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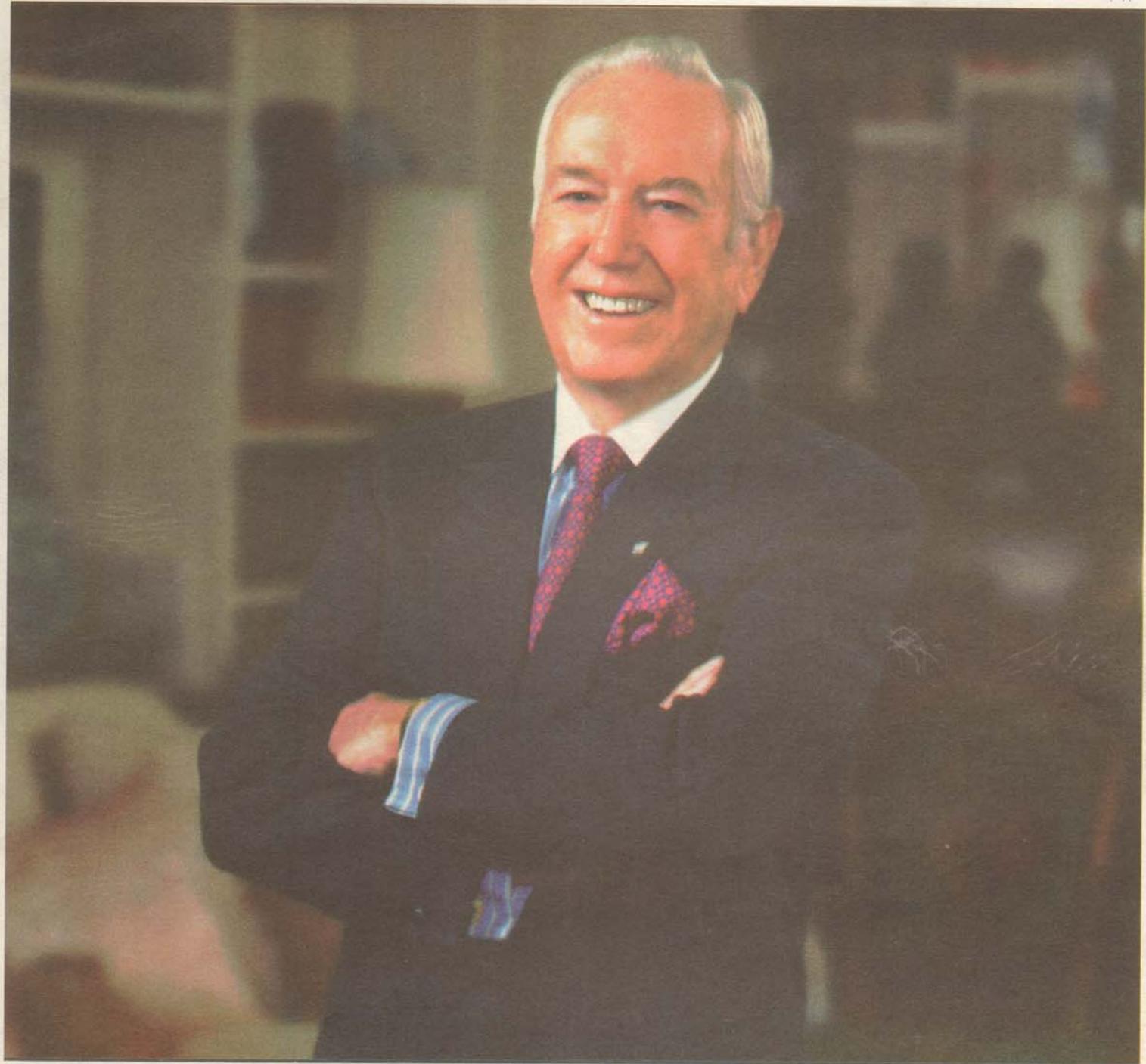
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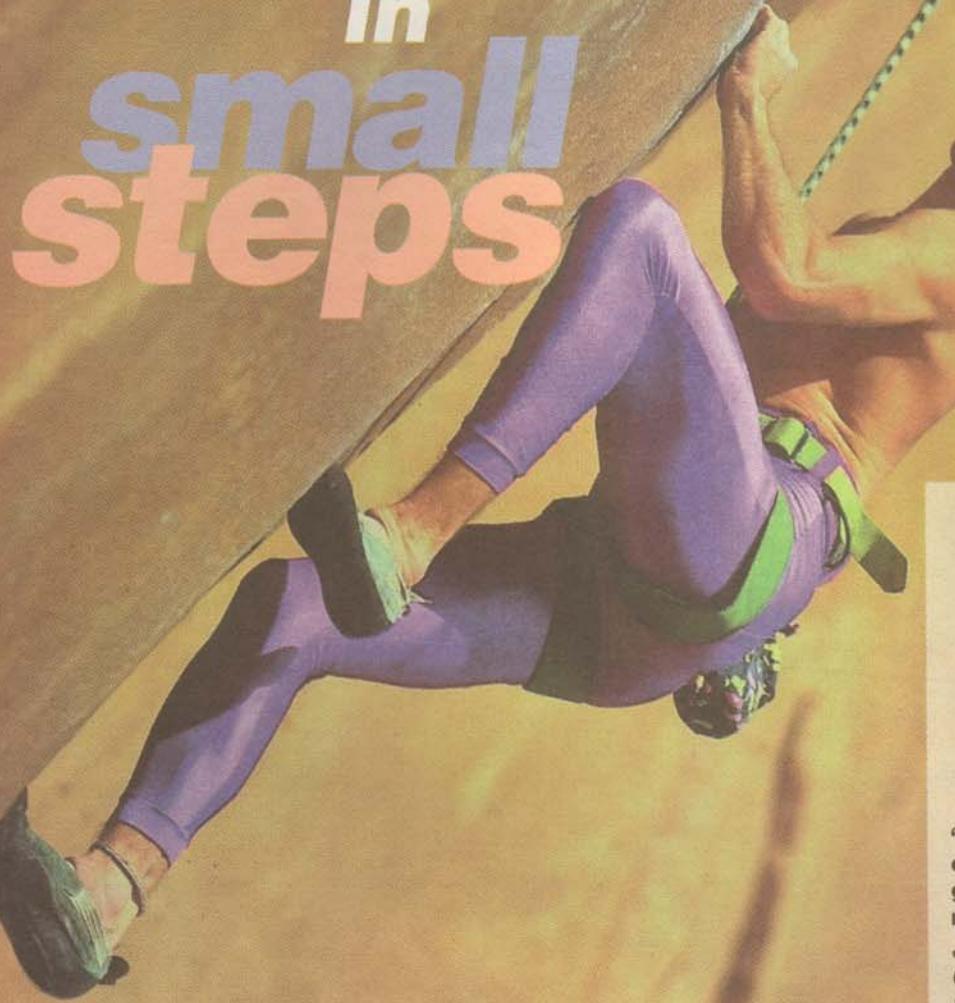
*The Pulse of the Health, Racquet & Sports Club Business*

FEBRUARY 1998  
VOLUME V NUMBER 2



# ROBERT DEDMAN, SR. 40 YEARS OF EXCELLENCE

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**Joe Cirulli, Owner  
Gainesville Health & Fitness**

\*Club Industry, July 1997

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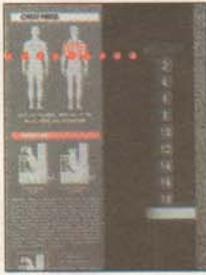
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NEWS

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

## Robert Dedman, Sr. And Club Corporation Of America The Refreshing Story of a Members First Company

By Michael Hoffman

**Y**ou can get what you want by always making sure you give that same thing to others."

**Robert Dedman, Sr. Chairman,  
Club Corporation International.**

Robert Dedman, Sr., Founder of Club Corporation of America doesn't talk about how much he owns. He doesn't appear to find this self-worth in the awe-

some power of his \$1 billion-plus family of more than 270 resorts, country, city dining and athletic clubs and 27,000 employee partners. Instead, he talks continually about how important it is that he, his employee partners and his

members around the world "funfully, pridefully and confidently" enjoy themselves.

Rather than pontificating in the strident manner of a typical empire builder, Dedman has the friendly, reassuring

voice and relaxed demeanor of a country philosopher. The New York Times has called him the "King of Country Clubs", but you might more accurately call him the "Will Rogers" of clubs, for all the unpre-  
(See *Dedman* page 6)



**BODYPUMP PALS** (left to right) Tony de Leede, Rich Boggs (standing left to right) John McCarthy, Victor Brick, David Patchel-Evans and Peter Davis

### Inside The Insider

- Most Successful Clubs - Part II
- Bigger Is Better!
- Is It You Or The Bear?
- Moore Fitness Fighting
- Government Competition
- SEHRSA Contributions Reach \$18,000

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## Body Pump Attracting Club Industry Leaders

**Rich Boggs, Tony de Leede and Ron Franco To Be Featured at IHRSA Body Pump Class!**

By Norm Cates

**A**tlanta, GA.- If you are a club owner and plan to attend the IHRSA Convention in Phoenix March 18-21, you should attend the BODY PUMP class that will be taught by Rich Boggs, The STEP Company Co-founder and President, Tony de Leede, the Founder and owner of Atlanta's 18 location Australian Body Works and Ron Franco, Co-founder and owner of Franco's Athletic Club in Mandeville, Louisiana. To get on the list to attend the class call: 1-800-729-7837 X 270.

The list of clubs that have signed up for the hot new BODY PUMP program now being offered across North America by The STEP Company is begin-

ning to look like a "Who's Who" listing of top clubs. Clubs like the gigantic 450,000 square-foot East Bank Club in Chicago, the San Francisco Bay Club in San Francisco, Red Lerille's Health and Racquet Club in Lafayette, Louisiana, Forest Grove Athletic Club (TCA) in Chicago, The Houstonian Club in Houston, Texas, Sportslife and Australian Body Works in Atlanta and Franco's Athletic Club in Mandeville, Louisiana.

These clubs are market leaders in their respective areas and they got that way by stepping up to the plate and becoming the first in their markets to do many new and exciting things.

BODY PUMP, (in case you have not read what I've had to say in previous editions), is going to be huge world-wide. Why do I predict that? The num-

ber one reason is that The BODY PUMP class delivers incredible RESULTS for the members! The second reason is that BODY PUMP is FUN! Not only does it give your members results.... it is a FUN class which causes friendly social interaction amongst members and lots of after class "word-of-mouth" away from the club. The third reason is that BODY PUMP classes are now attracting males in much higher percentages than any classes ever have. The last reason is that BODY PUMP is being provided by The STEP Company, the same company that in the early 1990's swept the globe with the popularity of The STEP. The STEP became, along with Nautilus and the Life Cycle, one of the most important programs in the history of the fitness industry positively impacting all 18,000 clubs in which it was offered world-wide. The STEP Company continues to deliver excel-

(See *Body Pump* page 13)

## Massachusetts Single-Sex Health Clubs Get Senate O.K.

By Patricia Wen, *Boston Globe*

Reprinted courtesy of  
*Boston Globe* (Late News - Governor signs Bill - See Norms Notes)

against the principle of equal rights, cleared a major hurdle when the Senate approved the measure by a 35-3 vote.

While the bill still requires final Senate approval, leaders on both sides predicted it would pass.

"It's probably a done deal," said Cheryl Garrity, president of the Massachusetts chapter of the National Organization for Women, which opposed the

While the bill has widespread support among women, including the 40,000 members of the state's 80 all-female health clubs, NOW criticized it as opening the door for all-male clubs and said it could backfire.

"We're certainly disappointed the state Legislature has passed a law that legalizes discrimination," Garrity said. "It's an over-  
(See *Health Works* page 8)

privacy needs of many women

# THE INSIDER SPEAKS

• EDITORIALS • "INSIDER MAIL" • COMMENTS •

# BIGGER IS BETTER!

I'll bet you thought this was going to be a column about our President William Jefferson Clinton didn't you?

Well, guess again. My advisers have suggested that I stay away from expression of my views on politics, lies and sex. Probably good advice!

Instead, this article is about parting some you club professionals with a tiny bit of your money. Specifically, I am going to make you an offer that should be

difficult to refuse!

One of the goals that I have made for this, our 5th year of publication of The CLUB INSIDER News, is to increase our "additional subscription" numbers. By "additional subscription" I mean more than one copy going to club owners who have multiple locations. Word I get is that The CLUB INSIDER News is so popular out there that folks are snatching them up and taking them home to read. This sometimes leaves 'the boiss' without his or her CLUB

**INSIDER!** Well, we need to put a stop to that problem.

### IHRSA CONVENTION SPECIAL!

**B**eginning with this announcement, and for a limited time only, we are making "additional subscriptions" available at only \$19.98 per year! Yes, once you have purchased the first subscription at our regular annual rate of just \$49, you can enroll as many other subscribers as you would like for only

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## LATE BREAKING NEWS

### StairMaster Acquires Pacific Fitness

**K**irkland, Washington- StairMaster Sports/Medical Products, Inc. of Kirkland, Washington has reached a definitive agreement with Pacific Fitness Corp. of Cypress, California, to purchase certain assets that include patents and global intellectual property rights for both the Arcuate™ and SPF 2000™ strength equipment product lines. The transaction will be completed by the end of

February, 1998, according to Donald J. Wanat, President and CEO of StairMaster, and Theodore G. Habing, President and CEO of Pacific Fitness.

"Our partnership with the folks at Pacific Fitness, followed by the successful acquisition of the Arcuate and SPF 2000 product lines, caps a two-year product introduction cycle where we have managed the sales and marketing of both lines in the United States

and selected international markets. With the acquisition, we plan to add significant value to the product through performance engineering and improved state-of-the-art manufacturing at our facility located in Tulsa, Oklahoma," says Bernie Boglioli, Vice President of Commercial Sales at StairMaster.

"The Arcuate guided-path design continues to win over customers and to be the 'feel' of choice compared to other open-path strength training options. This unique 'feel,' together with StairMaster's planned design improvements and manufacturing expertise, make for a winning combination. We expect great things, both domestically and internationally, for the Arcuate and SPF 2000 strength lines. Having sold both for two years, we know first-hand the performance success in front of us," says Mr. Boglioli.

StairMaster will consolidate all manufacturing into its Tulsa, Oklahoma plant — something they expect to have completed by the middle of March — and will be in full production soon after.

"This acquisition is completely consistent with StairMaster's strategy, which is to build our business and create long-term value by delivering a wide range of quality products and services to our customers," according to Mr. Wanat.

## OUR APOLOGIES!

**O**ops! Yes, Michael Levy, President of the prestigious Toronto based Sports Clubs of Canada is right! The clubs in their great ten club group of facilities ARE multi-purpose facilities, not

Fitness-Only Facilities as we had stated! I knew that, but I erred and sincerely apologize for the mistake in the Category listing shown on page #3 of our January, 1998 edition!

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# •NORM'S NOTES•

**C**ONGRATULATIONS to our cover person, **ROBERT DEDMAN** as he will be honored by IHRSA at the 17th Annual IHRSA Convention and Trade Show March 18-21 when he receives IHRSA's Distinguished Service Award. Also, **OPRAH WINFREY** will receive IHRSA's Person of the Year Award. And, congratulations to **TONY deLEED** and **CardioTheater** as they will receive the Associate Member of the Year Award! Congrats are also due to **JOE CIRULLI**, Gainesville Health and Fitness Center, **RICHARD MANDLEY**, the Fitness Company, and **HERB LIPSMAN**, The Hous-tonian as they have been selected by the IHRSA Nominations Committee, chaired by **MIKE McFEE**, to serve on the IHRSA Board of Directors. This convention and trade show is going to be terrific and you should try to make it if you can! We will have a Convention report in our April edition.

Speaking of Trade Shows, the recent **SUPER SHOW** was not so super this year according to many who attended, including myself. I waited until Sunday to attend because I was on deadline for this issue. When I arrived in downtown Atlanta I was stunned to see hardly anyone walking on International Blvd. which passes through Centennial Olympic Park. Normally, this walkway from the World Congress Center to the hotel district would be jammed at all hours of the Super Show. So, I checked with some of my friends who were exhibiting at the show. The attendance ratings could be summarized as follows: Thursday-terrible attendance, Friday-satisfactory, Saturday-very poor and Sunday-just plain awful. Keep in mind, this is a show that last year drew 103,000! Well, I wanted to hear what the folks at the Sporting Goods Manufacturers Association had to say about the attendance. The figures given to me were as follows: 100,158 attended according to SGMA. That figure was down from 103,812 in 1997. I guess then the question that the fitness products exhibitors might be asking was if 100,000 people came to the show, why didn't they visit our section of the building?

Word at the Super Show was that the deal being negotiated for **Schwinn Corporation** to buy **Teetrix** is stalled. More later.

My former employee and long-time friend, **DOUG MILLER** called me the other day to let me know that **ROB BARUCK**, formerly the owner of the **Las Vegas Athletic Clubs** and with the giant **Whitbread Corporation** in England is coming back to the U.S. to become Vice President of **Nautilus Sports Medical Products** to head up the International Division. Thanks for the call Dougie, even if we did swap voice mail about nine times before we connected!

**VICTOR AND LYNNE BRICK**, owners of **Brick Bodies Fitness Services** with five Baltimore area fitness centers, have announced that they are opening their sixth location. This facility is located in downtown Baltimore and will be called: **Brick Bodies Downtown Health Club and Aquatics Center**. Good luck Victor and Lynne with the new facility.

**The Delaware Valley Alliance** will host a Fitness and Business Career Fair on Thursday, June 18, 1998 from 10 am to 4 pm at the Clarion Suites Hotel, 1010 Race St., Philadelphia. For more information contact **DONNA LOYLE** at: (302) 736-3102. The event is coordinated with the upcoming **CLUB INDUSTRY EAST** show that will be held June 17 to 19th.

Late breaking news! The legislation in Massachusetts making it legal to have women's only clubs was signed by the acting Governor, **PAUL CELLUCCI** on Friday, February 6th. This news even made the **RUSH LIMBAUGH SHOW!** **MARK HARRINGTON**, the owner of **HEALTHWORKS** working with IHRSA, may have set a new world record given the small amount of time from when Mark lost a lawsuit by a local Boston attorney demanding access to the Healthworks clubs for women only until the passing and signing of the law. In any case, give IHRSA a lot of credit on this as it will not only help women's-only club operators in Massachusetts, the precedent will help similar operators facing lawsuits in other states.

**PATRICK PINE**, the Executive Director of the **Western Association of Clubs** in Denver, has launched the **National Fitness**

**Therapy Association**. We will have more on NFTA next month.

Word is that the deal which **MIKE TALLA** and the **SPORTS CLUB COMPANY** had in place to purchase the highly successful **Los Caballeros Athletic Club** in Fountain Valley, California, fell out of escrow.

**RANDE LaDUE**, the owner of **Pro\*Fit Enterprises** has announced that his company had been recognized by the **American Council On Exercise** as a Continuing Education Specialist and can now offer their customers continuing education credits for their **PACE** workshops. LaDue also announced the addition of **ANITA MILLER**, **It Figures Fitness for Women**, **Dr. ROBERT WATINE**, **ROB BIEL**, **Better Bodies Fitness**, **KELLI CALABRESE**, **Xercise**, **MIKE LEMEAR** and **DAVID CHAPMAN** have joined Rande as Independent Sales Reps.

**BUD ROCKHILL**, partner of **Club Sports International** owners **TOM LYNEIS** and **ED WILLIAMS**, has decided to leave **CSI**. Bud had been with CSI for 10 years. Best of luck Bud-whatever you decide to do. Ed also informed us that CSI has just completed the acquisition of the **Athletic Club Boca Raton** which CSI had managed for the last several years.

It was nice to read my long-time friend, **LUKE ST. ONGE**'s column in **Racquetball** magazine. He calls it 'changing-times'. In his column he wrote: **IHRSA'S New Era of Racquetball Promotion...** Through the efforts of **IHRSA Executive Director, JOHN McCARTHY** and **IHRSA's Director of Sales and Promotion, CHUCK LEVE**, a new, aggressive approach to racquetball is being taken by the club organization. Recognizing that racquetball members frequent clubs more, stay longer, and spend more money, IHRSA has renewed its effort to promote racquetball as a major activity within the fitness industry. It is hard to believe that is has now been 25 years since my friend and former partner, **RAY IRWIN**, now of the **Step Company**, began our first racquetball club development here in Atlanta. My how time does fly! Now Ray and partner **RICH BOGGS** are bringing the great **BODY PUMP**

**PROGRAM** to America. Check out the **BODY PUMP PALS** photo on page #3.

Congratulations to the 1997 winners of **FITNESS MANAGEMENT Magazine's NOVA7** Award Winners: **Results, The Gym** for best innovation in Facility Design, Construction and Decoration, **Cooper Fitness Center** in Exercise Programming, **Good Samaritan Health & Wellness Center** in Wellness and Health Promotion, **Cooper Fitness Center** in Customer Service, **Winter Park Health Foundation Center** for Health and Wellness in Promotion, Sales and Marketing and **PAINE WEBBER Health & Fitness Exchange** in operations management.

Nice to see the article in the **Atlanta Journal and Constitution** about **HARRY MARMION**, USTA President and his two visions for American tennis in the new century.

The amazing **RAY WILSON** and his son, **PERRY** have their first Tampa, Florida club under construction and pre-sale. Their pre-sales location is 10,000 s.f. and the permanent club will be a 31,000 s.f. facility. They have also made an agreement with **GEOFFREY DYER**, the owner of six **Lifestyles Family Fitness Centers** to operate Ray and Perry's Florida Central Office. Negotiations are ongoing between Ray, Perry and Geoff Dyer which could result in Ray and Perry acquiring Geoff's six Tampa area clubs with Geoff becoming their Florida partner. Stay tuned. Also, Ray and his partners **ERIC LEVINE** and **First Pacific Davies** (FPD) have opened their first location in Singapore. Ray tells me that the Singapore three-story 27,000 s.f. facility may be the most beautiful facility ever built as it has 20' ceilings that are linked architecturally with a 60' high atrium area and according to Ray, is truly spectacular

STAY TUNED!

and by far the greatest club he has ever been a part of. "The Singapore club is located on Orchard Street in a very hot business district between the Hard Rock Cafe and Planet Hollywood and is already the talk of Singapore" states Eric Levine. Ray and Eric and FPD partners will open their second and third locations in Hong Kong in March and April and are expanding aggressively across the Pacific Rim even though the financial climate there has been in a state of disarray lately. Due primarily to the Asian financial crisis, two competitive clubs went out of business in Hong Kong in January. Because of these clubs closing, Ray and Eric's operation inherited several hundred members. In order to protect the goodwill of the fitness industry in Hong Kong they are honoring all of these members for dues only and not requiring an initiation fee. It's Ray's belief that really well operated fitness centers can maintain their profitability through any downturn in the economy. Ray says that all of his companies have always maintained their profitability through all of the recessions of the past fifty years. Ray says his one business downfall, which happened when he was young, was due to lack of long term capital and business experience and not in the least due to the economy. Ray says in some ways a recession is an opportunity as it weeds out weak club operators and also you make much better deals with landlords on leases. During the recession in Southern California, Ray expanded Family Fitness Centers to twice its previous size and FFC increased profits every year regardless of the economy. Ray Wilson is very outspoken, but he backs his talk up with success

# Norm Cates' **THE Club Insider**® NEWS

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**CONTRIBUTING WRITER MGR:** Mr. Cates

**ADMINISTRATIVE OPERATIONS:** Lester Cates

**CREATIVE DIRECTOR:** "Chip" Cates

**EGO MANAGER:** Mr. N. L. Cates, Jr.

**COMPUTER LAYOUT DIRECTOR:** Miss Cathy Brown

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## ..Dedman

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tentious warmth and wit he exhibits when talking about his global network of associate clubs.

### Pride in Belonging - A CCA Benchmark

I caught up with Mr. Dedman at the Orange County Airport recently and managed to get an hour of his time before he addressed a group of country club golf course superintendents at Costa Mesa's prestigious Center Club. During that time, Dedman only once mentioned finances. He did not mention CCA's \$3 billion in assets and \$1.5 billion in annual earnings, nor his million-dollar gift to his alma mater Southern Methodist University, nor his \$25-million endowment to SMU's Dedman College for liberal arts, nor his multi-million contribution to the Dedman Memorial Hospital and the

Dedman Medical Center in Dallas. He also recently granted another \$30 million to Southern Methodist University (SMU). Instead, he spoke with childlike enthusiasm and spark on the culture of personal respect that characterizes his company, which he calls 'pride in belonging.'

He explained to me that the prettiest word in everyone's vocabulary is the sound of his own name. For that reason, every associate club has a policy of honoring members which he calls Star Service. It calls on employees to extend "Warm Welcomes, Magic Moments and Fond Farewells" to every member every time they visit their club. All club employee partners know members by name and address, personally when they visit. This simple act of recognition nurtures the members' sense of self and makes the club feel like a personal sanctuary. It is a very simple

policy, but one all too often ignored by many clubs in today's hectic world.

The member service philosophy extends beyond name recognition, though. Whenever and wherever possible, club employees attempt to exceed the members' expectations. This could mean extra help with a difficult exercise on the fitness floor, arranging an important tee time on the golf course or meeting the special dietary needs of a guest during an important lunch meeting.

Dedman says the Star Service program grew out of his own personal belief that demonstrating personal respect is the most important act in a service business. It permeates the atmosphere of CCA wholly owned subsidiaries, and builds a psychological loyalty among CCA members that literally ensures retention.

### An Optimistic Life Plan

Dedman was inspired as a youngster by the poetry of Robert Browning and Rudyard Kipling, and as the son of an eternally-optimistic itinerant car salesman and insurance claims adjuster, he used the poets' wisdom and the model of his father's fortitude to formulate his life's plan at age 18.

"From Browning ('Grow old along with me/the best is yet to be/the last of life, for which the first was made'), I learned the value of life planning and Kipling's adventure stories taught me to live life to the fullest," he says.

Dedman began by dividing his working life into four 15-year segments. From ages 20 to 35, he would work 80 hours a week. From 35 to 50, he would work 60 hours, and from 50 to 65, he'd work 40 hours. After 65, he'd work only 20 hours or retire.

Within four years of completing high school, he had earned three degrees - in engineering, economics and law - from the University of Texas, while also serving full time in the Navy for two years while in law school. By age 23, he had a Masters of Law degree from Southern Methodist University and was a founding partner in the Dallas firm of Shank, Dedman and Payne. He was also personal counsel to oil billionaire H.L. Hunt.

Using the 80-60-40-20 formula, he reasoned, he could earn \$50 million by age 50, and then begin to give his wealth away at the rate of at least \$1 million a year. He has stayed fairly close

to this plan, all except retiring, that is. At age 72, he still travels constantly from one associate club to another, lectures continually to assembled employee partners and keeps his golf and tennis games sharp. For Dedman, chronological and professional maturity have brought with them an irrepressible happiness.

"It's fun to be in the business of selling fun," he says.

### CCA'S Moonlight Origins

At age 31, Dedman was not only a successful petroleum industry and estate planning attorney but also a Deacon at a local Presbyterian Church, with a personal penchant for networking. Like most attorneys in the Texas oil heydays of the middle 1950's, and according to his plan, he was working a grueling 80 hour per week schedule, but wanted to break that routine. He believed that hardworking businesspersons like himself ought to have a place to go to get away from the pressures of work and to share their joys and sorrows in a spirit of camaraderie and sportsmanship.

He cut his work schedule to 60 hours and spent the remaining 20 hours searching Dallas' VIP community for people to serve on a Board of Governors that would work toward developing a country club with 54 holes of golf and a central clubhouse. The development would be a win for both Dedman's group and the community since the country club would increase real estate values in the immediate area. The people he handpicked for that first Board of Governors responded eagerly, and the first CCA property, Brookhaven Country Club, opened in 1957.

### The Board of Governors as a Development Network

That original Brookhaven Board of Governors established a networking policy that has always been the key to success, whether the club in development is a full-service country club, a city dining club or an athletic facility. Each of the 269 associate clubs that have been developed since Brookhaven has prospered by virtue of the connectedness and professionalism of the Board of Governors and the tendency of the new clubs to boost local property values.

It works like this - CCA first identifies a target community's most influential

business, social and cultural personalities. Dedman then invites a core of them to join a Board of Governors, and the Board networks from that nucleus to attract property development and human resources partners. The Boards of Governors at each new club are also the base of nominations for all initial members. With community leaders helping build a club from the ground up and helping determine the initial membership roster, any associate club venture is destined for success.

### A Color-Blind Attitude on Race and Ethnicity

Dedman has an innate personal trust in people's integrity, and this color-blind attitude has earned CCA a benchmark reputation for equal opportunity employment and membership. The company does not even ask ethnic or religious designation on employment or membership applications.

In the late 1980's, then U.S. Ambassador to Israel, Robert Straus, asked Dedman to accept Israel's 40th Anniversary Medal as recognition of his policy of fair play in hiring people of quality and maintaining equally open membership policies. Dedman has also served on the Professional Golf Association's National Advisory Board and still urges the PGA to remain color blind.

When questioned about last Winter's one-sided report on alleged country club discrimination policies, by Bryant Gumbel on HBO's "Real Sports" TV program, Dedman said he was not impressed, nor particularly concerned. Gumbel's story investigated and co-reported by on-air personality Mary Carillo, described the process by which two African Americans, one a Pepsico Vice President and the other a medical doctor, were "blackballed" by a Dallas country club. The two men subsequently became members of a Dallas country club which is a wholly-owned subsidiary of CCA, but Gumbel and Carillo did not mention this in the broadcast.

"We evaluate Board of Governors members, general members and employee partners for the 'right' reasons. Qualities of personal character, not ethnicity or partisan politics, are what make an employee or member partner," says Dedman.

I asked Robert why his company does not take a more proactive stance with the media in such cases, and why CCA does not market itself more aggressively in general.

(See Dedman page 7)

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## ...Dedman

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"We are different than businesses that must solicit membership and promote themselves externally to generate revenue. Virtually all our new business comes via nominations from members who are confident in the quality of their private club experience and want to share that with friends. Member retention is an automatic operating characteristic of our clubs. We seldom deal with attrition," Dedman explained.

### Private Clubs As Good Community Citizens

While he acknowledges the media's penchant for sensationalizing controversial issues, Dedman directs his general managers to focus their energies on good community citizenship instead. The Special Olympics for instance, is a favorite CCA charity and has particularly active support from associate clubs in California.

Under the direction of general manager Jim Swieter, of the Porter Valley Country Club in Northridge, the plans to raise \$75,000 for the Tri-Valley Special Olympics equestrian program. To do this, Swieter and the Porter Valley Board of Governors voted to devote a full Saturday to conduct a dual golf-tennis charity tournament.

"Dedicated tennis players and golfers are notoriously protective of their tee and court times, but our membership is excited about the Special Olympics tournaments," said Swieter.

CCA also fosters educational programs through local colleges to help build club industry professionalism. Dedman worked personally with CCA golf course superintendent Jim Faubian to develop a Master's Degree program in agronomy at Texas A & M University. Healthy turf is critical to member satisfaction at any country club, and Faubian himself graduated from the new A & M program and now selects graduates from that intern program to train top quality golf course superintendents, which is one of the ways the company supports the industry in general.

Dedman himself, who is considered the golf industry's first legitimate billionaire, is the ultimate corporate citizen, hav-

ing won the prestigious Horatio Alger Award in 1989 from the Horatio Alger Association of Distinguished Americans and Dallas' Humanitarian of the Year Award in 1980, not to mention his generous educational endowments.

### Fitness for Boomers

In a 1997 issue of Private Clubs, CCA's member magazine, an article entitled: "It's Not My Father's Club Anymore" chronicled a paradigm shift in the average club's member demographics. Original CCA memberships, activated in the 50's and 60's, were secured by moderately active couples with one child, well before the explosion of fitness and nutrition consumerism. Now,

however, the average membership is a highly active, fitness-conscious Baby Boomer couple with two or more children, and they demand more services. Fitness and youth programs are their top priorities.

To respond to the huge Baby Boomer demand, CCA director of tennis and athletics, Stephen Tharrett, is surveying all candidate properties to determine the feasibility of adding fitness facilities. The surveys are mailed to all club members and basically ask them to say what type of fitness facility they want, what their usage pattern would likely be and what level of dues increase they would consider reasonable.

Swieter's Porter Valley club just opened its new fitness center last August and already has hundreds of users per week under the supervision of athletic director Char Morganti. The next fitness addition will likely be at Braemar Country Club in Tarzana, which was Dedman's sec-

ond property, opened in 1959. Braemar's demographic has shifted from 20 percent families to nearly 50 percent today. Since 1995, 65 percent of all new memberships have gone to families.

"Parent-child enrollments increase every time we make an improvement to the club. Time-pressed Baby Boomers are not willing to buy multiple club memberships or to continually drive from one public facility to another to meet their recreation needs," says Braemar general manager, Mark Murphy.

Tharrett and Murphy circulated the fitness facility questionnaire to Braemar members in January and received an over 60 percent return. Murphy will next conduct

focus groups to let members explain in more detail what they think a new athletic center should include. Like Tharrett, Murphy is an expansive thinker and will query the focus group participants about amenities such as basketball courts, beauty salons, a nutrition bar complete with a fitness library and even physical therapy services.

Like most CCA clubs, Braemar is located in an urban center and is surrounded by more than a dozen commercial health clubs within a ten-minute drive time. Initial survey results at Braemar indicate, however, that only a low percentage of members are also members of these commercial clubs. If Murphy's guess

is right, the focus groups will reveal that these clubs don't provide the Warm Welcomes, Magic Moments and Fond Farewells Braemar members are accustomed to.

### Perpetual Evaluation Ensures Member Satisfaction

Working for Robert Dedman might be fun, but it is not always easy. The Star Service certification curriculum, verbal review board exams (a slightly softer version of law school orals) and Manager in Development training programs that teach the CCA culture are painstakingly thorough. They are also the reason the quality of

(See Dedman page 8)

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## ...Dedman

continued from page 7

CCA employee performance is so consistently high.

Each quarter is a different segment of each club's membership and employee partner base is surveyed in depth. Not only are the members queried about the employees, employees and managers are evaluated by their peers and department members and supervisors as well. And, the Board of Governors of each club receive the results of the surveys.

As you would expect, CCA club general manager compensation is based partly on the level of staff and member satisfaction. Since the surveys are continually cycling, managers are able to quickly identify when and how to help their employee partners with additional training and encouragement. Regional vice presidents, like Jim McTeigue at CCA Southwest in Costa Mesa, California, also uses the surveys to counsel the general managers themselves.

Naturally, Dedman puts a homey spin on the survey evaluation process, because more often than not, a survey result comes out positive and means advancement.

"Everything we do to help each other is done in the spirit of

partnership. Besides, it's a poor frog that doesn't praise his own pond," he says with a grin.

### Robert Dedman's Legacy

When he recently acquired a new club, Dedman noticed that the key employees had reserved the best parking spots for themselves near the door of the clubhouse. You can imagine how long that lasted, not another day. The spots were immediately given over to members. The employees moved to a staff parking lot, and it was explained to them that the move was simply part of demonstrating a member-first philosophy.

"We made that change without hurting the employees' feelings. I learned years ago: always coach in private and praise in public," Dedman said.

He believes his greatest accomplishment may be the preservation of resorts such as Homestead in Virginia and Pinehurst in North Carolina which dates back to an original 1895 clubhouse and has been placed on the U.S. Historical Sites roster.

"Forget about the money and the numbers. Preserving institutions like these beautiful golf

courses that will go on for centuries, now that's a contribution I'm really proud of," he says with a smile.

Dedman believes having fun, being proud and sharing joy with others is everyone's spiritual birthright. While it remains to be seen how expansive the fitness portion of his empire will become, you can be confident it will be built with pride.

*(Michael Hoffman founded Heart Communications, a Reputation Management agency in Dana Point, Ca. that specializes in teaching clubs and fitness equipment manufacturers how to maximize favor by networking with customers, the media and the general public. He holds a graduate degree from the University of Missouri School of Journalism and participates actively in Toastmasters International, the Public Relations Society of America and the National Speakers Association. Hoffman is a veteran faculty member of the IHRSA Institute. He is a frequent contributing writer for The CLUB INSIDER News and writes the popular monthly "News from the Fitness Trenches" column for HEALTH & FITNESS BUSINESS magazine.)*

## ...Healthworks

continued from page 3

But supporters said the law recognizes the reality that many women feel comfortable exercising only in an all-female environment.

"We all know men like to look at women," said Senator Dianne Wilkerson, a Roxbury Democrat. "Guess what? There are some women who don't mind it. But there are some women who do."

Noting all the comment about Hilary Clinton's thighs in much-publicized vacation photographs of her and the president, Wilkerson said women's bodies are constantly scrutinized, "This is hardly a civil rights setback," she said.

Senator Warren E. Tolman, a Democrat from Watertown and a chief sponsor of the bill, said he had received hundreds of letters and phone calls from bill supporters, each with stories about how they might not exercise if there weren't all-female clubs.

Acting Governor Paul Cellucci could not be reached for comment on whether he would sign the bill.

An amendment to the bill proposed by Senator Linda J. Melconian was defeated 28-10. Melconian, a Springfield Democrat and assistant majority leader, pro-

posed giving the Massachusetts Commission Against Discrimination several months to hold public hearings on how violence and discrimination against women has affected the ability to exercise in a coed setting.

The bill comes after James Foster, a local attorney, successfully sued Healthworks Fitness Centers for Women for refusing to admit him to its Back Bay site. He argued that the refusal violated the state's public accommodations law requiring equal access for men and women. His suit prompted club owners and some lawmakers to work together on a bill to exempt all-female clubs from the public accommodations law.

In another case, James Long of Brookline filed a complaint with the state's antidiscrimination agency saying he was refused a job application at Healthworks because of gender. Healthworks denies that Long sought a job there and says it has at least four male aerobics instructors. Still, Healthworks settled that case for \$6,000, in part to avoid lengthy litigation, the company's owner said.

Healthworks officials assume these complaints, and possible future ones, will become moot if lawmakers pass the single-sex health club bill. Currently, the public-accommodations law exempts bathrooms, bathhouses, and lodging facilities such as the YWCA.

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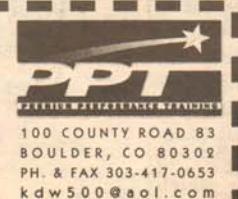
Karen is an owner and operator in the fitness industry with thirteen years experience. She is an international speaker and author.

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# "Is it You or the Bear?"

*(the club industry).*

By Spike Gonzales

*(Publisher's Note: Spike Gonzales has contributed 25 articles to The CLUB INSIDER News over the past three years. This article is the first in a series of six on the subject of "Managing in the Service Business" which we will publish. However, Spike will be taking a sabbatical until our June edition in which his next article will appear. Spike will be speaking at the IHRSA Phoenix Convention on March 19th, 20th & 21st.*

*We would like to extend our sincere thanks and appreciation to Spike for his contributions to the publication and for his dedication to ongoing professionalization of*

**A** commandment in the commercial tennis business: Thous shall get the bear before the bear gets you!

I used to interact with a commercial tennis club manager who said she could never meet with me on Mondays. "Everything is piled up from the weekend," she lamented, "and every other week we have payroll on Mondays." Then, it was difficult to meet with her on Tuesdays because she hadn't recovered from "Hell Monday" as she called it. It turned out she was trying to catch up into Wednesdays and Thursdays. She often wasn't available on Fridays because she needed to leave for the weekend

by 3:00 or 4:00 pm. "What was she doing in the service business?" I thought!

Once she made a 9:30 am Friday appointment with me, saying she couldn't meet on Thursday because she was just getting back from a vacation on Wednesday night, and Thursday would be hectic. She showed up for the Friday appointment a half hour late, having forgotten about it. She had stayed home on Thursday, "winding down from her vacation trip." The best I could get out of an intended two-hour planning session was about 15 minutes, as she was constantly interrupted on her first hour back in the club for a week and had to do "errands" at 11:00 am so she could play in her weekly league match in the afternoon!

When I had first met this person in a group meeting with other managers, I was impressed by her "professional" demeanor and her stated concern about customer service. I commiserated with her when she said how difficult it was to get service-oriented employees. Clearly, later on in our business relationship, I learned where the real problems were!

The "bear had gotten her." Her life as a club manager was hectic and fraught with complaints about others. She had done very little to get a handle on the demands of the service business, and she was always playing "catch-up".

The managing of tennis or fitness clubs is the epitome of the service business. As such, life is subject to the whims of the customers in serendipitous periods of intensity. If a manager doesn't adjust his or her schedule to build a bulwark against these periods, the fervor of work life can easily become overwhelming. Management becomes simply a matter of putting out fires, one after another. We get no time for planning, managing change or creativity.

Here are some general rules or practices to "manage the bear". First, create significant chunks of work hours when the phones or members are not going to interrupt you. Morning people should try to get in frequently by 7:00 am, and night people should devote desk time to after 7:00 or 8:00 pm. It is unrealistic in our business to be able to sequester oneself between 8:00 am and 6:00 pm. And even if we did so, it would be image-damaging in the eyes of our employees and clien-

tele.

Second, adjust and manage against common administrative tasks such as payroll. If payroll has to be checked by noon on Mondays, require pay records to be turned in by Friday, and set aside weekend time or early Monday mornings to do it. It's in bad taste to tell members or employees during prime daytime hours you're unavailable for their problems or issues because "you're doing payroll!"

Practice also to buttress against common times of stress. Changing key personnel, making facility renovations or adjusting major policies



**Spike Gonzales**

of others.

The club manager mentioned at the start of this article always portrayed herself as a martyr. "The pressures of running a club are just too much!" It doesn't have to be that way. Get the bear before the bear gets you!

*(Publisher's Note: As usual, Spike Gonzales has "Told It Like It Is" in this article. How many of you are paying your hard-earned club dollars to a manager who basically has gotten the run of your place, but if carefully observed, spends 40-50% of their time on personal business or inefficient management or both? And, instead of being a positive leader who generates a positive-work oriented culture, is in fact a self-centered - self-declared martyr whom no one follows or respects? Don't you think you, your club and your members deserve better? We would love to hear from you about your experiences with managers that fit this profile.)*

*(Spike Gonzales has been building tennis markets since 1971. He was a prime developer of Tennis Corporation of America's Tennis In No Time® and an advisor to the USTA in starting Play Tennis America. An influential member of the USPTA, USTA and IHRSA, he helped bring those organizations together to found the National Tennis Rating Program. He presently serves as an advisor to Tencaps, Inc., a USPTA endorsed tennis rating system and consults with clubs wishing to improve their marketing, management teams and tennis professionals. Spike may be reached at: (941) 774-2442.)*



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**...Body Pump**

continued from page 3

lence and is proceeding full speed ahead with The BODY PUMP Program across North America.

But, don't take my word for it. Get a load of what these top club veterans have to say about the new BODY PUMP Program:

RON FRANCO, owner of Franco's Athletic Club and BODY PUMP, instructor comments: "BODY PUMP is the first group exercise that attracts the participation of all members, men and women of all ages. The body builder for the first time is working out beside the aerobic enthusiast, the senior next to the teenager.....and the rooms are full to capacity!"

NANCY FUDACZ, Director of Exercise Programs at the 450,000 s.f. (yes, 450,000 s.f.) East Bank Club adds: "BODY PUMP has been very well received by our members because it is easy to follow and challenging. We offer a variety of over 150 classes each week and many of those classes have become more and more choreographed, which is tougher and more intimidating for a new participant. BODY PUMP has successfully broken that barrier by bringing more

men and women into the studio that normally wouldn't be there."

SUYA COLORADO-CALDWELL, Group Exercise Director at the San Francisco Bay Club says, "Member response has been overwhelmingly enthusiastic! They feel that they stand taller and are much stronger because of BODY PUMP. They see the improvement in their bodies and are totally impressed by the high percentage "return-on-investment" for their fitness time and dollars. Also, the benefits to San Francisco Bay Club have been three-fold:

- BODY PUMP has obliterated the schism between Weight Room and the Studio
- BODY PUMP has created more "Star" instructors within the Group Exercise staff
- BODY PUMP has added an exciting, new element to the social aspect of our club."

PETER DAVIS AND JOHN McCARTHY attended the BODY PUMP class at Tony deLeede's new Australian Body Works- Colony Square Club and were kind to give us the following comments:

PETER DAVIS, Co-founder and Chief Executive Officer of IDEA, The Health and Fitness Source, gave this feedback

about BODY PUMP: "I just attended my first BODY PUMP class and did not know what to expect. The experience was extremely positive and has reinforced the opportunity for strength training classes within a group setting. It is important for the industry to keep evolving and to find new programs that are motivating, attract new markets to group exercise (i.e. men) and keep fitness fun and fresh."

JOHN McCARTHY, the esteemed Executive Director of IHRSA, recently attended his first BODY PUMP Class at Tony de Leede's new Australian Body Works, Colony Square location. John and his BODY PUMP PALS shown on page #3 had a great workout and a fun time! McCarthy sums it all up with this: "BODY PUMP is the most challenging and enjoyable group exercise class I've ever attended."

at a very low cost per member per class. The average cost for The BODY PUMP Licensing Program (not including the instructor's fee) is only \$28 per class attendee. That figure is based on attendance of 30 members per class at a club that offers just 30 classes per month. (1 per day average). The cost per member reduces dramatically when you add more classes and attendance is higher. (Many clubs are seeing their rooms completely filled for every BODY PUMP class!). For example, if you offer 30 classes per month with average attendance of 50 the cost drops to \$.17 per person. Much less than a cup of coffee!

The key to The BODY PUMP Class is the controlled content. The songs focus on specific exercises for specific body parts and do not allow for instructor variance which in the past had

caused problems for STEP classes as they made them far too difficult for the average member. This very controlled class is ideal for ALL levels of skill and conditioning because it is easy to follow and the weights may be varied from the 3 pound bar all the way to approximately 80 pounds.

I've said it before and I'll say it again..... if you've not yet checked into The BODY PUMP Program I urge you to do it TODAY! BODY PUMP is COMING TO YOUR MARKET! The BODY PUMP "Who's Who" list is growing rapidly and your club needs to be on it!"

(Norm Cates is the Publisher and Editor of The *CLUB INSIDER* News and a 20-year veteran club owner and operator. Cates was a Co-founder of IHRSA and the 1st President of the Association.)

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# ELECTRICITY DEREGULATION

By Kim Eckelbarger

## BRIGHT IDEAS for ELECTRICITY SAVINGS

**P**resently, the deregulation of electric companies is receiving national attention. 1998 will be a banner year, because for the first time in United States history, club operators will begin choosing their electrical supplier just like they previously chose their long distance phone carrier. Even if your state doesn't yet allow power companies to compete for your business, the consensus is, they soon will!

As a club operator you are most likely indifferent to your electricity provider but, a little knowledge on a changing marketplace can equal powerful savings for your facility.

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**I**f you haven't done so already, call your power company. They are fighting to keep you as a customer and offer all kinds of

FREE energy conservation and education programs.

Electric companies have energy analysts available to visit your facility and identify opportunities for savings. They evaluate the facility's building envelope (windows, walls, ceiling) and electrical equipment for efficiency. Lighting retrofits can often have quick paybacks for clubs, especially when a club operates around the clock. If you operate facilities with indoor swimming pools your electric company can give you expert advice on heat recovery systems which can also lower your electric bill.

Not only will they analyze your facility for efficiency, your power company can recommend quality vendors for HVAC and hot water equipment. Should you need to purchase any new electrical equipment be sure to find out if your electrical supplier offers a rebate and/or financing for choosing electricity over gas!

Electricity suppliers offer educational classes to the community on maintaining your facilities and equipment. I recommend your Maintenance De-

partment give them a call to find out what education opportunities are available in your area.

## WATCH OUT FOR RATE CONSULTANTS

**I**f you are approached by a Utility Rate Consultant, be careful. Rate Consultants are living off of services that your power company will provide to you for FREE. They contact your electricity company for you and determine if you are truly getting the lowest rate possible. If they discover a way to lower your rate, they will keep about 50% of the savings for at least one year. You can avoid the need for a Rate Consultant by understanding your bill and your power company's available rates.

## UNDERSTANDING YOUR ELECTRIC BILL

**E**lectrical suppliers have several rates available to their commercial customers. You need to understand your rate options. While each state and electric company varies in how they set their rates, most charge a premium for using electricity during peak de-

mand periods. There are "riders", which are discounts available to customers who lower their electricity usage during these peak demand times. Many states also offer "job creation riders" of 10-15% for employers who create new jobs within their communities, and you should ask about start up and grow down riders if you plan to open or close any locations.

Your electric bill is based on a combination of "kilowatt billing demand" and "kilowatt hours". Kilowatt billing demand is the maximum amount of electricity you demand at any one time. Your kilowatt billing demand is most likely determined at 5:30 P.M. on a Monday night in the month of August, when your air-conditioning is running full speed, all your lights are on, and every cardiovascular piece of equipment is in operation. It is important to understand that this moment sets a ratchet which determines your rate for the next twelve months. While power companies may



**Kim Eckelbarger**

change this pricing strategy in a deregulated market, presently you pay for the ability to operate at maximum capacity all year long. It is sort of like purchasing a car. When you buy an automobile, you pay for an engine which can operate at 120 miles per hour, even though most of the time you drive the vehicle at 65 m.p.h.

(See Eckelbarger page 30)

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# MOORE'S FITNESS FIGHTING GOVERNMENT COMPETITION

By Joe Moore

Our eleventh club was nearing completion in the Forest Fair Mall in northern Cincinnati. We were having the usual problems with construction, but this club was by far the most complex project we had ever undertaken! It is located on the second floor overlooking the food court and amusement park area. So, with the pedestrian traffic, we designed it in two segments: The retail area includes health foods, clothing, chair massage and a restaurant, all of which is glass enclosed but separate from the club. So, when customers walk into the retail area it has the appearance of a sporting goods store with a great view of a health club. This peaks their interest and the front desk personnel invite them in for a free hour. The result is that they often walk in simply because they are curious or because they want to buy a nutrition bar and leave as happy Moore's Fitness members. We could see that the concept was working even though the fitness center was not yet open for work-outs.

I had my hands full with construction and the day-to-day operation of ten other clubs, the repeal of the State of Ohio fitness center "Sin Tax" and assisting Ron Byrd with the fight against the Community Hospital Fitness Center project. So, when I learned that Clearcreek Township and Springboro were planning to build a \$7.4 million rec center and lease

it to the YMCA for a dollar a year, I could have stayed out of it. But, I believe it's criminal for the government to confiscate our money and then use it to compete against us!

On October 9, 1997 the YMCA's publicity machine went into high gear. The Daily News printed the first piece of fluff entitled: "Residents want a YMCA of their own." It went on "Most people in Springsboro and Clearcreek Township want a YMCA community center, according to three separate surveys."

I had read their surveys and knew they were written by "Ms. Rosey Scenario." So, I called the reporter to see if, in the name of unbiased journalism, she might do an article reporting on rec center opposition. She refused. In fact, I hung up the phone wondering if she was on the committee to build the rec center!

To circumvent the reporter, I wrote the editor. The letter was printed by both local newspapers just before the election: "Business Opposes Rec Center." After the letter was printed my phone started ringing off the hook. Mostly from people who were in total agreement and from rec center supporters who had no idea of the "sweetheart deal" the Y had written itself.

Ron Byrd, Premier Athletic Club, Bally's and I helped the Citizens Who Care Committee pass out flyers. We then posted 50 signs around the neighborhood, most of which were quickly torn down by rec center supporters. We had been very careful to obey the rules" 1) No signs in the city right-of-way; 2) No signs on phone poles; 3) No

signs without a posted name and address.

However, all these rules were violated by the city rec center supporters, who ended up spending over \$70,000 in advertising. They advertised in the newspapers, with direct mail, with signs and posters; and the day of the election, with huge billboards in the city right-of-way.

We even had to post a bond to ensure we would pick up our little signs within 48 hours of the election or be subject to prosecution. Of course, we retrieved our few signs (the ones that had not been stolen) the day after the election. As of December 22, 1997 the pro rec center signs were still all over the township.

On election day I left home to go and vote and I could not believe the huge number of pro rec center signs, posters and banners all over town. When Darlene and I arrived at the polls we found workers handing out rec center propaganda. They were organized; they had paid a firm \$12,000 for campaign counsel; they had a slick slogan: "Together at the Center"; they even had \$2,500 for their "Victory Celebration!" I was starting to feel a little depressed, at least until the election reports started to come in.

The rec center was defeated by a 2 to 1 margin! Which brings me to the moral of the story: Voters are smart! There was never the support for the rec center the politicians wanted us to believe. Our efforts could not have changed enough minds to cause a 2 to 1 landslide.

So, the Springfield Hos-



**Joe Moore**

pital Health Club zoning had been rejected and the Clearcreek Township YMCA rec center was voted down. We now need two things from health clubs in Ohio to repeal the sales tax on memberships.

We need more clubs to join the Ohio Fitness Association. That can be done by calling me at (937) 435-0072. We also need club operators and members to write letters to: Jo Ann Davidson, Speaker of the House, Riffe Tower, 14th Floor, Columbus, Ohio, 43215.

The letters need to request that House Bill 42 repealing the sales tax on health club memberships be brought to a vote.

If House Bill 42 is brought to a vote, we are assured it will pass. This will save the Ohio clubs \$5 million a year in sales tax. My letter to the editor follows:

## Businessman Opposes Rec Center

**T**he Editor:

If we don't stop government growth now, the politicians will bankrupt our communities. The number one waste of our money will soon be socialized health clubs (rec centers). We would all support centers for disadvantaged youth or seniors, but (See Moore page 30)

# CheckFree Signs Agreement With Alternate Computer Services (ACS) To Offer Health Club Management Software Upgrade ACS Recommends CheckFree's RCM2001 Product to Replace Club-Pac

**A**tlanta, Ga. - CheckFree (NASDAQ:CKFR) and ACS announced today an agreement to provide health clubs currently using ACS' Club-Pac software a conversion package for CheckFree RCM2001, a leading product in the health club management market.

In a letter sent to its clients, ACS said that, starting May 1, it will discontinue its Club-Pac product selection program for

Club-Pac customers who choose RCM2001. Through April 30, CheckFree will offer current Club-Pac customers special lease-to-own hardware/software/electronic funds transfer (EFT) packages; free data conversion to RCM2001; and a free Sales Prospecting module. Club-Pac users may contact CheckFree at (800) 242-9522 for additional information.

"We have worked carefully with CheckFree to make sure that any data conversion between

Club-Pac and RCM2001 is efficient and accurate," said Phil Hagen, President of ACS. "An upgrade to CheckFree RCM2001 presents a great opportunity for our Club-Pac DOS and Windows users since it incorporates the Year 2000 solution, provides a broader array of features and is used by a majority of the nation's leading health clubs."

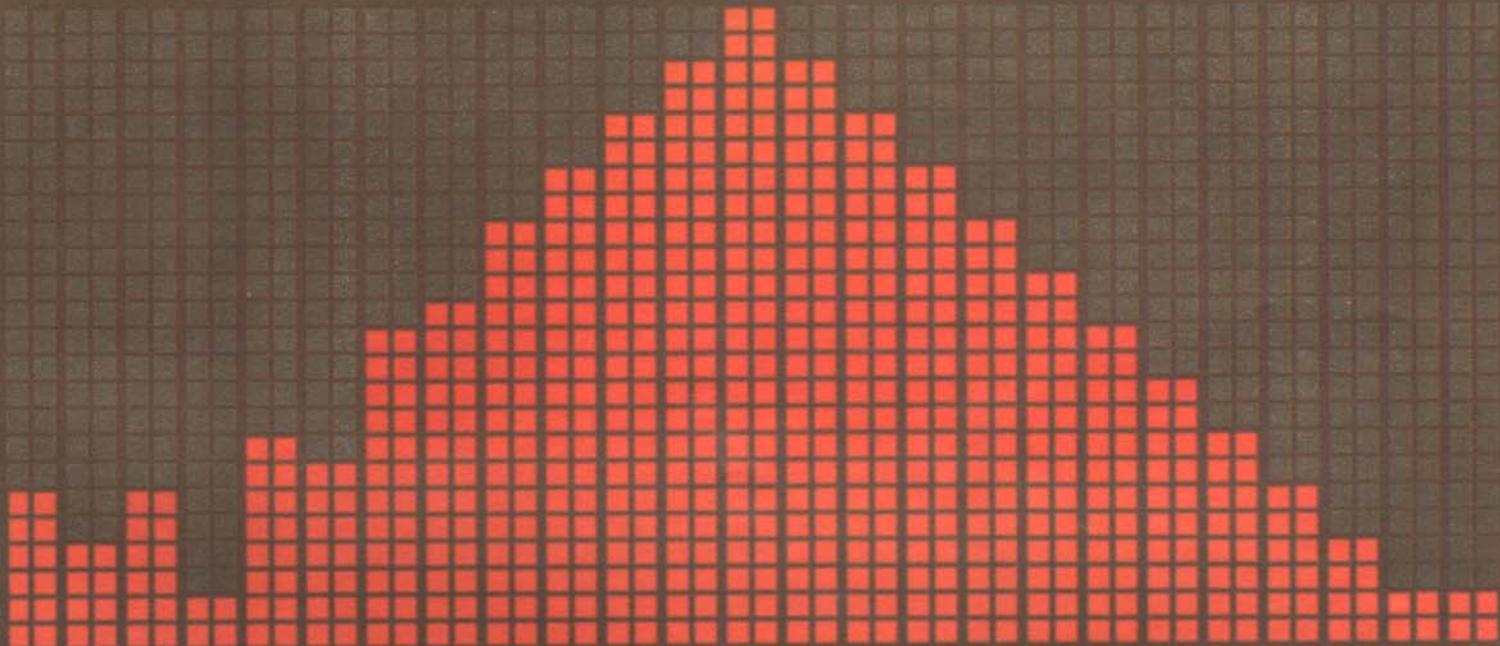
Dick Mitchell, head of CheckFree Health and Fitness

Services adds, "Our RCM2001 financial management system automates and manages all financial, operational and membership management functions. It can help our new customers increase member retention, steady cash flow, lower billing costs and reduce delinquency rates."

CheckFree is a wholly owned subsidiary of CheckFree Holdings Corporation, Inc. Founded in 1981, CheckFree ([www.checkfree.com](http://www.checkfree.com)) is the

leading provider of electronic commerce services, software and related products for 2.2 million consumers, 1,000 businesses and 850 financial institutions. CheckFree designs, develops and markets services that enable its customers to make electronic payments and collections, automate paper-based recurring financial transactions and conduct secure transactions on the Internet.

# ATTENTION: CLUB-PAC USERS



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Better act now. Time is running out to get your club management system in shape for the road ahead. Fortunately, CheckFree and ACS have worked out a painless way for you to migrate to RCM2001, the industry leader.

CheckFree's RCM2001 - The Next Generation™ manages every part of your business from front desk check-in to back-end processing. Achieve higher profits with lower operating costs. Enjoy reduced paperwork, smoother cash flow, improved customer retention and more.

Best of all, CheckFree is offering Club-Pac users a special lease-to-own hardware/software package to get you up and running quickly with no up-front costs. Plus, we'll handle your Club-Pac conversion at no charge to ensure a seamless transition to CheckFree.

Call 800 242-9522 and discover why ACS has chosen CheckFree's RCM2001 to be your next club management system.

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or e-mail us at [rcm-info@checkfree.com](mailto:rcm-info@checkfree.com).

# "Some" Of North America's Most Successful Clubs - Part II

Last month one of our feature articles provided profiles of "Some" of the North America's Most Successful Clubs. At press time last month we had not received the data for some of the clubs on our list. Therefore, this month we are publishing Part II of our article covering some more of the clubs on our list. Each profile is preceded by a code which identifies the club's category.

**MPC** - Multi-purpose club, **HHC** - Hospital Health Club, **RC** - Racquet Club, **WF** - Wellness Facility, and **FOC** - Fitness Only Club.

**ORCHARD HILLS ATHLETIC CLUB-(MPC)**- Lancaster, Massachusetts - Tim Richards founded the club in 1984 and owns 91% of the business with partners Alan Schwartz, Cindy Curley and

Scott Valcourt. Key managers are Tim, Cindy and Scott. The facility is 65,000 square feet situated on 19 acres. The facility offers "indoor and outdoor everything." The club Mission Statement is: "To serve the upper two thirds of the market; to establish major tie-ins with the "Medical Community." His business philosophy is: "To reinvest cash back into the business; to vigorously maintain a cash flow com-

puter model that forecasts our daily cash on hand precisely for the next 60 days and broadly for the next 365 days. 25% of all of his memberships are subsidized by a major HMO. Richards also owns a second 55,000 s.f. facility called Berkshire West Athletic Club that is situated on 13 acres of land. His Orchard Hills A.C. is at capacity and he has just received preliminary bank approval for a significant expansion. The expansion will be focused on preparation for

further links with the medical community. Combined, the two clubs generate \$4 million per year in gross revenues with 5000+ membership accounts and 6500+ members. The two clubs have over 50 cardio machines, over 30 selectorized weight machines and over 3,000 s.f. of free weight area. Tim Richards is a Founding Member of IHRSA and a member of IHRSA's Advisory Council.

**ELMWOOD FITNESS CENTER-(HHC)**- New Orleans, Louisiana- This 165,000 square-foot facility opened in 1988. It was originally built and owned by Healthcare International. It is now owned by Ochsner Medical Foundation. The key managers are: Ken Kachtik, Roger Zeigler, Larry Conner and Rob Streeck. The Mission Statement is: "Enhance the health and quality of life of the populations we serve by pro-

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**TO RECEIVE MORE INFORMATION** about this powerful new company call W.Preston Fields, principal of PTH Marketing, Lic. In addition to being a Field Leader for LifeScience, Preston's expertise in the health club industry spans over 20 years and includes being an owner/operator of three 'women-only' and three 35,000 sq.ft. health clubs, plus a successful club consulting firm.

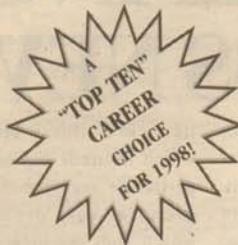
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**MULTI-PLEX-DEERFIELD-(MPC)**- Deerfield, Illinois - Hazel Gitlitz founded the (See Successful Clubs page 22)



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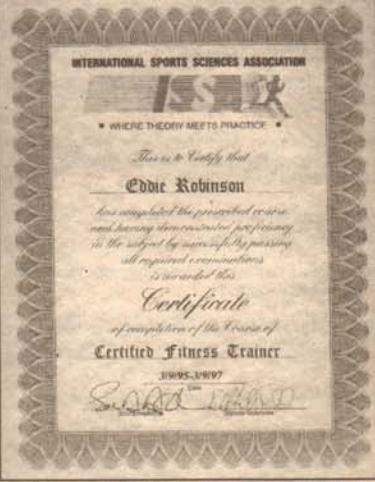
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# DELAWARE VALLEY ALLIANCE of HEALTH & FITNESS CLUBS NEWS

## Philadelphia, PA - 15

Delaware Valley Alliance clubs have agreed to provide reciprocal member access for their members. This means that over 45,000 thousand club members received a New Year membership bonus when they learned that they may now visit other clubs in the Philadelphia Metropolitan area simply by showing their card and paying a reduced visitation fee. There are now 22 clubs in the Alliance.

Donna Loyle, Executive Director of the Alliance comments: "Now members can get in their workouts just about anywhere in

the Delaware Valley. For example, a member who lives and works out in Montgomery County but commutes for work into Center City a few times per month, can now exercise in a participating club while in town."

In other Delaware Valley Alliance news, Donna Loyle announced that Medigroup, a Pennsylvania managed care insurer, named the member clubs of the Alliance as Preferred Providers, enabling insureds to get an increased annual reimbursement when they join an Alliance facility.

Here's how the program

works: Insureds get \$2.50 from Medigroup for each club visit they make. Unlike other insurers' fitness benefits, Medigroup subscribers do not have to work out a minimum number of times per year to get a reimbursement. The maximum reimbursement they can receive is \$300 per year or 50 percent of the club's annual membership cost. Meanwhile, insureds who join non-Alliance clubs are eligible for only \$200 (or 50% of club fees) in annual reimbursements.

Loyle adds: "Medigroup understands that not all health clubs are the same. For example,

Medigroup knows the Alliance clubs hire only degreed and/or nationally certified fitness professionals. And they offer not only state-of-the-art, but also comprehensive wellness programs such as flexibility classes, seniors' fitness classes, prenatal/post-partum exercise, weight management counseling and more."

Alliance clubs are offering Medigroup insureds who join their facilities \$100 worth of free wellness services, such as nutritional counseling, fitness assessments smoking cessation classes and more. Each club has

its own Wellness Menu from which insureds can choose the particular services they want. (Services vary depending on which club the insured joins.) Medigroup insureds also get 10 to 25 percent off their selected Alliance club's initiation fee or registration fee. The program is part of Medigroup's health and wellness initiative, called R.E.S.U.L.T.S., which stands for "Rejuvenate, Exercise, Shape Up and Lessen The Stress."

For information on joining the Delaware Valley Alliance call Donna Loyle at: (302) 736-3102.

## PROFESSIONAL CLUB MANAGEMENT presents

### The Sales Effectiveness Quiz

- Has your sales team been trained or retrained in the last 90 days? Yes  No
- Are you totally satisfied with your sales team work habits, efforts, production levels, attitude and motivation? Yes  No
- Do you have key result areas and accountability structures for all production staff? Do you use them? Yes  No
- Do you track and analyze all sales statistics and staff production daily? Yes  No
- Is your sales team trained and held accountable for time efficient prospecting (or just order takers)? Yes  No
- Do you have lead follow-up systems in place and do you regularly inspect them? Yes  No
- Does your sales team have clear, written job descriptions, expectations, goals and well defined time frames for completion? Yes  No
- Does your team close sales mainly on "benefits & value"? Or just price. (Tell the truth) Yes  No
- Has your sales team consistently met their goal the last six months? Yes  No
- Does your sales team never complain, "I don't have any leads" or "there's not enough guest traffic"? Yes  No

Scoring: 1 Point for each "Yes" answer

8 - 10  
6 - 8  
5 - 7  
Below 5

Highly Effective:  
Moderately Effective:  
Kind of Effective:  
Not Effective at all

You are doing well. Could you improve?  
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Special Two Day Sales Solution  
Call Now!

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# PACE Senior Fitness - Dry Aquatics

By Rande LaDue

**N**umerous articles have been written on the "graying of America" and the aging Baby Boomers. According to the Fitness Products Council, the number of Americans aged 55 and over who joined health clubs grew 145 percent between 1988 and 1995, and continues to be the fastest growing age group. The fitness industry has recognized the necessity to address the needs of this special group; however most fitness facilities utilize conventional equipment and programs and merely tone down the intensity or decrease the weights for seniors. A notable exception would be water aerobics. Ask the Fitness Director of your local health club or YMCA what type of senior fitness program they have; if they have a pool, you are bound to hear the answer "Aquatics".

After all, water aerobics is an excellent choice of fitness programs for seniors or people recovering from injuries since it's one of the safest workouts available. This workout offers no-impact, high energy, cardiovascular conditioning and muscle toning without the stress and strain on joints and ligaments associated with conventional programs. We can all remember

moving our arms back and forth through the water; the faster we tried to move, the more difficult it became. But what if you have no pool? Or what if the member has no desire to be seen in a swimsuit?

Consider the PACE Group Exercise Program™. With its unique hydraulic resistance, it's the closest thing to aquatics-without getting wet. By moving the hydraulic fluid from one chamber of the hydraulic cylinder to another you experience the same no-impact resistance dictated by your speed of movement while improving flexibility and cardiovascular endurance.

But these health benefits are just a part of the reason many seniors enjoy group exercise. "The camaraderie and social aspects of a group format appeal to the seniors as much as the health benefits", says John Rude, President of John Rude and Associates. "The needs of this market are substantially different than those of young adults. Tight leotards, intimidating equipment and mirrors that appeal to a younger market tend to discourage seniors."

One senior PACE participant at the Little Havana Ac-

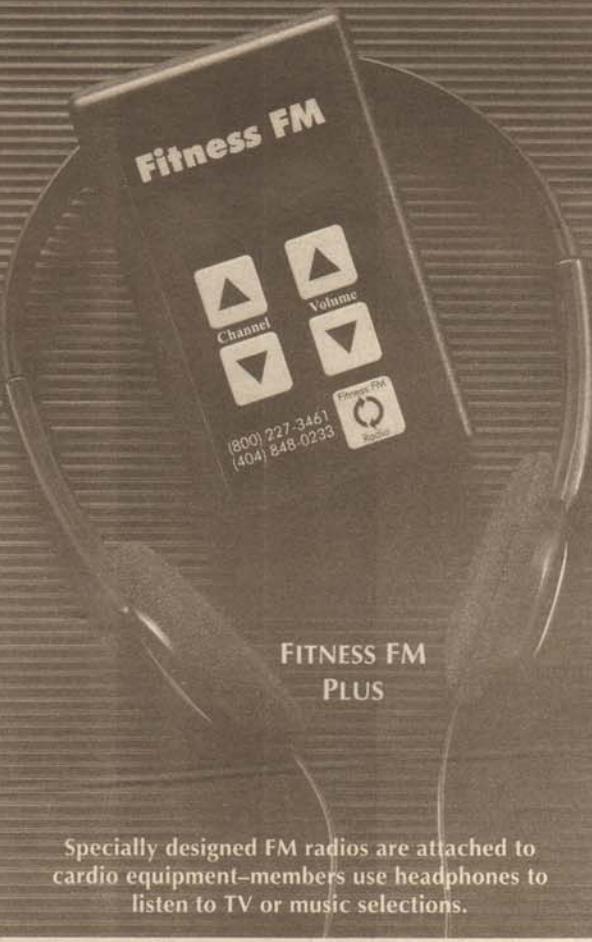
tivity Center in Miami, Florida, Rosalia Rodriguez, who not only lost her husband some years back and recently lost her 44 year-old son, grew very depressed. She was quoted in the Miami Herald, "I didn't have a reason for living anymore" she said while enjoying a PACE class, "But this is like therapy. I come here and don't think about the tragedy. I am doing good things for my health, but more important, my friends are here. They help me."

Another senior PACER at Great Shapes Women's Club in Fargo, North Dakota, Evelyn Larson, was quoted in the Fargo Forum, "It's just like a roomful of friends. You don't have to be real serious, yet you get all the fitness benefits. Our oldest member is 86."

Looking for a fun, easy to do, but effective group program for seniors? Get PACE. No muscle soreness. No intimidation. No coordination needed. Swimsuits are optional. For a free video on The PACE Group Exercise Program™, call Pro\*Fit Enterprises at 888-604-2244. Pro\*Fit Enterprises has been recognized by the American Council On Exercise (ACE) as a Continuing Education Specialist.

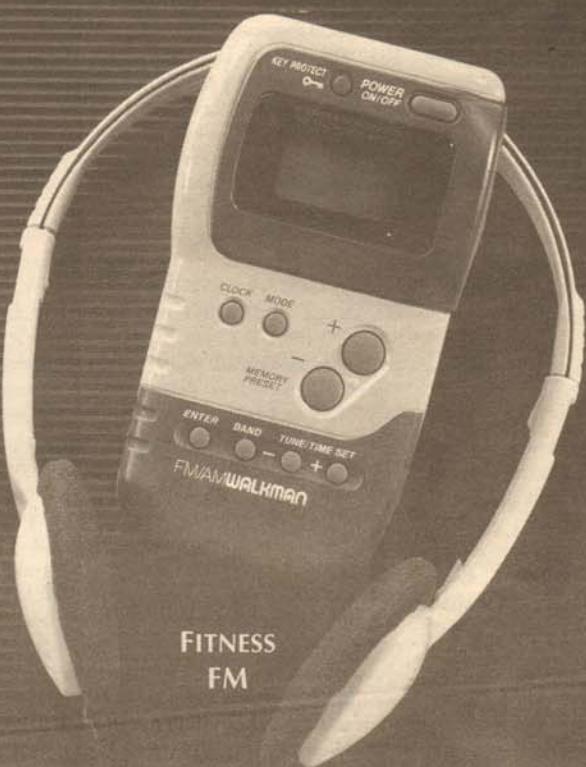
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## ...Successful Clubs

continued from page 18

100,000 square-foot club in 1980. The key managers are Scott Gitlitz and John Pronos. The facility offers large oak lockers, 5-lane track, 3 aerobic studios, Spinning classes, 20-yard exercise pool, sundeck, pro-size basketball court, tennis, racquetball, boutique, children's club, restaurant, spa, physical therapy center, elevator and the over-50-club. The club provides 145 cardiovascular machines, 30 selectorized weight machines and 45 other weight pieces in a 5,000 s.f. weight room and 30 Spinning bikes. The club Mission Statement is: "To have a positive effect on the health and wellbeing of everyone who comes through our doors." The business philosophy is: "To provide friendly, courteous service in a clean, comfortable and caring environment. The Multi-Plex has 4500 members who are served by 60 full time employees.

**THE EAST BANK CLUB-(MPC)**- Chicago, IL - This gigantic 450,000 s.f. club is located on a river bank in downtown Chicago. It was founded and opened by Daniel Levin and James McHugh in December, 1980. The club's key managers are: Joseph Rossie, Simon Meredith, Peter Dumas, Bill Erdmann and Michael Romano. The club offers 9 indoor tennis courts, 5 racquetball and 1 squash court, cardio room with 275 machines, 2 indoor and 2 outdoor pools, 2 basketball courts, 2 weight rooms, 1/4 mile and 1/6-mile tracks, more than 145 exercise classes per week, 2 restaurants, rooftop sun deck (with hundreds of lounge chairs), massages, manicures, pedicures, sauna, steam and whirlpool. There are 325 full-time employees. The weight component has 77 selectorized machines and 77 other pieces in the 4500 s.f. free weight area. Since 1980 there have been many additions, renovations, etc. to the facility. While management has not responded to the revenue question on our questionnaire our sources say that the revenue is in the \$33 million per year range.

**COOPER FITNESS CENTER-(MPC)**-Dallas, Texas - Founded in 1970 by Dr. and Mrs. Kenneth Cooper, the Cooper Fitness Center and Dr. Cooper were pioneers in the fitness business with the education of the American public about the benefits of aerobic exercise. The Mission Statement of the facility is: "To uphold the repu-

tation of the Cooper Fitness Center as a world class leader and provide an environment and level of excellence that nurtures the pursuit of personal wellness." The General Manager of the 40,000 square-foot facility is Brent Darden. The facility is situated on a 28-acre campus and provides 2 outdoor pools, a 1-mile track, 4 tennis courts, indoor basketball court and 54 cardiovascular machines, 26 selectorized weight machines and a 3,500 square-foot free weight area with 30 additional pieces of strength equipment. The club has 2800 membership accounts generating \$4 million annually. The initiation fee is \$850 and monthly dues are \$95. The ladies lockerroom and member lounge were remodeled in 1995, a boxing area was added in 1996 and in 1997 a multipurpose and cycling room was added. Key strengths of the operation are the beautiful campus and the location of the Clinic.

**CEDAR SPRINGS HEALTH, RACQUET AND SPORTSCLUB - (MPC)**- Burlington, Ontario, Canada - The Cedar Springs club was Founded in 1974 by Jack Dennison and is still owned and operated by Jack. The General Manager is Greg Pace. The 160,000 s.f. club has recently been expanded to 200,000 s.f. The Mission Statement of the club is: "To create a club culture where every staff member consistently offers superior member service, exhibits aggressive hospitality, and exceeds our members expectations at every level of our club." The business philosophy is: "The success of our company rests upon our ability to anticipate and satisfy the needs of our customer profitably." The club offers 12 indoor tennis courts, 6 International squash, 3 North American squash courts, 3 doubles squash, 20,000 s.f. of fitness with 55 cardio machines, 85 selectorized machines and 24 other strength pieces, 5 indoor pools, 2 outdoor pools, 3 bars, gymnasium, indoor track, 85 aerobic classes per week, 4 outdoor clay tennis courts, sand volleyball court, basketball court, 2 water slides, 6 r/b courts, self-contained women's-only club, massage, barber shop and physiotherapy. There are 2600 membership accounts generating \$3 million in revenue. There are a total of 3700 members. The 65 full-time employees provide great service to go along with the large and complete facility.

**MARYLAND ATH-**

### LETIC CLUB AND WELLNESS CENTER-(WF)

The Maryland Athletic Club and Wellness Center was opened by Tim and Liz Rhode in September, 1996. The facility is owned and operated by Tim and Liz with Laurie Cingle Wellness Director. The Mission Statement of the organization is: "To help everyone achieve his goals." The Business Philosophy is: "To provide real people an opportunity to achieve real results with honesty and integrity. To provide convenient opportunities for the community to pursue a healthy lifestyle." The club was built inside a 40 year-old, 60,000-s.f. industrial building that sits on 3.7 acres. The Rhodes own the building. They are in the process of expanding the initial 26,000 s.f. facility to 39,000 s.f. with the addition of a 13,000 s.f. aquatic facility. Also they are also adding a 19,000 s.f. medical component that will be leased to medical organizations. The club has a full-court basketball/volleyball court, two exercise studios, a classroom, Cardio Theater with 60 cardio machines, 30 selectorized weight machines and 30 additional strength pieces in the 1,500 s.f. free weight room. There are 1900 membership accounts generating \$2 million+. There are 2,800 total members. The club has 20 full time employees. The strengths of the Club and Center are that: it is a "new breed of facility (Wellness Center) in our market. It offers abundant wellness programs and new strength programs."

**CLUB SPORTS INTERNATIONAL** owns and operates over 50 high-end-upscale clubs nationwide and has in the past year been executing a significant acquisition and growth plan. That effort has led to CSI's acquisition of the huge Northwest Athletic Club chain in Minneapolis/St.Paul and the Flagship Athletic Club in Eden Prairie, Minnesota. CSI's business philosophy in general is "To operate ethically by providing a top quality product and consistent operating procedures, enabling members to reach their goals, provide the highest level of hospitality and service in a friendly environment, with the goal of maintaining our position at the top end of the market through staff support, program upgrades and capital reinvestment. All CSI clubs charge an initiation fee and monthly membership dues, and all have a cancellation policy requiring 30 days' notice from the member. None of our clubs require any minimum term of membership." Here are profiles of four of CSI's

### Most Successful Clubs:

#### CONCOURSE ATH-

**LETIC CLUB-(MPC)** - Atlanta, Georgia - The Concourse Athletic Club was established in 1989 by the Landmark Group, currently owned by Faison Corporation. It is managed by CSI. The club is beautifully designed and maintained, amply equipped and located in the best family/corporate demographic location in Metro Atlanta. The club offers outdoor tennis courts, full-service restaurant, hair salon, cafe, pro-shop, cardiovascular, selectorized and free weight training areas, nursery, aerobics studios, squash and racquetball courts, and "lifestyle enhancement center" with personal training, nutritional services, and massage therapy. The club General Manager is Susanne Cypert. The club experienced a 1996 CV and weight training expansion, a 1997 cafe addition and aerobic refurbishment and in 1998 a CV and nursery expansion and "lifestyle enhancement center" will be added. The 80,000 square-foot facility has 4400 membership accounts generating \$6,663,000 annually. There are 10,000 total members.

#### COLORADO ATH-

**LETIC CLUB-Inverness-(MPC)** - Denver, Colorado - This 130,000 square-foot club is owned and managed by CSI. It sits on 10 acres, features 12 outdoor tennis courts and eight indoor tennis courts, two outdoor pools and one indoor pool, squash and racquetball courts, wellness center, spinning center, strength center, basketball court, aerobics studio and camps for kids. The club has 2800 membership accounts generating \$6 million in revenues. There are approximately 6,800 total members. The strengths and unique features of the club are the wellness and strength center, kids programming, family fitness programs and the corporate fitness programs.

#### FLAGSHIP ATH-

**LETIC CLUB -(MPC)** - Eden Prairie, Minnesota - The Flagship Athletic Club was established by Bill Naegele. The club is owned and managed now by CSI. Kerry Givens is the General Manager. The 194,000 square-foot club offers 13 tennis courts, 2 platform courts, two indoor pools, one outdoor pool, wading pool, sundeck, exercise and weight rooms, health and wellness center, squash, two gyms, aerobics and spinning studios, spa services and indoor running track. The club has 4000

membership accounts generating annual revenues of \$7,500,000. The personalized and friendly member service, the Passport Privilege program entitling member use of any of the eleven Northwest Athletic Clubs in the Minneapolis area are key strengths and unique features.

#### ATHLETIC CLUB

**BOCA RATON-(MPC)** - The Athletic Club Boca Raton was established in 1991 by Jack Naiman as a Sporting Club. It is now owned and managed by CSI. The club offers four tennis courts, four racquetball courts, four squash courts, nursery and play area, one indoor pool, one outdoor pool, two outdoor sand volleyball courts, cardio and weight training areas, full service spa, personal training, spinning and aerobics studios. The club has 4000 membership accounts generating \$5 million annually. There are approximately 5,500 members.

#### THE THOREAU

**CLUB-(RC)** - Concord, MA - The Thoreau Club was founded by Todd Pulis in 1967 on land which also has contained a Summer Camp established by Todd's Dad and Mom in 1951. The key managers of the club are: Faith Pulis, Jerry Evans and Trish Fletcher. The Thoreau Club Mission Statement is: "We strive to be a superior service organization. Located in a unique setting, we provide educational and recreational opportunities in a fun, comfortable and caring environment. The Thoreau Club business philosophy is summarized with the CORE VALUES Statement: Ethical - Our foundation is based upon the pillars of honesty and integrity which support all business decisions. Quality - We will treat every customer as we would an honored guest in our home. Tradition - We were founded based on the philosophy of embracing the simplicity of life and striving to achieve one's personal best. Fun - We will always try to make you smile. Spirit - We strive to create and maintain an environment that fosters growth and enhances relationships. Conservative - We are committed to grow and succeed, while remaining fiscally responsible." The club has 60,000 square feet and is situated on 27 acres. The club offers: 8 tennis courts, 6 Indoor Courts, 3 pools, play fields, nursery area, Aerobics room, fitness center, ropes course and Summer Day Camp. The club has 1300 membership accounts generating \$2.5 annually. The key features of The

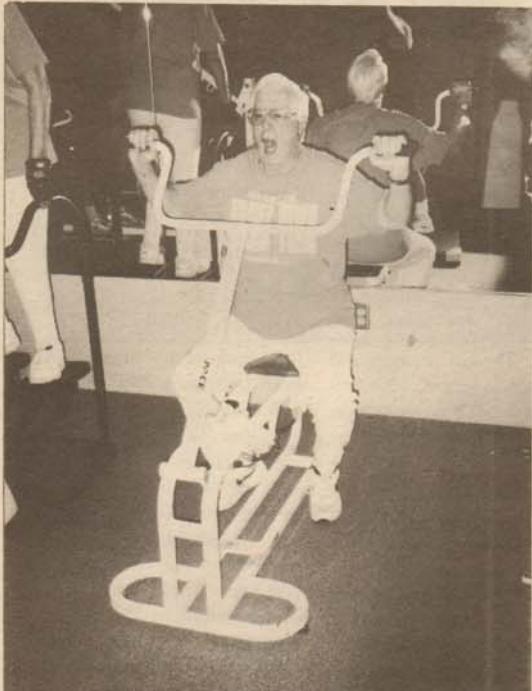
(See *Successful Clubs* page 24)

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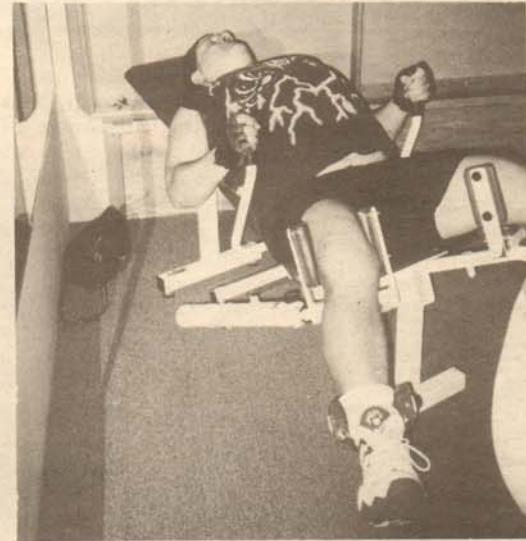
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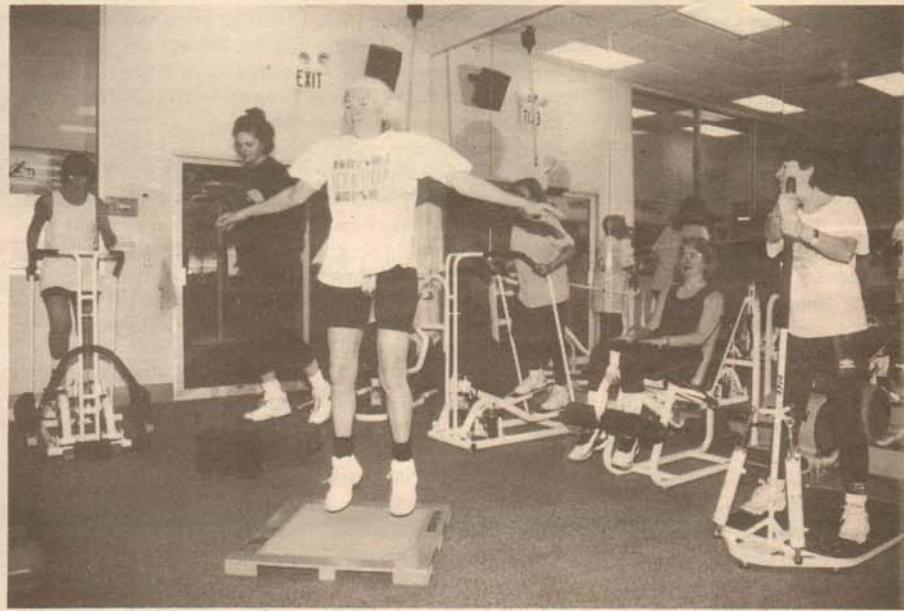
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# SEHRSAs Contributions Reach \$18,000

## Florida Club Owners Unite To Fight 6% Sales Tax On Memberships

**T**ampa, Fl. - The Southeast Health Racquet Sports Association (SEHRSAs) announced today it has now raised more than \$18,000 from Florida club owners and fully expects to meet the minimum level of \$25,000 needed to mount its battle against the Florida Department of Revenue to remove the tax imposed on "for profit" club membership sales.

More than 500 clubs are registered to do business in Florida, yet less than 20% of these club owners have made any effort to offer their financial support for this united effort.

SEHRSAs is a "not-for-profit" association of Florida club owners united together to lobby for

and against legislative issues that impact the fitness industry in Florida. First and foremost is the urgent need to remove the unfair 6% State sales tax. Florida club owners have been asked to contribute \$500 for each club owned and operated in the state. This contribution was originally set at \$100 per club, but response and participation was so weak that SEHRSAs had to go back to the 30+ original contributors and ask them to dig deeper in their pockets and come up with another \$400.

SEHRSAs Directors, Bob Karshner of Shapes Total Fitness, Joe Cirulli of Gainesville Health and Fitness and Geoffrey Dyer of Lifestyle

Family Fitness, own and operate a combined total of 20 facilities and together have invested \$10,000 plus their individual time and energy to this effort.

"We all stand to gain tremendously if we are successful" states Bob Karshner of Shapes. "For the typical cost of an annual membership, each Florida club owner can participate in a \$50,000 legal effort and have a chance to save thousands of dollars in revenue in the years to come. Furthermore, this is just the beginning. We can establish SEHRSAs as a powerful Association capable of looking after all of our interests and able to provide a platform for sharing information and making the Florida fitness industry

much stronger."

"We have been working hard at this for more than 12 months" says Geoffrey Dyer of Lifestyle Family Fitness. "We need more participation from Florida club owners and we need to work together to do a better job of spreading the word to other club owners about SEHRSAs and its purpose. Other states are miles ahead of us with respect to communication, sharing information and challenging legal issues that can negatively impact the way we do business. We have sent countless numbers of letters, made phone calls, as well as receiving help from IHRSA and The **CLUB INSIDER** News, but our participation has been weak at best. Per-

haps more club owners will join in now that they realize we have a legitimate chance to achieve our goal".

The goal for SEHRSAs is to reach a minimum of \$25,000 before March 1st and simultaneously seek matching funds from IHRSA's FUND for another \$25,000. A minimum commitment of \$50,000 is required by the lobbyist group before it will accept this legal challenge.

For more information, contact Bob Karshner of Shapes Total Fitness at (813) 264-1711; Geoff Dyer of Lifestyle Family Fitness at (813) 622-8755; Joe Cirulli of Gainesville Health and Fitness at (352) 377-4955; or Jay Ablondi of IHRSA at (800) 228-4772.

## ...Successful Clubs

*continued from page 22*

Thoreau Club are the unique country setting on 27 acres, the log cabin style building, Day Camp Program and extensive tennis programming. Todd Pulis was one of the five Founding Members at the first IHRSA development meeting and was a former President of the Association. Todd also serves on the IHRSA Advisory Board. After 47 years in the current location the Pulis Family will move the entire operation late this Summer to a new facility approximately one mile from the present site.

**LAKE FOREST HEALTH AND FITNESS INSTITUTE-(HHC)**- Lake Forest, IL- The Lake Forest Health and Fitness Center was founded in 1994 and is owned by the Lake Forest Hospital Foundation. The key managers are Marti Derleth, Vice President and Chief Operating Officer and Linda Lubbat, Fitness Director. The Mission of the Institute is: "At Lake Forest Health and Fitness Institute we're in the business of changing lives. Research shows that lifestyle habits influence up to 75% of the medical conditions and illnesses encountered through life. At Lake Forest Health and Fitness Institute, we are dedicated to in-

creasing the span of healthy life for members of our community. The 68,000 s.f. club has 3750 members and 66 full-time employees. The facility is a free standing hospital-based health & fitness center with a 4-lane walking and running track, aerobics studio, 25-meter exercise pool, warm water exercise therapy pool, outdoor running track, pro shop, health and fitness library, meeting rooms, education and conference center, cafe, Fitkids (fitness-oriented child care center) and advanced technology fitness equipment. (110 cardio machines, 20 selectorized weight machines and 45 additional weight pieces in a 2,500 s.f. free weight area). The Institute offers multi-disciplinary programs for special populations and extensive lifestyle change programs.

**The ADELAIDE CLUB-(MPC)**- Toronto, Canada - The Adelaide Club was built and opened by Jim Bentley in 1978. The current owners are Clive and Marianne Caldwell. Marianne serves as the Club General Manager and Lorna Smith is the Sales Marketing Director. The Mission Statement of the club is: "We are working together to meet and exceed our member's health and recreation needs." The 40,000 s.f. downtown Toronto club offers 2 cardio

gyms with 96 selectorized machines, 2 weight training gyms with 36 selectorized machines, a 2,000 s.f. free weight gym, squash courts, 2 aerobic studios/spinning room, and access to a Sheraton swimming pool. The club has 2000 membership accounts and 3900 members total. The most unique features are the separate cardio areas for both men and women and the rockclimbing wall.

**PULSE FITNESS CENTER-(FOC)**- Boulder, Colorado-(Baseline location)- The Pulse Fitness Center-Baseline was built and opened by Karen and Scott Woodard in 1985. The facility is still owned and operated by the Woodard's. The key managers are: Beverly Yates and Karen and Scott Woodard. The 18,000 s.f. facility offers a cardio area with 26 machines, selectorized weight area with 36 machines and a 3,000 s.f. free weight area with 50 additional pieces, a ladies-only area, Spin Studio, the Boulder Body Mind Center. The Mission Statement is: "WOW Every Member, Every Visit!" The Philosophy of NO ATTITUDE FITNESS has caused the Pulse Fitness Center to be voted "Most comfortable workout in Boulder" by local publications. The club has 2450 members generating \$1.8 million per year. There are 10 full-time staff

members. The key strengths and unique features include: "3 facilities for member's convenience, Ladies-only work-out area, hottest Spin Program in the city, the Pulse energy that members, guests and prospective members feel when they walk through our doors."

**AUSTRALIAN BODY WORKS-(FOC)**-Atlanta, Georgia-Tony de Leede is the Founder and President of Australian Body Works. Founded in 1982, the chain now has 18 Atlanta area locations. The Mission Statement of the organization is: "To be the leading provider of health and fitness in the Atlanta community. To dedicate ourselves to promoting the benefits of a healthy lifestyle through a variety of motivating exercise programs with a commitment to the highest standards of quality, service and professionalism."

**ABW VININGS** is a prototype of the facilities that de Leede is building now and remodeling some of his other units to be like. The Vining's club General Manager is Charles Norman and the Club Manager is Steve Klein. There are four full-time employees. The Vining's location is 9,500 s.f. and offers Cardio Theater (as all ABW facilities do as de Leede is 50% owner of Cardio Theater as well) with 35 cardio machines, group exercise classes

(including BODY PUMP now offered in 12 locations), cycle classes, free weights, selectorized weight machines (14), child care, locker-rooms, saunas, skin-care center, juice bar. Although this particular unit only opened in the Fall of 1997, they have 1200 members which are projected to generate \$560,000 in year one. The key strengths and unique features of Australian Body Works are: "Consumer friendly month-to-month memberships, Cardio Theater, fast, fun and effective exercise entertainment."

**MICHIGAN ATHLETIC CLUB-(HHC)**-East Lansing, Michigan-The Michigan Athletic Club was established in 1991 by St. Lawrence Hospital, the majority stockholder and two minority stockholders, MedSport Enterprises (Carl Porter) and Bob Dykstra. St. Lawrence and MedSport are the sole stockholders today. The facility was originally built as a 170,000 s.f. structure and last year, a 100,000 s.f. addition was made at a cost of \$8.5 million. Carl Porter and General Manager Michael Combes form the senior management team. Key managers include Jim Redding, Chris Johnson, John Good, Debbie Nimpie, Dick Freeland, Bryan Heisler, Tom Alderman, Melissa Phillips and Christine Sodini. The MAC Mission Statement and Operating Philosophy is: "To create (See *Successful Clubs* page 26)

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## ...Successful Clubs

continued from page 24

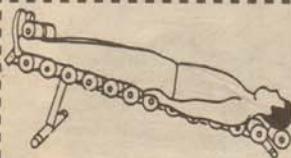
service magic, the "Magic of the MAC," for our members by providing them with rich, rewarding experiences every time they visit the club. On a busy day, 2,400 members use the club. Each one might experience a half dozen "moments of truth" during his or her visit-a moment when an impression is formed about the staff's friendliness, the club's cleanliness, the quality of facilities and equipment, the professionalism of the instructors, etc. The club now has 4,600

membership accounts generating \$8 million per year. There are 7,600 total members. There are 30 full-time employees and 170 part-time. The facility offers ten permanent indoor tennis courts and six indoor/outdoor tennis courts that are under an air structure eight months of the year, eleven racquetball/handball courts, three International squash courts, two basketball/volleyball program gyms, three group exercise studios, a strength training area with 40 selectorized machines, cardio exercise area with 110 machines, two permanent indoor swimming pools, two permanent indoor/outdoor pools with a 200 foot water slide, two sets of men's

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*(Left to Right) Dee Dee Kovacevich, Arnold Schwarzenegger and Shanna Missett*

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## Dee Dee Kovacevich Appointed To Governor's Council

**C**arlsbad, CA.- Dee Dee Kovacevich, Vice President of Marketing at Jazzercise, Inc. was recently appointed Special Advisor to the California Governor's Council on Physical Fitness and Sports. Kovacevich has been actively in-

volved with the Council for the past five years. As Special Advisor, she will promote the importance of regular physical fitness and sports activities.

Created by Governor Pete Wilson in February, 1993, and chaired by Arnold

Schwarzenegger, the Governor's Council is dedicated to promoting physical fitness and sports for Californians of all ages and abilities. Currently, over 300 persons representing 80 organizations and state agencies take part to make this the largest and most produc-

tive Governor's Council in the United States.

Kovacevich's responsibilities at Jazzercise, Inc. include overseeing all marketing efforts for the company and its 4,700+ franchises. Jazzercise is the world's largest fitness program

with more than 19,000 classes being taught weekly to 450,000 students in 38 countries around the globe. For more information or worldwide class locations, call 1(800) FIT-IS-IT.

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First/Mi: Darlene	Category: Member	Facility: Aerobics Free Weights	Goals: Gain Muscle Lose Weight Tone-Up	
Last Name: Kerrick	Sub: Corporate	Experience: Walking		
Member Number: 277	Source: Yellow Pages			
Phone Numbers				
Home: (954) 796-9007	Work Phone/Ext: (954) 796-9007	Fax: (954) 796-9010	Cell/M: (954) 796-1004	Other:
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<input checked="" type="checkbox"/> Appointment				
CALENDAR   LISTS   TOUR   CONTRACT   REPORTS   PROMOS and PRICING				
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# LIFE FITNESS ACQUIRES PARABODY

**F**ranklin Park, IL - Life Fitness has announced that it has acquired ParaBody, Inc., manufacturer of Serious Steel strength-training equipment for consumers. The addition of the \$20 million business to Life Fitness will enable the company to develop products to further extend its market reach into lower-usage commercial facilities, such as hotels, apartment buildings, residential communities and corporate fitness centers, as well as expand its consumer product line.

"This acquisition is consistent with our strategy to be a full-line provider," said Augie Nieto, Life Fitness president. "ParaBody offers an excellent, reliable, high-value consumer strength product. We plan to utilize the company's expertise in this area to develop strength equipment for lower-usage facilities that require functional, durable, 'standard-duty' commercial systems. This means Life Fitness will now be able to offer these facilities a full line of cardiovascular

and strength products, extending our presence in these market segments."

No major sales, marketing or personnel changes are planned at the present time while Life Fitness develops an integration plan. For now, ParaBody is being maintained as a separate product line marketed under its current brand name and sold through its network of specialty fitness retail dealers. All existing product warranties and service agreements will be honored by Life Fitness. Gerald Dettinger, ParaBody president and Stephan Duncan, ParaBody vice president, will stay with the organization and report to Nieto.

"The numerous synergies between Life Fitness and ParaBody make us ideally matched. We share similar product philosophies that focus on quality and reliability," noted Nieto. "We participate in many complementary activities with our dealers, and anticipate nu-

merous sales and marketing efforts that will benefit both companies immensely as we move into 1998 together."

Based in Ramsey, Minnesota, which is about one hour north of Minneapolis, ParaBody was founded in 1980 by Dettinger and Duncan. Its line of strength-training equipment, with its affordable price and sturdy construction, is optimally suited for both home use and for commercial settings in vertical markets such as hospitality and corporate workout centers that require standard-duty equipment. The Serious Steel series includes multi-exercise workout centers, stack weight machines, traditional freeweighting benches and plate-loaded machines.

"We are thrilled to be a part of Life Fitness and look forward to the tremendous resources we can now put behind our efforts in the home fitness market," declared ParaBody's Dettinger. "This is a very exciting time for ParaBody and our specialty fitness

dealers."

The acquisition of leading active recreation brands in large, synergistic growth industries is an important part of parent company Brunswick Corporation's long-term growth strategy. The high level of cross participation in recreational activities gives Brunswick - a multinational company serving the outdoor and indoor active recreation markets with leading branded consumer products in fishing, camping, biking, bowling, exercise equipment and pleasure boating - infinite opportunities to leverage strong brands by efficiently marketing many products to the same customers. Life Fitness' acquisition ParaBody provides Brunswick further access to the active-lifestyle consumer.

## A win-win situation for specialty fitness dealers

**T**he benefits for both

Life Fitness' and ParaBody's specialty fitness dealers are numerous. The acquisition means that both companies' dealers will be able to provide a full range of cardiovascular and strength-training equipment, so their customers only need to look to one source for all their fitness products. This places the dealers in a stronger competitive position. They will also enjoy joint cooperative promotions and marketing programs.

"The ParaBody acquisition is very good news for all our dealers because it means now they can go to one place for both consumer and commercial strength products, as well as for cardiovascular products, to meet all their customers' needs," said Jeff Loebba, Life Fitness vice president of Marketing. "What's more, our dealers will benefit from effective cross promotions. It's a win-win situation for everyone."

## ...Eckelbarger

*continued from page 14*

The next portion of your bill is based on the amount of electricity you actually use, which is termed kilowatt hours. Following the automobile example, kilowatt hours are the number of miles you register on your odometer each month.

As deregulation occurs in the power industry, you will see an " unbundling " of services on your electricity bill. Fees will be broken

out to identify what you pay for generation, transmission, and delivery of your electrons. Keep all these fees in mind when choosing your supplier.

## CHOOSING YOUR ELECTRIC COMPANY

**T**here are hundreds of electricity marketers who want to sell you power. Just like with the fitness industry, BEWARE of signing long-term contracts, and/or large up-front

fees. An electron is pretty much an electron, but you will be choosing who will generate electrons.

Two of the biggest issues in determining your electricity supplier are 1) the cost of the electrons, and 2) concern for a clean environment. No matter who you chose to generate your power, it will continue to travel over the same transmission and delivery lines you use today. Should you switch electricity suppliers and they go out of business, presently, your utility is required to provide service until you chose a new supplier.

## POWER IN NUMBERS

**P**urchasing electricity in aggregate through trade organizations like IHRSA may make good sense!

In a competitive electric supplier marketplace, the biggest commercial purchasers of electricity will pay less for services. Most club operators will have little negotiation power with utility companies. Aggregation is key for lower utility rates.

For more information,

contact the Electric Education Call Center at (800) 253-0599 or surf the web at <http://www.knowledgespower.org>. Other web sites of interest are the Utilities Reform Network Web site at <http://www.turn.org> and the Utility Consumers' Action Network at <http://www.uican.org>.

*(Kim Eckelbarger, MBA, is a nine-year veteran of the health club industry who is now employed as a Business Energy Analyst and has serviced Georgia Power Corporation in the last few months.)*

## ...Moore

*continued from page 16*

not socialized health clubs for yuppies.

The voters of Springboro now have an opportunity to stop government waste and stop their taxes from increasing yet again. They can vote no on Issue 6, the Springboro Rec Center.

Springboro is planning to enter the socialized health club business by building a \$7.4 million rec center. The politicians want \$6.4 million in new taxes not counting the \$500,000 in yearly operating losses rec centers average. The operating losses are being hidden in Springboro by giving the YMCA a sweetheart deal. They will run the socialized health club but only pay \$1 a year in rent. The YMCA is a huge national corporation with annual revenues of almost \$2 billion. The taxpayers shouldn't have to pay for the "Y" to add to its vast holdings. The downtown "Y" is now the health club for the rich and famous.

The Springboro facility would be near my home in Clearcreek Township at State Route 741 and Lytle Five Points, an area which already suffers from bad traffic congestion. So, Springboro and Clearcreek Township want to increase my property taxes to build and operate a socialized health club to compete against me, a lowly small business person.

In addition to my duties at Moore's Fitness World, I am President of the Ohio Fitness Association and a member of the Government Relations Committee for IHRSA, The International Health, Racquet and Sportsclub Association. So, I am deeply involved in the fitness industry.

I have studied similar projects and have found several interesting facts:

No recreation center survives without obtaining substantial operating revenue from tax dollars; they all lose money (unless they pay \$1 for rent in-

stead of the \$500,000 the tax payers should require them to pay). So, the \$7.4 million is just a start, and the entire community will pay higher taxes to support a socialized health club that will be used by a very small percentage of the population. And \$7.4 million is just the first phase of construction; supporters are already talking about future expansion. The result will be less money for police protection, fire protection and schools.

My property taxes just increased 17 percent for a new school building, a project I support. However, a city-owned health club for yuppies is not a valid government function.

**B**EFORE GOVERNMENT officials take on such a project they always contract a study. This is designed to protect their posteriors. I say this because the questions are always worded in such a way as to elicit positive responses. So, the studies reflect a totally unrealistic projection of such important items as club us-

age, willingness to pay fees, willingness to pay increased taxes, etc. This way the politicians can use the study for cover.

After much effort, I obtained a copy of Springboro's Recreation Center Study and it's a joke. We have scientific industry data which is available to everyone, including the city of Springboro and the YMCA, that refute the entire study. Among many ridiculous conclusions, the study states that 73 percent of the people would use the fitness center.

The truth is that only 13.5 percent of the population use fitness centers, and that includes all YMCA's, tax-paying health clubs, rec centers, hospital health clubs and corporate centers combined. So, even if Springboro were to capture 100 percent of the health club market their projection is still five times too high. The demand does not exist and the politicians know it; that is why they are spending over \$50,000 for a slick advertising campaign to try to

brainwash the voters.

A privately-owned health club does the community a service by increasing the fitness level of the population and by paying taxes; the government recreation center, on the other hand, uses the very tax money paid by the privately owned club to gain an unfair competitive advantage.

I don't believe the city of Springboro competes against other business in its community. We don't go to the City Building for haircuts, car repairs or pizza take-out. There is reason for that. City Government should only do things that the citizens cannot do on their own; roadways, police protection, courts and the like.

But the real issue isn't Springboro's socialized health club, the issue is that politicians want bigger and bigger government to justify their existence. I'm saying no to higher taxes; I'm voting NO for the Springboro Rec Center. Joe Moore, President Moore's Fitness Center

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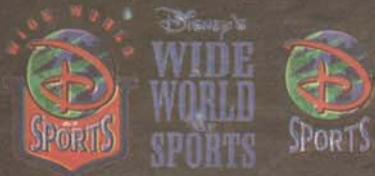


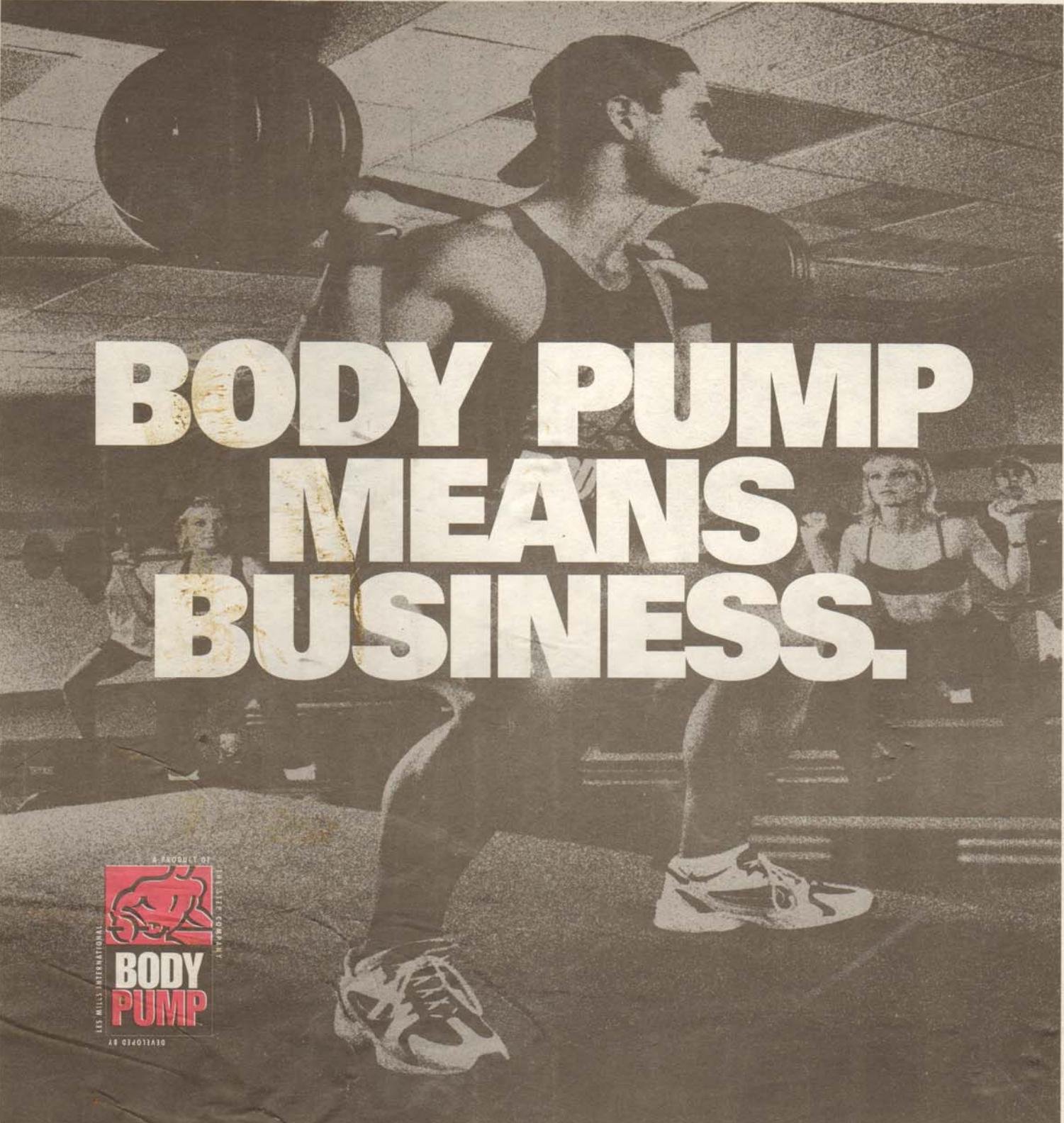
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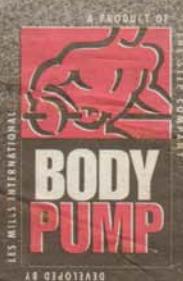
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