping to have at this stage in my career. After 37 years, to be helping to make a difference at a global level is very, very satisfying. I love the industry, I loved teaching classes, but now, I get to do this.

**C.I.** - Linda, as you speak so passionately about this, I can see exactly what Jim saw in you 37 years ago. Over time, Jim, you and your team may not have known the details of something, but you have never been scared to jump head first into it and make it happen.

**LM** - Let me add two things to that:

1. I've learned from experience that you can do it. You can jump into something that is new and may seem somewhat daunting, and you can learn as you go. You will learn from your mistakes.
2. Learn from others around you who are smarter than you and already in that space. That's why it's so great working with **Helen Durkin** at *IHRSA* and her team, because in this space, they are the experts. It's a good mix because they are constantly teaching us 'inside baseball' in Washington, D.C., and we've gotten pretty good at it.

**C.I.** - Linda, thank you for your time with this interview. And, thank you all very much for having me up for the big celebration tonight! This is a great honor, and I am humbled by it.

**LM** - You are very welcome.



The NAC Field House (Overhead View)

**FITNESS FACILITIES**

 LIABILITY  
 PROPERTY  
 WORKERS  
 COMPENSATION  
 SURETY BONDS

**THE  
 PROTECTION  
 YOU NEED**
**TAILORED FOR YOUR  
 FITNESS BUSINESS**

**SPORTS & FITNESS**  
 INSURANCE CORPORATION

sportsfitness.com

### ...NAC's 40th

continued from page 20

Rivera, Bill Belichick, Natalie Gulbis, Dr. Oz. and others. One thing I like about it is they are there to accomplish something. For example, we had our first meeting a few weeks ago, and Herschel Walker made it real clear that he was on the council to get things done. *Herschel Walker is a DRIVEN GUY.* He told all of us that, if we were not going to get something done, he was going to quit as Chairman. He's one of the chairs, and he's a hard charger. I think it's good because I'm in the position in my business to help the President's Council get some things done.

C.I. - Here's your next to last question, Jim. What advice would you give to a new IHRSA Member?

**JW** - The biggest thing when you become a new member of IHRSA is the relationships you develop. There was a guy who contacted me two weeks ago after he read the *CBI* Cover Story they did on me. He called me up and said, 'I was really inspired by your *CBI* Cover Story. I'm in Ohio, and I'm calling to ask if you mind if I come out and visit you.' I said, Yes! Come on out! He came out last week, and I set him up with all of my staff. I told him to join the ILC,

and you will be in a room with a hundred of the smartest people in the industry. I'll introduce him to all the people. He told me he had a tennis club, so I gave him **Rick Beusman's** phone number and told him to call him.

C.I. - Here's the last question, Jim! Hooray! **What three things are you most proud of that you've achieved in your career?**

**JW** - 1. As someone who was here in the beginning, when the industry first began and IHRSA was in its infancy, I am proud to have weathered the storm by staying the course, changing when needed and constantly reinventing our business. We have grown from a 15,000 square-foot racquetball-only club on three acres to a 250,000 square-foot lifestyle complex on 25 acres. When I began, there were 22 pure racquetball clubs in a 10-mile radius, and now, 40 years later, there is only one of those facilities left standing. I am proud to say that, with the help of my team, including *Linda Mitchell, who has been with me for 37 years*, we have become one of the largest clubs in the country at this point.

2. As the club grew from a small business to a larger, more successful and sustainable business, we changed from being mainly focused on financial health

to encompassing larger issues, such as charity and advocacy. We began to realize that what we were really doing for people was changing their lives for the better in many ways. With Linda's help, we began to expand our reach to outside of our four walls and work in the community space, raising money for causes, partnering with charities, advocating for *Right to Try* and now *PHIT*. Over the last 20 years, we have been aware of trying to make the world better, realizing that this could cost a financial price, but in the end, it created even more rewarding work.

3. Forty years into this career, I feel there is still tread on the tires driving us to move forward. There is energy to go another 20 to 25 years making a difference in our industry and the world. I am proud that we are in this position, and God willing, our best days are still ahead of us. This was always part of the plan, to one day look back and say we have made a contribution to an industry that has truly changed people's lives by preventing illness and promoting health, leaving a lasting legacy after we are gone.

■ ■ ■  
 Thank you to **Jim Worthington** and **Linda Mitchell** for their time and



assistance sharing the story of **Newtown Athletic Club, 40 years young and on to even bigger and better things!** Thank you to them also for their life-long service to the health and fitness club industry! Finally, thank you for reading!

(Norm Cates, Jr. is a 40+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of **Club Insider**, now in its 26th 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. In 2017, Cates was honored with **Club Industry's Lifetime Achievement Award**. Cates can be reached by phone at **770-635-7578** or email at **Norm@clubinsideronline.com**)

# Fitness Marketing, Meet 21st Century Methods

By: **Deneen Laprade**

A paradigm shift is taking place in how health club operators market their businesses today, and it isn't about *print vs. digital, clicks vs. opens or likes vs. shares*. What it is about is: **Data**. Smart marketers know how to access and apply the volume of information collected on each of us, every day. The plethora and availability

of it have significantly influenced the way marketers make decisions about who and how to target on behalf of their club clients.

*Having the data without knowing how to analyze and quantify it is like having a gym membership and not knowing how to use the equipment or sign up for classes.*

**Machine Learning. Persona-based. Data-driven. Predictive Modeling...** These sexy buzz words are tossed about

by marketing agencies to sound like they're ahead of the curve, but they are completely useless if said agencies don't have the skill sets to properly collect, code and apply the data to generate results.

The truth is that data, its collection, analysis, coding and application is the 21st century method of making business decisions. Data-driven solutions are present in all aspects of club operations today, and it's becoming more widely talked about in *fitness marketing conversations*.

Membership-based verticals, like fitness, calculate preliminary results as new joins. These translate to profit, the ultimate measurement when analyzing marketing performance. Data-driven marketing strategies not only quantify profit but also project future expectations using algorithms that adjust to campaign results and market changes to ensure the most appropriate prospects are targeted time and again.

In addition to *data-driven marketing*, clubs are also shifting gears and making good use of these *smart marketing* tactics when deciding if, when, how and where to expand facilities, programming and services. Current member surveys, when designed, executed and analyzed properly, provide the useful information operators and investors need to make sound decisions.

Pair that with market research to learn what non-members want, what the market will bear, what the competitive landscape is and to consider the full spectrum of internal and external influencers that guide the process. Data experts can create ideal scenarios out of the information scraped from these intentional engagements to expose the true opportunity for growth.

Over the past several years, club operators have embraced technology as an addition to the overall member experience and not a threat or competitor. *Data-driven marketing* is the next wave of elevated business practice in which engagement is necessary to remain relevant in a thriving, highly-competitive, constantly-changing industry.

Instinctive Insights is a full-service, data-driven marketing agency. Our sole purpose is to truly help businesses, both big and small, be more successful in acquiring and retaining members. In doing so, we empower our clients to allocate more time



Deneen Laprade

and funds toward providing exceptional member experiences. It's our opinion that marketing isn't valuable unless it's about generating real, measurable results. We help our clients market themselves more intelligently and ensure those efforts are backed by real, tangible results.

*(Deneen Laprade is Vice President of Business Development for Instinctive Insights. Her fitness industry experience consists of club management and operations, including Director of Sales and Marketing at The Thoreau Club in Concord, MA; Marketing Coach with Canadian-based Susan K. Bailey Marketing and Design; and Sales Director, Northeast with Impact Mailers in Atlanta, Georgia. Laprade has also worked as an independent club consultant with such clients as Commonwealth Sports Club, HealthQuest Fitness, Spurling Training Systems and Funktional Fitness. Over the years, Deneen has also contributed content to a variety of fitness industry-specific publications and organizations such as Club Insider, Association of Fitness Studios and Athletic Business. Deneen's passion for the industry, along with her professional experience are an ideal match for the data-driven, full-service marketing process Instinctive Insights is known for. With Laprade leading the business development, the Instinctive Insight brand will expand its reach in fitness by growing the current base of satisfied clients. After 20 years in fitness Deneen Laprade is more excited than ever to be part of this dynamic industry. Always open to having conversations, please get in touch with Deneen at any time. Deneen can be reached by phone at 401-378-4263 or email at dlaprade@instinctiveinsights.com.)*

**Instinctive Insights™**  
MARKETING ON PURPOSE

## NEW MEMBERS JOIN ALL YEAR LONG!

Month	Conversion Rate (Relative)
Sept. 2017	Low
Oct. 2017	High
Nov. 2017	Very High
Dec. 2017	Low
Jan. 2018	High
Feb. 2018	Low
Mar. 2018	Medium
Apr. 2018	Low
May 2018	High
Jun. 2018	Medium
Jul. 2018	Low
Aug. 2018	Medium

January is soooo close, start planning with us today.

GET IN TOUCH  
614.500.4070  
instinctiveinsights.com

### Data-Driven Marketing

Smart Direct Mail	Social Media & IP Targeting
Creative Design	B2C & B2B Email Nurturing
Pay-Per-Click & Remarketing	Site Selection Studies

# How to Address Problematic Members and Guests While Minimizing Legal Risk and Damage to Your Brand

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

The typical health club sees tens of thousands of individual customer visits in any given month. Although most members and guests will visit a health club without issue, human nature, combined with the sheer volume of human interaction associated with these visits, dictates that there will inevitably be members and guests whose usage creates problems within the club.

Like anything else in life, taking a proactive approach to anticipate the various types of issues that will arise is far more effective than impulsively reacting to problems as they present themselves. Formulating and communicating clear rules and procedures and regularly training personnel to consistently and effectively enforce these requirements is key to minimizing legal risk while also diminishing the prospect of negative social media reviews and other commentary aimed at tarnishing the club's reputation.

When having to suspend or terminate someone's membership or guest privileges, the primary legal risk involved is that of a lawsuit alleging discrimination. Although many view health clubs as private entities, health clubs are considered places of public accommodation. Federal law prohibits discrimination on the basis of race, color, religion, national origin or disability in places of public accommodation. Varying state laws add additional protected classes including but not limited to age, sex, sexual orientation and gender identity. Although the person bringing a lawsuit has the burden to prove that discrimination has transpired, the potential number of protected classes within the relevant jurisdiction means that most disgruntled members subject to a membership suspension or cancellation can likely point to an alleged discriminatory motive behind their loss of privileges.

Employee training and documentation are crucial to mitigating legal risk. Club rules governing acceptable conduct should, at a minimum, be clearly delineated within the membership agreement and employee handbook. Employees must be aware of these posted expectations and trained on how to properly approach a member or guest in violation of these rules. Some prohibited conduct, such as failing to wipe down

equipment as required or violating a cell phone policy, may simply require a verbal warning whereas more serious behaviors, such as theft from a locker room or physical violence, will warrant the immediate termination of someone's membership or guest privileges. However, whatever the level of the violation, employees need to be trained on what to say and, just as importantly, *how* to say it. Therefore, employee training should include role playing various scenarios to ensure that these types of issues are addressed with maximum effectiveness and with minimal drama.

Regardless of the measures that need to be taken, these actions should be taken consistently and fairly. Documentation should occur throughout the process. Incident reports, written warnings and other relevant documentation should be placed within the member's file for future reference. Witness statements should be promptly obtained when serious violations occur to support documentation by club personnel. Any available surveillance footage should be readily secured. A demonstrated track record of fairly and consistently handling problematic members and guests despite the parties involved, along with an abundance of supporting documentation, will help tremendously with the club's defense should discrimination be unjustly alleged.

Protecting the club's brand is also important. The membership agreement should spell out whether initiation fees, pre-paid dues, etc., are to be refunded when a membership needs to be suspended or terminated. The club should, at a minimum, refund any amount the former member is due while also contemplating whether it makes sense from a goodwill standpoint to refund fees that the person at issue is otherwise not entitled to. For example, it may be appropriate to refund the full month's dues if only one day of the month's dues was utilized before the membership was cancelled. In addition to consistently and effectively handling membership suspensions and terminations, it is important that the process, whenever possible, be viewed fairly through the eyes of the person on the receiving end. Although it is nearly impossible to eliminate any bad word of mouth or negative social media posts following these circumstances,

handling these incidents consistently and fairly will minimize the spreading of negative information and disparaging comments aimed towards harming the club's reputation.

Whenever any level of uncertainty presents itself when trying to address a problematic member or guest, proactively seek legal counsel before taking action. The best way to handle any discrimination lawsuit or former customer's complaint is to avoid either one in the first place.

**This article is not intended as legal advice. Varying laws within each jurisdiction prohibit one-size-fits all recommendations. Please consider these comments as an educational guide when you consult your attorney for specific direction.**

*(Paul R. Bedard, Esquire has nearly twenty years of management, leadership and operations experience in the health and fitness industry. As a practicing attorney, Paul's health and fitness industry experience provides him with a unique perspective when advising health clubs regarding employee training, handbooks, policies, contracts, disputes or premises liability claims. When not practicing law*



Paul R. Bedard, Esquire

*or spending quality time with his wife and daughters, Paul strives to be active in his local community. Paul serves as the current Assistant Town Attorney for the Town of Southington, Connecticut and has previously served on the Southington Zoning Board of Appeals and the Board of the Central Connecticut Regional Planning Agency. Paul is also a partner at Sheffy, Mazzaccaro, DePaolo & DeNigris, LLP, in Southington, Connecticut. Paul can be reached at [pbedard@smddlaw.com](mailto:pbedard@smddlaw.com) or 860-620-9460 x109.)*



[www.americangymtrader.com](http://www.americangymtrader.com)

(571) 989 - 6375

# What to Do If You Have a Bad Boss

## Part II

By: **Karen Woodard-Chavez**

This article is **Part II** of a 2-part article. **Part I** was titled *Do You Have a Bad Boss or Are you a Bad Boss?* and appeared in the **November 2018 Edition** of **Club Insider**. Part II now follows, entitled *What to Do If You Have a Bad Boss*.

Organizations worried about attracting and keeping the best talent may want to take a close look at how their managers treat employees and not tolerate bad bosses in the organization. In an article in the *Wall Street Journal* dated 12/4/2018, one of the elements most attractive to employees in an organization is *freedom from fear*. As the article references, "growing divisiveness and stridency in public life, a sense of belonging at the office will be increasingly prized by employees and a crucial condition for fostering innovation." If you have bad bosses and tolerate them (see behaviors that characterize bad bosses in **Part I** of this article), then freedom from fear will not happen in your workplace. Instead, your workplace will be filled with fear and animosity.

Most employees want to go to work, be engaged, feel like they belong, feel like what they do and say has a positive impact on the organization and get what I refer to as the "3 Goodies." The 3 Goodies are: **Professional Reward, Personal Reward and Financial Reward**. Think of the 3 Goodies as a stool with three legs and each of the Goodies is a leg. If any one of the Goodies is missing, then the "stool" no longer becomes a stool but instead a heap of wood on the floor that is good for nothing except perhaps fire wood. As an example, if you have an employee that is receiving their financial rewards, but perhaps not their professional or personal rewards, they are highly likely to leave your organization for one where all 3 Goodies are received. To support this disconcerting trend, the *2017 Employee Retention, Engagement and Workplace Satisfaction Statistics* show the following:

■ 23% of active job seekers would take a new position without a pay increase (Hays);

■ 60% of U.S. workers feel stressed all or most of the time at work (Udemy);

■ Approximately 70% of Americans are disengaged at work (Gallup);

■ 33% of employees said their boss negatively impacts their company's culture (Comparably);

■ 61% of employees say trust between

them and their senior management is very important to job; and,

■ Only 33% are very satisfied with the level of trust in their organizations (SHRM).

So much of whether you get the 3 Goodies depends on whether you have a good or a bad manager/leader or boss. What if you have a bad boss? What do you do? The rest of this article will provide some tools for you.

First, take a step back and recognize that your boss may not know that he/she is being a bad boss. The definition of bad boss is often defined by the employee. For example, you may need more hands-on coaching and your boss is unaware of that need. Your boss may think his/her actions are empowering. On the other end of the spectrum, you may have a boss who is micromanaging the team and you are offended because you are very competent and can do your job without micromanaging. The micromanaging boss may simply be insecure about their role. They may have been promoted too quickly and may not have the skill set to lead the team effectively. I ask you to take a step back because understanding the difference between a bad boss who does not know they are bad and one who is very aware of their impact on the team requires slightly different approaches, and your consciousness in this process can have a big difference on the outcome.

You may also have a boss who does not share your values. You may have values that balance work/life time, and your boss may not have those values. That can be a problem that may require you to seek a different boss. Regardless of the scenario, let's have a focus on preserving the relationship rather than burning bridges.

If your boss does not know he/she is creating a negative impact on you and others:

1. Ask your boss (privately) how you can help him/her achieve their goals in the company.

2. Tell him/her what you need (privately) in order to help him/her.

3. Seek a mentor in your organization that will allow you to grow.

4. If it does not change (you have to give it a reasonable amount of time to change, and that can be defined by the two of you together), then you have two options: **A.** Bring a group of employees who are having a similar experience together with

your boss to have the discussion again, or **B.** You may need to go to your boss' boss to let them know you have attempted to work this through, but it is not working. You would rather see it work and you stay than not have it work and you go elsewhere and that your boss may need help from his/her boss.

5. Seek a transfer to a different department.

6. Seek a new job in a different organization.

If your boss knows he/she is a bad boss:

First, recognize that you have the right to a respectful, professional workplace where your boss helps you to grow.

1. Ask your boss (privately) how you can help him/her achieve their goals in the company.

2. Tell him/her what you need (privately) in order to help him/her. **DO NOT TELL YOUR BOSS THEY ARE A BAD BOSS.** If you tell your boss they are bad, you will only make a bad situation worse. Tell him/her **EXACTLY** what you need from them to help them with their goals and to be your best as well as what does not work for you. Ask for his/her commitment to this. If the conversation goes well, hold your boss to their commitments. If your boss starts to be disrespectful or yells, do not tolerate that behavior. If you do, this only sends a message that they can continue to do this. Let them know that this is part of the behavior you were referencing, and it is not acceptable in a professional, respectful workplace.

3. If it does not go well or your boss does not stand by his/her commitment, then you will need to go to his/her supervisor and HR. When you do go to HR, explain exactly what has happened, the conversations you have had and the impact this person is having on your performance. Know that your boss will likely be very upset and may never forgive you for this. That is okay; something needs to change.



Karen Woodard-Chavez

4. You will likely not know what happened in the meeting with HR and your boss. Give it time to change.

5. If it does not change, seek a transfer to another department. If that is not possible, it may be time for you to move on. If that is the case, seek your next position quietly and privately. Do not share with others that is what you are doing until you actually give your notice to leave the company.

■ ■ ■

It is important to recognize the difference between a bad boss (see **Part I**) and that you may not like or agree with your boss at all times. Weigh these differences before you take action.

(Karen is President of Premium Performance Training in Boulder, Colorado and Ixtapa, Mexico. Karen has owned 11 different businesses, successfully sold nine of them and continues to operate two. Karen consults with and trains staff throughout the world on sales, complete communication, management and leadership. These services are offered on-site, online and through her books, manuals and DVDs. Karen can be reached at [karen@karenwoodard.com](mailto:karen@karenwoodard.com) or 303-417-0653.)

# Make It Fun!

# IHRSA's Health Benefits of Exercise Report

## Parents Who Exercise for Wellbeing More Likely to Keep Exercising

A study published in the *Journal of Physical Activity & Health* examined the relationship between exercise goals and the source of motivation (internal or external) on long-term exercise habits. Researchers surveyed 296 parents (226 mothers and 70 fathers) of children under 16 and followed them for one year.

The results showed that all exercise goals, except weight loss, were associated with self-determined motivation, while weight loss and appearance goals were linked to external motivation (stemming from outside pressure). Exercising for stress management and revitalization, but not for health or appearance, predicted exercise behavior over the course of a year. This may be because day-to-day wellbeing benefits are more immediately realized than longer term health or appearance benefits. The authors also note these findings, "support recent

calls to 'rebrand exercise' as a means to improve daily wellbeing."

## Prenatal Exercise Linked to Lower Odds of Prenatal Depression

In a study published in *British Journal of Sports Medicine*, researchers examined the evidence on exercise and its association with anxiety and depression around pregnancy. The review included 52 studies on over 131,000 people.

The results of the study indicated moderate quality evidence that exercise-only interventions, but not interventions combining exercise and other components, resulted in lower severity of depression and 67% lower odds of depression during pregnancy. Exercise interventions did not have any effect on post-partum depression or on anxiety during or after pregnancy. In order to see an effect on depression severity and incidence, women needed to accumulate 644 MET-minutes of exercise per week, which is equivalent to 150 minutes

of moderate intensity exercise (for example, brisk walking, cycling or aquatic aerobics).

## Swedish Physical Activity Prescription Model Effective in Increasing Activity Levels

The Swedish Prescription on Physical Activity (PAP) model is based on five components:

1. Patient-centered perspective;
2. Written prescription based on patient-centered evaluation;
3. Use of the guidebook, *Physical Activity in the Prevention and Treatment of Disease*, which summarizes the current scientific knowledge on how physical activity can be used for prevention and treatment of conditions, including recommendations specific to various conditions;
4. Cooperation with physical activity

providers outside the healthcare system;

5. Follow up, with communication between the physical activity provider and exercise prescriber.

Additionally, a study published in the *British Journal of Sports Medicine* evaluated the available evidence on the effectiveness of the PAP model compared to usual care (i.e., not receiving the PAP model). The review included nine articles (seven randomized controlled trials, one long-term study and one case study).

Researchers found that three of the five randomized controlled trials showed a positive effect on physical activity, and no articles reported negative outcomes. Based on the results of the study, the authors concluded that the PAP model, "probably increases the level of physical activity. As a model for exercise prescription, Swedish PAP may be considered as part of regular healthcare to increase physical activity in patients."

**LA Fitness is looking for experienced and high energy Group Fitness Instructors!**  
**If you are interested in becoming a fun, motivating, and dynamic instructor, and have experience teaching group fitness classes, APPLY NOW!**



Complete an application at the LA Fitness nearest you, or online at [www.lafitness.com](http://www.lafitness.com).

If you are interested in learning to teach, sign up for our Fitness Instructor Training.

### LA Fitness Instructor Benefits:

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

Please contact: KC Lee at (949) 255-7215



## The Bay Club Company Announces Collaboration With Leisure Sports

**SAN FRANCISCO, CA** - The Bay Club Company ("Bay Club") announced it has agreed to acquire five properties from Leisure Sports, Inc. and enter into a development relationship for future opportunities. This agreement between two tradition-rich companies, both Northern California based brands, creates a premier membership offering throughout the West Coast.

As part of the agreement, Bay Club will merge ClubSport properties in Walnut Creek, Danville, Pleasanton and Fremont, in addition to a location in Portland, Oregon, bringing the total number of Bay Club properties to 26 across nine campuses in the Bay Club portfolio. The properties will be operated by Bay Club, and over time, they will be converted to the Bay Club brand name.

"We are honored with the opportunity to collaborate with the team at Leisure Sports, Inc. and are committed to bringing the combined value and benefits of our two brands to the members and employees throughout the West Coast," said **Matthew Stevens**, *President and CEO of The Bay Club Company*. "Club West Collection and Executive Club offerings will give members expanded access to our unique four-quadrant model, focused on Fitness, Sports, Family and Hospitality."

Bay Club entered the realm of hospitality by grouping complementary properties into campuses and offering its members a range of high-end lifestyle amenities. With these new additions, Bay Club's portfolio will feature campuses in the Marin, San Francisco, East Bay, Peninsula,

Silicon Valley, San Jose, Los Angeles, San Diego and Portland markets.

"Finding a partnership that has a rich tradition and focus on Fitness and Hospitality is very exciting for our team of associates, as well as our members and guests," said **Steve Gilmour**, *President and CEO of Leisure Sports, Inc.* "The ability for our two companies to collaborate on future development and innovate in both Fitness and Hospitality is a great marriage of our history."

Leisure Sports, Inc. will continue to focus on the roll out of their Formula3, REV32 concepts with a studio opening in Lafayette in early 2019. In addition, they are developing a social club in downtown San

Jose, as announced in June 2018. They will also continue to be the owner and operator of the Renaissance ClubSport in Aliso Viejo.

Leisure Sports, Inc. introduced the fitness resort concept under the ClubSport brand, and in the early 2000s, they launched the expanded concept to include hotel rooms under a partnership with Marriott and the Renaissance brand. For 40 years, they have been an industry leader in hospitality and fitness programming, most recently launching their Formula3 concept.

Simpson Thacher & Bartlett and Brownstein Hyatt Farber Schreck, LLP are serving as legal advisors to Bay Club. Hanson Bridgett, LLP is serving as legal advisor for Leisure Sports, Inc.

### Advertising Team Directory



The excellent companies below bring **Club Insider** to you every month, so please take a minute to see what they can do for you. To learn more about them, or about joining **The Club Insider Advertising Team**, go to [www.clubinsideronline.com](http://www.clubinsideronline.com) today!

American Gym Trader - Pg 23	<a href="http://www.americangymtrader.com">www.americangymtrader.com</a>
Augie's Quest- Pg 15	<a href="http://www.augiesquest.org">www.augiesquest.org</a>
BMC3 - Bill McBride Consulting - Pg 7	<a href="http://www.bmc3.com">www.bmc3.com</a>
Club Industry	<a href="http://www.clubindustry.com">www.clubindustry.com</a>
Crunch Franchising - Pg 5	<a href="http://www.crunchfranchise.com">www.crunchfranchise.com</a>
Fabiano Designs - Pg 7	<a href="http://www.fabianodesigns.com">www.fabianodesigns.com</a>
Health Club Experts	<a href="http://www.healthclubexperts.com">www.healthclubexperts.com</a>
iGo Figure	<a href="http://www.fitnessclubmanagementsoftware.com">www.fitnessclubmanagementsoftware.com</a>
IHRSA - Pg 14	<a href="http://www.ihrsa.org">www.ihrsa.org</a>
Instinctive Insights - Pg 22	<a href="http://www.instinctiveinsights.com">www.instinctiveinsights.com</a>
Iron Grip Barbell Company - Pg 13	<a href="http://www.iron grip.com">www.iron grip.com</a>
JLR Associates - Pg 8	<a href="http://www.jlrassoc.com">www.jlrassoc.com</a>
LA Fitness - Pg 25	<a href="http://www.lafitness.com">www.lafitness.com</a>
Lock America - Pg 8	<a href="http://www.laigroup.com">www.laigroup.com</a>
MOSSA - Pg 27	<a href="http://www.mossa.net">www.mossa.net</a>
Muscle Up Marketing- Pg 17	<a href="http://www.muscleupmarketing.com">www.muscleupmarketing.com</a>
NFPT	<a href="http://www.nfpt.com">www.nfpt.com</a>
Planet Fitness - Pg 2	<a href="http://www.planetfitness.com">www.planetfitness.com</a>
reACT Strength Trainer	<a href="http://www.reacttrainer.com">www.reacttrainer.com</a>
Sports & Fitness Insurance - Pg 21	<a href="http://www.sportsfitness.com">www.sportsfitness.com</a>
The Step Company - KUSHH! - Pg 9	<a href="http://www.thestep.com">www.thestep.com</a>
Thin&Healthy's Total Solution	<a href="http://www.thinandhealthy.com">www.thinandhealthy.com</a>
Visual Fitness Planner - Pg 11	<a href="http://www.visualfitnessplanner.com">www.visualfitnessplanner.com</a>
Workout Anytime - Pg 28	<a href="http://www.workoutanytime.com">www.workoutanytime.com</a>



Download the  
Club Insider Media Kit at

[www.clubinsideronline.com/  
advertise](http://www.clubinsideronline.com/advertise)

## Thanks and Appreciation

At **Club Insider**, we are excited to be in our **25th Year** of this home-based health and fitness club trade publication! The thought that this publication was *founded to serve an industry I truly love*, and so that *I could become a Mister Mom for my son, Justin*, is still *intriguing and amazing* to us. I wish to extend our most sincere **Thanks and Appreciation** to everyone that's made this amazing 25-year run possible.

A very sincere **Thanks and Appreciation** go to **Rick Caro, Dr. Gerry Faust** and the **Faust Executive Roundtable #1** for helping me decide in 1993 what my home-based business would be. **Thanks and Appreciation** to my long-time friends, **Ron Hudspeth** and **Cathy Miller** of **Atlanta's Hudspeth Report** for the tremendous assistance they provided us during *our first 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 **300** monthly editions! **Thanks and Appreciation** to all of our **READERS**. Sincere **Thanks and Appreciation** to our **Club Insider Advertisers**, past and present, for their kind and dedicated support of this publication. It's amazing to know that we have several advertisers with over 15 years of continuous advertising with us. We also want to say sincere **Thanks and Appreciation** to all of our **Club Insider Contributing Authors**, past and present, who've contributed *thousands* of excellent articles to help our readers with their Best Business Practices. **Thanks and Appreciation** to **IHRSA** for all it does.

Sincere **Thanks and Appreciation** to my son, Justin, who started working part-time for **Club Insider** when he was just 8 years old (helping with mailings). This young man, pretty much behind the scenes for 25 years now, has truly been a fantastic partner for his Dad in **Club Insider**. Justin does our editing, publication layouts, all of our website design and maintenance, all of our bookkeeping and subscription processing work, as well as archive management and anything else that needs doing, including writing a majority of our cover stories each year.

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

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

*Norm Cates, Jr.*

**BREAK ON THROUGH TO  
THE OTHER SIDE**

**VIPER<sup>M</sup>**  
WORKOUT

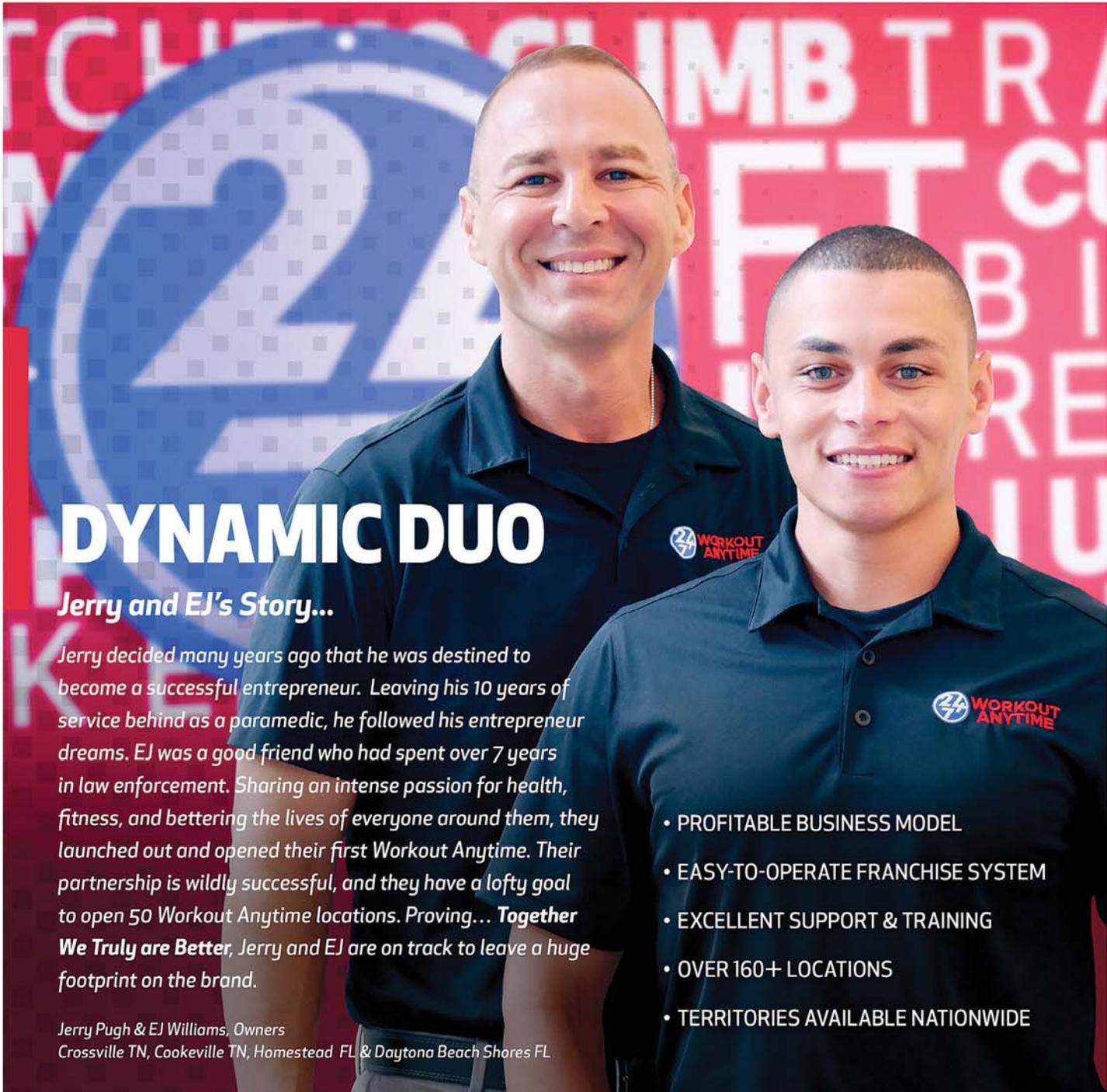


**IT'S LOADED!** And We Have It.

**MOSSA**

LET'S MOVE!

[www.MOSSA.net](http://www.MOSSA.net)



# DYNAMIC DUO

## Jerry and EJ's Story...

Jerry decided many years ago that he was destined to become a successful entrepreneur. Leaving his 10 years of service behind as a paramedic, he followed his entrepreneur dreams. EJ was a good friend who had spent over 7 years in law enforcement. Sharing an intense passion for health, fitness, and bettering the lives of everyone around them, they launched out and opened their first Workout Anytime. Their partnership is wildly successful, and they have a lofty goal to open 50 Workout Anytime locations. Proving... **Together We Truly are Better**, Jerry and EJ are on track to leave a huge footprint on the brand.

Jerry Pugh & EJ Williams, Owners  
Crossville TN, Cookeville TN, Homestead FL & Daytona Beach Shores FL

- PROFITABLE BUSINESS MODEL
- EASY-TO-OPERATE FRANCHISE SYSTEM
- EXCELLENT SUPPORT & TRAINING
- OVER 160+ LOCATIONS
- TERRITORIES AVAILABLE NATIONWIDE



### FOR FRANCHISE INFORMATION, CONTACT:

Randy Trotter, SVP of Development | 770.809.1407  
randy.trotter@workoutanytime.com

[WWW.WORKOUTANYTIMEFRANCHISE.COM](http://WWW.WORKOUTANYTIMEFRANCHISE.COM)

