

Norm Cates'

THE Club Insider

NEWS

FEBRUARY 2007



(L to R) Alex Jones, Mary Neil, Vicki Mason, Norma Jones & Fred Elias

Alliance Fitness'
EasyZone ... Coming On Strong!

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THE Club Insider

NEWS

Alliance Fitness' EazyZone ...Coming On Strong!

By Norm Cates, Jr.

The Alliance Fitness Corporation organization is best described as a great Team. The Alliance Fitness Team is a consummate organization with each principal of the Team working hard in their designated and focused areas. Alex Jones is the President and Co-owner, Vicki Mason is the Vice President of Operations, Fred Elias, the EazyZone USA Vice President and Program Installation Trainer, Mary Neil, the Director of EazyZone Weight Loss

and Nutrition Centres and Norma Jones, International Vice President of EasyZone.

In this report you will read about and hear from the principals listed above and directly from Norma Jones as she responded to questions I had about Alliance Fitness' special EazyZone program.

Your team will benefit significantly from learning from these vastly experienced Canadian club veterans and assimilating their 33+ years of experience in their business and their 7 years of experience in the weight loss busi-

ness through their innovative EasyZone Weight Loss and Nutrition Centres. (Yes, it's spelled that way in Canada.)

In her illuminating interview Norma Jones says, "We tell members to **begin an exercise program gradually and to start with the least possible amount to initiate change.**"

To this author these words provide an important and very timely hint to "traditional" health/fitness club owner/operators about the "approach" that is best for the overweight, out of shape per-

son or really, any member, if you want him to get results and become a regular member for the long haul in your club.

The **HINT:** Ease your new and out of shape members into exercise. Don't **BLAST** them into it!

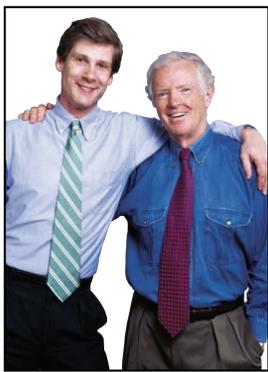
Over my 33 years in the health club industry first with 20 years of involvement as a club developer, owner and operator and now with 14 years of CLUB INSIDER publishing experience, I've heard and written the word *reten-*

(See Alliance page 14)



Norma Jones

BTS and "Younger Next Year" Authors Join Forces !



Authors Chris Crowley and Henry S. Lodge, M.D.

Rich Boggs, CEO of Body Training Systems, and the authors of the *Younger Next Year* books, Chris Crowley and Henry S. Lodge, M.D., joined forces today in supporting what they called The Revolution in Aging.

The authors explained, "There is a desperate need in this country to take advantage of known-but-ignored science to reverse patterns of idleness and obesity that are ruining our health, crippling our economy and denying us joy in a third of

our lives. We know that fundamental life style changes can reduce "normal American aging" – which is dreadful - by as much as 70%. We know that the same changes can eliminate up to 50% of all the major illnesses and accidents from fifty to the day we die. The critical ingredients are serious, consistent Exercise...and social Connectedness. That is known but we do nothing. Not the government, not the medical community and not the insurance industry. In that puzzling vacuum,

private industry should come forward. And, surely, the fitness industry should take the lead. Rich Boggs and BTS get that. It has been their focus from their beginning. We are happy to join forces with them to promote this goal."

Mr. Boggs said, "Look... the *Younger Next Year* books are simply the best ever written about fitness and the enormous importance of exercise to our happiness and health, especially for the Baby Boom generation. They are so motivational...so in-

tellectually and scientifically compelling. They combine charm and humor with rock-hard science to pull readers out of their chairs and into the gym. Nobody does it better. If we had our wits about us, every fitness club in the country would be giving these books away or, at the least, be pushing them at the front desk. If we did, people would read them. *And come to the gym*. Which is just what the books advise. *Younger Next Year* blew me away two years

(See BTS page 6)

• Inside The Insider •

- A Tribute to President Gerald R. Ford...
The Mind of An Offensive Lineman
- About IHRSA and IHRSA
San Francisco
- What Scudder Thinks
- Wellness Education in Your Community
- 2006 In Review – Part III

FDA Approves Orlistat for Over-the-Counter Use

The Food and Drug Administration (FDA) today approved Orlistat capsules as an over-the-counter (OTC) weight loss aid for overweight adults. Orlistat (called Xenical) was initially approved in

1999 as a prescription drug to treat obesity, and remains a prescription drug for obesity at a higher dose than the OTC version. OTC orlistat will be manufactured by GlaxoSmithKline under the name

Alli and is indicated for use in adults ages 18 years and older along with a reduced-calorie, low-fat diet, and exercise program.

"We know that being
(See Alli page 6)

2006 In Review – Part III – August, September and October, 2006

By Norm Cates, Jr.

August 2006

Tasso Kiriakes...A Great American! – August

2006 cover story. Kiriakes is a uniquely warm and caring individual...a great man...and a great American! Tasso Kiriakes has 29+ years of experience in the health/fitness

club industry. His story is inspiring.

During the early years of his career Kiriakes worked for his brother, Steve (See Year in Review page 28)

Norm's NOTES

Thank You

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• **Hello everybody!**
 This is your **CLUB INSIDER News Publisher Since 1993** checking in! Dig in and find out what's happening. There's a lot just off the wires along with an opinion or two from your's truly!

• I am very saddened to announce the passing of a man many people in our industry and I had become very fond of. Many of you may have met him or at least, seen his big smile, when attending the **NFTJ Trade Shows** in Las Vegas. The man was the wonderful **ART SATTERFIELD** (see photo) and he passed away at 7:30 p.m. on January 20, 2007. My sincere condolences go to **KATHA SATTERFIELD-REDMOND**, Art's daughter and her family. May Art Satterfield rest in peace. **WALLY BOYKO, 26-year Publisher of the National Fitness Trade Journal**, wrote the following to me and others informing us of Art's passing: "Art greeted everyone at the door at every National Fitness Trade Show and Ms Fitness event we ever held over the last 25 years. I know he befriended many and I do not want to miss letting those treasured friends know of his passing." I replied: "Hello Wally, I am so sorry to hear about Art passing away! Art had a huge smile and engaging personality. He was awesome and always made my day, whenever I would pass by. Frankly, in all of my years in this business I can't think of ever encountering a nicer, more pleasant human being anywhere." Indeed, may Art Satterfield rest in piece." I will think about Art when I head to Las Vegas for the September 6, 7 and 8, **2007 NFTJ/IHRSA Club Business Entrepreneur Conference and Trade Show** and will probably think of him everytime in the future when I pass through that door where his huge smile was always there.

• "**Younger Next Year**" is a terrific book written by **CHRIS CROWLEY and DR. HENRY S. LODGE. RICH BOGGS' BTS** and these authors have joined forces in supporting the **Rev-**

olution in Aging and that exciting story appears on our page #3. Chris Crowley will be speaking at IHRSA San Francisco from 11 - 12 on Friday March 30. Chris will be at the **BTS exhibit #6301**, during Trade Show hours on Thursday and Friday. Additionally, I must comment on something else with respect to the **competition** in the **USA between BTS and Les Mills International**. That is the fact that Les Mills International mailed a thick package of promotional materials to all of **Body Training Systems** clients in an effort to get them to switch from BTS to Les Mills really speaks to the standards of behavior of that group. I mean there are at least 28 thousand other U.S. clubs they could have picked to send this **predatory mailing** to. But, instead they picked clubs who are BTS client customers. The good news is that Rich Boggs told me yesterday it didn't work and all of their club clients have stayed on board after receiving that mailing. Now folks, this latest gaff in behavior by Les Mills, and its outright failure, **should tell all of us something**. This May, 2007, will mark two years that I've been warning our industry about this bunch from New Zealand. Trust me when I say a *lot is going on with that entire situation that I cannot report on, yet*. But, when I can...you will be the *first in our industry* to read about in a printed publication. **STAY TUNED!**

• "**What Scudder Thinks**" is a new, occasional column, featuring **MICHAEL SCOTT SCUDDER's** responses to several timely questions I pose to him. See "What Scudder Thinks" on page #24. Also, Scudder is moving along very well with his online publication: the **Fit Biz Connection** that he transmits to paid subscribers in a Power Point format. For info go to: www.michaelscott-scudder.com And, **STAY TUNED!**

• **CheckFree** announced its **3rd Annual Technology Summit** agenda that will explore strategies at IHRSA San Francisco for increas-



Art Satterfield



Norm Cates, Jr.

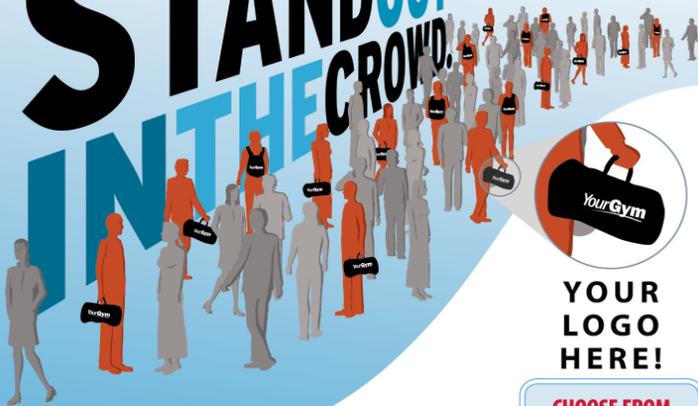
ing competitive advantage and member loyalty through technology. The summit is part of IHRSA's 26th Annual Convention & Trade Show and will happen on **March 28, 2007 3:00 p.m. to 5:00 p.m.** at the **Moscone Center North — Hall E**. The **Check-Free Technology Summit** at IHRSA San Francisco will feature presentations from three experts: **FRANK ABAGNALE**, con man turned FBI fraud expert, Abagnale will deliver the keynote address at this year's summit. His incredible story is the theme of **STEVEN SPIELBERG's**

2002 film, "**Catch Me If You Can**", starring **LEONARDO DICAPRIO** and **TOM HANKS**. An authority on the subjects of forgery, embezzlement and secure documents, Abagnale's speech will underscore the importance of securely managing consumer information. **JOHN WHITWORTH**, a Payment Card Industry (PCI) compliance expert, and industry trends analyst **MICHAEL SCOTT SCUDDER**, will deliver an eye-opening presentation on the ins and outs of PCI compliance. Their presentation will define com-
(See Norm's Notes page 10)

The CLUB INSIDER Advertiser's 2007 IHRSA San Francisco Exhibit #'s

- ABC Financial Services, Inc - #225
- Active XL Promotions - #104
- Affiliated Acceptance Corporation - #412
- Association Insurance Group, Inc. - #5603
- Body Training Systems - #6301
- CheckFree Health and Fitness - #1629
- CLUB INSIDER News - #109
- EasyZone Weight Loss & Nutrition - #5412
- Fabiano Designs - #6124
- Fitness and Wellness Insurance - #5516
- IHRSA - #'s: 541, 6201 & 6301
- InTek Strength - #6519
- Iron Grip - #1917
- JLR Associates - #2717
- Sales Makers - #2413
- SCIFIT Medical Fitness - #401 and #411
- Sports and Fitness Insurance - #520
- Take It Off Weight Loss - # 5611
- Thin&Healthy® Total Solutions, Inc. - #5814
- Thomas Plummer Company - #5601
- Venture Fitness - #925
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A Tribute to the Late President Gerald R. Ford ... The Mind of An Offensive Lineman

By Norm Cates, Jr.

January 2, 2006 - I sit here writing on this frosty Atlanta morning while keeping an eye on TV where the funeral service of President Gerald R. Ford is taking place in Washington, D.C. It was a beautiful ceremony.

President Gerald R. Ford was a very great man, but he was also a very tough man, both physically and mentally.

At the University of Michigan he was a two-time All-American at center. He was voted most valuable player his Senior year at Michigan. I argue today that football and the mind required of an offensive lineman helped him greatly throughout his life, especially during the Nixon era debacle.

This tribute to President Gerald R. Ford is also a tribute to all of you out there who've ever been offensive linemen at any level of the great game of football. Heck, this is also a tribute to all of you who've played the game.

For me, I believe the truth is that had I not been an offensive lineman in high school and college football my life would have been very, very different today. My mind was shaped and formed for-

ever by football. I would bet that any of you who have ever played the game, no matter which position you played, believe the same thing.

President Gerald R. Ford had, and used very well, the mind of an offensive lineman.

When I started writing this article on Christmas morning, 2006, President Ford, was still alive at age 93. He was not in perfect health, but he was pressing on bravely with life. He was the man, the long-time politician and our Vice President under President Richard M. Nixon, who stepped in when Nixon resigned in disgrace over Watergate in 1974.

When I began writing on Christmas morning, I sought to express to you how the thinking of an offensive lineman in football could be used to help your club business. I will achieve that expression of my thinking, but now, this article has the words: **A Tribute to President Gerald R. Ford** added to my Christmas morning title: **"The Mind of An Offensive Lineman."**

**President Gerald R. Ford
 ... A Great Lineman ... a
 Great Man!**

exercise, may aid overweight adults who seek to lose excess weight to improve their health."

OTC orlistat is not for people who have problems absorbing food or for those who are not overweight. Orlistat helps produce weight loss by decreasing the intestinal absorption of fat. The 60 mg capsule can be taken

about. We have tried a number of their programs and seen the rest. It seems to us that BTS has created an appealing menu of group fitness programs which are well calculated to draw gym regulars and - most importantly - non-users into serious exercise. That is a blessing."

"The basic point of our books is that we humans were *designed* to move, in packs, millions of years ago. We

President Gerald R. Ford, the great man that, by pardoning the disgraced Richard Nixon, sacrificed his opportunity for reelection as our President. He should always be remembered for doing the right thing that was necessary to unite America then when we needed it. He did reunite America.

Unfortunately, it has taken years of reflection for millions of Americans to now come to realize that President Ford really did the right thing for America.

And, by the narrowest of margins, clearly a margin that would not have been had it not been for the Nixon pardon, Georgia's Jimmy Carter defeated President Ford and went to the White House.

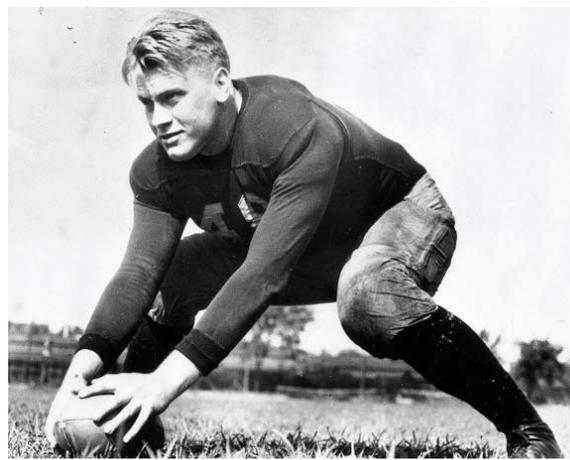
Gerald Ford was the consummate team player in both college football and during a lifetime of politics. He knew what was best for America, when he pardoned the disgraced Richard Nixon, one month after Nixon had resigned. President Ford knew full well that his pardon of Nixon would not be well received by an angry nation. And, it was not.

However, President Ford believed that America could not be united and would not be united if and while

up to three times a day with each fat-containing meal. Because of the possible loss of certain nutrients, it is recommended that people using orlistat should also take a multivitamin at bedtime.

The most common side effect of the product is a change in bowel habits, which may include loose stools. Eating a low-fat diet

were designed as endurance predators. Today, the hunt is over but our bodies most assuredly don't get it and they won't for millions of years. They get hopelessly gummed up...they fall apart...they hurt in idleness. Medicine keeps us alive, but the quality of our lives - and the cost of medicine - is appalling. *Serious, consistent exercise* solves so much of that. If it can be done in groups - and we are



Gerald R. Ford two time All American Center, Captain and Most Valuable Player at Michigan

Nixon was being brought to justice for his misdeeds. So, President Ford pardoned Nixon.

Ronald Regan defeated Carter in the 1980 Presidential election and obtained the release of the American hostages held in Iran under the Carter Presidency within 24 hours of being sworn in as President on January 20, 1980.

Gerald Ford was voted the Most Valuable Player of his team his Senior year.

How many offensive linemen in the history of college football have ever been named MVP of their college

football Team? I know of only one...President Gerald R. Ford.

How many offensive linemen have been President of the United States? I know of only one ... President Gerald R. Ford.

I began to write this on Christmas morning, a time of peace and quiet when I could reflect on my experience as an offensive lineman at Rome Free Academy in Rome, New York and at North Carolina State University in Raleigh, N.C. Little did I know that today, January 2, 2007, I would be tapping these keys

(See *A Tribute* page 8)

...Alli

continued from page 3

overweight has many adverse consequences, including an increase in the risk of heart disease and type 2 diabetes," said Dr. Douglas Throckmorton, Deputy Director for FDA's Center for Drug Evaluation and Research. "OTC orlistat, along with diet and

...BTS

continued from page 3

ago when the men's version came out, and I have been beating the drum ever since. This announcement formalizes the commitment of our company."

The authors added, "We have to get the country moving. Literally. That's our fundamental commitment and that is what BTS is all

will reduce the likelihood of this side effect. Also, people who have had an organ transplant should not take OTC orlistat because of possible drug interactions. In addition, anyone taking blood thinning medicines or being treated for diabetes or thyroid disease should consult a physician before using orlistat. FDA approved OTC orlistat

hard-wired to hunt in groups - so much the better. And, of course, that is what BTS does....get us to "hunt" - or exercise - in packs. It's great fun and it works. We are particularly taken with their new Group Active program for the "deconditioned" exerciser. Wonderfully gentle phrase for a dreadful condition. But a condition shared by a huge part of the population. So we are pleased to join hands with

based on the review of the sponsor's safety data and after submitting the product for the consideration by an FDA advisory committee in January 2006. The committee voted in favor of OTC approval. (Reprinted from the FDA website.)

BTS to promote our common message: Let's get moving. For ourselves and for the country. We need it."

Chris Crowley will be speaking at the IHRSA convention in San Francisco on Friday, March 30, at 11 a.m. and will be appearing (and giving out some copies of the Younger Next Year books) at the BTS booth - 6301- on Thursday and Friday.

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...A Tribute

continued from page 6

while another offensive lineman, a truly great one, President Gerald Ford, would be laid to rest.

This article is about America's game and my first love: Football.

It is about the truth of what makes football tick: The Mind of the Offensive Lineman. It is about the offensive lineman's contribution to the great game of football. And, it is about how the values of the offensive lineman

can help your club.

Sure. There are quarterbacks. Sure. There are running backs. Sure. There are wide receivers. They get the credit for the work The Offensive Lineman does.

The only time an offensive lineman ever gets noticed is when he does something wrong. And, at the end of the year ... if he is good enough and lucky enough to be named All Conference or All American on post-season All-Star Teams. I am one of those who was good enough and lucky enough to be ac-

knowledgeed as an offensive lineman when, in 1967, I was selected to the 1st Team All Atlantic Coast Conference Football Team and All-American Honorable Mention on our N.C. State Wolfpack team. That team had the greatest record in the history of the school at the time, 9-2. And, we defeated the University of Georgia in the 1967 Liberty Bowl.

So, you may be asking by now, "Cates, what the hell has the mind of the offensive lineman got to do with the health club industry?"

Well, I will tell you.

In elementary, junior and senior high school and college football and after thousands of two hour or more football practices, the mind of the offensive lineman became permanently mine.

It became mine and it represented the value of hard work. It represented the value of intense focus. It represented the value of never quitting. And, it represented the value of doing thankless work for a team, without expecting or ever even thinking about recognition.

You have folks in your organization who work extremely hard. You have people in your organization who focus intensely. You have people on your team who never quit. And yes, you very likely have key, important people on your team who work without recognition. I say that should stop.

Perhaps, most importantly, the value of knowing how to attack a challenge over and over and over again until that challenge is met, is priceless. I learned it while on the football field. Football and later, life, clearly teaches you how to get knocked down, how to get up and how to attack again, just as relentlessly as thousands of times before in practices and games.

Attack...attack...attack...is the only way the offensive lineman succeeds. *Toughness is the most important ingredient.* As an offensive lineman being tough when you're seeing stars or blacking out, and can hardly keep your feet when hit between the eyes with a linebacker's rock solid forearm, is tough. Shaking it off and attacking that same lineback-

er with the hammer forearm again and again...over and over without any diminishment of intensity throughout the game no matter how hot and tired you are getting, is crucial. Relentlessly attacking the challenge over and over is what it takes.

You have staff who attack challenges over and over with relentless focus. These same people do so day in and day out, month in and month out and year in and year out. Many of them are not recognized, except on payday.

I say that should stop. I am calling on you to recognize, encourage and cheer them every week, if not everyday. Don't let them be unrecognized like an offensive lineman. Don't let them ONLY be recognized when they screw up. Honor them for their dedication and hard work. Let them know you appreciate them and what they do for your club and for you. Praise them and make sure their peers see you do it.

Toughness during the high drama of losses in big games is also something the game of football teaches you.

Dealing with disappointment and going on to give your all is something we all must do in life. I learned about this from football, too. My senior year at N.C. State we were ranked #3 in the U.S. with an 8-0 record. We flew up to Penn State to play against Joe Paterno's second team ever as a head coach. A victory that day would have moved us from #3 to #1 in America. That was because the #1 and #2 team ahead of us tied and lost on that day.

It was 1st down and about four yards to go to cross the Penn State goal line. Soon it was 4th down and one foot to go. I played left guard and our center, Carey Metts and I blew the defensive tackle in our gap into the end zone with our double team blocks. The hole we opened was gaping...huge ... five feet wide. Our running back, a nice guy from Brooklyn, New York, missed the hole and we did not score. I was in the bottom of a pile and I knew we had not scored because the Penn State crowd went nuts. We lost.

Our locker room was a den of heartbreak. We flew back to Raleigh, N.C. to the same airport where 10,000 people had greeted us weeks before after we had defeated the #2 team in the country, the Houston Cougars. Nobody was there. We all tried to get over the loss by reaching into our own sad minds. We, as a team, were devastated.

The next Saturday, not ranked #1, but 8th in the nation due to our one loss at Penn State, we had a chance to redeem ourselves in Death Valley...THE Death Valley in Clemson, South Carolina. That's the place where the Baron, Clemson Coach Frank Howard, ruled and watched his Clemson team touch that rock just outside the end zone for good luck before each game.

We were flat as a pancake after the Penn State loss the week before. We lost at Clemson. Another devastating loss. But, somehow it didn't hurt nearly as much as the Penn State loss. We rallied after the news that we'd been invited to play the tough Georgia Bulldawgs in Memphis, Tennessee in the 1967 Liberty Bowl. We had recovered emotionally. We won.

The VALUES

There are, I would bet, hundreds of thousands of others with the "mind of an offensive lineman" across America who share the values I learned from football.

Everyone one of you who possess the hard-earned "mind of the offensive lineman" know well about what I write here.

For the rest of you ... read on with my fellow offensive lineman and learn. Let me tell you why the "mind of the offensive lineman" is important to the health/fitness club industry.

It is important to know and understand the mind of the offensive lineman because to be successful in business, any business, not just the health/fitness club business, you will benefit if adopt these values in your mind.

No folks. I am not saying here you should think about football in your business. (See *A Tribute* page 10)

Norm Cates'®
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...Norm's Notes

continued from page 4

pliance and provide insight into how to prevent credit card fraud and identity theft and avoid monthly fines. For more info on the Summit go to: www.checkfreecompetec.com.

• **A LEGEND is moving on.** Our good friend, **HOWARD RAVIS**, after a 20-year association, has ended his affiliation with **Club Industry**. I wish you well Howard at your next stop. Many of you have read my praise of Howard's terrific work over the years. So, any of you folks out there -- trade associations, clubs, certification agencies, educational provid-

ers, etc.— that are looking to improve, expand or initiate an educational program should communicate with Howard: hsravis@aol.com. It's a generally held belief by many industry pros that Howard produced the best educational program available in the industry. Over the 20-year period, he's presented over 3,500 educational sessions. Best wishes Howard. You're a great friend of our industry. We'll see you at your next stop. Everybody **STAY TUNED!**

• My tribute in this issue to **President GERALD R. FORD** is that and more. Check it out for a *very important message* to all club owner/operators. See page

...A Tribute

continued from page 8

ness. You should think about what makes football tick.

Just think of football now for a moment. The 2006 football season is over. The

bowl games are over. We have a new National Champion in college football, the Florida Gators. And, the great Coach Tony Dungy and his gentleman quarterback, Peyton Manning, disposed of the hapless Rex Grossman

#6 for that tribute.

• Great news from **IHRSA** on the **Public Policy front!** First, **IHRSA's HELEN DURKIN** released news from **MIKE LEAVITT, the Secretary of the U.S. Department of Health and Human Services** that it's developing a **Physical Activity Guidelines Advisory Committee**. **IHRSA** believes this rapid development since the late October announcement of the guidelines, is a *positive sign* of the importance of the project to this massive federal agency. We need people from our industry involved in this committee. For more info on the formation of the committee and the guidelines, visit www.health.gov/paguidelines.

and his Bears on February 4, 2006 in the 43rd Super Bowl, the game I will call for ever the "2007 Miami Monsoon Bowl."

But, how did all of those who excelled in football in 2006 and early 2007, do so?

The were successful because they all adopted the "mind of the offensive lineman."

The **RELENTLESS** mind of the offensive lineman.

Think of it this way. A typical college football game may have 45 to 55 plays. In each and every play, every single person of 11 on the offensive side of the ball must execute his assignment successfully for the play to be a good one.

The center must make a good snap. The quarterback must receive the snap and grasp the ball with care and begin to make the play. The Q.B. must then either run with the ball, hand the ball off to a running back or pass it. Then, depending on if the Q.B. runs, hands off or throws, all of the 11 members of the team are depending on the men on the offensive line to provide the Q.B. or the running back with a hole to run through the defensive line or provide the Q.B. with protection so he may pass the ball to a wide receiver or back who is running his assigned pass route.

But, the success of every single play ultimately depends on the five key men in the middle – the two tacklers, the two guards and the

And, **The Personal Health Investment Today (PHIT) Bill** has been introduced in the **110th Congress** by its original sponsor, **Representative JERRY WELLER (R-IL)** a member of the **House Ways & Means Committee**. The PHIT Bill is one of **IHRSA's** signature pieces of federal health promotion legislation. It would allow for exercise and physical fitness programs and certain exercise equipment to be paid for with pre-tax dollars by including them in tax deferred medical savings vehicles-such as **flexible spending accounts (FSAs)** and health savings accounts (**HSAs**). In case you do not know **IHRSA's Industry Leadership Council**

center. The **RELENTLESS MEN** with the minds of the offensive linemen.

Sure, many plays succeed without perfect execution by all 11 offensive players.

But, few plays succeed without, at the least, good execution from these five men in the middle.

I ask here and now of all club owners: "Who are your offensive linemen? Who are your key five men (or women) in the middle? Who are your key men and women who do the basics ... your club's blocking to open the holes necessary for all of your organization?"

Who are your club's leaders? What is in their minds?

Do your key people have the **RELENTLESS** mind of the offensive lineman?

Do they give up on marketing plans, plans for club evolution, new ideas, doorways to success ... easily?

Or, do your **KEY** men and women have the **RELENTLESS** mind of the offensive lineman?

Do they work hard? Do they set a good example of hard work for your entire team? Do they plan for success for your club and then, execute with **RELENTLESS DEDICATION** the agreed plans. Do they have the mind of the offensive lineman when the first thrust, the second thrust, the third thrust, the fourth thrust, the fifth thrust and more and more effort, does not initially succeed.

Are they **TOTALLY**

is working for all of you in this industry whether your club supports **IHRSA** or not. We need you to become involved by financially supporting these very important, potentially monstrous for the entire club industry, efforts. Go to the **IHRSA** website: ihrsa.org. scroll down and click on the Public Policy section for more information. Keep on pushing hard **Helen!**

• Last month our cover story featured former 10+ year **Arkansas Governor MIKE HUCKABEE** with a very interesting interview in which we discussed the possibility that he might run for **President of the United States**. Well, Governor (*See Norm's Notes page 12*)

RELENTLESS? Do your key people really keep on coming, no matter how hard it gets? Do they persevere when early results do **NOT MATCH** planned for and expected success for your club(s)? Do they get down if success for your club is not **EASY?**

If they do get discouraged easily ... you've got the wrong leaders running the show.

My mind is relentless. My mind will not quit. My mind will not shy away from goals I deem as important, because of early failures. My mind will persevere. My mind will fight on and on and on and on and on. I will not quit until I am ready to quit and that will be when my creator gives me the call.

Will your mind **QUIT?** Will your leader's minds **QUIT?** Do you honor and praise your unheralded, unrecognized people? If you are quitter, if you have quitters working for you and if you have the habit of enjoying your club's success without giving credit and praise to your club's offensive linemen...then change what you are doing. **NEVER QUIT. NEVER HIRE QUITTERS.** And always honor and recognize your winners in front of others. Praise your **WINNERS!**

And, remember one of America's greatest **WINNERS** ... our late, great President Gerald R. Ford. May he rest in peace.

- Norm Cates, Jr. -
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...Norm's Notes

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Huckabee announced on **Meet the Press** with **TIM RUSSERT** on Sunday, January 28, 2007, that he had formed a campaign committee and was running for President on the Republican ticket. And, yesterday, February 7th, former **New York City Mayor RUDY GIULIANI** announced that he is going to run for President, too. Based on what little I know about politics, but have heard on the radio, Rudy is perhaps going to be the strongest Republican candidate out of a field of 10 or more, by the time it's all done. As I wrote last month I think Governor Huckabee is very qualified to run for and be President of these United States. I also believe that Rudy Giuliani, a friend of **RICK CARO**, whom I met at Rick's and **SUE DENISON'S** Wedding at the **Tavern On the Green** in NYC, is vastly qualified to run for and be our next President. What he did with New York City and its improvements before 9/11 and how he performed during the 9/11 disaster makes me believe that Rudy may be the leading candidate in the crowded Republican field. He very possibly could be our next President. I was honored to meet and chat with Rudy at Rick and Sue's Wedding and I took his picture in Phoenix when Rick presented him with **IHRSA's Person of the Year Award**. I used that photo for a CLUB

INSIDER News cover story featuring Rudy and his focus on leadership. After thinking about it and considering ALL of the Republican candidates I am aware of, I think a **ticket with Rudy Giuliani for President and Governor Mike Huckabee as Vice President**, would be an amazing ticket. I wonder if they have met. But, don't count Governor Mike Huckabee out for President someday, perhaps after he's been Vice President for 8 years with Rudy. Governor Huckabee is a brilliant man and he has, in my view, the best grasp of the health crisis in America and its cause, **OBESITY**, of any politician I've ever heard from. Note that I wrote the health crisis, not the health-care crisis, because I agree with the Governor about that, too. He's lived with obesity, got Type II Diabetes from it and cured himself of diabetes with a complete lifestyle change and weight loss of 110 pounds. Now, **THAT's an achievement!** So folks, this year and next are going to be very interesting in America! **STAY TUNED!**

• **Congratulations to BUTCH STAPLES, the Head Tennis Pro at Mid Town Tennis Club** in Chicago, as the **USTA** has honored him, as the first-ever **United States Tennis Association Recreational Coaches Workshop (RCW) "Trainer of the Year."** The award recognizes associates who go above and beyond to train beginning coaches and pro-

mote the recreational sport of tennis.

• **JOE and HEATHER GRAVES** are the bright young couple who are the developers and owners of **Vitabot Online Meal Planning**. Check out their ad on page #21. The Graves just announced a new "Goal Tracking" system installation into their system for current and future customers. The Graves have been aggressively developing and advancing the state of the art for online nutrition tracking and planning. This is the beginning of another wave of revolutionary new features scheduled for release in 2007 by the Graves. The **Ultimate Mealplan Project™** was released fourth quarter '06. Also, check out our new "**Vitabot Vital**" nutritional fact of the month featured on pg #34. Contact Vitabot at: **vitabot.com** to set up a free Vitabot demo. Vitabot is a really terrific service for club owner/operators who wish to give excellent nutritional advice to it's members and prospective members and it's a great new membership selling and retention tool.

• **DAVID PATCH-ELL-EVANS, CEO and FOUNDER of GOODLIFE FITNESS**, based in London, Ontario, Canada, announced the appointment of **MARK SMITH** is **Chairman of the Board**. Mark Smith is the former **Chair of Town Sports International (TSI)** which operates about 150 New York, and Washington, D.C. Sports Clubs.

• **Reuters** recently reported that more than 120,000 obese Americans had some kind of surgery to help them lose weight in 2004, with the biggest increase among middle-aged people. **Dr. CAROLYN CLANCY** said the report shows "more Americans are turning to obesity surgery and that an increasing number of younger people are undergoing these procedures." More than 103,000 of the 2004 operations were on patients aged 18 to 54, the study found. And, 349 were performed on youngsters aged 12 to 17. The average hospital cost for an obesity surgery patient stay, excluding physician fees, was \$10,395 in 2004 as compared with \$10,970 in 1998, adjusted for

inflation.

• Fitness-industry veterans **KEN GERMANO** and **MARC ONIGMAN** have launched **Stone Hearth Fitness**, a sales-and-marketing firm that specializes in commercial fitness products and services. The company's first three clients are the **American College of Sports Medicine; Bionic Gloves**, a division of the venerable "**Louisville Slugger**" baseball-bat manufacturer **Hillierich & Bradsby and Koko Fitness**, a Massachusetts company that develops interactive software and hardware for the worldwide fitness and wellness industries.

• Check out our new advertiser, **The Society for Financial Awareness (SOFA) Founder and CEO JIM CHILTON's** article of introduction on pg #30 and his ad on pg #31. Jim and I have gotten to know each other during the past four months by phone and will meet for the first time at **IHRSA San Francisco**. Jim wants to link SOFA with 90 U.S. Chapters to our industry. For more information you can go to his Website: sofausa.org and Google more info using the full organization name.

• Also, welcome back to the one and only **CASEY CONRAD** as she begins to advertise her new product for clubs **Take It Off**. Check out the new **Take It Off** ad on pg #27. Casey has an amazing amount of initiatives all in play at once including the early months of her **Healthy Inspirations** chain of 74 locations and the new acquisition of **Slender Lady Fitness Centers**, giving Casey and her partner, **JIM ROWE, 157 locations!** Don't forget Casey's new book: "**Winning the Struggle to Be Thin**" an amazing book for weight loss for women featuring 62 testimonials from women who have won the battle at Casey's **Healthy Inspirations**.

• **Kristie Harvey** is Casey's newly hired **Director of Take It Off** and is a sharp young lady who is helping Casey roll out **Take It Off**, mentioned above. Kristie graduated from **Curry College** in Milton, MA. with a degree in **Business and Marketing**. She is an avid runner and does 4 marathons

marathons a year. She began 2.5 years ago as **Healthy Inspirations Lifestyle Consultant** as the owner of her **Healthy Inspirations Center** offered her the job. Kristie lifts and is also a **Body Training Systems** certified **Group Power** instructor and says "**I LOVE IT!**" about **BTS' Group Power**.

• I hope you will make plans to be in **San Francisco for IHRSA's 26th Annual Convention and Trade Show** and I do hope to speak to you one on one there. Check out my writing about the event on page #26. I will be assisted by lovely **HOLLY SNOW** at my **CLUB INSIDER News IHRSA Trade Show Exhibit # 109**. She is the significant other of my friend **LYLE SCHULER** and a key team member at Lyle's **renaissance club, the Mid-Hudson Athletic Club (MAC)** in Kingston, New York.

• **PETE BROWN'S 26th annual Athletic Business Conference & Expo** will be held Nov. 28 - Dec. 1, 2007, at the **Orange County Convention Center** in Orlando, Fla. For more information, contact **Athletic Business** by e-mail: conference@athleticbusiness.com or go to www.athleticbusinessconference.com or call: **800-722-8764** or **608-249-0186**.

• **God bless our troops, airmen and seamen in Iraq** and the **Middle-East** as they fight on for **America**. **God bless their families** as they suffer greatly, as well. **God bless President Bush and our political leaders** as they try to find a way for America to be at peace without America becoming the battle ground. **God bless the citizens of Iraq** as the carnage continues. And, **God bless you all!**

• **STAY TUNED!**



Kristie Harvey

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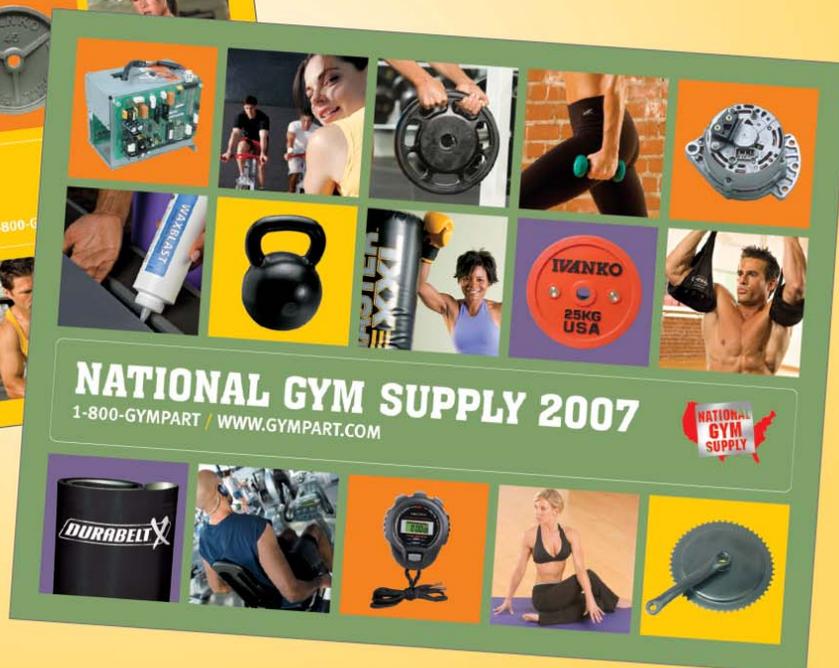
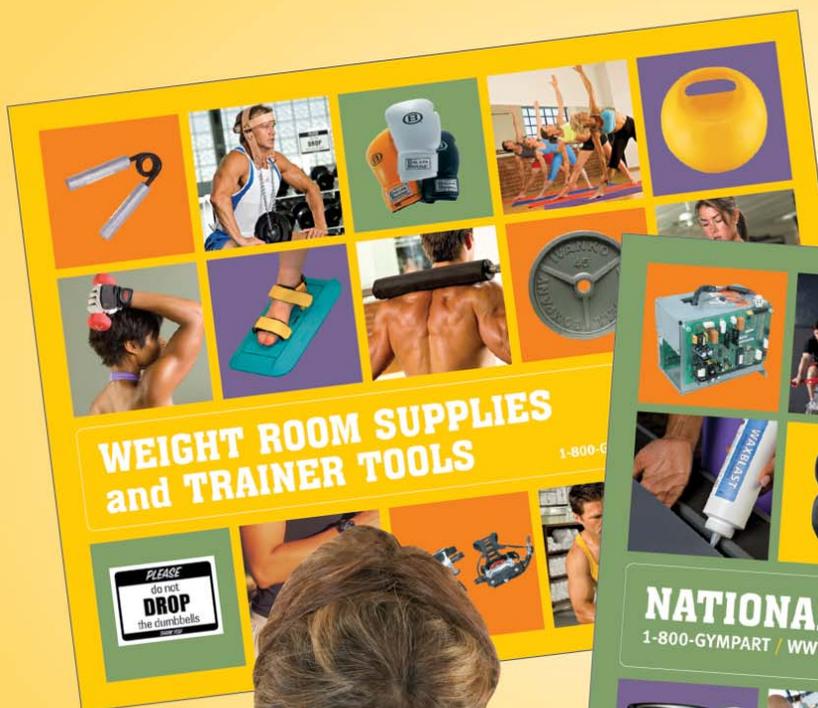
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...Alliance

continued from page 3

tion over and over. The word: *retention*, represents one of the single most mystical challenges of this industry.

But, really it's not a mystery to any of us. *How to achieve high rates of member retention* is the mystery.

I believe that contained within the depths of this report are words from Norma Jones that will probably cause an epiphany, a revelation for many of you health/fitness club owners.

We all know about how *results for your members* is the #1 factor in retention.

But, frankly to many of you, *your effort* to provide results *ends* when you purchase and install your club's equipment.

The epiphany I write about today is well described in Norma Jones's comments that come toward the end of this report. .

But, this *epiphany could also be called a "flash back."*

It really is a *flashback in time* in the health/fitness club industry to the era when *personal attention* inside of a health/fitness club was more of the norm. *Personal attention* where club staff actually knew the names of their members and greeted them with "Hello Joe. Glad you're here. Have a great workout!" when he arrived, as opposed to fast swiping his electronic membership card in a robotic manner and sending him through a turnstile to become just another number lined up on a piece of equipment in the club. A *flash back* to the era when there was actually a "one-on-one" relationship with most of the members and yes, God forbid, a *friendship* between those who worked on the floor of a health/fitness club and their members. A *flashback* to where the word *RESULTS* was the *operative* word that all clubs worked to achieve for their members. A *flashback* to an era where the game was a "people game", not a numbers game.

How many of you own and operate a robotic club? How many of you don't?

For you youngsters of today's fitness floors where several hundred pieces of equipment or more must be

monitored and where *PERSONAL ATTENTION* for the member only comes when he pays extra for a personal trainer, this writing might just provide you with an epiphany.

America, Canada and the world's entire health/fitness club industry can benefit from Alex and Norma Jones's comments contained herein. Trust me folks...you don't have to buy anything to benefit from what Norma teaches in her interview here. But, you will read about Alliance Fitness's EasyZone Weight Loss and Nutrition Programs. When you're done reading this you will realize why and how Alex Jones', Gene Kay's and Joe Ertel's giant Canadian Alliance Fitness organization has almost 100,000 members in 15 operations. And, you will realize how Alex Jones has lasted 33 years in the business.

The big Alliance Fitness Corporation launched EasyZone Weight Loss and Nutrition Centres inside their clubs 7 years ago to fulfill a member need repeatedly echoed by their members: that was *how to get the best results* from membership in the upscale Family Fitness and Exclusively Women's Fitness Centres.

Norma Jones is also the wife of Alex Jones, one of the co-owners of the Alliance Fitness Corporation in the Toronto Canada area.



Alex Jones, President and Co-owner of The Alliance Fitness Corporation
Comments and Reflects on 33 Years

We asked Alex Jones, a very experienced industry veteran, to comment and reflect on his 33 years in the health/fitness club indus-

try. Jones and Vicki Mason, V.P. of Operations for The Alliance gave us a little history about the health/fitness club industry weaved nicely into their comments on how they have achieved what they have achieved.

Alex Jones shared, "Personal health and fitness have always mattered to me. I was born in Toronto, Canada and I have played almost every sport imaginable, mainly football, baseball and hockey. My enthusiasm for recreational and semi-professional sports naturally led me towards the fitness industry when developing my career decisions.

I began my career in the fitness industry with Vic Tanny's in Toronto, Ontario, Canada in August 1973, as a Fitness Instructor. I loved being a part of the atmosphere, the fitness product and the positive reinforcement.

By December 1973, I was managing an alternate day (women one day and men the next) Vic Tanny Gym in Kitchener, Ontario. Within a short time, my team and I positioned that location as one of the top Tanny's gyms in Ontario - there were 28 Vic Tanny Gyms at that time."

Jones continued, "In the 70's, being a member of a fitness club was primarily about body weight and measurements. Good health and increased energy levels were sort of a by-product of working out. Today we sell a more balanced approach of health and fitness. Living better, living longer, being physically and mentally stronger and staving off disease and atrophy through proper body maintenance are our member's and staff's goals today.

In 1980 one of my partners, Joe Ertel (now the CEO of Alliance), and I joined forces to own and operate the second Gold's Gym in Canada, once again located in Kitchener, Ontario. Over the years we have moved and expanded that gym twice. Today it is a free standing 40,000 square-foot Family Fitness Super Club.

In 1982, we opened our first women's-only facility, the Waterloo Women's Club. It was less than 3,000 square feet. However, it was a full-service facility and was a huge success. To my knowl-

edge, it was the first club in Canada to provide a circuit training system, a double sprung aerobic floor (no more shin splints) and a pre-authorized monthly dues system for membership payment.

We also expanded that club several times and eventually moved to a free standing building we now share with Staples Business Depot. The club is now known as *Exclusively Women's Fitness Centre*, is 17,000 square feet and the dues are rapidly approaching \$200,000 per month.

We currently have 9 *Exclusively Women's Fitness Centres* and 6 *Family Fitness Centres* (3 with women's-only workout areas as well as co-ed) across Southwestern Ontario. Our membership is approaching the 100,000 person level and we employ approximately 900 full time and part time staff members on our team.

The name "Alliance Fitness" is the brainchild of my other partner, Gene Kay (Senior V.P.), who in 1999 brought his 4 co-ed and one women's-only clubs to join forces with Joe Ertel, Vicki Mason (V.P. of Operations) and me. The "Alliance Fitness Corporation" was formed.

We have many leaders within The Alliance organization, both in operations and administration. Many have been with us 15 to 20 years and more. Vicki Mason is a long serving partner for *The Alliance Fitness Corporation* and *The EasyZone Weight Loss & Nutrition Centres*. Vicki's successes with Vic Tanny's and then Ray Wilson's clubs in California, as well as Vicki's success in the operation of her own club, make her an integral part in

the day to day success of The Alliance.

Vicki is a sales and management veteran who is not shy to "roll-up her sleeves" and wade right in to any situation. There is a long line of individuals who certainly owe at least a portion of their fitness career success to Vicki Mason.

In the early 90's when we earnestly began to introduce personal training in our clubs, we had three main goals in mind:

1. To better serve our members through more education and advanced workout techniques to maximize results and therefore positively impact retention;

2. To train and educate our existing Fitness Instructors to an even higher level (Personal Trainer) so that they could have a more meaningful career with greater personal financial rewards;

3. To further enhance the bottom line for the Corporation.

Throughout the years we have been approached by many different diet centers and never felt truly comfortable with any of them. Some of them even told clients not to exercise - how absurd is that! Diets are not the answer.

We pursued our own path for a proper balanced nutrition program where clients are encouraged to 'eat smart not less'. Today, the fully automated EasyZone program combines simple and proper nutrition with intelligent exercise to assist the member in reaching and maintaining their fitness goals for life. The EasyZone Weight

(See Alliance page 16)



Family Fitness, Mississauga, Ontario

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Mark and Karen Steinfield

Gold's Gyms of Howell, Point Pleasant, and Long Branch



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Association Insurance Group

...Alliance

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Loss and Nutrition Program has truly enabled Alliance Fitness to present an all around and complete plan to achieve success for each of our members."

Alex Jones' Comments On the Healthcare System in Canada

"The Canadian Health Care system is superior to that offered by most other countries in many ways. But, the truth is, our government continues to spend taxpayer's money *trying to fix people who have chosen to embrace poor nutrition and minimal body maintenance rather than fund the preven-*

tion of atrophy.

Incorporating a personal tax credit incentive to encourage a more active lifestyle would be preferable. Alliance Fitness is a leadership partner in Fitness Industry Canada, a Canadian national organization that is lobbying our national and provincial governments to explore funding preventative maintenance towards healthcare and therefore lessening the financial health burden as our population grows older.

John Barth, our Vice President of Business Operations, just recently returned from Ottawa, our nation's capital. There he had been on a quest to enlighten our nation's leaders on the major positive and long term financial impact of educating our

population on the tremendous benefits of proper nutrition and intelligent exercise."



Vicki Mason Another Alliance Fitness Veteran Weighs In

We asked Vicki to recall her early years in the commercial health/fitness club industry. She replied, "My first full-time job was working for *Figure Magic*, a ladies-only fitness chain in Toronto and Montreal. I then spent several years with *Vic Tanny's* gyms in Ontario, where Alex Jones and I constantly competed as Regional Directors."

"I left the industry for a year and had a short stint owning and operating the *International Television Academy* talent agency. We provided central casting training for commercials and television in Vancouver, British Columbia.

However, fitness was in my blood and I missed the industry. So I returned to work with Alex at the Waterloo Women's Club (now Exclusively Women's Fitness Centre).

What I recall the most about the early days of fitness is women didn't "sweat" ... they "perspired". Workouts were much lighter than they are today and they were always based on glamour, not health and fitness.

Our staff uniforms consisted of high heels and tights, to accentuate our figures. Gym floor equipment included vibrator belts and rollers to stimulate the circulation and break down the body fat. Aerobic classes were only 15 to 20 minutes in duration. Service was also more one-on-one with the members. As a Fitness Instructor, I would take 5 to 10 clients at a time and each would have

his own program card. I carried a clip board with all my clients and would take each of them through their workout regime.

One of the toughest times I recall was when the government changed to regulate the membership laws. At that time, we were able to sell "lifetime" or 2 and 3 year memberships. Today we're limited to a one-year maximum membership term. While we have adjusted to the transition now, at the time, it affected cash flow.

One of the toughest ongoing issues is finding or creating good passionate professional people who believe in the product. People are our business. We are only as good as our people – staff is just as important to me as our members.

My vision for the future of Alliance is to develop strong leaders in our corporation so we can grow and open more clubs. It all comes back to people, again. It's not the expensive equipment that makes a club. It's our people that make our business work."

Vicki Mason Comments On IHRSA

Vicki Mason comments on IHRSA: "Being an IHRSA member has been valuable to me because we attend shows and see what other people are doing in the industry. IHRSA gives us the opportunity to learn and implement some new ideas. Even if we only come back with one or two new ideas, it takes our company to another level. It also reassures us that we are doing things right!!

If I were on the IHRSA Board of Directors my first focus would be to offer more in-depth training in sales and marketing. I find the IHRSA external and internal marketing advice provided at its conventions weak. The speakers on these topics, while often good, also are often there to sell themselves and their product. I would ensure that the workshops be more generic, hands-on and in-depth, without trying to sell the club owners on a particular product or idea."



Fred Elias Easy Zone USA Vice President and Program Installation Trainer

Fred Elias is the Vice President of the USA Division of EasyZone Weight Loss & Nutrition Centers. (Spelled this way for U.S. operations.) Fred began his career with Jack LaLanne selling memberships. He owned and operated a Gold's Gym in the Los Angeles area for several years and became involved in weight loss and nutrition plans when a persistent sales person finally convinced him that it would benefit his club. After implementing the program, much to his surprise, he found that not only was it a profitable venture for him as a business owner, it created a much better, more satisfied member who brought in other customers. He discovered that aside from just focusing strictly on a membership sale, good customer service and results driven programs made more sense for everyone as the members were finally getting results and overcoming plateaus. Retention and referrals improved dramatically.

Alias sold his club years later and became involved with Joe Weider Franchising. After that he worked with Sporteslis and Nutritionalysis (both nutrition companies) and was instrumental in developing the Apex Nutrition systems in many clubs in the Southwest U.S.

Upon leaving Apex Fred consulted and lectured in many health clubs in North America. His love for the health and nutrition business led him to work with EasyZone where he utilizes his vast experience training

(See Alliance page 18)

A Message from Fitness Management & Consulting...

When The Going Gets TOUGH The Smart Get Help™

Jim Thomas is the well-known founder and president of Fitness Management USA, Inc., a management consulting and turnaround firm specializing in the fitness and health club industry.

With over 25 years of experience owning, operating and managing clubs of all sizes, Mr. Thomas lectures and delivers



Jim Thomas

seminars and workshops across the country on the practical skills required to successfully build teamwork and market fitness programs and products.

Since forming Fitness Management, Mr. Thomas has been turning health clubs around at an amazing rate and garnering a reputation as a producer of change...a sharp-eyed troubleshooter, a brilliant sales trainer, and a motivator. Fitness Management provides programs that show measurable results and Jim's team is proud of their ability to glean profit from every square foot of a client's investment.

A dynamic, articulate motivator, Mr. Thomas exudes confidence without artifice and accomplishes wonders without the bruised feelings that can so often accompany change. "We pride ourselves in reaching people and motivating change in a way that encourages self-esteem on the part of the players."

Whether you operate a health club, fitness center, gym or other type club, Fitness Management and Jim Thomas have a program to fit your need, expand your market base, and keep your members and staff productive and enthusiastic. Jim Thomas may be reached at 800-929-2898, jthomas@fmconsulting.net or www.fmconsulting.net.

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EVERY MONTH!

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Thin & Healthy Licensee
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...Alliance

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the licensees on how to seamlessly incorporate the EasyZone Program into their club. Conducting member weight loss seminars frequently and helping club owners and members achieve their goals gives Fred a great deal of satisfaction.



**Mary Neil –
EasyZone Director**

Another very key person in the Alliance Fitness organization is Mary Neil. She is the Director of EasyZone Weight Loss & Nutrition Centres in Canada. Mary works with top management and directors to improve operational efficiency and effectiveness as well as the company's strategic planning. A 20-year veteran in the fitness industry, Mary has worked with professional athletes in bodybuilding and fitness competitions as well as having competed herself. Neil has been a speaker on many radio and television talk shows as well as hosting a Hamilton, Ontario television show focused on health, fitness and exercise. Mary has also written articles for national fitness publications and acted as a spokesperson and lecturer for health clubs.



Norma Jones – International Vice President, EasyZone Weight Loss and Nutrition

Norma Jones acted as the spokesperson, the go-to-person, from Alliance Fitness Canada to this reporter's desk in Marietta, Georgia. Her interview comments follow and will give many club owner/operators more fuel for the fire we hope to be building in the health, racquet and sportsclub industry with respect to truly involving your club(s) in America's and the world's obesity pandemic.

Norma met Alex Jones, her husband of five years, while taking courses to become a Financial Planner and working part time. They developed a business relationship, as Alex became a client of Norma's. After a five year business relationship Alex and Norma began to date in 1997. Alex and Norma married 5 years later in May 2002. Between them, they have 5 boys 1 girl, all grown.

Norma's love for fitness drew her to work as a membership consultant at Alliance Fitness' Exclusively Women's Fitness. Then she managed ladies' clubs for some time. She left the fitness industry for 5 years to own and operate her own business as a wholesale distributor of giftware/home décor. But, fitness kept drawing her back.

Norma's contribution to Alex, Joe and Gene's Alliance Fitness company has been the development and growth of the EasyZone in the U.S. and Canada.

Norma had seen the added strength EasyZone brought to Alliance Fitness and Henry Poleski's giant 12 club, 100,000+ member Fitness World in British Columbia, as they implemented the Easy Zone program in their 12 clubs 4 years ago. Norma knew it could be strong in the U.S. and around the world, too.

The EasyZone Mission Statement is: "To provide each member with the knowledge, understanding and realization of the benefits of an effective exercise and nutrition program."

Norma says, "I am committed to spreading the

message through North America and around the world that dieting is *not* the way to lose weight. It is a *physiologically incorrect science*. 95% of diets fail. People must *eat enough to maintain muscle mass* and *weight loss should be achieved from exercise and proper nutrition combined*.

I love this industry and the people in it. Dealing daily with club owners and fitness professionals is a pleasure. Almost all understand and agree with our philosophy and are committed to giving their members a quality program so they can achieve real results. After watching members exercising year after year and not being able to change their body composition, gym owners are now recognizing the need for a proper nutrition plan and most agree that diet centers are not the answer.

We, as fitness professionals, are the people (along with the medical community) that must bring this message to the public so they understand. Diet centers offer slick marketing and most of their business is from repeat customers because people cannot stay on a diet for the rest of their lives.

A lifestyle change is what North America needs to beat the obesity pandemic. When I see all the ads and television commercials in January and magazine headlines shouting "LOSE 40 LBS IN 8 WEEKS" and all the magic weight loss pills you can buy that supposedly will help you attain the perfect figure, it makes me cringe! People *need* to know the truth! The truth is that there is no perfect diet or pill. There are 31,000 diets registered with the FDA and if just one of them worked we would all be on it!"

My vision is to educate the general public about the truth by bringing the EasyZone program to health clubs all across the U.S. and eventually internationally. We have had several requests already for our program in Spanish and French.

EasyZone fits into the company as a whole because it helps members get the results they want. When this happens members are more committed and satisfied. Naturally they introduce more

friends and relatives to their healthy new lifestyle. And, EasyZone is a *great retention*



Family Fitness Cardio Center

tool for us at Alliance Fitness because we are touching our members on a regular basis and giving them the support they need to achieve their goals. It's a *win - win* situation for all.

An Interview With Easy Zone Vice President Norma Jones

I spoke with Norma and had several questions that she provided interesting and informative responses and commentary on.

Q. "Norma, your easyzonecorp.com website asks on the first page: "Is your club losing out on the weight loss market? Please describe for our readers that weight loss market in the U.S. and Canada?"

A. We all know there are an awful lot of people in the U.S. and Canada that are overweight. In the U.S. it is about two-thirds of the population. Obviously, it's not getting any better. It's getting worse.

What frustrates me is that a lot of these people are going to diet centers. They go to the diet centers and they lose weight. Then they gain the weight they lost back again. Then they say, 'Oh, that worked the first time, I think I'll go back and do it again.' They continue to do it over and over again. Of course, that's the yo-yo dieting syndrome. Each time they do this they lose lean muscle mass.

We feel that we've got a much better business model to attract these people because we know they need

exercise. Not only do they need exercise, they need to learn a new lifestyle and

how to eat properly ... to eat nutritionally. That doesn't mean starving yourself. That doesn't mean going to diet centers and cutting your calories because every time you do this it hurts your metabolism."

Q.- Also, your website says: "A fantastic opportunity for club owners!" So, please describe that opportunity.

A. - "It's a huge opportunity. First of all, the main thing is your members need to get results. If members aren't getting results, then what's the point? People come to the gym because they want something. Or, they come because they are in pain emotionally or physically. They become a member. If you provide the new members with the interaction and lead them to the results they came for retention will automatically improve.

Existing members may have been working out for two or three years. They're faithful. You've got some of them in your club. They're working out two, three, four, five, sometimes seven days a week and *they're not getting results*. That's because they need to have a nutritional component there. Even with personal training they sometimes aren't getting results because during the other 23 hours of the day they're making poor food choices.

Sometimes they even think they're eating right. I thought I was eating right before. I was eating healthy. I was eating 5 to 10 fruits and vegetables a day and a wide variety of food. But, it wasn't
(See Alliance page 20)



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...Alliance

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until I actually started examining what I was eating that I realized there was room for change. I obviously wanted to eat in the EasyZone because if I was going to be doing this, then, I wanted to be a product of it as well. What I found is that I'm not only

our clubs seven years ago. We had almost no personal training revenues. We had some personal trainers who were working a few hours a week. But, it was nothing significant. Personal trainers love to train, but a lot of them are not good sales people. With a nutritional component added through EasyZone and some really great sys-

that didn't necessarily have space allocated. All you need is a place, preferably private, so you can talk. We want to make sure the client gets personal attention. That's part of the program. Most gyms already have a place where they conduct body composition analysis. You need a scale, a tape measure and a body fat tester.

Q. Please tell us about your EasyZone Meal Plan mentioned and depicted on your website?

A. We provide the client with 8 weeks of meal and snacks. They get 3 meals and 2 snacks per day. It's based on their activity level. So obviously a construction worker's going to get more calories than somebody who's sitting in front of a laptop all day, like me. It's based on his body fat percentage and what his goals are: if he's looking to gain weight or lose weight. A meal plan itself is *personalized* so a person would choose the foods that he likes to eat as opposed to being told he has to have chicken and broccoli everyday. Let's face it, he's not going to stick to it if he doesn't get foods that he likes. So, the member picks his own food choices.

The program comes back in an attractive bound journal. There is a grocery list at the beginning of every week that tells him what to buy so that there is no waste. There is also a substitution list at the back of the journal. So, if he doesn't feel like having roast beef at lunch that day and he wants tuna, he will know how much to substitute. There is a page for everyday of the program for him to write down his food intake and his exercises. We include this so the EasyZone Coach or their personal trainer can determine what he has been doing, manipulate his exercise and discuss any issues he may have faced.

Back to the Past for the Future Personal Attention to Members Continues As a Key Ingredient

Q. - You just mentioned words from my next question, the *personal attention* they receive from their EasyZone Coach. Do you

want to add anything with respect to Alliance Fitness' EasyZone's focus on personal attention to members as ONE BIG KEY to success?

A. Well, if you just throw a nutritional program at somebody he's not going to stick to it. The most important aspect to our program is we want people to *adhere to the program and get results*.

The program requires an hour and a half of employee time over the eight-week period. In our own facilities we have an EasyZone Coach meet with him for one half an hour initially and 15 to 20 minutes every second week thereafter. Some of our licensees choose to meet every week because they want to provide them with more personal attention. The more interaction we have with our client members the better the results they are going to get.

That's part of what we all feel is missing from today's gyms. 20 to 30 years ago there was a lot of personal attention. Many clubs got away from it. Today, people come, join and then they stop attending. Well, why is that? Because they are not getting the attention or results. So, if you provide them with the attention they will come and they will get results.

That's what diet centers do, Norm, quite frankly. We've looked at what diet centers do. They counsel people. Some people really need this. They need a pat on the back. They need encouragement and advice. Why is Weight Watcher's Successful? You know ... they do the group thing. They clap. They make them feel good. It's not like any one diet is right. What really makes a program work is the three key elements we embrace: nutrition, exercise and personal attention. People need the personal attention to change their lifestyle.

Q. My next question was: "What can the health/fitness club industry learn from the diet/weight loss industry?," But, you've addressed it." Care to add more?

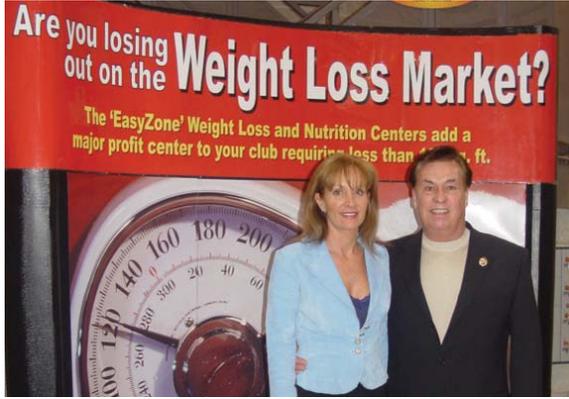
A. Basically what I just said really covers it. But, let me add they're (diet/weight loss industry) making billions of dollars. (About \$90 billion vs. \$14 billion)

So, **why should our industry not tap into that**

market? We're doing it correctly. One of the biggest aspects about our program, which is *totally different* than anybody else's is, we actually *don't cut calories*. We don't take away calories to get people to achieve weight loss. We determine their caloric needs using the **Harris Benedict Revised Equation**. That is an equation that tells exactly how much a person of a certain body weight and height should need in calories every day. This revised equation takes into account a person's lean body mass. Members are fed as much as they need, so they're not going to be hungry. In fact, a lot of people say, "Gosh, this is SO much food! I can't eat it all!" We encourage them to eat as much of it as they can because every time you eat there is a *thermic effect* and *it boosts your metabolism*. So, we want you to eat five times a day, as long as it is properly. This will also help stabilize your blood sugar levels.

The EasyZone program will actually feed them to their maintenance level calories. The coach creates an energy deficit through exercise. Each time a member meets with a Coach, the Coach will manipulate their exercise program so that they're getting results. **And, we want to start with the least possible amount of exercise in the beginning for a lot of reasons.** When a new member joins and they're really motivated they may decide they are going to work out for an hour. They get on the treadmill and they run for an hour. The next day they are **SO SORE!** They're **done in!** (Norma is laughing.) Sometimes they don't come back after that! However, if they are really committed they do the same thing day after day. After a month they are still running for that hour and they reach a plateau.

Our EasyZone Trainer, Fred Elias, goes into our licensees clubs for four days and works with personal trainers and EasyZone Coaches (See Alliance page 22)



Norma and Alex Jones

eating healthier and often, but, I also lost inches of fat that I always wanted to lose. I had always exercised regularly so I didn't really believe I could lose those extra inches.

The opportunity for club owners is there because the members get results. A whole cascade of good things happen when your members start getting results. They start bringing in their friends and their relatives. They're happier with you. They're more committed to you and your club because you're the one that helped them. It all starts with the member getting results. As they get results they're going to bring more referrals. Revenue is generated inside the club. Michael Scott Scudder says it is six times more expensive to bring in a new member than to keep an existing member. If we can provide that service in our clubs and we can help these members get results, it's going to help retention as well. There is a huge opportunity and there is every good reason to have these EasyZone services within a club.

Q. - Norma, please give us an example to illustrate the financial impact EasyZone can have on a club using an example from your company owned clubs in Canada?

A. - I'll use our business model here. We implemented EasyZone in

terms and procedures put into place, we've gone from basically doing no personal training revenue to averaging \$20,000 to \$110,000 per club per month!

When we launched the EasyZone in our facilities a lot of existing members purchased a program. We now offer the EasyZone in our membership sales presentation. What we found was that prospective members are more comfortable talking about nutrition than they are talking about exercise. Some people are really nervous when they come to the gym. They've never been to a gym before. They don't necessarily want to be there even though they know they should. So, when you start talking about nutrition it's so much more comfortable for them, especially for people who have dieted and failed so many times before. In terms of the revenue created from EasyZone alone I can tell you that each of our clubs sell an average of 20 to 80 programs every month. We sell the program to our members for \$249 and to non-members for \$349. There is great margin on the programs.

Q. Norma, tell our readers about the space needs in case they become interested in your EasyZone operation?

A. - We have clubs in the U.S.

Is your club's nutrition program starving for attention?



hungry for a solution?

We all know that exercise and nutrition are both extremely important to our members achieving successful outcomes. Well, imagine your health club had no treadmills! That's what it's like when you don't offer at least basic nutrition tracking/meal planning for your members.

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Roland Brown Jr., Personal Trainer & Owner of Concierge Fitness, Bakersfield, CA: "Throughout my 22 years of trial and error utilizing almost every system available, I can say the EasyZone is the simplest and most effective nutrition program I've ever used. Clients choose their own food, so compliance and accountability have increased and the results in weight (fat) loss are healthy and steady. EasyZone makes nutrition programming easy...easy to market, easy to implement, and easy to sell"

FOR MORE INFORMATION VISIT US AT WWW.EASYZONECORP.COM

...Alliance

continued from page 22

and teaches all of the staff. The more who know and understand the program the better. Fred teaches how to overcome these plateaus and how to manipulate their exercise so that the members are getting results ...**REAL RESULTS**.

Q. Norma, before I pose this question I want to urge our readers to be sure and go to your website: www.easyzonecorp.com and truly study your EasyZone offerings and to get in touch with you now and for sure, to visit with your EasyZone group at your **IHRSA San Francisco Booth #5412**. And, Norma, in all fairness, I am also going to urge our readers to note our advertisers **Thin&Healthy Total Solutions**® ad on page #17 and to visit Donna Krech and her Thin&Healthy Team at **IHRSA Booth #5814**. And, I urge all of our readers to do the same with our new advertiser, **Casey Conrad's new Take It Off Program**, whose ad appears in this issue and whose **IHRSA Booth in San Francisco** is: #5611.

I am seeking here to generate the **MAXIMUM POSSIBLE EXPOSURE** at **IHRSA San Francisco** for all three of these excellent companies. The need in North America is so vast—no, it is so HUGE of an industry need—it is going to take this group of three great companies and more to even come close to satisfying this need as more and more club owner/operators finally begin to get it deeply into their minds as time passes by.

Now ... my question: "From the moment a club owner contacts you at EasyZone how long does it take to install and have your EasyZone program in full operation?"

Norma Jones — Once they've committed to being our partner we arrange a time when it's convenient to have their staff trained. Obviously, that has to be coordinated with our trainer's training schedule, which at this time, is booked a month in advance. We like to have a month's lead time because we have a big marketing package that has signs and banners and brochures. We get

the members excited with the **"Easy Zone Coming Soon!"** signs, EasyZone brochures and all the training materials they are going to need such as CD Roms and training manuals as well. Having all the great marketing materials creates a lot of excitement inside the club and outside the club. Outside the club they may use the brochures for drop offs at doctor's offices, grocery stores, corporations and other locations to get people into the club.

Because we operate a lot of clubs we realize that pulling staff for training is a **big challenge** and **investment** for the club owners when Fred goes in for four days of training. We realize these owners must pull staff away from their regular duties. Oftentimes, Fred will do an hour with a couple of people, they will leave, then other staff will come in and he will work with them. *Whatever works best for each club owner is what we want to do.* People have to work for a living, and we realize that you can't just stop the gym to accomplish EasyZone training. Fred conducts member weight loss seminars

while he is there too, and this attracts non members. He is a very dynamic speaker.

It's a huge benefit to have Fred do this training. And, of course, we bring all the experience that we have from 25 years in all of our clubs to the table. We pass on our expertise, it's not just nutritional training the clubs receive. We want it to fit into their club. We don't want to tell them "you have to run it this way." The fact that our systems and procedures have worked so well in our clubs in terms of member satisfaction, results and revenue, there is absolutely no reason to assume that it won't work in most demographic areas. Our clubs are not all in upscale areas. We have EasyZone in some blue collar towns and we still do really, really well with our programs and our personal training. Also, because we are a large company we can provide an independent licensee with amazing marketing material that would normally cost them a small fortune to buy themselves.

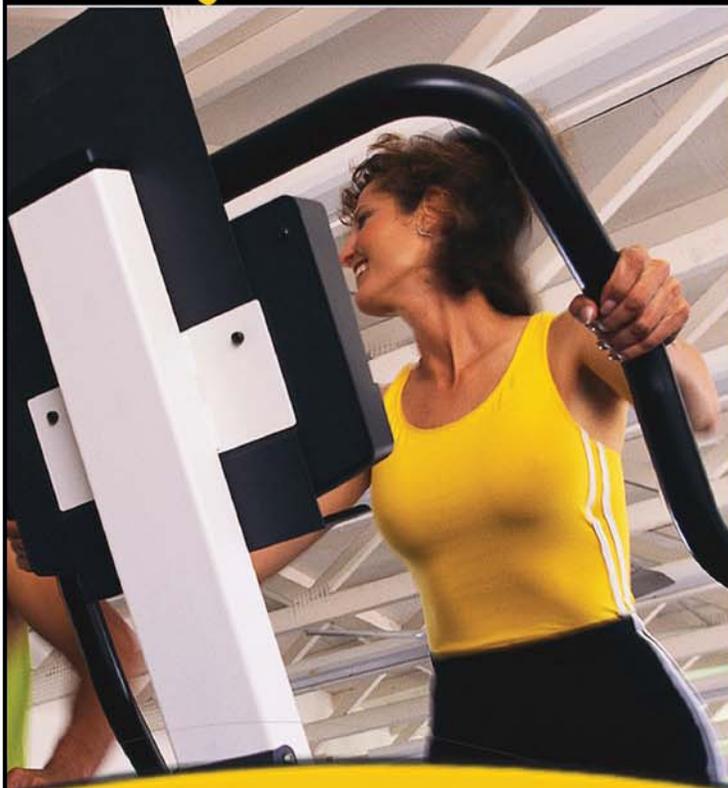
CLUB INSIDER — Norma, in closing, let me say

that you all have a heck of a Team, a really great organization and you should all be proud of it. Would you like to comment on your Team and how you work together?

Norma Jones - Yes, we've got a great Team. Alliance as a whole...it's so big. I work with Mary Neil and Fred Elias daily in the EasyZone division. We all just get along so well. They both have so much to offer. They're both really, really hard workers. Fred lives in Arizona, there is a two- hour time difference. I will be online at 7 o'clock in the morning and Fred will be online at 5 am out West. Mary often works on week-ends. They're just really great people. They believe in our product and practice what they preach. We know what we want. We've got a goal. We want this to work for our clients. **We have a message to bring to everybody and we know it's the right message.**

- Norm Cates, Jr. —
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What Scudder Thinks

Questions and Answers with - Michael Scott Scudder

By Norm Cates, Jr.

Q. - Brother Scudder the month before last you wrote you were pretty much "tapped out" of commentary about Bally Total Fitness. What do you think now?

A. - Norm, I'm convinced that Bally, as we know it now and have known the company for years, will not last much longer. It appears to me that they cannot compete very well in most of their marketplaces because so many other strong "chain," "franchise," and/or "regional players" are now in most of those areas with newer clubs, stronger sales methods, savvier marketing and better overall fitness delivery.

From my study of Bally and private conversations with Wall Street investment experts, I'm guessing that present interim management will try to get as much out of dwindling sales as they can, milk the still-profitable clubs hard, generally decrease shareholder value...and eventually end up late this year taking care of the bondholders as well as possible, offering the stockholders a pittance for shares (or even "new shares" in a reorganized company), and probably "take the company private," de-listing it from the New York Stock Exchange and leveraging the apparent real estate values into a newer, tighter Bally...likely not even the same name! I may be wrong, but I don't think anyone wants that massive debt load, so I no longer think Bally is even a buyout candidate.

Q. - You have been kind to make me aware of what you've been working on for the past few months with respect to how many health clubs you think there are in the USA instead of the previously published in CLUB INSIDER and other places, 29,000 commercial clubs? What do you think?

A. - I've been working real hard on private research of some of the numbers in our industry, with the coaching of a couple of real data-search wizards from outside our business. By the time this issue of CIN reaches the public, the final product, my first published research document - "State-by-State Analysis of the Health Club Business" - will be available on my web site in both online seminar form and document-only form.

Efficacy of numbers is one of the biggest issues I've questioned in our industry for years, and in doing this work, I paid particular attention in the three databases I deployed to make sure that the numbers are "real" and have a high degree of reliability. I've corroborated wherever possible with other sources as well.



Michael Scott Scudder

By my analysis, there were, as of July 2006, a total of 34,992 fitness facilities in the 50 states and District of Columbia. While getting an exact number of non-profits has been the toughest challenge, I believe that there are about 6,000 non-profits and just under 29,000 for-profits. What that means is that presently, *there is one fitness facility for every 8,425 people in this country!* What is a bit scary about that is, that if you apply the "14% rule" to these numbers (14% of our population are presently health club members), you realize that the "average club" is looking at somewhere in the neighborhood of 1,180 members!

However, when I backed out the membership populations from what IHRSA, Club Industry Fitness Business Pro and OnSite Fitness have provided us (approximately 24 million non-profit members and 17.3 million for-profit members), I came up with the startling conclusion that the average for-profit facility has only about 600 members! In future "What Scudder Thinks" sections, I'll give you some more data that will make your hair stand on end, because you've been saying for some time that we have too darn many health clubs... and my research proves that you're right!

Q.- Bro Scudder what do you think about the health/fitness club industry supply/demand status after reading my Insider Speaks writing in my January, 2007 edition?

A. - Well, first of all, I told you in another recent phone conversation I think that is some of the best writing you have ever done. And I think it is. You are so spot-on when you say that we've got too many clubs, and that the big equipment manufacturers have oversold, and that now the practice of including build-outs in equipment leases is causing underfunded clubs to spring up all over the country.

(See Michael Scudder page 26)

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A Message to the Industry About IHRSA and IHRSA San Francisco

By Norm Cates, Jr.

I wrote last month that it's my view that the health, racquet and sportsclub industry *needs to focus on making a profit in 2007 and beyond.*

Folks, the *smartest people* in our industry, and believe me, there are thousands, make profits. LOTS of profits.

If you are a member of IHRSA you know all about it and I am sure, have benefited from your IHRSA Association. (International Health Racquet and Sportsclub Association)

If you are not a member of IHRSA and you want to make more profit in this industry or dig your club out of a hole you've dug, there is no better Association in the world to help you do either. None.

I want to emphasize here first that I URGE you to be in San Francisco, California, the beautiful city on the bay, for IHRSA's 26th Annual Convention and Trade Show, March 28-31, 2007. You are welcome to be there whether you are an IHRSA Member or

not.

Call IHRSA today at 800.228.4772 or go to: ihrsa.org for information on joining this great group of over 7,000 clubs in over 72 countries worldwide.

Come to San Francisco. And, when you do, please, schedule your time to spend as many hours as possible at this year's gigantic trade show to be presented in not one, but TWO trade show halls. And, please take the list of CLUB INSIDER News advertisers list of IHRSA exhibitors shown on page #4 with you.

A Cost of Doing Business for Your Club

Think of being a member of IHRSA and attending this very important annual Convention and Trade Show as a *cost of doing business for your club*, just like your rent or debt payment or your club's electricity. It's THAT important.

But, my point is this. If you own and operate a club, or if you earn your living in

this industry some other way, there is no way in the world your club business or your other role will not benefit from your investment in the cost of doing business by joining IHRSA and participating in its events. It's just that simple.

There is no way you will you lose from the cost of doing business ... yes, this investment in your own future. You might spend four days and find 50 great new ideas for your club. But, the truth is just ONE idea could mean turning the corner for your club business to much greater profits or in some cases, to survival and then prosperity for many years. Just one idea could make all the difference in the world. The more you learn the better your club can become. It's that simple, too.

Go three days, especially Saturday March 31st from 10 to 2 pm because you will be able to receive more attention from the staff members of the exhibiting companies.

Take the time to visit ALL of the exhibitors, espe-

cially the smallest ones located to the left and right of the two halls when you enter the doors. Give the small companies a shot at your business first, then visit the biggest exhibits. Just like the big companies, the small vendors are excellent people with excellent products and services.

This year's IHRSA Trade Show is even bigger than last year's IHRSA25 event! And, when you go to the two trade show halls, let me suggest that you try something new. Try walking to the far left or right side of the hall and begin your tour there. That is because, in case you did not read my writing last month, THERE on the sides of the show and toward the back, you're going to find over 400 companies displaying their products and many of those products and services will HELP YOU MAKE A PROFIT in your club. Realize also that sure, you've got to have equipment, but there are many great equipment manufacturers who are not in the front of the trade show.

I urge you to give the small companies with creative and brilliant products and services a close look and give the smaller equipment manufacturers a chance to earn your business, too.

IHRSA Networking Worth the Price of Admission!

Networking at the IHRSA Convention and Trade Show is, in and of itself, worth far more than the cost of airfare, hotel, meals and convention registration fees in total. That's why I feel so comfortable urging you to be a part of IHRSA. Its speakers and members present valuable information and networking opportunities. You will meet new friends from across America and around the world so when you're working on things at your club you may use their knowledge and experience to help your club.

- Norm Cates, Jr. -
 1st IHRSA President

...Michael Scudder
 continued from page 24

It really is a travesty!

I want to give you a little piece of something I'm now working on as a "parallel" if you will, to the health club industry. I've long been looking for an industry that more or less duplicates what I feel has been going on in this business for almost a decade...and I think I've found it. At a recent executive conference where I was a keynote speaker, a guy came up to me after the presentation and asked me if I'd have a cup of coffee with him. What that usually means is "Michael, for the sake of some java will you give me an hour's worth of free consulting?!" Well, I consented anyway.

This fellow's first career before running a very large fitness/recreation facility was over 25 years in the food distribution business... better known to us as supermarkets. He said that what I was talking about (the steady

increase of new clubs without the increase in net memberships, the acquisition of clubs by large chains or investment companies, and the generally decreasing market share and profitability of most clubs) was the story of the supermarket business! He asked if I knew what average margin the big supermarkets work on. It happens that I do...it's about 2%!

He said to me that if I study the food distribution business I will likely see what is coming down the road for the health club industry...a couple dozen players controlling most of the markets, and being satisfied with very high-volume sales and very low profit margins! If that's the case, Norm, the writing is on the wall for *not hundreds*, but *thousands*, of independent health clubs...they're going to be Wal-Marted out of business within a few years!

I'm going to write an article soon called "A Tale of Two Cities" (with apologies to Charles Dickens) - namely

Columbus, OH and Indianapolis, IN - in which I trace the "what's to come in the health club industry" with what's going on in those cities right now. It's an emerging exact duplicate of the "supermarket syndrome."

Q. - Following up on my focus on profit for health/fitness clubs through careful cost control per my writing in the Insider Speaks in January, what do you think are the three best things club owner operators can do to increase revenue?

Norm, I think clubs of all sizes have to seriously develop alternative sources of income if they are to survive.

1. Get into organized, systematized, pre-choreographed Group Fitness in a big way (or get out of exercise classes entirely). Fitness facilities have got to get into class structures that create a bigger buzz, higher attendance, more possibilities of socialization, more member referrals, greater retention and the possibility of many

types of paid programming.

2. Finally get serious about Personal Training and Small Group Training. There's no reason why *almost any club* can't enjoy annual revenues of \$150,000 or more with a reasonable effort at developing personal-service sales. Mind you, the average profit margin on these sales is over 30%...that's a helluva lot less memberships that have to be advertised for, sold and retained!

3. Understand that the "members only paradigm of doing business" is a dying horse, except for the value-pricers like *Planet Fitness* and the mass-marketers like *L A Fitness* and *Lifetime Fitness*. I cannot for the life of me comprehend that every club in America doesn't sell short-term, premium-priced "try us out" programs to reluctant buyers! I have client clubs that I have instituted this one simple system into their clubs that are enjoying 15 to 20 additional sales every month (at a fixed profit

margin!), getting people to be "paid prospects" (not walk-outs), and benefiting by 40% and higher conversion ratios to membership!

Honestly, I think clubs are so locked into the "old way" of selling and delivering fitness memberships that it is causing *terminal stupidity* across the industry! No wonder the big boys are coming in at such a rapid rate and taking over more and more market share! I mean, *the wake-up call has been issued*...it's time for club owner/operators to *open their eyes!* Hope the above is useful!

Regards - MICHAEL

(To subscribe to **Michael Scott Scudder's FitBiz Connection** go to: www.michaelscottscudder.com For consulting services contact **Scudder at: (505) 751-4248.**)

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Sugar Ray Leonard

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Stephen Lundin, Ph.D.

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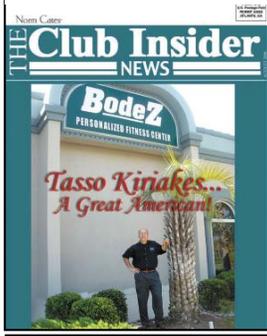
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...In Review

continued from page 3



August 2006

Xynidas, at the Omega 40 Racquetball Club in Ormond Beach, Florida. There he learned the basics of the club business during the Summer while he was working on his double major in Biology and Chemistry at the University of Tampa. He graduated with a 3.8 G.P.A. and went on to earn his Masters in Bio-Organic Chemistry at the University of South Florida. While in high school and college he was an outstanding wrestler and competed in the Olympic Trials. He continues to coach high school wrestlers in his community until this day.

Tasso and his wife of 25 years, Yiota, first met when they were 19 and 15. They married about five years later and celebrated their 25th Wedding Anniversary on January 23, 2007. Congratulations Tasso and Yiota.

In 1987 Kiriakos started BodeZ By Tasso, the name of his club today. The business was first located in 800 square feet of rented space and grew and grew until in 1994 when Kiriakos bought a defunct restaurant building, invested \$600,000 for renovations of the building and installed \$600,000 in equipment.

During all of his years in business Kiriakos has given back greatly to his community. One of his best efforts also happens to be, perhaps, his best marketing tool. His weekly, Friday morning radio show "Fitness Friday" on WNDP 1150 am radio, Daytona Beach, Florida is a terrific marketing and community service program. He features guest speakers from time to time and uses his show to educate and inform his community about fitness. His community service track

record is one that is equaled by very few in the health/fitness club industry. Thus, we entitled his cover story: Tasso Kiriakos...A Great American!

"A Grand Lady" - Virginia Smith Passes Away - page 3 headline story: this was a tough loss for everyone who knew Virginia. Over the years I have been honored and enjoyed the pleasure of getting to know Rudy and Virginia Smith, and I think the world of them. I was very saddened by the loss of Virginia Smith as I had adored her over the years. And, I was sad because the services for Virginia were held in Las Vegas during the same time as my deadline for the month and I could not attend. May she rest in eternal peace.

Paul Toback **Re-signs With A Bucket Full of Money!** was our other page 3 headline. Suffice it say, Paul Toback's abrupt departure on August 10, 2006 with a severance package of \$3,832,500 plus 135,000 shares of Bally restricted stock, left most everybody in this industry wondering what really is going on at Bally Total Fitness. Over the past six months Bally has peddled some of its land and buildings raising \$33 million through leaseback arrangements. But, that money is gone with the wind as its been sucked up by Bally's near 1 billion debt. At this juncture, it is my opinion and the opinion of many, including Michael Scott Scudder, (see "What Scudder Thinks" on page #24 of this issue) that it is going to take something bordering on a miracle to keep Bally Total Fitness afloat. STAY TUNED!

Casey Conrad launched her new weight loss program for clubs called **Take It Off**. Conrad is rolling out Take It Off as her second thrust after launching Healthy Inspirations over six years ago. Take It Off is more tailored for clubs than the more medically targeted Healthy Inspirations programs. Check out Casey's **Take It Off** ad on the next page.

Contributing Author articles by **Bruce Carter, President of Optimal Design Systems International** entitled: "**Design and the Profitable 21st Century Club**" and **Michael Scott**

Scudder, entitled: "**Getting Out of Range**" were published in August.

Yours truly also published an **Insider Speaks** editorial about **Trust**. In this writing I quoted then interim IHRSA President/CEO Joe Moore from his first CBI Magazine writing in July, 2006. Moore wrote: "The industry must speak with one voice. It must communicate a single clear message."

I agreed with Joe Moore then and I agree with him now. However, I think that single message should be that the American consumer can trust health clubs now. So, let me argue this point one more time. If this industry is to get off its *stuck in the muck* 41 million member flatline in total membership growth we've seen in 2004 and 2005 we must finally *get something*. We must get a message. That *something*, that message, might best be conveyed with the words I heard **Thomas Plummer** say at his two-day seminar here in Atlanta over four years ago. Without quoting Plummer's words exactly, his message was: "The American consumers are not buying what we are selling. American consumers are sending us a message, but the question is: are we listening and responding?" The man could not have been more correct.

So, I say here to all of you ... build **TRUST** in your community with your club's professionalism, ethics and operations and you will build and grow your membership total and your club business will prosper in the toughest of competition.

Norm's Notes - August, 2006 - • **Virginia Smith, the Grand Lady**, was remembered fondly. • Broke the news about **Mike Grondahl's Planet Fitness'** upcoming acquisition of **Mike Uretz' World Gym International**. • Announced the great news that my terrific friend, **Rick Caro, President of NYC-based Management Vision**, would be honored at **Club Industry** in Chicago with its **Lifetime Achievement Award**. • I wrote comments about my view that **IHRSA's Board of Director's** biggest challenge was to carefully decide what IHRSA would become

in the future. That commentary was targeted because of my view that IHRSA had morphed over 25 years to a big, broad scope of focus that perhaps needed to be narrowed some as this industry has changed. Narrowed to focus more again on the *reason* IHRSA was created and exists today. Narrowed to focus on helping its member clubs succeed in a new era where health/fitness facilities

are *springing up on every corner* and in *every niched form*. I still feel that way. I believe IHRSA leadership relates to this challenge. I know they know that without successful club owner/operators there IS NO IHRSA. And, the IHRSA Associate Members would be selling their products without IHRSA's help were it not for the IHRSA member club owner/operators. • **IRON GRIP** expanded their factory in Santa Ana, CA. The new facility has 43,000 square feet. Check out **Iron Grip's ad on pg #19**. • Commented on **John Cardillo's "Dr. Weight Loss"** centers now included in his **Premier Fitness** super club floor plans. John is one of Canada's biggest operators. • Announced the first meeting of what we currently refer to as: "**Our Group**". **STAY TUNED!** • **John Klinger, President of Anytime Fitness**, was quoted about his company's growth running ahead of expectations. • Announced that IHRSA's work on the **WHIP Act** had the legislation with 100 sponsors. • Shared **Rande LaDue's** announcement that his company, **ProFit Enterprises**, had produced and was marketing four new machines. See Rande's **KidsPE** ad on pg #7. • **Jay Delvechio, President of World Instructor Training School**, announced the **American Council on Education** had granted college credits for **WITS' personal trainer, group exercise, senior, aqua, children's specialist and advanced skills programs**. **STAY TUNED!**

September 2006
Donna Krech - Total Solution for the Obesity Pandemic - September, 2006 cover story. Donna's Krech's story is a compelling tale of a woman who won't ever give up. Donna opened her heart



wide open for this cover story. Donna Krech has been in the weight loss/fitness center business for over 25 years. She has learned a lot and now she is teaching thousands of people what she has learned. In short, Donna's Krech's story is one about a *great American female entrepreneur* ... one of the best you will ever read about. She *exudes caring*. She *craves success* and achieves it with dedicated, focused and intelligent hard work. She has built a terrific team of women and men at her Lima, Ohio **Thin&Healthy Total Solution®** Headquarters. Donna's Team works closely to deliver results for their Lima location and for their 150+ affiliates. **Driven** best describes her. **Caring deeply in her heart about America** and the world's obesity pandemic describes her feelings about this important challenge. **Creative** best describes her greatest business attribute. And, **loving** best describes her heart.

Our page #3 also contained articles written by your's truly: **Obesity Pandemic and Body Training Systems = Quality**.

I will comment here only about the **Body Training Systems = Quality** article. Body Training Systems, is a company that delivers quality in every aspect of their operation. Quality programs painstakingly developed, carefully packaged, excellently taught and carefully quality controlled, differentiate BTS from all others. Quality club marketing and management support are also a mainstay of BTS. I write here about **BTS Quality in every way**. I also contrast this Body Training Systems = Quality with other providers in this field, who are **QUANTITY** focused providers. I argue here that

(See In Review page 30)

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Wellness Education In Your Community –

A Unique and Potentially Profitable Approach to the Growth of Your Club Business

By Jim Chilton

(Publisher's Note: This article by Jim Chilton, the Founder of The Society For Financial Awareness (SOFA), has been published to provide an introduction to Jim and SOFA to our industry.)

Thinking of *PER-SPECTIVE* is interesting. It enables us to create, modify and vary our thought process to arrive at something important to us.

As club owners and fitness professionals the never ending quest for the achievement of or sustaining of profitability always stays before you. Overhead costs never leave your business:

- Leased space and CAM charges;
 - Facility design and engineering costs;
 - Construction build outs;
 - Capital to acquire equipment and place it in your facility;
 - On-going payroll and benefit charges;
 - Marketing costs;
 - Sales staff compensation;
 - Facility and maintenance costs;
- the list goes on and on.

Your club's overhead weighing in so heavily on your bottom line is as much (or more) of a concern as the "potential" upside of growth to

your business through on-going new client campaigns and programs. The challenge of this perspective is...*"is there really anything new and innovative that, for the cost, will create a significant impact of new members to your bottom line?"*

The answer is absolutely yes!

The solution is: **WELLNESS EDUCATION IN YOUR COMMUNITY.**

The key here is *not to position* your "for profit" business as the host, but rather to be a "member" of a non-profit educational speaker's bureau that penetrates your local community - providing pro -bono work - conducting wellness workshops to employees of companies or members of organizations. Either way, having yourself or someone from your club go out and speak, will position that individual to the seminar participants as an "expert wellness educator."

In San Diego, California, The Society for Financial Awareness (commonly known as SOFA) was established in 1993. It has grown from a group of friends who locally put on periodic informational topics of interest to now having grown and spread throughout America with over 90 chapters.

My name is Jim Chilton. I am the Founder and

CEO of the Society for Financial Awareness. Over the past four months I have spent a significant amount of time on the phone and the internet with Norm Cates, the Publisher of The CLUB INSIDER News, introducing him to and educating him about SOFA. I approached Norm because it was my goal to introduce our organization to the health, racquet and sportsclub industry. Norm Cates, the Publisher and Editor of The CLUB INSIDER News believes that "for-profit" club owner/operators will benefit and be helped in their quest for more profits by his CLUB INSIDER News by introducing our organization to the decision makers in your industry.

I have signed on to advertise with The CLUB INSIDER News for the next 12 months. Our first ad that appears on the opposite page gives you the basics of SOFA. Norm Cates agreed to my request for editorial support because he believes it will assist our ad in reaching your mind. In fact, Norm told me that he wanted my first article to appear with our first SOFA ad. Please see our ad on the opposite page and realize that at SOFA "We are on a mission. Our cause is to wipe out financial illiteracy with consumers in communities across America. We currently focus our message on six specific disciplines –

•Financial • Real Estate
 •Wellness • Taxes • Mortgage and • Estate Planning

Our members donate their time and their talents to discuss the needs and current trends to individuals who wish to listen, grow, and self improve. I personally declare to you all that we sell nothing but tell the truth in our seminars and hopefully impact our attendees' lives for the better.

A key ingredient for a SOFA member is the immediate feedback of the seminar participant. At the end of each workshop, the speaker picks up all program evaluations from the attendees which may lead to a complimentary consultation. Our members over the past 14 years have averaged a 60-65% favorable response rate from our workshops, a great way for our members to grow their businesses. *Everyone wins* – the speaker has created a volume of "potential" new customers. The participant has learned a lot and is now motivated to seek action! *These SOFA workshops create a breeding ground of business opportunity. Very importantly, the workshops offer targeted outreach to your community for your club.*

For fitness, health and wellness professionals, prospecting from the same perspectives using discount coupons, discounted rates,

new equipment, word-of-mouth referrals, flexible hours and new and updated facilities...will always continue. But they bring in a projected monthly number of new members that you know you need.

I am addressing an opportunity for your club to break the mold, change the perspective and go outside the box of conventional health/fitness club marketing and promotions.

The concept of educating interested attendees at a workshop on wellness will create an immediate impact on the number of new potential members you will be able to attract to your business from throughout your community. We offer the opportunity for you or your top wellness staff member to go public. We offer your club the opportunity to penetrate the community more deeply with your wellness message. If you become systematic and regular at this community outreach work and offer it from a non profit perspective, your new member enrollee numbers can and should skyrocket.

(Jim Chilton is the Founder and CEO of The Society for Financial Awareness (SOFA) based in San Diego, California. For more information call 1-800-689-4851 or contact Jim at: jchilton@sofausa.org)

...In Review

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the proof is in the pudding. I cite the amazing daily traffic count success stories and BTS success stories of **Jim and Susan Viar** and **Gordon Johnson**, metro Atlanta area **Gold's Gym** owner/operators and **Mike Silva**, owner/operator of **The Edge Fitness** in New Jersey, as examples of some of BTS' true dollar per square foot revenue success stories. *Ladies and gentlemen, quality is for real with Body Training Systems. If it were not for their quality, they would not be aligned with the co-authors of best seller, Younger Next Year, plus a*

number of industry leaders. See the BTS article on **page #3** and their ad on **page #34** of this edition and please contact BTS today. You **WILL** be glad you did.

An "Insider Speaks" writing entitled: "Stop the Pandemic!" shared the plan I had created and am working to build a new alliance, an entity focused on stopping the obesity pandemic in America and around the world. **Big chore.** But, we've assembled a great team we are calling "Our Group" during this formative stage and things are coming together. **STAY TUNED.**

CLUB INSIDER Contributing Author articles

published in September, 2006 were: **Michael Scott Scudler** – "Late Breaking – BAL-LY Update"; **Will Phillips** – "Master Mind Groups"; **Jim Thomas** – "Do You Have Success Apathy in Your Health Club?"

Norm's Notes – September, 2006 • Urged all CLUB INSIDER News readers to visit and do business with our advertisers at the **Club Industry Trade Show Chicago** and noted the CLUB INSIDER advertiser's exhibit #'s on page #4. Again, I note our page #4 advertiser directory, this one with the IHRSA San Francisco exhibits for our advertisers. These folks are honest, dependable

and will treat you right. I hope you will view their ads in this issue, note their exhibit numbers and do business with them at IHRSA San Francisco. ALL of their exhibits are toward the sides and the back of the two big halls where IHRSA Trade Show will be in San Francisco's Moscone Convention Center. • Asserted that the one and only **Joe Moore** continued to be the best possible choice to be installed as IHRSA permanent President/CEO, the new title for Big John McCarthy's former position as Executive Director. • Reported on the **Augie's Quest Fund Raising Event** held at the **Rio Convention Center** in Las Vegas

in conjunction with **Wally and Michelle Boyko's National Fitness Trade Show** and **IHRSA Club Business Entrepreneur Conference** raising over \$100,000. You can give to **Augie's Quest** now. Go to: www.augiesquest.com and give what you can to find a cure for **Lou Gehrig's** and **Augie's Disease**. (ALS). • Congratulated **Wally and Michelle Boyko** on 25 years of industry service publishing the **National Fitness Trade Journal**. Congratulated **Larry Scott** on his **NFTJ Lifetime Achievement Award**. Congratulated **John Urmston, Dean Kato, Al Rousseau, Chris Henno** (See In Review page 32)

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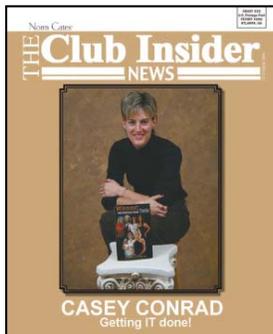
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business!!

...In Review

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and **Greg Maloley** on their **NFTJ Distinguished Service Awards**. • Congratulated **Eddie Tock**, partner with **Ray Gordon** in **Sales Makers**, on his excellent article published by **Fitness Business Pro Magazine** entitled: **"Educating America About the Dangers of Obesity."** • Asked the question: "Does the fact that there are now more overweight people across the world than hungry ones, stir you yet?" • Singled out the **Orlando RDV Sportlex** mega club magazine for members, **Sportsplex Illustrated** as the best I have seen. By the way, if you publish a magazine or newsletter for your members I would greatly appreciate receiving a copy of it. Heck, I'd appreciate it if you would put us on your mailing list so I receive it each time you send it out to your members. Mail to: **Norm Cates, Jr. The CLUB INSIDER News, P.O. Box 681241 Marietta, GA. 30068-0021.** • Mentioned that if you travel to Orlando, Florida that you should allow some time to see both the **RDV Sportsplex** and **Disney's Celebration Place Fitness Complex**, headed by **Don Jones**. • **Joe Shank's Almaden Valley Athletic Club** celebrated 30 years of business in June, 2006. Congratulations again to **Joe Shank** and his **AVAC Team**. **STAY TUNED!** • **Philips' Heartstart OnSite defibrillators** saved 6 lives since they were installed in all of **Town Sports International** 140+ clubs in the Northeast. I truly hope every club in this industry will some day have AED's and their staff well trained to use them! • I predicted that the **Atlanta Falcons** would make it to the **Super Bowl** ... **WRONG!** Nothing like the exuberance in the early season of one football fan. But, **STAY TUNED**, as new **Falcons Head Coach, Bobby Petrino**, formerly the Head Coach at now football powerful **Louisville**, has taken over for fired Falcons coach **Jim Mora, Jr.** And, how 'bout the **Florida Gators!** Actually, even though I am an **N.C. State Wolfpack** alum and fan and **Georgia Bulldawg** fan, I'm happy for my **Bro, "Gator Dave Cates"** and **Joe Cirulli**

and all of **Gator Nation!** By the way, I'm one for two...as I predicted that the speed of the Florida Gators would give them a ½ step advantage over Ohio State and got that one right! **STAY TUNED!**



October 2006

Casey Conrad ... Getting IT done! – There are lots and lots of great people in our industry. And, there are lots and lots of great entrepreneurs as well. But, rarely will you find a great person with the talent, education, experience and entrepreneurial skill of Casey Conrad.

Casey Conrad is the **Founder** and **CEO** of **Communications Consultants, Healthy Inspirations** and her new **"Take It Off"** program for clubs. She is a gifted teacher and consultant and has been in great demand in our industry as a speaker and consultant. She is also a prolific author and her latest book is: **"Winning the Struggle to Be Thin"**, an amazing book for women and men that chronicles deeply the things one needs to do to lose weight properly and keep it off for ever. Her book contains 62 amazing testimonials by clients Conrad has served successfully. For the past 7 years Conrad has targeted her efforts toward "Healthy Inspirations" and recently merged her H.I. company with **Jim Rowe's Slender Lady Weight Loss Centers**, giving Conrad and her new partner Rowe, a combined **157 locations!**

Joe Moore's photo and page 3 headline story entitled: **Joe Moore Selected As IHRSA's New President/CEO with Unanimous Vote!** Suffice it for me to say this choice was a very wise one by the IHRSA Board of Directors. Joe Moore is a 35+ year veteran of the health/fitness club

industry. He served IHRSA selflessly for four years, first on the Board for three years and then served as IHRSA's last President. Now, **Michael Levy** of Toronto, Canada, serves as **Chairman of the Board**, the new title previously called **President**. Probably the most amazing thing about Joe Moore, a **JuJitsu Grand Master**, is that he prepared himself for IHRSA's Board work on Personal Training Certifications by taking all 14 P.T. Certification Courses and passing the test for P.T. certification from all of the organizations in that business! Joe is an even keeled, cool guy who is deeply devoted to IHRSA and the industry at large.

Rick Caro's photo and page 3 headline story entitled: **Rick Caro Honored by Club Industry** covered Rick's October 5, 2006 honor by **Club Industry's Fitness Business-Pro** magazine with its **Lifetime Achievement Award**. Rick deserves all of the honors he's received including **IHRSA's Distinguished Service Award, IHRSA's Person of the Year Award, CLUB INSIDER News' Health Club Pioneer of the Year Award** and **Club Industry's Lifetime Achievement Award**. Last year's recipient was **Judy Sheppard Misset, Founder of Jazzercise** and the year before, **Joe Weider**, long-time weight lifting and nutrition industry icon and publisher.

A rare fourth page 3 headline article by CLUB INSIDER long-time Contributing Author, **Michael Scott Scudder**, entitled: **"BALLY: SAVING THE SHIP OR LOWERING THE LIFEBOATS?"** contained commentary by Scudder on the Paul Toback exit, Bally's huge debt and other issues.

Contributing Author articles by: Will Phillips entitled: **"Master Mind Group"** – Part II and **Donna Krech** – **"The Bottom Line on the Weight Loss Business"** – Part I.

And **"Insider Speaks"** editorial by yours truly entitled: **"Will America Die Young? "Our Group" Says NO!"** provided more commentary on the obesity pandemic and the planning process in play with **"Our Group."**

Norm's Notes – October, 2006 • Following up writing on page #3 I congratulated **Joe Moore** on his unanimous selection to be **IHRSA's** permanent **President/CEO** and **Rick Caro** on his **Club Industry Lifetime Achievement Award**. • Congratulated **Augie Nieto** as he was to be honored by induction into the **Claremont McKenna College Hall of Fame** on November 4, 2006.

• **TIM** and **LIZ RHODE**, two wonderful people and good friends celebrated the 10th Anniversary of their **Maryland Athletic Club** on November 11th. Mentioned the one and only **Mitch Wald** had joined the Rhodes as the **MAC's Chief Operating Officer**. • **CATHY SPENCER BROWNING** of **Body Training Systems** announced that their long-time in development new program, **Group Active**, would be rolled out to clubs in January, 2007 and it was. And, Group active is rolling! • **Ted Forstmann** of **Forstmann Little & Company** named **CARL C. LIEBERT III** as **Chief Executive Officer** replacing **Mark Mastrov**. Mastrov will continue as **Chairman of the Board of 24 Hour Fitness**. • Commented that I think the **"Biggest Loser"** TV show is detrimental to the health club industry because it gives overweight, way out of shape people the bad idea that the way to become fit and healthy is through torturous workouts they show on TV that are, in my opinion, scaring millions of overweight or obese viewers away from the idea of a badly needed permanent lifestyle change they need. The **24 Hour Fitness** logo has been prominently displayed on the show each year for 3 years now. • **Gale Landers** re-branded his 7 clubs and 2 corporate fitness centers to be known as: **Fitness Formal Clubs. Great clubs!** • **ROBERT SURFACE** was named **Chief Operating Officer** for **ABC Financial**. Look for our April, 2007 cover story on ABC Founder **Jim Bottin** and see ABC's new ad on our outside back page. • **Daniel Morrissey** the "fast burner" leading the **XSports Fitness** charge across Chicago and America, now, announced the opening of 4 new mega clubs in just six weeks! Dan's

a great guy and builds amazing clubs. • The late **Robert Dedman's** family sold **Club Corporation's** 170 golf and dining clubs and 3 resorts for **\$1.8 billion!** • Mentioned the excellence of **Curves TV ads**. • Mentioned **President BILL CLINTON's** fast action that happened with his leadership of his **Alliance for a Healthier Generation** causing big soft drink companies to make school snacks and drinks for kids healthier. • Mentioned **IHRSA's CBI Magazine** cover subject, **Arkansas Governor MIKE HUCKABEE** and his work with the **Healthy America** initiative, that ensued after his great success with his **Healthy Arkansas** initiative. If you didn't see it last month I followed up with a cover story with Governor Huckabee in our **January CLUB INSIDER**. I am determined to link our industry with the **National Governor's Association**, formerly Chaired by now **Presidential candidate, Governor Huckabee**, and now chaired by **Georgia Governor Sonny Purdue**. • Reported on **Bodies In Motion** in California emerging from **Chapter 11 Bankruptcy** and being sold to **Meridian Sports** for \$8.5 million. • Wished **Chris Ballard**, former **Fitness Management Magazine Publisher**, the best of luck with his new **OnSiteFitness** publication. • **This mind of an offensive lineman reminds LYLE SCHULER** about the **relentlessness of the offensive linemen**, the same guys that helped him rush for close to 1,000 yards in one season as a college running back! I am reminding **HOLLY SNOW, too!** • Congratulated **Howard Ravis, Sam Posa** and **Zari Stahl** and the entire **Club Industry Show Team** on another great learning event in Chicago. And, I expressed my pleasure at seeing a bunch of industry friends in Chicago during the event and named those friends!

• **STAY TUNED** for next month when I will wrap up my **2006 In Review** summary with a recap of **November** and **December, 2006!**

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Norm Cates' **THE Club Insider** NEWS

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Very sincerely, Norm Cates, Jr.



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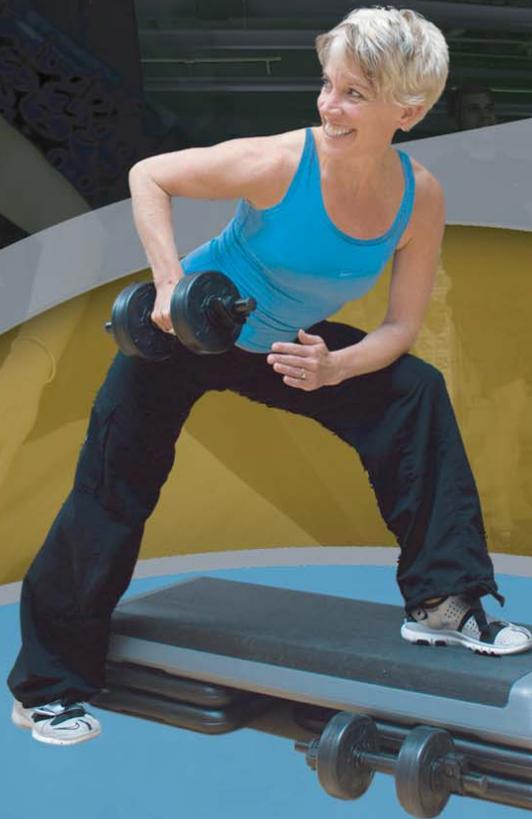
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