

Norm Cates'

THE Club Insider

NEWS

The "Pulse" of the Health, Racquet and Sports Club Business



(L to R) Maria Parrella - Turco, Chris Pacifico, Ray Coassini and Bill Lemanski

Hard Work Pays Off for the Eclipse Fitness Team!

An Interview with Maria Parrella - Turco, Eclipse Partner

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THE Club Insider NEWS

The "Pulse" of the Health, Racquet, and Sports Club Industry Worldwide

Hard Work Pays Off for the Eclipse Fitness Team!

An Interview with Maria Parrella - Turco, Eclipse Partner

By: Norm Cates, Jr.

Hard work. Hmm... For some in the health, racquet and sports club industry, hard work is what other people do, but for Maria Parrella-Turco, Ray Coassin and Chris Pacifico, it's what they do everyday at their Eclipse Fitness, Sports and Wellness Club in Green Brook, New Jersey.

Working hard in any business has its challenges and its rewards.

But...How do you define hard work in our industry? Do you define it as: showing up at your club for work in the middle of the morning, saying "Hi" to staff and members you may encounter, heading into your office to return phone calls and emails, then in about an hour heading to the locker room to dress for your very important daily workout, and after finishing your workout, a bit more office time and out the door by 4 PM? Or, do you define

working hard as: arriving at your club early everyday... before the "morning crew" of early bird members have finished their workouts, showered, grabbed coffee and headed out to work, walking your entire club to see if all is in order and up to your standards, meeting and greeting members and staff as you see them, conducting a



staff meeting from 9:00 to 9:30 a.m., returning phone calls and emails for 30 minutes after that, then studying industry publications and information for an hour, taking your lunch break on the workout floor, finishing so you have time to shower, dress and be back at the reception desk to tell the departing lunch-time crowd "Goodbye and have a great day!", then back to your office to work on budgets or other paperwork for a couple of hours. Then, out of your office

and back to the reception area by 4:30 PM to meet and greet your evening crowd for an hour, then to the fitness floor to chat and meet and greet members and be their friend. Back to your office at 7:30 to return afternoon phone calls and emails and out the door headed for home at 8 PM, if not later.

No matter how YOU define hard work in your club life, you're going to benefit from reading this interview with Maria Parrella-Turco, Partner (See *Eclipse Fitness* Page 10)

The "One for All" Became One to Remember

SAN DIEGO - March 11, 2008 - The International Health, Racquet & Sportsclub Association (IHRSA) announced today that more than **12,000** fitness industry professionals from **70** nations gathered to celebrate the association's 27th Annual International Convention & Trade Show, which came

to a conclusion on Saturday.

"On behalf of IHRSA, I extend our deepest appreciation and gratitude to all who joined us last week in San Diego," said Joe Moore, President and Chief Executive Officer of IHRSA. "The superior quality of the educational (See *IHRSA 2008* Page 6)

Augie's Quest Beach Bash In San Diego, California

SAN DIEGO March 7, 2008 - The Third Annual BASH for Augie's Quest, a fundraising gala created by fitness industry pioneer Augie Nieto, raised \$1.5 million to combat amyotrophic lateral sclerosis (ALS, or Lou Gehrig's disease).

The event was held Friday,

March 7, at the San Diego Marriott Hotel & Marina and drew more than 1,100 participants, exceeding organizers' expectations.

The funds are earmarked for the Muscular Dystrophy Association's ALS Division, which leads the worldwide (See *Augie's Quest* Page 6)

Strive Spirit ...The STAR of the IHRSA Trade Show!

By: Norm Cates, Jr.

In my book, the **Star** of the **IHRSA2008 Convention Trade Show** was **Strive Fitness**, but Strive didn't actually exhibit their equipment at the IHRSA Trade Show! You read that right. Strive did not have its main exhibit on the IHRSA Trade Show floor.

Instead, Strive took the prize for this show for customer relationship building in the fitness equipment sector when **JOHN SALVITTI** and his lovely

wife, **MICHAELA**, hosted their own trade show on the awesome 165' long, 30' wide **California Spirit**, a yacht they chartered and temporarily renamed: the **Strive Spirit**. Using a huge crane, estimated to be 80 feet high (see photo), they placed their equipment product line on display. Hundreds of club owners, folks who are and would like to become Strive customers, attended this two-day exhibit. 500 people enjoyed the Friday evening cruise filling the three-deck yacht to the brim while

two dueling piano men, flown in from Orlando, sang their hearts out. Seeing the Strive equipment line-up on this beautiful vessel, one would think they were visiting a health club on the water. 1,300 potential customers and Strive equipment owners visited the Strive Spirit over a 19-hour period of time covering Friday and Saturday.

The Salvitti's and world-class brander, **DEREK BARTON**, the man who made **Gold's Gym** a brand known (See *Strive Spirit* Page 6)



The Strive Spirit

•Inside The Insider•

- Jerry Noyce, President's Council Member, Announces President's Challenge
- Attitude-Key To Your Success
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- Polar and NESTA Partner to Offer a New Personal Training Certification
- Club Spa and Fitness Association founded
- Sandy Coffman's Programming Tip of the Month
- Augie's Quest has raised \$13,730,525 in 27 months!
- Western Athletic Club sold for second time... Jim Gerber stays on!
- Club Insider launches: clubinsideronline.com on April 1, 2008!
- North Castle Partners acquire World Health Club chain.
- Joey Blue offers GymChatter.com to industry!
- Geoffrey Dyer honored by IHRSA with DALE DIBBLE Distinguished Service Award
- Michael Levy moves from IHRSA Chair to Industry Leadership Council Chair
- Gene LaMott new incoming IHRSA Chairman
- Ed Williams, Lloyd Gainsboro, Mike Motta and Julie Main end IHRSA Board service
- Club Insider welcomes 3 new advertisers!
- LA Fitness squabble over money damages industry in Oregon.

Norm's NOTES

Thank You

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2008 Contributing Author

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• **Shawn Vint** - Greenmaple Wellness, Inc. - (888) 355-1055

• **Hello everybody!** This is your friendly **CLUB INSIDER Publisher Since 1993** checking in! This edition has lots of news, educational articles and a fabulous six-page photo collage full of shots of many of the beautiful IHRSA people who made it to gorgeous San Diego, California for IHRSA's 27th Annual Convention and Trade Show. WOW! It was SO MUCH FUN to see and visit with all of you at **IHRSA2008** in San Diego. God bless you all!

• There is a blockbuster line-up of educational articles in this 48-page edition, the largest ever! Articles that will help you improve your club, starting with our cover story entitled: **"Hard Work Pays Off for the Eclipse Fitness Team! - An Interview with Eclipse Fitness Partner, MARIA PARELLA-TURCO"; "ATTITUDE - KEY TO YOUR SUCCESS" By: ED TOCK - Sales Makers; "Building Relationships" By: SHAWN VINT; "Turning Your Most Difficult Employee into Your Most Productive" By: DONNA KRECH - Founder/CEO, Thin&Healthy's Total Solution; "SUCCESSFUL PROGRAMS FOR FITNESS and HEALTH CLUBS: 101 PROFITABLE IDEAS" By: SANDY COFFMAN and "Getting Your Members Involved" By: THOMAS KULP.**



• **SANDY COFFMAN** (pictured above), my friend and a great friend of this entire industry for 30 years, the wonderful, smiling and happy lady I call the **"Dean of Club Programming"** missed **IHRSA 2008**. Were it not for the grace of God... Sandy could have lost

her amazing life two days before IHRSA2008! Sandy didn't feel well on the Monday before her scheduled departure for San Diego to attend and speak at IHRSA2008. So, she went to see her doctor. Her doctor discovered a ruptured appendix that had developed gangrene! An appendectomy was immediately performed. Complications also required the removal of part of her colon. I was happy to encounter my friend **TASSO KIRIAKES** at the **IHRSA Trade Show** and Tasso gave Sandy a call on his cell phone. Speaking to Sandy right then, I found it hard to believe she just had major, life-saving surgery as she was already home recovering by Thursday, March 6th. Sandy sounded energized and happy as she always does. In this case though, she had a LOT more to be happy about because she had stayed alive. So does this entire industry. Sandy didn't slow down long because by the time I returned from San Diego, her **Programming Tip of the Month** was waiting, and it appears on page #46.

• **AUGIE'S QUEST for the ALS Cure** hosted a gigantic **Beach Bash at IHRSA 2008, and the Bash was a Smash!** The event featured **NBC National Correspondent Natalie Morales** as the Master of Ceremonies and **RONNIE LOTT**, former San Francisco Giant superstar defensive back and **MARCUS ALLEN**, former **Heisman Trophy** winner stirred the crowd up with their presence. Attendees pledged **"ALS Research Minutes"** at \$75 per minute to help this very important cause. **\$1,504,675** was raised on the evening of March 7th, bringing the total for **27 months** to **\$13,730,525**. Now, **PAT LAUS** and **KEVIN McHUGH** and the **Clubs For The Cure Program Team** has set their sights high, and as of March 9th, have enrolled 750 clubs to produce one-day, one-hour club events to raise more research money to defeat ALS.

(See page #36). In summary, let me say that **AUGIE** and **LYNNE NIETO** and their **entire family** have been nothing short

of amazing since Augie was diagnosed with **LOU GEHRIG's Disease** on March 29, 2005. Augie is hanging in there like the man he has always been. Augie can no longer walk or even use his arms. His breathing is aided by an electronic device. But, Augie just keeps on keeping on... attending event after event, appearing on TV and other media... pounding away to reach his (and our) goal of finding a **Cure for ALS**. The LOVE for Augie and Lynne was very obvious at the Beach Bash.



Norm Cates, Jr.

some had not seen Justin since March, 1985. Justin enjoyed networking at the IHRSA Convention and Trade Show, just like his Pop has every year for 27 years. This brings to mind the list I am putting together of the individuals who've never missed an IHRSA Convention. At the beginning of this event there were five people on my list who've never missed an IHRSA Convention: **yours truly, RICK CARO, JOHN McCARTHY, CHUCK LEVE and ED WILLIAMS**. Now I add: **RAY GORDON** of **Sales Makers** and **JACK DENNISON**, owner of the **Cedar Springs Health, Racquet and Sports Club** in Burlington, Ontario, Canada to the list. I am sure my list is missing some folks, so I want to add your name to the list if you've never, ever missed an IHRSA Convention. If you belong on this list that we are preparing for our 30th IHRSA celebration in 2011, send a note to me at: **Norm@clubinsideronline.com** or give me a call at: **770.850.8506**.



Over 1,100 attended and the total raised was amazing, given this was the **3rd Annual Augie's Quest IHRSA Bash** event. I urge all club owners to set aside just one hour on one day to hold just one event to raise money for Augie's Quest. And, all donors should know these funds are carefully controlled, separated and targeted specifically to ALS research and the funds are NOT mixed with the MDA (Muscular Dystrophy Association) Research Fund. And, the research is going well... there is HOPE, not just for Augie, but for 30,000 Americans and hundreds of thousands of others across the world. Take the time... produce just one hour event at your club... help Augie's Quest find the Cure! Don't miss the Clubs For Cure update article on page #36!

• My son **JUSTIN**, and I, encountered many long-time **IHRSA friends** during **IHRSA 2008** in beautiful **San Diego**. When he was just a couple months old and riding in a baby-stroller, Justin attended his first IHRSA Convention (Reno Nevada, 1985) with his mom and I. It was lots and lots of fun in San Diego recalling those years with friends who were there way back then, as

• **Speaking of clubinsideronline.com** check out pages 38 and 39 where **JUSTIN CATES** writes about and announces our brand new website, effective April 1, 2008: **www.clubinsideronline.com!!** As of our April edition, all paid subscribers will be able to read **CLUB INSIDER online**, meaning you will have access to this monthly compilation of the "Pulse" of the industry about one to two weeks before the printed (See Norm's NOTES Page 8)



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...Strive Spirit

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worldwide, decided last year to **DIFFERENTIATE** their Strive IHRSA exhibit from all others. They succeeded, and yes, Strive occupied a small space at the trade show; however, their total cost was about the same they would have spent to be only at the IHRSA Trade Show. In essence, they shifted

their costs to a much better results provider: the Strive Spirit. This observer will wager with anyone that Strive attracted more prospective customers in 19 hours than two or three of the other equipment manufacturers combined. Strive succeeded in this effort in a world class manner.

The TRUTH be told... this move by Strive, produced

by the Salvitti's and Barton, was one many equipment manufacturers may have wished they'd made. That's because, based on my observations, while walking past all of the big equipment manufacturers in the trade show for 3 days, the attendee/customer traffic in these exhibits was way off compared to the IHRSA Trade shows I've attended in the past.

After watching the brilliance of John and Michaela Salvitti and Derek Barton's creation of a floating trade show, where they produced an extremely well-attended cruise party for their customers and prospects, I would not be surprised to see change. I would not be surprised to see many big equipment manufacturers begin to look "outside the box" for upcoming IHRSA

Trade Shows.

About Strive... Stay tuned because Strive is an "outside the box" thinking company that is going places that nobody has been before. They are a great crew. You should be with them! Check out the new Strive ad on our Outside Back page and the Strive website: www.strivefit.com

...IHRSA 2008

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programming and the trade show made our great event the best ever, and San Diego was more than a gracious host city. It is our hope that each and every attendee returns to their business with a renewed commitment to grow our industry, with the collective goal of enriching the lives of all through regular exercise."

A record number of trade show exhibition space at IHRSA 2008 was sold, creating the world's largest health club in the San Diego Convention Center. This year, 413 exhibitors occupied 400,000+ square feet of exhibit space,

displaying the latest and greatest in nearly 30 categories of health and fitness equipment, products, and programs.

Nearly 200 educational and networking sessions were held at this year's convention, including memorable presentations by **Bob Woodruff**, (sponsored by Precor), **Kjell Nordstrom**, (sponsored by Technogym), **Dick Vitale**, (sponsored by Matrix Fitness Systems), **Martina Navratilova**, (sponsored by SPRI Products), and the **4th Annual IHRSA Technology Summit**, (sponsored by Checkfree - now part of Fiserv).

For the fourth con-

secutive year, the event was held in conjunction with the **18th Annual Art & Science of Health Promotion Conference**, presented by the American Journal of Health Promotion (AJHP). This partnership provides the unique opportunity for members of the health and fitness industry to network with like-minded professionals from a wide range of industries committed to health promotion.

At IHRSA's Annual Meeting, the association's 2008-2009 Board of Directors was announced. **Gene LaMott**, former President and CEO of Gold's Gym International and current Chairman of the Board, Total Woman

Gym and Atmosphere Day Spa, was elected as IHRSA's Board Chairperson. LaMott will succeed Michael Levy, effective July 1, 2008. **Jeff Klinger**, Co-Founder and CEO of Anytime Fitness; **David Hardy**, President of CLUBFIT and Founder and President of the Fitness Industry Council of Canada; and **Kilian Fisher**, Chief Executive of ILAM, the Institute of Leisure and Amenity Management, Ireland, were elected by the membership to begin serving terms on IHRSA's Board of Directors effective July 1, 2008.

In ceremonies held at the convention, **Geoffrey A. Dyer**, Founder of Lifestyle Family Fitness, and IHRSA Associate Member **Matrix Fitness Systems** were recognized with IHRSA's annual honors. Geoff Dyer was presented with the **Dale S. Dibble Distinguished Service Award**, and **Chris Clawson**, President of Matrix Fitness Systems, accepted the **IHRSA Associate Member of the Year Award**.

Audio and video recordings of select convention sessions are available for purchase online at www.ihsa-store.com or by contacting IHRSA at 800-228-4772.

Preparations are in full swing for next year's 28th Annual IHRSA International Convention & Trade Show to be held March 16-19, 2009 in San Francisco. With the theme, "A World of Opportunity", it will bring fitness professionals and industry suppliers from the four corners of the world to meet and develop strategies to maximize opportunities to grow the fitness industry on a global basis.

The International Health, Racquet & Sportsclub Association (IHRSA) is a not-for-profit trade association representing health and fitness facilities, gyms, spas, sports clubs, and suppliers world-wide. The association's membership includes over 9,100 clubs in 75 countries, along with over 730 industry suppliers.

The 2008 National President's Challenge
A Healthier Nation: It's Everyone's Challenge!

Dear Norm,

March 4, 2008

I think we can agree that physical activity plays a central role in maintaining a healthy lifestyle. And, as you know, ample evidence abounds proving the value of physical activity in combating many chronic diseases.

Yet, getting people (employees, members, friends and relatives) to include some form of exercise in their daily routine is one of the most difficult tasks there is. With this in mind, as a member of the President's Council on Physical Fitness & Sports, I am pleased to report to you that with your help we are going to do something about this situation.

The President's Council, working with the President and the Department of Health & Human Services, has created the first ever **National President's Challenge** to encourage Americans to get moving. This is a six-week challenge, officially beginning on March 20th and ending May 15th. During this period, we are asking every American, man, woman, and child, to commit to some form of physical activity for 30 minutes a day, five days a week for the six week period (For children, it's 60 minutes a day for five days a week).

By encouraging folks who are inactive to make this commitment to their weekly plan for the six week period, many will continue this habit beyond that time, and for those who are already active, they can earn a **Presidential Active Lifestyle Award** for joining the challenge as well. Perhaps they can encourage others less active to join them in their fun activities.

Our goal this first year is simple - to get **one million Americans** to participate in the **National President's Challenge**. That's why I am contacting you.

We need your leadership and support to help make this happen. When employers across the nation get behind this effort, it will have truly beneficial effects for their employees, their dependents, and retirees. Just think - a first ever **focused physical activity participation event for every American** to join in to help improve their health and the health of the nation. That's why we call it **The National President's Challenge - A Healthier Nation: It's Everyone's Challenge!**

Go to www.presidentschallenge.org for a complete package of information. **Can we count on you and your organization to get the word out, encourage your employees and clients to participate in the program? Please let me know if you're in**, need more information, or don't want to be bothered. **Simply reply to my email and the Council will be in touch.** Time is short. We need your help.

To A Healthier Nation,

Jerry Noyce - Member, President's Council on Physical Fitness & Sports
(612) 616 - 3100 - jvnoyce@comcast.net

Dear Jerry,

It was great seeing you in San Diego! Thanks for sending the information on the President's Challenge. I hope our readers will go to: www.presidentschallenge.org and involve their clubs in this effort. Thanks for serving all of America on the President's Council.

All the best,
Norm

...Augie's Quest

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scientific search for treatments and a cure for ALS. The devastating neuromuscular disease affects more than 30,000 Americans.

Nieto, who just turned 50, received a diagnosis of ALS in March 2005. He is Co-Founder and former President of Life Fitness, and Chairman of Octane Fitness. He and his wife, Lynne, serve as Co-Chairpersons of MDA's ALS Division.

To date, the Augie's Quest campaign has raised more than \$13.7 million for ALS research since it began less than three years ago.

The event was highlighted by NBC's Today Show national correspondent

Natalie Morales who emceed, and Pat Monahan from the Grammy award-winning band Train who provided the entertainment. NFL Hall of Famer Ronnie Lott was also a part of the event.

Held in conjunction with the International Health, Racquet & Sportsclub Association's International Convention and Trade Show, the Bash was co-sponsored by several leading fitness businesses.

ALS destroys the nerve cells controlling muscles, ultimately causing complete paralysis while leaving mental function intact. Survival is typically two to five years after diagnosis. The cause of ALS isn't fully understood, and no cure exists. Goto augiesquest.org

ATTITUDE - KEY TO YOUR SUCCESS

By: Ed Tock - Sales Makers

"Selling is Attitude!"

Attitude is the single most important factor when it comes to getting and keeping customers. Henry Ford once said, "Whether you think you can or you think you can't... you are right."

To become and stay physically fit, you must participate in regular physical exercise. To become mentally fit, to develop the kind of attitude that goes along with success and happiness, you must participate in regular mental exercise. It's a never-ending process. Just as you don't get very fit and then stop exercising, you can't achieve the desired level of mental fitness without working on it regularly and continuously, every day.

As many clubs are "whining about the recession" already, the best sales people are **still very successful**, mostly due to their attitude and work habits, and not because

they're selling the best "deal".

In selling, your attitude accounts for probably 80% of your success. Your attitude is the outward expression of everything you are and everything you have become over the course of your lifetime. Your real world and conscious activities today are the result of many years of conditioning, internal self directed dialogue and environmental exposure. Your attitude has the greatest single impact on the people you deal with. The development of a positive mental attitude is therefore an indispensable prerequisite of success.

Ralph Waldo Emerson wrote, "A man becomes what he thinks about most of the time". You control what happens to you by controlling the thoughts you think about yourself and the people and the situations around you. When you begin to understand and apply the power of your mind, in selling and in life, your desired future becomes closer to reality.

You must first decide what it is you want. Dedicate yourself to its achievement, focus all of your thoughts, actions and energy to its attainment and be persistent in your pursuit. Move around, through, above or under your obstacles. Move steadily and patiently forward with a singleness of purpose and passion, and you will be astonished at how your limitations melt away. Previous setbacks, discouragement, problems or failures will become insignificant. You will experience new levels of performance, satisfaction, success and happiness. Limitations are all self-imposed. All of your discovery will be self discovery.

Most of your behavior is a result of habit. Good habits equal good results; bad habits equal bad results. A winning attitude includes breaking free from the habits that keep others from reaching their maximum potential. You can change, but you must want to change, know how to change

and take personal responsibility for any change that will take place.

Many salespeople have developed a fatal flaw in their thinking, one that you must be careful to avoid. It is the tendency to look for the quick fix or the magic pill that will allow them to escape years of poor work habits and insufficient preparation. After many of our seminars, people are constantly coming up to me and asking me for the "secret of success in selling". They ask for the name of a single book or tape, or for a single method or technique that will help them become a star sales person. I'm sorry to say there are no quick fixes.

SELLING IS JUST LIKE EXERCISE.

If you only do it once a month you won't get such wonderful results, but as you do it on a regular basis you will slowly but surely get better and better results!

"The ability to deal with people is as purchasable a commodity as sugar or coffee. I will pay more for that

ability that any other under the sun." - John D. Rockefeller

To put yourself in the top five percent of income earners in sales, you must pattern yourself after them. A big part of a salesperson's attitudes, of course, has to do with his or her willingness to take an open-minded approach and ask the right questions that encourage a potential customer to open up. This is probably the single most important aspect of a successful salesperson's attitude. Your attitude determines your action. Your action determines your accomplishment.

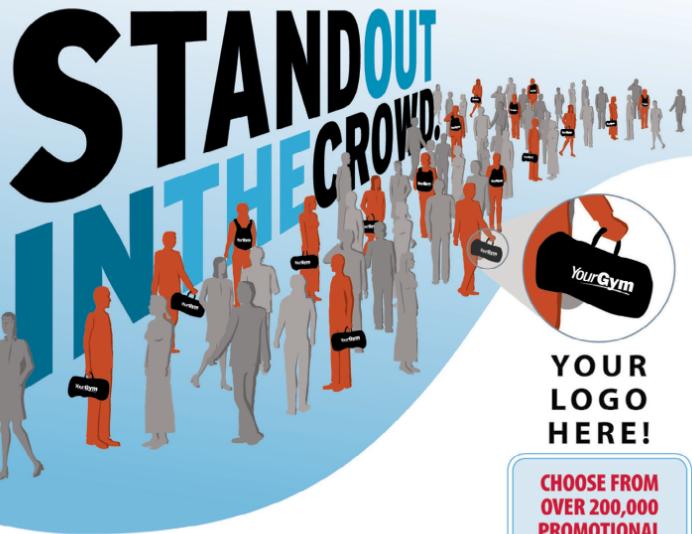
(Ed Tock is a partner in Sales Makers, an industry leader as a marketing and sales training consulting firm that specializes in on-site seminars and performance & profitability programs by delivering the highest quality of staff training, proven systems and innovative marketing programs. Ed can be reached at 800.428.3334 or at eddie@sales-makers.com.)



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...Norm's NOTES

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edition arrives. Subscribe today: Norm@clubinsideronline.com, and as of April 1, 2008, you may subscribe at: www.clubinsideronline.com. It is only \$49 for a one-year, online-only subscription.

• **CheckFree** hosted the *4th Annual IHRSA Technology Summit* in San Diego on March 7th and **CheckFree's MATT McKERNAN** opened with comments and an introduction of speaker, **JEFF SKEEN**. **Skeen** is the **CEO of Titan Fitness**, the company that recently acquired **KIRK** and **JOHN GALIANI's Gold's Gyms** in North Carolina. I think Jeff Skeen did an excellent job with his presentation. His passion for both our industry and the technology world blended into a very interesting and informative session. Thanks **CheckFree** and **Jeff Skeen!**

Welcome to our new advertisers: Strive, City Blends and Fitness Club Success!

• **Strive's** new ad appears on our Outside Back page. Needless to say, Strive made a real "splash" at IHRSA 2008 in San Diego with its conversion of the big, beautiful California Spirit yacht, temporarily named "Strive Spirit", to a floating trade show. Strive is led by **President JOHN SALVITTI** and his lovely wife, **MICHAELA and DEREK BARTON**, and we hope you will contact and do business with them. Strive

always seeks customer relationships that will make club owners "raving fans".

• **City Blends**, owned by lovely **STEPHANIE SUDDARTH**, has joined the **CLUB INSIDER** advertising team, and you will see the new City Blends ad on page #16. City Blends is not just a smoothie and juice bar. Instead, it's a base for friendships in your club and will become a zone where your members gather for a break and socialization before, during and after their workouts. Check out City Blends and get in touch to learn about their New Sugar Free Smoothies! www.cityblends.com

• **Fitness Club Success**, a new club consulting company, established by **RICK** and **ANDREA SOBOTKA**, seeks to provide the best possible advice and assistance for club owners who need new ideas and concepts that will advance their club operationally and financially. The Sobotka's have created a unique website: www.fitnessclubsuccess.net that is interactive and allows Fitness Club Success clients to submit questions or urgent issues and receive immediate assistance and feedback. For more information, check out the new Fitness Club Success ad on page #26.

Please review all of our advertisers' messages and do business with them. Also, on page #20 you will see a list of our **CLUB INSIDER** Advertisers who are exhibiting in New York City at **Club Industry East** in April.

(See Norm's NOTES Page 20)



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...Eclipse Fitness

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in the Eclipse Fitness Center in Green Brook, N.J., partner in fitRewards, the excellent member bonding program and Partner in New Paradigm Partners, a club consulting company. Maria's comments here will clearly demonstrate how this team of hard working and very talented people are having a real impact on this industry. Their impact hits on three levels:

1. As day-to-day owners/operators of a resurgent club that has grown to 3,900 members and dramatically increased revenues since its conversion from a 12-court racquetball club in 2003.

2. The owners, marketers and promoters of fitRewards, a service they use very successfully as a retention and new member tool at Eclipse

3. The partners in their New Paradigm Partners Club Consulting Company, where they've received rave reviews from their clients and actually use their own Eclipse Fitness Center as a training site for their club consulting business.

Parrella-Turco, Coassini and Pacifico collectively bring 72 years of industry experience to their three worlds. Each partner plays an important role in their three enterprises, and a true team effort is in play all the time. Read on and learn what made this great club turnaround happen!

**An Interview with
Maria Parrella-Turco**

CLUB INSIDER (CI): Maria,

tell us about your Eclipse Team?

Maria Parrella-Turco: Eclipse is managed by New Paradigm Partners, the consulting firm started in 2002 that Ray Coassini, Chris Pacifico and I are Senior Partners in. We have three Associate Partners that also work in our firm. At Eclipse we operate with a management team that consists of a General Manager, Senior Membership Consultant, Member Experience Manager, Member Service Manager, Program Manager, Office Manager, Maintenance Manager and various support staff.

CI: Give us a brief career background on yourself and your two partners, Ray and Chris?

Maria: One of the unique aspects to our firm is the backgrounds of the senior partners. As you can observe in our bios, each of us comes from different backgrounds within the industry. This enables NPP to offer a complete menu of services to our clients.

In 1991, I started in the industry as a group exercise instructor and personal trainer. I worked for a few single and multi-purpose individual and chain centers first as a Group Fitness Director, Sales Director, General Manager and then managing and developing marketing and sales systems as well as training and development in these areas. I took a hiatus in 2001 and studied to become a consultant and consulted independently until meeting Chris and Ray in 2002. I became a facilitator, for the

Franklin Covey's 7 Habits of Highly Effective Health Club People in 2005. Most recently, I also serve as the Executive Director of fitRewards.

Ray has been in the health and fitness industry since 1970. He successfully served as Divisional Vice President of Operations for Health Industries, Inc. from 1975-1980. During that period, he was responsible for overseeing all aspects of club operations for over sixty health clubs with an annual sales budget of over \$100,000,000. In 1981, Ray assisted in the sale and transition of ownership of Health Industries, and since, has served as business consultant to more than one hundred clubs throughout the United States.

Chris has been in the fitness industry for over seventeen years. Since the early 90's, Chris has been in the role of owner and managing partner for four multi-purpose facilities, including New Paradigm Partners' model club, Eclipse Fitness, Sports and Wellness. As a Senior Partner of NPP, Chris has assisted several clubs in achieving their profit objectives. His background in new club start-ups, renovations and acquisitions has enabled Chris to help many of our clients with new club start-ups, pre-sales and construction. In addition, Chris has also been involved in the brokerage of several clubs to individual buyers or major chains and has been a featured speaker at IHRSA, Club Industry and NEHRSA conferences.

CI: Your team has carved out a distinct niche in your marketplace where you've converted a former 12-court racquetball club to a thriving, multi-purpose family club. Tell us about how this acquisition by your group happened, about the location, what year the club was acquired, how much you paid for it, the building size and acreage and any other pertinent info.

Maria: My partner, Chris Pacifico, met one of the owners, Mike Moylan at a trade show in early 2003. He inquired with New Paradigm for some marketing and sales training for his club in Green Brook, N.J. Mr. Moylan had purchased the club in

**Eclipse Reception Desk**

2001. The club was a racquetball facility built in 1979, King George Racquetball. In the 80's, King George was a well-known racquetball facility; however, as times and the needs of the local communities changed, the club experienced some hard times. The owners made an attempt to convert the club over to more of a fitness facility. However, they did not have the experience or the capital to make a complete transformation. After purchasing the club, Mike did some renovations and grew the club from 700 to 1200 members. He was only able to renovate a small portion of the 31,000 square foot club and felt he didn't have the experience to run a club of this size. The club had 6 of the 12 courts left when we took it over. Chris felt that the club reminded him of the club he acquired in Staten Island in 1991. The demos were strong, and it had the potential to become a more complete fitness facility with excellent services and programs.

In addition, we felt our consulting firm, NPP, needed to take its services to the next level. What better way was there to do this than putting the services we provide into our own health club?

CI: From viewing the Eclipse Fitness videos you sent, it seems that your club is a really high-energy place, full of people of all ages, shapes, size and descriptions. If you could pick the five most important factors in this great club turnaround, what would they be?

Maria: 1. Management - The fact that our company, New Paradigm Partners, is ope-

rating it as a management company. Sometimes, owners are too involved emotionally and professionally. They end up working in their business as opposed to on their business. We are able to take a step back and truly manage the club efficiently.

2. Staff - Our most important feature of our club is our staff. Hiring the right people with spark and giving them the tools to succeed is key.

3. Facilities - Having a state-of-the-art facility is important. Members like new. Having a solid capital improvement budget is a must.

4. Programs - Every club should offer programs for three reasons, for profit (20-30% of revenues should be program revenue), for retention and for differentiation from their competitor.

5. Services - Great member service is the key to competing. Not just saying it, but doing it.

CI: Your club menu resembles that of many clubs I'm familiar with, but with clubs that are much, much larger. Tell us about your planning process for conversion/remodeling of almost all of the space of the club and the chronological timeframe for your installation of all of your current services after your group took over (Services that include everything from your reception area juice bar, 1/2 basketball court, boxing ring, dual group exercise rooms, spa facilities with steam, sauna and whirlpool, yoga, Pilates, ballet lessons, tanning, massage and chiropractic services, three different strength areas featuring Cybex, Free Motion and

(See **Eclipse Fitness** Page 12)

**Eclipse Childcare**

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BILL AUSTIN
Owner, Hudson Valley Gold's Gym Organization



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...Eclipse Fitness

continued from Page 10

free weights, group exercise rooms with capacity for 40 in one room and a spinning room with 30 new Schwinn Spinning bikes).

Maria: After acquiring the club in late 2003, we immediately started laying out a game plan to not only change and enhance our services but also to completely renovate the club. We had experience in the past in renovating clubs, but we wanted to make sure we thought this out completely. We pulled all of our resources together, not only relying on our past experiences; we looked to other fitness professionals, the current members and staff. We tried to involve many people in the process. Of the 31,000 square feet, over 25,000 was renovated. Three of the six courts were removed. We renovated the locker rooms, fitness areas, strength area, one group fitness studio, one spinning studio, and the cardio area. We designed and added a boxing area, functional training area, a half basketball court and soft studio. During the renovation, the club never closed. Work was done late at night and on the weekends. This extended the time line to complete the project, but we thought it was important to keep the club open for our current members.

CI: How much money did your group invest in the remodeling and re-equipping, and in what increments was that done?

Maria: We spent approximately \$1,400,000 on the renovations and improvements, and it all occurred over the

course of a six-month period.

CI: How many full-time and part-time (including group exercise) employees do you employ?

Maria: We have over sixty employees, which includes eight fulltime personal trainers and eight full-time managers.

CI: Please tell us about your staff hiring and training practices.

Maria: All of the Management staff at our facility has gone through a four-step interviewing process. We are very big on testing our employees because making the wrong hire is a costly mistake. We use sources that we also recommend to our clients for personality and sales testing. In addition, because of the backgrounds of NPP Senior Partners, we spend a lot of time and resources in training and staff development in both our club and with our clients. One of our training segments includes my training and education in the 7 Habits of Highly Effective People. We also test their aptitude in each of the six components and support where they are weakest. My partner, Ray, made a great point at a staffing seminar we gave recently. He said, "Very often health club General Managers are hired or promoted into their position without any formal training and we wonder why they fail."

Part of our manager's job description is to conduct monthly interviews regardless of whether they are fully staffed or not. You never know when you will have a staff member position to fill, and you should be prepared with fresh new

candidates. There is nothing worse in our business than being understaffed. It overworks existing staff, compromises service, and at the end of the day, it compromises the numbers.

"Therefore, if you are a manager out there in our industry, ask yourself, "Am I doing all these things?"

CI: Your sales staff members, James von Bischoffshausen and Mike Politano described the Eclipse Fitness sales approach and the fact that they believe in convincing a new member they should join because of the personable, friendly and caring service your club provides. Please describe the Eclipse Fitness service culture.

Maria: Our mission is to enhance the lives of the residents in our community. Our mission statement is displayed on plaques throughout our club in various places. Our staff is asked to internalize our mission statement when they are hired. We believe that every member deserves an opportunity to be successful in his health club membership. We understand that 30% of the people that join clubs do so because they need the motivation to exercise and hope that a health club will give them that motivation.

Therefore, at Eclipse we provide three sessions with a certified fitness professional to every new member. Margarita Romeu, our Fitness Manager is a stickler for ensuring that 90% or more of our new members are scheduled for their first complementary session when they join. We strive for, and for the most part, achieve 70% of our new members completing all three training sessions. Margarita tracks the numbers, and meets weekly with our membership team and retention manager to ensure this is occurring. This has also assisted us in growing our personal training revenue which currently stands at an average of over \$55,000 monthly. Some industry personal trainers and managers believe that giving a new member less will force them to buy personal training. In our opinion, this is a dated and short-sighted view, and through our ability to "walk our



Mike Politano (L) and James von Bischoffshausen

talk" we demonstrate this to our clients.

We are not done yet!

At this juncture, Kevin Kretschy our Member Experience AKA Retention Manager; Mallory Chesler, our Program Manager; and our membership team get involved. Kevin ensures that each new member receives three calls from the membership team within their first thirty days with a minimum of one contact. He also runs low usage reports and brings them to our weekly retention meeting and audits the membership team to ensure that we are calling members who are not coming to the club regularly. Our membership team receives a pass or fail grade on retention that week and the results are reported to Bill Lemanski the General Manager and NPP.

Mallory Chesler has implemented a group fitness kiosk in which we house proprietary software that we provide to our clients. This software tracks group fitness attendance by person.

I teach a Bodypump and Bodyflow class every Saturday, and each week, Mallory emails a detailed attendance list for me so I know who was in class last week and who was not. I am empowered as an instructor to email and reach out to my low user group fitness participants or reach out to my virgins, as I refer to them, to ensure they had a positive experience. I absolutely love it!

We also give our members fitRewards points for each visit to the club. Members need motivation. When you recognize and reward members, it helps the members

continue to be successful, thus your member retention is greater.

CI: How many memberships and total members does Eclipse have? And, what was your EBITDA in 2007?

Maria: Currently, we have approximately 3,900 members. The club had approximately 1,200 when we took over in late 2003. Currently we are near our 5th year of operation and our EBITDA is over \$550,000.

CI: Maria, from previous conversations, and this one, I've learned that you seem to have an innate sense about the balance that is necessary to make a club successful. How did you learn that?

Maria: Norm, I have been in health clubs since I was sixteen years old. By age eighteen, I was managing a club. I live and breathe this industry. I love it! I wake up every day and ask myself,

"What can I learn today? How can I gain from my day as opposed to just go through my day?" As a club consultant, I have an advantage in seeing, hands on, what owners are doing right and what they are doing wrong. As our clients learn from us, we learn as much from their experiences. We share successes and failures with the industry so that we can all become better operators. In addition, Chris, Ray and I have different talents which give us the balance as a team.

CI: Would you tell our readers, in one sentence, what creating a successful club all boils down to?

(See **Eclipse Fitness** Page 14)



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...Eclipse Fitness

continued from Page 12

Maria: Educating yourself, mastering and implementing the six key components to running a successful club: Financial and Business Planning, Marketing, Sales, Staff Development and Human Resources, Member Service and Retention, and Fitness Programming.

CI: Eclipse Fitness also has a secondary purpose... serving as a "laboratory", in essence, where you train people whom you consult with in your New Paradigm Partners club consulting company. Tell us about how New Paradigm Partners began, how it evolved, how it is growing and the differentiating factors for your consulting firm.

Maria: People often say that those people who go into consulting are those who failed as operators. Therefore, Chris, Ray, and I set out to be different from a conventional consulting firm. A Paradigm is the way we see the world, not in terms of our visual sense of sight, but in the terms of perceiving, understanding and interpreting the world. Our mission as a consulting firm is to help our clients by assisting them in fulfilling their mission and profit objectives. Because we are broad based, and not a one-dimensional consulting firm, we are able to roll up our sleeves and make an immediate difference for our clients. We take their success seriously. The ownership and management of a fitness facility helps us not only understand the challenges of owning a club, but also gives

us an added advantage in the development of tools and programs that will help make a club successful.

In addition, we have surrounded ourselves with other professionals in the industry. Most recently we added three Associate Partners to our firm, Jennifer Mayer, John Bonica and Steve Chaplin. Each of these three Associate Partners offer additional experiences and services. Jennifer brings an extensive background in the medical-based fitness industry and fee-based programming. John gives us not only his experiences as a successful club owner but also his expertise in group exercise. Steve brings us and our clients his background and experiences in personal training development, group fitness development and club valuations and brokerage services.

In addition, thanks to an introduction by Rick Caro, over the last year NPP have been working on some projects with Bonnie Patrick Mattalian, President of Club and Spa Synergy Group. Bonnie is a wonderful women and we value our partnership with her.

CI: Your Team has achieved a lot in the field of member bonding and membership retention incentives. In fact, you created fitRewards in 2005, and that has become a mainstay for your organization. Tell us about fitRewards and how clubs can benefit from bringing it to their club(s).

Maria: Norm, based on the facts and documented testimonials from our existing

clients who've seen an increase in their profit center revenue, a decrease in attrition and an increase in referrals, I am happy to say fitRewards is a truly wonderful program, and every club should have it. I say this not as fitRewards' Executive Director, but as a club owner and industry consultant.

As a consulting company, we know that 60-85% of our business can come from word of mouth and member referral. Before fitRewards New Paradigm Partners was always working with our clients to implement an exciting referral program for their club and members, but it's always a tossup, the hat, the bag, the towel, and trying to please the member who has all of those items. In 2003, Pat Kell, Chris Russo and Ray Coassin, had the idea to give a member points that may be redeemed for a sleuth of prizes, hence the birth of the idea fitRewards.

Appointed as the Executive Director of fitRewards in 2004, I discovered that we were entering a world that was much, much bigger than just referral programs. We live in the age of customer entitlement, and we were entering the world of reward and loyalty programs. Take a look around. Most major successful retailers have adopted a reward and loyalty program, Staples, Best Buy, Barnes and Nobles. Staples had their best quarter earnings in the 4th quarter of 2006, and they attribute that success to their loyalty program.

When owners and some industry consultants express their concerns to me about the point liability, I laugh. I want to climb to the top of a building and shout, "Get the penny out of your eye so you can see the dollar!" They don't believe me when I tell them that American Express, the most successful reward and loyalty program in the world, only has a 44% redemption rate! With fitRewards, our average redemptions in Year One was under 10% and under 20% in Year Two.

John McCarthy, retired 25-year Executive Director of IHRSA said it best, "Rewarding and recognizing your members is the key to a successful retention strategy." Our members want service.

**Eclipse Spinning Room**

They want recognition. They want to be valued for their patronage. Point programs accomplish that without so much liability because members often don't redeem their points. How many people reading this have points with some company and have yet to redeem them? But, they use the card or shop at the store because they know that vendor recognizes and appreciates their patronage.

When we launched fitRewards in 2005, although we had demonstrated it at our own club for a period of time, we were outsourcing our technology and our pricing was off. After having 795 clubs inquire about the program in a 3-month period and establishing a good base of clients, we needed more. Our reward technology provider was not able to adapt to the quickly changing needs our clients had as this new program was launched. Therefore, in June of 2005 we made the investment in our own **Chief Technology Officer** (CTO), a team of programmers, as well as outsourcing our project work to re-launch the new platform. We re-launched fitRewards in October of 2005 with new technology and outstanding fulfillment partners.

Later that year, we also started customizing reward programs for larger clients who wanted their own branded reward program, and that has been a huge success.

CI: Tell us about the tenure of your key management and employees and anything else you'd like to share about how to build staff tenure in the industry.

Maria: You may have heard the saying that, "Your staff is the most important piece of equipment your club has". I see a lot of mismanaged employees out there, so many owners don't follow the basics in growing a strong team, starting with a simple detailed job description, comp plan and periodic reviews. We practice the principles of the 7 Habits with ourselves and our clients. Be proactive, Think with the End in Mind, First Things First, Think Win-Win, Seek First to Understand to be Understood, Synergize and Sharpen the Saw.

CI: You have an aggressive approach to providing your members with more and more new services and equipment. Tell us about your philosophy with respect to ongoing club change and improvement?

Maria: Members like to see new. One of the reasons some clubs fail is their commitment to continuing to improve their product. Last year, we had put in over \$100,000 in equipment and upgrades, and this year, we're committing another \$200,000, including adding a cardio cinema room, adding new state-of-the-art pieces and replacing some of our cardio, strength training and free weight equipment.

What have you learned from your first read and what more can you learn?

I predicted at the beginning of this case-study cover story you would learn all about a very successful club turnaround and how and why it happened. I think you now have many nuggets of wisdom (See **Eclipse Fitness** Page 16)

**Eclipse Fitness Floor and HalfCourt**

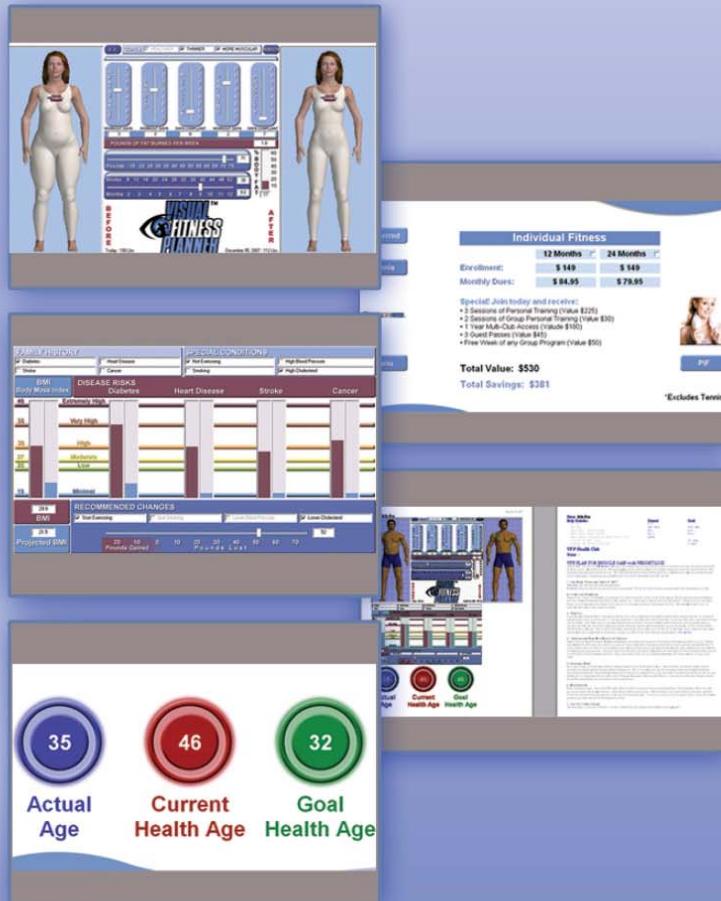


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Rick Caro Presents 12th Annual Financial Panel

Experts Comment on the Financial State of the Club Industry at IHRSA 2008

Rick Caro's 12th Annual Financial Panel: An Updated Financial Outlook at the Club Industry took place on Thursday, March 6th at the IHRSA 2008 Convention. The Financial Panel offered comments from Rick Caro and four senior financial industry executives.

This year's panel fea-

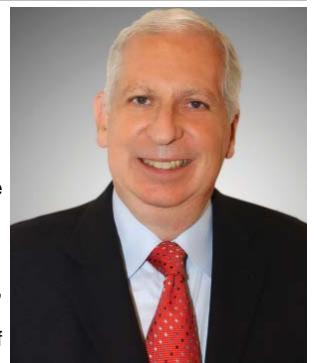
tured Joe Pellegrini of Wachovia Securities, Doug Lehrman of North Castle Partners, Matt Carroll of WestView Capital Partners and Ed Aaron of RBC Capital Markets. A "Q & A Session" allowed the panelists to provide additional comments on their independent perspective on both specific club

companies and the industry as a whole.

Rick Caro kicked off the 12th Annual Financial panel with a summary of the financial state of the industry commenting on these key points:

1. U.S. Economy Declining & Not Clear How Steep The Spiral
2. U.S. Debt Markets Shaky

& Harder to Access
3. Recession Resilient
•Slightly Better Same Store Sales
•Net Memberships Flat
•Non-Dues Revenue ↑
•EBITDA Margins Decreasing, But Still Impressive
4. General Increase in Size of Club Boxes
(See *Financial Panel* Page 25)



Rick Caro

...Eclipse Fitness

continued from Page 14

presented by Maria Parrella-Turco from that experience that will help you improve your club and if necessary, turn it around. Even is your club is thriving, there is a plethora of ideas in this report you would do well to go back and review with a pen and note pad in hand.

Now, my question to each of you is simply this: "Will reading this article be all you will do? Or, will you go back and study it, write down ideas for your club and go to work implementing those new ideas?" I ask again now, "What



have you learned from reading this report that you can now begin to employ in making your club(s) more successful?" That is always the goal of our case-study-cover stories. To help your club get better and better as the years go by and the new competition arrives. Have at it.

What MORE can you learn now? First, additional ideas and support for your club is available by visiting Eclipse Fitness' website: eclipsefit.com to see the interiors, programs and services that resulted from the owner's big



upgrade/renovation investment. Additionally, club assistance is available from New Paradigm Partners. See the New Paradigm Partners ad on this page and go to: newparadigmpartners.com. Last, but for surely not least, check out the fitRewards website to learn how you can begin today to bond your members to your club more successfully, thus increasing your retention and new member referral business. Check out the fitRewards ad

fitRewards!

REWARD YOURSELF EVERYDAY

on page #19 and go to: fitrewardsclub.com

(Norm Cates, Jr. is a 35-year veteran of the health, racquet and sports club industry. Cates was the Founder and is now celebrating his 15th Anniversary as the Publisher of

The CLUB INSIDER News. He was IHRSA's 1st President and a Co-founder of the Association, with Rick Caro and five others, in 1981. In March, 2001, IHRSA honored Cates with its DALE DIBBLE Distinguished Service Award, one of IHRSA's highest honors. Cates may be reached at: 770.850.8506 or by email: Norm@clubinsideronline.com)

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New Paradigm Partners has a huge advantage as a consulting firm in the health club industry as they not only have a variety of clients but their own successful health club. Their approach to sales and marketing reflects not only their "real world" experience but a consistent willingness to roll up their sleeves to help our staff steadily improve. Additionally they have added an innovative technology dimension to our sales approach which has been extremely helpful. We opened the 105,000 sq. ft Hockessin Athletic Club in June 2007 and exceeded our pre sales goals primarily because of their wise counsel. I recommend them highly!

Roger Ralph – Principal, Hockessin Athletic Club



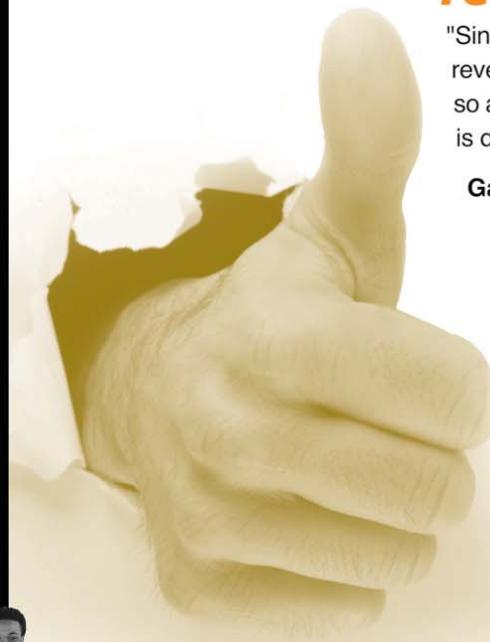
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- Boost Retention
- Generate Revenue
- Build Loyalty
- Get Connected



revenue

"Since Elmwood Edge Rewards was launched in 2007, our ancillary revenues have increased by 8%. Our most profitable year was 2006, so an increase this year is a significant accomplishment. One we feel is directly related to our Elmwood Edge Rewards program."

Gary Borgatede, GM - Elmwood Fitness Center

referrals

"Our member's response to fitRewards has surpassed what we had hoped. We have seen a substantial increase in referrals, and our members are more motivated to participate in club activities. They want their points!"

Bill Deitz, GM - Auburn Racquet & Fitness Club

retention

"fitRewards has been a terrific addition to our facility. We realized a 5% decrease in our attrition rate after the 1st year, meaning members are staying longer. Plus, our staff has been enthusiastic about the program right from the start."

Mike Revere, Manager - Sentara Hampton Health and Fitness Center

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"Never miss the opportunity to recognize or reward members. Recognition and rewards are a crucial part of every successful retention management strategy."

John McCarthy, former Executive Director of IHRSA

Turning Your Most Difficult Employee Into Your Most Productive

By: Donna Krech

The scene might look something like this. Things are going along pretty well during the course of the day. Everyone is doing their thing, playing their role in the department or company and then something happens that creates tension. Maybe a deadline is drawing near and stress levels climb as attempts are made to achieve the goal. Maybe one person on the team thinks another isn't 'pulling his weight'. Perhaps, someone drops the ball and a task doesn't get completed or someone else doesn't let others know the details about what's going on and the rest of the team is left looking ill-equipped. It could be a number of things that create the tension, but the fact is the air is thick. You begin to see sides of people you only see in these circumstances.

One withdraws into oneself. She just shuts down. All of a sudden, she's not talking, she's not even looking at anyone. Another begins to talk about everything that's going wrong. It's like they focus only on the negative and complaining ensues. Yet another one erupts. He's pushing everyone around and moving through the facility like an army tank on a mission. One more begins to worry. Another one turns from the normal fun and carefree person she usually is into a grumpy, unrecognizable person whose words bite at others. Sound

familiar? Stress is the circumstance that can sometimes cause the difficult person in even the most subdued to arise.

Let's look at a scene of a different kind. The team is functioning well. Goals are being achieved, attitudes are good and spirits are strong. The meetings are productive, even fun. Everyone seems to be on the same page... everyone except for that one person.

She seems to have a habit of blaming those around her for areas that aren't going well, which are really her responsibility in the first place. She's telling others she can't close sales because the person who booked the appointment said something wrong or she can't manage her department well because 'they' just don't listen.

Maybe you have this one on your otherwise productive and positive team. One who is just plain negative and challenging, attacks others verbally and disrespects those in leadership. Talented, but one who is tough to be around. He seems to see only what others do wrong.

Maybe in the midst of things going well, there's yet another kind of staff member. Maybe in your facility you have that one who makes promises, but just doesn't follow through on them. You find yourself checking on them often because you're sure they're not going to come through.

Hey, it could be that all is well except the gossip. There's one on the team who

likes to keep things stirred up around her. She always seems to be in everyone else's business, and you know it prevents production. What on earth do you do with these folks?

Good news. These people, under pressured circumstances, or merely in the day-to-day, that seem to be the most difficult can be turned around. They can become your most prized, loyal and productive team member. I know... I've lived it.

There are two approaches used for this simple transformation. One is individual and used when the systems are in place, working well and the team as a whole is functioning well, but there is one individual who needs some attention.

And by the way, don't get discouraged if from time to time there is one; we're dealing with human beings here... Perfection won't happen, so save yourself some stress, don't expect it. Instead, expect the wonderfully exciting world of experiencing interpersonal relationships between people. This approach requires merely a proven good procedure for communication and feedback.

One of the keys in helping your team become great is to know the learning style of each person. For example, if you're one who learns from reading, this article works for you. If you're one who would better absorb with video or audio, you're in luck! I have this session available in both formats. It's yours for the asking.

The individual approach: The individual approach requires merely a proven good procedure for communication and feedback.

Mirroring is, in my opinion, the most effective form of communication... especially when handling something difficult. It simply involves letting the other person talk (no interruptions) and when they've finished saying the following words, "So what I hear you saying is..."

They will respond with an affirmative that you've heard them correctly or they will tell you that you have not, and you

can then ask for clarification. It works! It produces understanding and understanding produces positive results. Positive results in a business are things like sales, commission, bonuses and profit!

My life and career have taught me the team approach is more proactive and is usually needed before the individual approach can be effective. The team approach is suitable when you realize that the whole team could benefit from individual improvement. The steps to this turn around are quite simple. They come in three phases. The first is something you will do as leader and that is to identify the goals and values of the organization. The second involves identifying who each person is. And the final phase brings everyone together, creating a common ground, a true bond amongst the team... truly creating a real team.

The Proactive Approach:

1. Identify the Goals and Values of the Organization.

The result of identifying the goal of the organization and its values is two-fold. One provides clear perspective on your part of what is expected. The other benefit is a map for the team to follow together in order to achieve a common goal. People love being a part of something bigger than themselves. Many times it is discovered that this step alone, once communicated effectively to the team, will take care of the problem on the team.

2. Identify Who Each Person Really Is.

The value of seeking to understand who a person really is and why they're behaving the way they are (what motivates them and what they deem important) rather than deciding you know what a person is feeling or thinking, brings about some incredible results. This phase involves talking with the team member, getting into his perception of the situation and understanding his goals. More times



DONNA KRECH
Total Solution for the Obesity Pandemic!

than not, it has been discovered that he didn't understand what was required of him, not that he was unwilling to do it.

My experience has taught me that difficulty on a team is usually the result of only one of two variables. Either the person doesn't understand what's expected of him or he has an unmet need of some sort and he is frustrated. Remember, frustration manifests itself in many ways, which we'll talk more about during the session, but the bottom line is that it is always the expression of an unmet need. **Remember, frustration is the expression of an un-met need.**

Does the person on your team that you deem most difficult remind you of a tank? You know, they move through the facility, running over anything that gets in their way. People cower; even hide in the face of dealing with them. This person simply needs a lot of space and a sense of being in control of something of their own.

Maybe your trouble comes from one that is like an island. When things aren't going the best, they retreat into themselves. They don't communicate and sometimes can't even be found. To these people, getting along is more important than anything. They need a strong sense of team. They're typically the first one to avoid the tank. There is actually a way to allow the tank and the island to complement each other quite well.

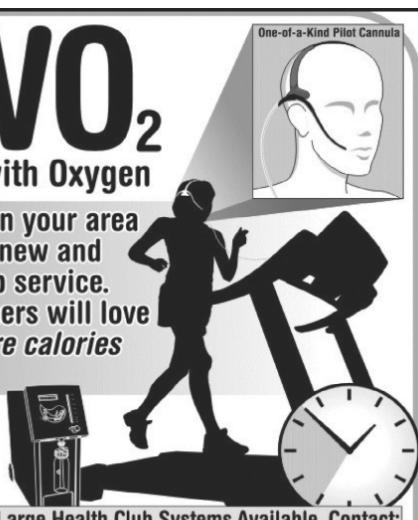
If your difficult person seems negative or shares with others the gloom and doom of what they see ahead, you may have a whiner on your hands. This one wants to be noticed. (See **Donna Krech** Page 24)

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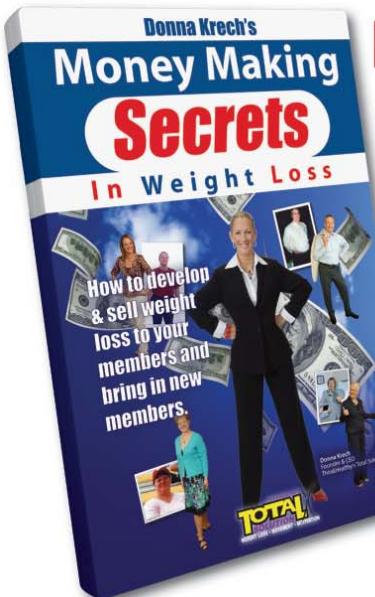
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Because so many of the people I talk to in my speaking and consulting business have no idea what's really involved, or that it's even possible, I recorded a 60 minute CD that I will give to you for free when you pay the shipping and handling cost. It has a lot of valuable content about developing and selling weight loss to your members, and it even tells you how to bring new members into your doors. You will learn things like:

The business development process I used to make my network of people millions of dollars

4 new income streams for your club that cost less than \$100 to implement

How to tell if you are ready for weight loss in your club and what to do if you aren't

The 3 questions a weight loss prospect will ask you. If you don't have the answers, you'll lose them.

How to tell if weight loss will sell in your club before you invest any money

A 30 second scan that will tell you how your business is doing at any given point in time

How to have 95% closing with your new weight loss business

Sales secrets that will make any product you sell blow out of your club

How to create a magnetic marketing presence in your community, so prospects simply come to you

How to find people who will market, sell and service your program, and how to keep them

How I created \$10 Million in extra sales for 25 clubs with a free promotion

68 marketing channels in addition to the basics where you can sell weight loss

How to know which of these 68 marketing channels is the best place to start selling for you – it's not necessarily what you think



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...Norm's NOTES

continued from page 8



• Congratulations to **Geoffrey Dyer** (Pictured Above), the **Founder of Lifestyle Family Fitness** and **21st IHRSA President** as he was honored by **IHRSA** in San Diego with its **DALE DIBBLE Distinguished Service Award**. Congratulations Geoff!

• My pal of 27+ years, **JIM GERBER**, has done something amazing. He's orchestrated the sale of **Western Athletic Clubs** a second time! Western Athletic Clubs boasts of 9 very upscale clubs that serve 50,000 members in Northern California. The transaction was completed the same day IHRSA's Convention started and the buyer was **KSL Capital Partners**, the Denver, Colorado-based private equity firm that bought gigantic **Club Corporation of America** about a year ago. I said to Jim, "Well Jim, what are you gonna do now?" He laughed and said, "We're going to keep on operating the clubs well and sell them a third time!", meaning Jim will stay on as CEO of Western Athletic Clubs. Good for you Jim!

• **JERRY NOYCE**, formerly **Chairman and CEO of Health Fitness Corporation**, serves on the **President's Council for Physical Fitness and Sports**. In San Diego Jerry told me the Council, working with the **President and the Department of Health & Human Services**, has created the first ever **National President's Challenge** to encourage Americans to get moving. This is a six-week challenge, officially beginning on March 20th and ending May 15th. During this period, the Council is asking every American, man, woman, and child, to commit to some form of physical activity for 30

minutes a day, five days a week for the six week period. (For children, it's 60 minutes a day for five days a week.) See Jerry's letter on page #6 and please join Jerry and the President's Council by spreading the word to your members.

• More club sales news hot off the wire: the **World Health Clubs** chain of 14 clubs in the Calgary, Canada area has been sold to **North Castle Partners (NCP)**, an investment group that likes and has become very active in our industry. NCP also acquired **Equinox Fitness** a few years ago, and we might expect to see other North American club chains become acquisition targets for NCP in the future. The website for World Health Clubs shows that 8 of the 10 Advisory Board Members have **DR.** before their name.

• Remember the names **JOEY BLUE** and **GymChatter.com** I write these names here because I want to introduce you to Joey Blue and his new enterprise: GymChatter.com. Let me tell you about Joey's new enterprise. GymChatter.com is a **social networking web-based business** that will, for free, socially link your members in your clubs. Joey Blue, from Wichita, Kansas, married and father of two with a new baby on the way was in attendance at IHRSA2008. Joey has given me the opportunity to review his entire GymChatter.com business plan. I believe Joey is onto something that one day, (maybe like **GymTicket.com**, which has already become a smash hit in one year since IHRSA2007!), will become really big. I believe this for one reason. **RETENTION** is without a doubt the #1 unsolved club industry challenge. GymChatter.com will increase your club retention rates because your members will be given an opportunity to link up, become friends and communicate INSIDE and OUTSIDE your club(s). All for free. These links will invariably cause them to meet and get to know one another IN your club. For over 60 years, our industry has successfully focused on the "Buddy System" where club members plan their workouts at the same time and serve as

spotters, plate loaders and chatters to help pass the time between sets. But, the focus on the "Buddy System" has been allowed to lose its luster in some clubs during the past 10 years. GymChatter.com will help with that. Moreover, if you've been reading **CLUB INSIDER** for any length of time, or even if you have seen just ONE issue, you should know that for 15 years now I've published small little boxed ads that say what I strongly believe is the SINGLE KEY to club success: To "Make It Fun!" In my 20 years of club ownership and operation of 14 different clubs... Making It Fun was the single key ingredient that made members come back over and over and was a big key to employee retention. Translated, "Make It Fun" means "Smiling and saying Hi to your members when they arrive, being friendly and communicative when your members are in your club and knowing, caring about your member's lives outside the club, and always saying "Goodbye" when your members leave the club. Mixed in are: more smiles; Member Appreciation Parties, special holiday parties; sports competition such as tennis, racquetball, basketball and volleyball tournaments, road races and anything else that is fun. Your staff needs tools to "Make It Fun!" for your members. BUT, in our industry there are very few real or great "Make It Fun" tools in our industry. **CardioTheater** is one of them. I predict SOCIAL NETWORKING in health clubs through GymChatter.com will someday link a very high percentage of the members of your clubs, thus bonding them to your club. Can you say **MySpace.com** or **FaceBook.com**? Then say: **Gym Chatter.com** and go there for information. You will be glad you did.

(See Norm's NOTES Page 22)

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... Norm's NOTES

continued from page 20

• Thanks to **MICHAEL LEVY** for his five years on the **IHRSA Board of Directors** and his able service as **Chairman** (he likes to be called: Chairperson) **of the Board**. Michael has done an amazing job, just as have the four departing Board members mentioned next. But, of all the chores Michael has had on his plate, the selection process for a new person to step in after **JOHN McCARTHY** retired and his work with **BAHRAM AKRADI** on the **Industry Leadership Council (ILS)** will distinguish Michael from all other IHRSA leaders. Moreover, Michael has now stepped in to replace **ILC Chairman, Akradi**, and will occupy the **Chair for ILC**.

• Thanks to outgoing (as of July 1, 2008) **IHRSA Board** Members **ED WILLIAMS**, **LLOYD GAINSBORO** and **MIKE MOTTA** for their four years of service as members of **IHRSA's Board of Directors**. The three were honored at IHRSA 2008. I can only

imagine how many hours and how many miles these great and selfless fellows have put in on behalf of IHRSA and this industry. More true credits to this industry you could not find. I also know they served very admirably while passing through a portal of time when the Association was faced with finding someone to become **THE MAN** as **JOHN McCARTHY** retired two Summers ago. That protracted effort resulted in IHRSA hiring one fine guy... **JOE MOORE** who is now finishing his first two years as **IHRSA CEO/President**. Thanks again **Ed, Lloyd and Mike!** And, very, very special thanks to lovely **JULIE MAIN** as she just completed her **6th year of IHRSA Board** service that included four years on the **IHRSA Board**, one year as **Chairperson** and one **Ex-officio** year. She did all of this during years where she was fighting off breast cancer, and even now, Julie is dealing with chemo-therapy. **God bless you Julie!**

• New incoming **IHRSA Chair-**

man of the Board is **GENE LAMOTT**. Gene is the former **CEO of Gold's Gym International**, current chairman of **Total Woman Gym** and **Atmosphere Day Spa** and has served IHRSA well on the Board the past two years. I have heard nothing but great comments about Gene from the other Board Members during this time. Best wishes Gene during your term as the **IHRSA Chairman of the Board!**

• **LA Fitness** made the headlines in the **Sunday Oregonian** business section front page on February 17th when an above the fold story recounted the difficulty LA Fitness member **LINDSEY BOAM** experienced getting back money that LA Fitness allegedly had charged improperly. The story recounted that she had agreed to a charge on a credit card swiper for the amount of \$309. But, according to the report, was charged \$2,069. The story went from the front page of the section to cover 25% of the back page with each word

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hurting the reputation of the entire health and fitness club industry in the area, not just LA Fitness. Thanks to **LOU QUINT** in Oregon for sending the newspaper article.

• **God bless our troops, airmen and seamen** as these brave men and women risk life and limb everyday for

all of us in Iraq and the Middle-East. **God bless their families** for the sacrifice they make for all of us. **God bless** the citizens of **IRAQ** as they deal with daily death and destruction from suicide bombers. **God bless** you and your family. **God bless America!**

Club Spa & Fitness Association, Inc. Launched

Attention Club General Managers, Fitness Directors & Spa Directors. During the 1990's, Fitness Centers and Spas were a new concept in Private Country Clubs and Club Communities. Those Private Clubs that took a gamble by adding Fitness Centers and Spas to their properties find that these investments now play a major role in the sale and resale of their properties and memberships. No longer are Fitness Centers and Spas considered an optional amenity within a Private Club Community, but rather a lifestyle requirement of the members. Currently, there are 6,000 private clubs nationwide, the majority of them with Fitness Centers and Spas.

Have you ever needed statistics or back up regarding your fitness facility or spa? Have you ever needed to show your country club members the benefit to their property value (not to mention their health) or explain why the pay what they pay? Now there is finally a place to go, a resource for everything Fitness and Spa

within the Private/Country Club Industry...the **Club Spa & Fitness Association (CSFA)**.

Historically, the Country Club Community lifestyle revolved around golf and tennis with the PGA of America and USPTA as their governing organizations setting the standards and practices within the clubs for these activities. With the increase of Private Clubs along with the growth of Fitness Centers and Spas within them, a growing need for an organization that addresses the specific needs of these services has arisen.

Since 2000, a core group of Fitness & Spa Directors in Southeastern Florida have been meeting on a regular basis to share ideas and standardize practices in an effort to raise the quality of professional services within their clubs. This informal organization has grown from the original 10 participants to close to 50 active members representing 35 clubs, along with many more wanting to get involved. Identifying not only the growth trend for Private Clubs and Private Club

Communities throughout the U.S., but also the inclusion of Fitness Centers and Spas as a part of that Club lifestyle, we felt it was time to establish a formal association.

In January 2007, a core group of Spa & Fitness Directors decided it was time to expand and the Club Spa and Fitness Association (CSFA) was formed. The CSFA is a non-profit organization, whose mission is to establish an organization that sets best practices and maintains superior standards and ethics for Fitness, Spa and Wellness Professionals in the Private Club Sector. To accomplish this we have set forth the following objectives:

1. *To provide our members with the resources and opportunities for educational growth.*

2. *To work with colleges, universities and other national certifying entities for fitness and spa in developing curriculums for accreditation.*

3. *To assist members with career developments and job placement opportunities.*

4. *To provide country club management with highly qualified fitness, spa and wellness professionals.*

5. *To serve as a resource center for current trends, quality programming and products.*

6. *To encourage high ethical standards in working with clients, club management, suppliers, organization members and others.*

benefits include access to:

- Annual Survey
- Annual Trend Report
- Job Bank and Resume Posting
- Members Only portion of the CSFA Website
- Networking events
- Vendor discounts
- Discounts on educational seminars and workshops

• And so much more!

Because the Private Club Industry is one that represents a population of individuals who seek and expect excellence in all areas, most importantly with matters regarding lifestyle, we know every Private Club will benefit greatly from an affiliation with the Club Spa and Fitness Association.

There are three Member-ship categories - Club/Corporate, Individual and Business Partner. Some of the

The Club Spa & Fitness Association Board of Foundering Board of Directors are: Lynn C. Hearn, Shayne Kohn, Pamela R. Caldwell, Jeremy Baker, Anne Patrick, Jennifer Siracusa, Paul Raymond, Marty Miller and Michelle Doherty. To learn more about what the CSFA can offer you and your club and to become a member please visit us at www.CSFAssociation.com or call **Shayne Kohn at 561-472-5108**

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...Donna Krech

continued from Page 18

Providing a way for them to get noticed in a positive way creates an environment for them to get more of the same and their behavior changes accordingly.

Do you have a perfectionist on your team whom it seems no one can please? This person needs some anonymity. They work best on projects that are theirs alone or ones where the team they lead understands their behavior.

You might have the gossiper, the complainer, the quitter, the yes-man or any other myriad of 'types'. The good news is that they can be understood and are probably your highest producing possibilities. They just need to know what is expected of them and be worked with in the way they respond to best.

3. Team Building and Bonding.

This one can appear the most daunting when in

reality it's the easiest and most fun. There are millions of personality combinations on this planet and people love to learn about them.

We educate all on the differences between us so those differences can be recognized and appreciated rather than rebuked. We celebrate the differences by praising one another often in stand-up meetings and throughout the day. We have regular opportunities for 'winning' as a team and point out ahead of time how certain personalities provide the best leadership depending on what the goal is. We create contests. Contests among our locations, contests between us and other businesses of our type, we even create contests with business unlike us, but that are in sales, marketing or service. The team can then get behind that person. The person is appreciated and the team appreciates him.

Be sure to remember how crucial it is to include the whole team when goal setting. The procedure for turning your most difficult person into your

most productive is based on one simple principle. It's much easier to get someone to do what he wants to do than it is to get him to do what he wants them to do. Really, it's that simple. Our session will cover multiple ways to see this reality come to fruition in your department or business quickly.

I've been in business leadership since 1985, and we have never had anyone leave our team. We are a tight-knit team, focused on helping each other attain our goals. We've helped thousands of others build strong teams. I am convinced what we've done will help you too.

(Donna Krech is Founder and CEO of Victory Management Consulting Life Success Coaching & Events and may be reached at: donna@donna-krech.com or www.thinandhealthy.com or 1-866-260-8446.)

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...Financial Panel

continued from page 16

5. Continuing Membership Growth, But # Clubs Are Flat
6. Cost of Construction ↑ /Cap Ex Still Necessary
7. No Real Consolidation in U.S.
8. Increasing # of Express Clubs/Franchised Clubs
9. Few Major Club Deals In U.S. & UK This Year Vs. Previous 2 Years
10. Few New Equity Players Entered Industry
11. Small Regional Club Companies Growing
12. No Increase in U.S. Club Ownership By International Companies.
13. No Real Investment by Strategic Partners from Analogous Industries
14. Fewer New Hospital-Based Wellness Centers
15. Diet Centers Still Not Working Alone Without an Exercise Component
16. Diet Pills Getting Governmental Permission, but No Major Impact on Club
17. There are still YMCA/Non-Profit Fair Competition Issues
18. No Major Positive Change in Government Influence, HMOs or Corporate or Insurance Industry Involvement
19. 2008 Looks to Be a More Unpredictable Year For The Club Industry
20. No Likely IPO Stories In 2008

Each of the panelists made interesting and informative comments. CLUB INSIDER intends to produce a Club Industry Financial Cover Story in the near future, and each of these panelists will be invited to participate via interviews. This cover story will resemble CLUB INSIDER's previous cover story entitled: "Wall Street... What Experts Think About The Health Club Industry".

Stay
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for More!



(L to R) Rick Caro, Joe Pellegrini, Doug Lehrman, Matt Carroll, and Ed Aaron



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Building Relationships

By: Shawn Vint

I'd like to address an issue that will have increased value to the health of your balance sheet as the U.S. economy continues to show signs of weakness.

The issue is retention. Now, before you flip the page to the next article, let me first ask you a question. As an independent club operator, whether you have one location or several, are you 'managing' your retention or, more profitably, building the kinds of long-term, fruitful relationships with your members that are the cornerstone of a rock solid membership base? I ask this question because from what I witness, and what I hear, all too many clubs are paying lip service to retention, trying to implement a catch-all magic pill that will turn their membership sales/attrition funnel right side up.

A "retention" strategy should really be a "relationship" strategy, and the first step in achieving meaningful relationships with members was addressed last month. In that article, we discussed the necessity of firmly establishing a club's wellness credentials, and then "living" that wellness philosophy within every club department, every day. Wellness credentials are the essential first step, nurturing the club/member relationship from the moment a prospect first hears about your facility through the lifetime of the membership. The moment you lose those wellness credentials in the eyes of a member, you have in effect lost that member. They may stick around until a better deal comes along. More likely, because low price is rarely the lone determinant in why members choose a club, they will begin the search for a club

that does meet their wellness knowledge requirements.

Once wellness credibility is established, communication is the next requirement in building and maintaining a relationship. Whether between a parent and child, a husband and wife, or a club and their community, without communication there is no relationship. So, you must begin to communicate wellness knowledge, and your unique message, to whom you want, when you want. Of course, the message delivered to each unique group of people, each with different goals will be, well... different. Seniors have a different slate of wellness needs than the corporate client that you have secured or are in the process of securing, so the content and intent of each message must reflect that, but it needn't be made to be extra-ordinarily complex. In fact, if your facility

is going to be an effective communicator, it needs to be extra-ordinarily easy... natural, for both staff and management, if it is going to be effective.

There is still room for the telephone in the club environment, but I believe the telephone is the least effective, most intrusive form of communicating a message. The annoyance factor is high on the receiver's end, and as a manager, you have little if any control over the content of the message or the manner in which the message is delivered. Although used to good effect in some environments, and some situations, I believe using the phone as a sales and marketing tool has been out-manoeuvred by more constructive, more effective and better value methods.

Email is used to great advantage if done right. Regular email programs like Microsoft Outlook can have

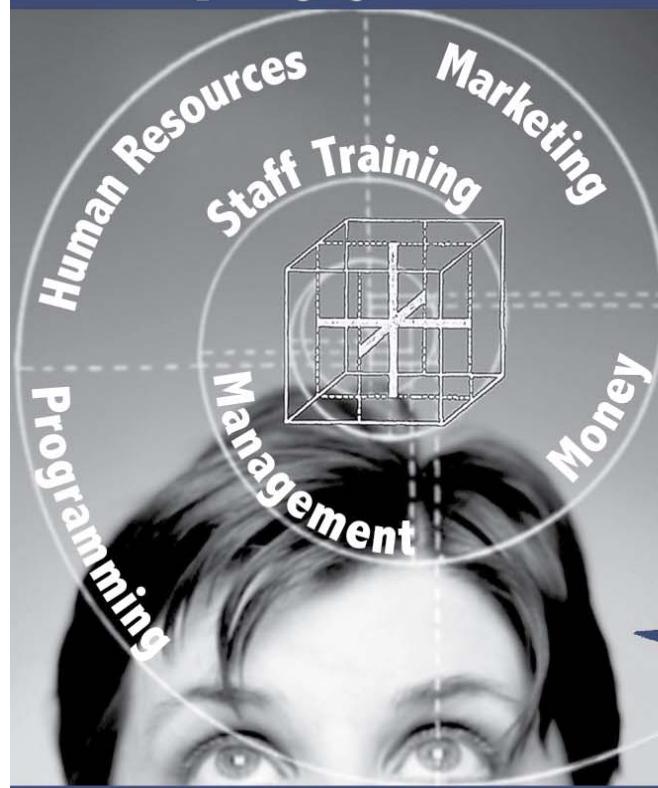


Shawn Vint

limited success. The effort, however, will be time consuming (read costly) with a less than professional look, and bottom line results will be less than what can be expected with a professional, club-driven system that is, to a large extent, automated. The right program will also, even in the short term, be less expensive.

(See **Shawn Vint** Page 32)

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Lorraine (Lori) Lucki
Lucki's Exercise Equipment Ltd.

Building Relationships



- ✓ ARE WE A WELLNESS AMBASSADOR WITHIN OUR COMMUNITY?
- ✓ DO WE CONNECT WITH OUR MEMBERS EVERY MONTH IN A COST EFFECTIVE WAY?
- ✓ DO WE CONTINUOUSLY RAISE OUR CLUB'S 'WELLNESS CREDENTIALS'
- ✓ DO WE PROVIDE OUR TEAM THE RIGHT TOOLS FOR CLOSING THE SALE?
- ✓ DO OUR TRAINERS HAVE THE RIGHT RESOURCES TO BUILD BETTER RELATIONSHIPS?



- ✓ DO OUR SALES STAFF PERSONALLY AND EFFECTIVELY BUILD RELATIONSHIPS, CONVERTING MORE PROSPECTS TO MEMBERS?
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Getting your Members Involved

By: Thomas Kulp

I hope you all had the experience of IHRSA 2008 in San Diego, CA. As I walked the floor and attended seminars, it was from a perspective of getting the member engaged in the club. One thing is clear to me; this is not solely about exercise. We are missing the basis of humanity if we think that most people join our clubs to sweat. Our members want an experience. They desire to ease the pains in their life and gain some pleasure in the form of results that you may be able to provide. We need to look around our clubs. We need to ensure that we are enabling the new members to choose the way they engage in our club. It may be about Pilates, Spa Services, Group Fitness Classes, or even the joy of conversation with people they are like or wish to be like at a small café or juice bar. We need to be sure that the pathways to those ancillary services are clearly defined and free of obstacles. We need to motivate our members to achieve their dreams.

We all need to take the job of CMO-Chief Motivational Officer at our club; we need to realize that studies show that the more members spend (\$), the longer they stay. Members that are involved, inspired, and motivated by us will stay with us for life. It's not about giving them a list of programs to purchase or

services to buy. It's not about making pretty brochures or even awesome displays. It's all about value! One thing that we all need to realize is that it is never, never ever about the dollar. We have all heard the statement of your price is too high, or I cannot afford this. If they truly realized that what you offer will definitely change their life, then it will not matter what it costs. If our health is suffering, we would give everything and anything to improve it. We all say it is too much money from time to time but it is truly a case of not worth it in our minds. We need to accept the fact that all prospects come in to our club with a large stack of money, heightened expectations and a very small stack of perceived value. Until that moment, when the value of your service exceeds the value of the money, nothing at all will happen.

Let's take a look at an example of this phenomenon. You get a phone call offering you a service to add to your cell phone for a dollar a month. This service is the hot new thing, and the person on the phone is very excited to add this very inexpensive service to your account. Your perceived value is high, and you cannot wait to use this amazing feature. It doesn't even matter what the service is, because if after three months you realize you never use the service, you don't say, "oh well I will keep

paying the dollar". You will try to cancel the service because it isn't even worth a dollar to you. Why would you pay the company even a small amount of money for a service you don't utilize? When there is no value to it in your mind, you will not continue paying, so we need to audit our programs and guarantee that the members are getting the value from each and every item we offer.

What can we do to ensure that members stay? Get them involved. By involved I mean that they are actively engaged in our programs. This is where a strong group fitness program, exciting Personal Training products, and children specific areas come into play.

It is a very dangerous road to walk if you think that "if I build it, they will come", but rather "if you program it, they will stay". If you get it correct, they will not only come, but even better, they will stay for life.

How do you hit the target?

- Attend Industry trade shows and look for things that fit your club that are easy for you to implement and give you an edge in your area.

- Talk to other club owners, one of the best things about our industry is the very open sharing of success.

- Hire a consultant to give you an outside opinion of your market, and make suggestions that work for

others. Success breeds success.

- Get to seminars on areas you are weak in.
- Don't be afraid to try things. We often fail at 4 out of 5 programs, but when we get it correct it is a moon shot.

Try these steps to ensure involvement:

1. Set up an email database, and send out weekly what's happening emails.

2. Keep them short and exciting.

3. Do some small and some large scale events at your club.

4. Proofread your email; ask yourself, if I was not engaged in this club everyday would I want to come.

5. Is there a continuing attendance to your event? A wine tasting is a great event, but unless you are proposing to do these 30 minutes, 3 times a week it is not going to increase their usage of your club.

6. Try "sneak peeks" for programs, let them try things for free and then guarantee satisfaction.



Tom Kulp

need to know that we will learn their names, be open to helping them reach new heights, and providing them with an initial set of measurements that we will check regularly for signs of improvement. We will be there to provide innovating programs that never ever allow them to get bored and fail. We will make their success the mission of our business.

Taking a little time to audit our processes, we are able to provide our members with a club full of programs that continually encourage them to stay active, engaged and members for life. My friends, that is the magic solution for all.

Yours in good health,

Tom

(Thomas Kulp may be contacted at 717-490-8063 or emailed at tom@fitnessclubconsultants.com. Visit his blog/website at www.fitnessclubconsultants.com)

REX Roundtables Establishes New Resource Dedicated to Helping Health Clubs Go Green

Beginning at the IHRSA convention in 2008, **GreenHealthClubs.org** will launch a new service-based website dedicated to educating and providing green services to health clubs around the world.

Developed by **Will Phillips**, founder of **REX Roundtables for Executives**, **GreenHealthClubs.org** provides experience and guidance to health clubs looking for practical and economical ways to reduce their carbon footprints and establish themselves as green leaders in their community.

During the last two years, Phillips has encouraged

club owners in his eight roundtables to go green. At each meeting, progress was reviewed and measured with results netting thousands of dollars in savings.

Phillips believes the focus on going green is a deep trend and not a passing fad. He comments that Silicon Valley venture capitalists switched from digital to green investing several years ago. "If you follow the money, it leads to green" says Phillips. "As gyms moved to being health clubs, they restricted smoking to create a healthier environment. Now, as clubs focus seriously on healthy lifestyles, it becomes imperative that

clubs become leaders in healthy and sustainable environments. This includes energy savings, cleaning materials, pesticides, materials used in construction, paper usage, and the list goes on as you can see at **GreenHealthClubs.org**."

Many corporations now insist that their vendors have a clear commitment to going green. Too often going green leads to 'Green Washing', a practice of misleading consumers about the environmental practices of a business. Committing one of the Six Sins of Green Washing just opens your club to embarrassment. Visit **Green**

HealthClubs.org to learn more about these sins.

GreenHealthClubs.org encourages club owners to share their contributions, which in turn, enables them to gain access to ways in which other clubs have contributed. Green vendors and green products and services will also be featured and reviewed by fellow club owners to help you make your choices.

Becoming a green leader in your community illustrates a deeper level of commitment to healthy environments for your members and their community. Phillips believes there are opportunities for clubs to enter

a golden area of responsibility and reputation, by setting a green example, by encouraging other businesses to follow suit and by bringing innovative ideas and opportunities to help their community for becoming healthier.

GreenHealthClubs.org is being promoted to health clubs with a palm tree seed and the following announcement: Growing this tree in your club lobby will symbolize the growth of your club as a green leader.

For more information, contact Will Phillips at 858 - 829 - 1615 or Will@rexonline.org



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● Who is the National Fitness Business Alliance?

National Fitness Business Alliance was created with help from independent club owners who were looking for information and ideas that will help them reach financial success. The National Fitness Business Alliance believes you can make money ethically without the negative sales images. We can attract new members without offensive ads. We can make money by charging a fair price for the product we sell. Most importantly, we can learn to compete as independent club owners and operators against any club or chain in the country.

● How our workshops can help you!

The National Fitness Business Alliance and iHRSA have formed a partnership along with our elite team of industry leaders, to provide owners a variety of information, tools and products that will provide you financial success for today and the future. We can help you with almost any problem you encounter in your fitness business. Our workshops features an exhibitor showcase that will provide you the tools to overcome your staffing issues and network with other owners and managers who experience the same difficulties as you.

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Motivation Through Mission

By: Bill Catlette and
Richard Hadden

On September 12, 1962 in one of the best speeches ever made, President John F. Kennedy committed the nation to a path of manned space exploration that would take us to the moon. It launched a hope, a dream, a view of the future as bold and bright as the moon he committed not just an agency, but an entire nation to reach.

Fully engaged by the challenge, NASA's 36,000 employees, together with 376,700 federal contractors, including some of the world's preeminent physicists, metallurgists, medical specialists, and engineers did the best work of their lives over the next seven years. All Americans held their collective breath on July 24, 1969, as astronauts Neil Armstrong, Buzz Aldrin, Michael Collins, and the Apollo 11 spacecraft returned safely to Earth. Mission accomplished.

Though we still venture into space, the results since then have been far less compelling. Ask ten people what NASA's mission is, and it's unlikely you'll discover the reason. You will be met by blank, deer-in-the-headlights expressions, and random guesses, even from elected representatives who fund the agency.

And here's why: People don't perform in an inspired manner without big time commitment to a compelling cause.

Think about it... every major achievement in the history of mankind has been accompanied by real commitment to a common purpose. Otherwise, Christopher Columbus and crew would likely have held out for better maps before

they sailed off the edge of the known universe. Martin Luther King, Jr. and his supporters probably wouldn't have marched into Selma, and Astronaut Alan Shepard might have suggested sending more monkeys up before strapping his rear end to a relatively untested rocket. Well, the same goes in the business world.

In a recent leadership seminar, participants were asked to describe their organization's mission or core purpose. The result? Those same "deer-in-the-headlights" looks and wild guesses. When the members of the assembled senior management team were asked individually to write down the organization's three top priorities, the answers revealed incredible disparity. To wit, it is no wonder that many organizations struggle mightily to gain traction. Here are some thoughts that will help management create employee motivation through a common mission:

1. Make it Clear - Legend has it that shortly after signing on as head coach of the Green Bay Packers, Vince Lombardi whistled practice to a halt one day, assembled his players - who had grown way too accustomed to losing - and got *real* instructive about the organization's core purpose. Picking up one of the practice balls, he began with the statement, "Gentlemen, this is a football."

Investment guru, Peter Lynch, in his book, "Beating the Street" advises investors not to put their money into anything they can't explain with a crayon. He reasons that if you can't explain it with such a simple instrument, then you don't understand it. Lynch's advice is as good for the

manager as it is the investor. If a manager can't explain with that very same crayon what the organization is all about and where it's going, then the employees can't explain it, and people won't buy it.

2. Beware Mission

Flatulence - You can't go anywhere without hearing or seeing some kind of corporate (or individual) noise, usually expressed on a poster, plaque or t-shirt, about the entity's mission statement. Here's an idea; put your marketing and PR folks to work on other tasks. Slick images, hype and buzzwords are not helpful here. Given the level of cynicism that exists today, if you expect people to believe in it, let alone support the cause, it must be simple, straightforward, and not wobbling or morphing into something else as time passes.

3. Compelling - Modest objectives beget modest effort, period.

4. Consistency Matters - As former NFL head coach, Jimmy Johnson once said, "Confused players are not very aggressive." If the folks on your team see the game or the goalpost changing on a regular basis, or words and deeds not matching up, expect to see some confused, disillusioned players who are going nowhere.

5. Having an Adversary Helps - Shortly after American Airlines flight 77 was crashed into the Pentagon on 9/11, Lee Evey assumed responsibility for reconstruction of the building. Evey set an extremely ambitious goal of having the damaged portion of the building rebuilt and ready for occupancy within one year.

them along with your staff, take a step back, look at the big picture and begin a conversation with the club vendors and consultants who offer comprehensive, well-rounded programs that are easy to implement and easy to track for your staff (or they simply won't be used). The right program will free you and

your team, allowing for more time to walk the gym floor to shake a hand and give the type of one on one positive encouragement you and your facility will be remembered for.

(Shawn Vint is the Wellness Ambassador for Greenmaple Wellness Inc., www.greenmaplewellness.net)



Bill Catlette



Richard Hadden

Reconstruction quickly began, with crews working in shifts around the clock. Commitment to the task was off the chart as workers plowed into their jobs with a level of determination seldom seen on construction projects. Practically no one quit the job. When workers got banged up, they kept on working. Indeed, Evey got some pushback from workers when he wanted to shut the project down for a couple of days at Christmas. Ultimately, the work was completed, well inside the 12-month deadline, due in no small part to the discretionary effort of thousands of individual workers, who each made daily decisions to go the extra mile.

No doubt, many factors contributed to the extraordinary level of effort. For sure, one of them was the large "countdown clock" standing watch over the job and reminding everyone of the days and hours remaining until the work was to be completed. And, if any further incentive was needed, the top of the clock bore the words, "Let's Roll" as a not-so-subtle

reminder of just why they were there, and who put the big hole in the side of the building.

In short, the 'ole effort meter often gets a boost from the presence of an adversary. As FedEx founder and Chairman, Fred Smith once said, "If UPS weren't around, we would have had to invent them."

Whether your team competes on the global stage or a three unit cube farm, they will move faster, get more done, have more fun, and make more money if all hands on deck share a common sense of purpose and direction. Make it your business to see that they get it... really get it.

(Bill Catlette and Richard Hadden are the authors of the newly released, "Contented Cows MOOVE Faster." The two founded Contented Cow Partners, LLC to help business and organization leaders produce better results through a focused, fired-up and capably led workforce. For more information, visit www.ContentedCows.com.)

...Shawn Vint

continued from page 26

sive.

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Polar and NESTA Partner to Offer a New First in Personal Training Certification

Lake Success, New York (March 3, 2007) - Polar, the leader in heart rate monitoring and fitness assessment technology, today announced a partnership with the National Exercise & Sports Trainers Association (NESTA), to create an enhanced personal training certification, integrating cardiovascular education and heart rate monitor technology into NESTA's Personal Fitness Trainer 2.0 certification program.

This progressive step forward for personal trainers and health clubs marks the first time cardio-specific training will be combined with heart rate monitor education and offered to personal trainers as part of their certification process. The partnership comes at a key time when cardio-based workouts at the gym have never been more popular, and club owners are anxious to provide a more effective gym experience that helps members reach their goals. Personal trainers now have an advanced certification

option to keep up with their client's expectations.

"Cardiovascular and resistance training programs are an extremely important part of the health club experience, and we know that trainers and club owners are anxious to see more success and greater results with their clientele," said Jesse Harper, Polar Director of Sales, Health Clubs. "By integrating Polar heart rate monitoring education and technology with NESTA's comprehensive certification programs, trainers and club owners now have an effective way to plan, measure and assess a club member's efforts. This intelligent approach to fitness and weight loss will improve member results, boost retention, and increase club revenues."

Beginning in March 2008, Polar cardiovascular education and heart rate monitor training and technology will be incorporated into NESTA's Personal Fitness Trainer (PFT) 2.0 certification program and personal study

manual. Students enrolled in the PFT 2.0 enhanced certification option will receive and train with a Polar F11 heart rate monitor as part of their educational process. NESTA's certification workshops will also incorporate these training methodologies and heart rate monitoring education from Polar.

"By combining Polar's cardio expertise and technology with NESTA's certification programs, we're giving our trainers an educational edge that no other certification organization currently provides," said Scott Gaines, NESTA Vice President of Program Development. "Personal trainers who are certified through this collaborative process will be able to achieve greater results with health club members, increase retention among personal training clients and develop consistent revenues for any health facility or as an independent trainer."

Today, a cardio workout is a major part of an

individual's exercise routine. In fact, nearly two-thirds of health club members use a treadmill, stationary bike or elliptical machine when they visit the gym, according to IHRSA's *Health Club Trend Report 2006*.

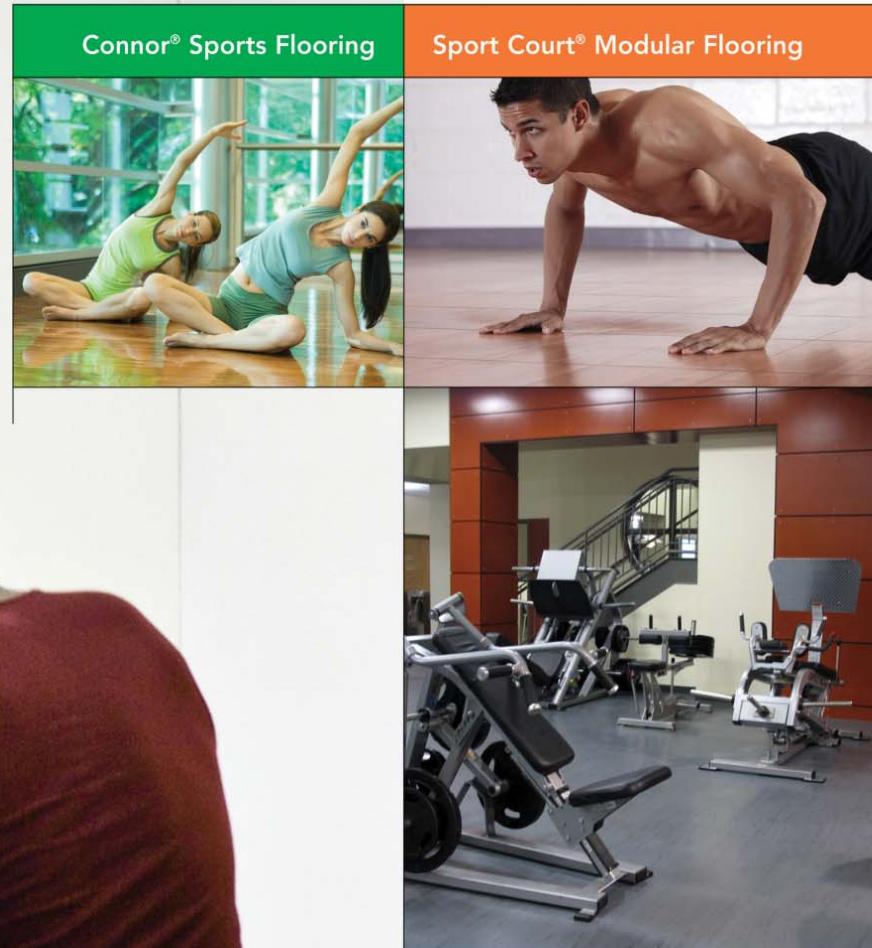
"We understand that health club members can become frustrated when the investment of time and money doesn't generate the desired results, which can sometimes lead to cancelled memberships," said Harper. "By incorporating Polar heart rate monitor technology into the picture it takes the ambiguity out of working out - it provides a window to a person's current fitness level, quantifies their efforts, and helps them know exactly what they need to do to reach their goals."

Polar heart rate monitor technology can be found throughout health clubs nationwide - from treadmills and ellipticals, to spin bikes and BodyAge machines - a fitness assessment tool which

measures a person's biological age vs. chronological age, and charts a realistic, attainable course for fitness and weight loss goals.

About Polar - Polar is a wholly-owned subsidiary of Finland-based Polar Electro OY, which invented the first wireless heart rate monitor (HRM) in 1977. The company is dedicated to improving people's health and well-being by providing leading technology and program solutions. Today Polar heart rate monitors are the number one choice among consumers worldwide. For more information on Polar products and programs, visit polarusa.com.

About NESTA - Since 1992, NESTA has been a leader in innovative solutions for fitness and wellness professionals and club owners by offering comprehensive certification and educational programs that combine science with practical, real-world experience to ensure a well-rounded understanding of how to guide clients to reach their goals. Visit nestacertified.com for more information.



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The Clubs for the Cure/Augie's Quest Team enjoy a Successful IHRSA Conference with over 750 Health and Fitness Clubs Committed to Conduct an Event by 5/31/08



The Clubs for the Cure/Augie's Quest Team departed The IHRSA Conference in San Diego excited about the enthusiasm shown by Health Clubs across the United States in becoming part of the Clubs for the Cure/Augie's Quest Team.

"Our Team has met many new friends throughout this process," states Pat Laus, owner of The Atlantic Clubs and founder of The Clubs for the Cure Augie's Quest Program. "The generosity of the Club Owners in our industry willing to take a stand for Augie in beating ALS is very rewarding."

The Clubs for The Cure/Augie's Quest team of 11 volunteers from The Atlantic Club were very visible



Clubs for the Cure Team enrolling Club Owners to conduct One Event at IHRSA Tradeshow for Augie's Quest.

throughout the IHRSA Conference handing out fliers prior to the Keynote speech, moving The Clubs for the Cure signs throughout the Conference areas as well as recruiting new Club Owners to join our Clubs for the Cure/Augie's Quest Team.



Clubs for the Cure Team at IHRSA 2008.

"The passion of the Clubs for the Cure/Augie's Quest Team was evidenced not only in viewing them in action on The Trade Show floor as well as other venues but also throughout the three days of the conferences," states Kevin McHugh, COO of the Atlantic Club and Clubs for the Cure. "The team was committed to have every IHRSA attendee become aware of the Clubs for the Cure/Augie's Quest effort whether at the Hotel, the Conference Sessions or on Trade Show Floor. We all appreciate their enthusiasm and tireless efforts in making the IHRSA Conference a major success for Augie's Quest."

Kathy Guibord, a member of the Clubs for the Cure/Augie's Quest Team and also the General Manager- The Atlantic Club was also successful in obtaining donations from Clubs that would not be able to conduct an event. "During the first day of the trade show, I received a check for \$1,000 from one Club owner who wanted to be part of our effort" states Kathy, "as well as another Club Owner on Friday who also provided a \$1,000 donation. They wanted to be sure that they could help Augie in his Quest to find a cure for ALS."

"Having the opportunity to see friends in the industry that I have known for years and have the opportunity to spend time to

discuss The Clubs for the Cure/Augie's Quest Program provided outstanding results," states Pat Laus. "Once I showed the Club owners how simple the program was for their company to get involved in conducting

One Event, on One Day, for One Hour, to Achieve One Man's Quest

I was able to obtain their commitment."

There were many new additions to our list of Clubs that had previously joined our team prior to the IHRSA Conference. Bally's Total Fitness provided at Augie's Beach Bash, a check for \$50,000 and pledged to raise an additional \$200,000 through their Clubs for the Cure/Augie's Quest events.

Kelly Cartwright, Director of Customer Service for XSport Fitness's 21 locations joined the Clubs for the Cure Team after having been contacted by Nancy Ehrola- a member of The Clubs for the Cure Team. Kelly and the owners of XSport Fitness provided a pledge of \$5,000 to The Clubs for the Cure Team prior to IHRSA as well as committed to run an event for Augie in each of their 21 Clubs. Their plan is to incorporate their special event on April 30th during their annual Club-Wide Member Appreciation Day which will involve over 40,000 members. They also were one of the largest donors of research minutes at Augie's Beach Bash. The Alaska Clubs also joined the Team with all of their 17 locations being involved in an event over the next 60 days.

In addition to XSport Fitness, The Alaska Clubs and Bally's Total Fitness over 225 additional Clubs signed up at the IHRSA Conference to conduct One Event prior to 5/31/08 for Augie. The

Clubs for the Cure/Augie's Quest Team was also successful

funds while increasing the connections between the



Pat Laus and The Clubs for the Cure Team with Augie and Lynne Nieto at Augie's Beach Bash 2008.

in enrolling a Health Club in China, Australia and patiently awaiting a group of Health Clubs in Canada to join The Clubs for the Cure/Augie's Quest Team.

There are also several strategic alliances being formed that have the potential of significantly increasing the overall Club participation and monies donated for the Clubs for the Cure/Augie's Quest Initiative.

The Clubs for the Cure website at www.clubsforthequest.com



continues to have new clubs registering online as well as other Clubs finding out more information regarding how they can get involved in The Clubs for the Cure/Augie's Quest effort. The site continues to have over 30 hits per day reviewing the information.

Conducting an event for Augie and ALS is a Win/Win for Health Club Owners and their staff. It provides members the opportunity to be involved with your Club's staff and friends in an event that will make a difference. The Club simply provides the venue for the fundraiser, which can be obtained from the website, in a fun setting and raises the

members and the staff. It is important to note, the contributions generated are obtained through the involvement of the members and does not impact the Club's bottom line which may already have committed other funds for other charitable activities throughout the year.

"The Clubs for the Cure/Augie's Quest, Power of One model is based on not placing the financial burden on the Club Owner but rather harnessing the power and resources of our membership.

I invite you to become part of the Clubs for the Cure/Augie's Quest movement that is building momentum with Clubs across our industry. It only takes One Yes!"

Patricia Laus, Owner of The Atlantic Clubs Manasquan and Red Bank, NJ.

If you would like to learn more about how your Club can become part of The Clubs for the Cure/Augie's Quest Team, please contact Jessica Hayes at 732-219-5333 or jessicaf@theatlanticclub.com.

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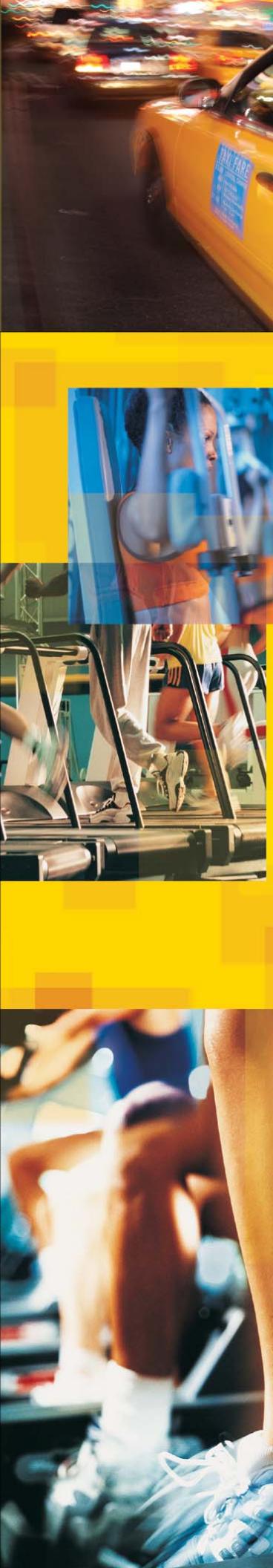
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NEW! [clubinsideronline.com](http://www.clubinsideronline.com)

By: Justin Cates

For those of you who have visited our website, it is clear that a new one has been a long time coming. I designed our original site in high school and never anticipated its use to eclipse five years. During that time, however, it served its purpose. The design was simple, incorporating some of the basics needed to establish a web presence; however, in order to succeed in accomplishing the goals we have as an organization, a new and improved website offering greater functional utility is necessary.

When I came aboard, designing a new site was one of my top priorities. Using the navigational simplicity of our first website, I set out to design a new site that looks great, functions well, and is very user-friendly, not to mention interactive.

On April 1st, 2008, I am pleased to present **CLUB INSIDER**'s newest product: www.clubinsideronline.com

When you logon to www.clubinsideronline.com, you will be greeted by our publication's main page. On this one page, you can sneak a peek at this month's edition, read current industry news, preview the Insider and participate in the current week's interactive webpoll.

Though geared to maximize the benefits of a paid subscription with **CLUB INSIDER**, there will be plenty to do and knowledge to be gained on our new site without one.

These features include those already mentioned, and over time, more will be added, but most importantly, you can contact us about subscribing, or subscribe directly on the site (See our new, Worldwide, Online-Only \$49 per year Subscription!).

Only as a subscriber of **CLUB INSIDER** can you really tap into the resource we are building our site to be. Even at the peak of technological development, there will always be printed publications to read; however, for any publication, this printed content pales in

comparison to what can be found on the web. Enter **CLUB INSIDER Online**.

As a subscriber of **CLUB INSIDER**, you will obviously have access to the content offered to non-subscribers, but once logged in, you will gain full access to all of the features we will now offer.

First, and foremost, is the online version of **CLUB INSIDER**. For those of you who don't enjoy the wait for a new edition of **CLUB INSIDER**, you can now gain access to a full month's content one to two weeks before it is physically delivered. This will allow you to read about what is truly happening in the industry well before anyone else. Once you are logged in, click This Month to load the most current issue. You will also have access to the rest of 2008's issues.

The online edition of **CLUB INSIDER** has been designed to allow one to read it as they would the printed publication. For example, if you are reading the start of a cover story on Page 3, you do not have to load the Page Menu and select the page you need to continue reading the article. All you have to do is click the article you are reading, and you will be taken to the continuation of the article. Once you have finished an article, you can then use the Page Menu to either get back to where you started or to navigate elsewhere in a given issue. At the bottom of the Page Menu, you can also click Download PDF, if you'd rather print it all out and physically read it. The power is yours.

As a subscriber, you will also gain access to The Insider. This is a new and improved version of Norm's Notes and will come in handy when you are waiting for another issue of **CLUB INSIDER**. Previewed on the main page, you can read daily notes in full. These could range from a birthday wish to a groundbreaking story only reported by **CLUB INSIDER**, that is, until other publications publish the same news. The Insider is our way of helping you access the most important industry news first.

For the time being, think of The Insider as a daily version of Norm's Notes, but it is our plan that this feature will become much more than that and a very important part of your day. Plans to include daily/weekly Make It Fun! Tips, Retention Management Strategies, and much more are already in the works, so don't miss out!

I can hear it now, "Justin, ya'll are going to have all of this static content, but what about interactivity?" It's a good thing you asked because our new site will have plenty of that too, but in a more functional way than on most sites. Sure, the graphics will be fun to look at and play with, and we will be incorporating audio and video in the future, but none of this allows users to interact with one another.

At **CLUB INSIDER**, we are in the business of building relationships. This includes relationships with our readers, our advertisers, our contributing authors, and every combination in between, the most important being reader to reader. In the **CLUB INSIDER** Forums section, interact with your fellow reader. Our Contributing Author Team includes individuals who are experts in their fields, but unfortunately, they cannot attend specifically to your business. They must talk in generalities, so why not also learn from your fellow Owners and Operators?

For each edition of **CLUB INSIDER**, forums will be set up for the main cover story, Norm's Notes, and other important articles. Why? So, you the reader, can discuss them, debate them, and above all, learn from both the articles and their discussions.

Another interactive element will be our weekly webpolls. Many sites use these as a way for visitors to waste a little time while figuring out what they really want to do on the site. Not on **CLUB INSIDER Online**. We won't ask questions that have no value; instead, we want you to gain insights from your fellow Owners and Operators. You can only vote once per poll, and

to make sure you will come back, poll results are posted every Sunday Night.

Individual polls may not offer much value; however, in aggregate, we believe they can. This is why a full poll history will be available to subscribers of **CLUB INSIDER**. Over time, it is our hope that industry trends not typically thought of by examining raw statistics will be discernable.

Finally, in providing new services to you, our loyal readers, we will be providing expanded services for our Advertising Team and Contributing Author Team.

In the newly expanded advertiser's section of our site, each advertiser will be provided with a dedicated page that includes their logo, pertinent information, current ad, a direct contact form, and a link to their website. These pages will be accessible by non-subscribers through the main page, and by subscribers through both the main page and linked ads in the online edition.

In a new section that will feature our Contributing Author Team, subscribers can view full profiles of our authors,

read previous articles them, and contact them directly through the website. We hope this will increase interactivity between our readers and authors leading to even better and more targeted articles.

So, put it on your calendar... April 1st, 2008. www.clubinsideronline.com

If you are a paid subscriber, you will be receiving login information via mail by the launch date.

If you are not a subscriber, fill out the form below and become one. It's only \$89 for a year of printed and online publications/features, or for those of you who are truly tech-savvy, \$49 for a year of online-only access.

If you don't know if you are a subscriber or not, you have not received your login information by April 1st, or you have more questions before making this great investment, email me at Justin@clubinsideronline.com or call me at (770) 394 - 7285. I will be happy to talk to you. Remember, we offer a 100% unconditional money-back guarantee, so why not tap into the resource that is **CLUB INSIDER**?



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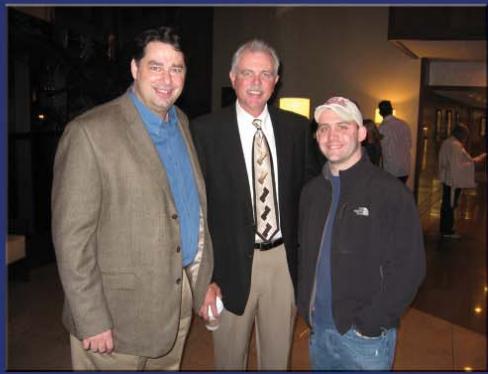
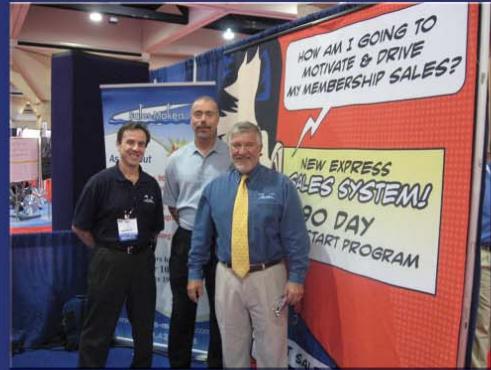
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April 1st, 2008

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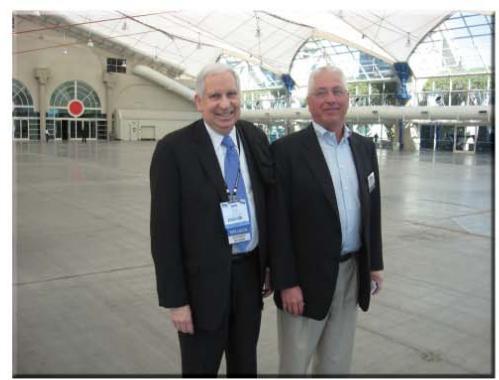
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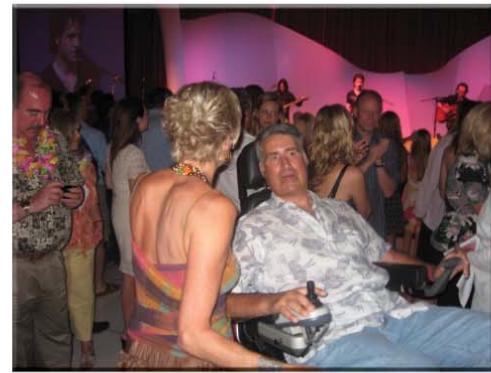


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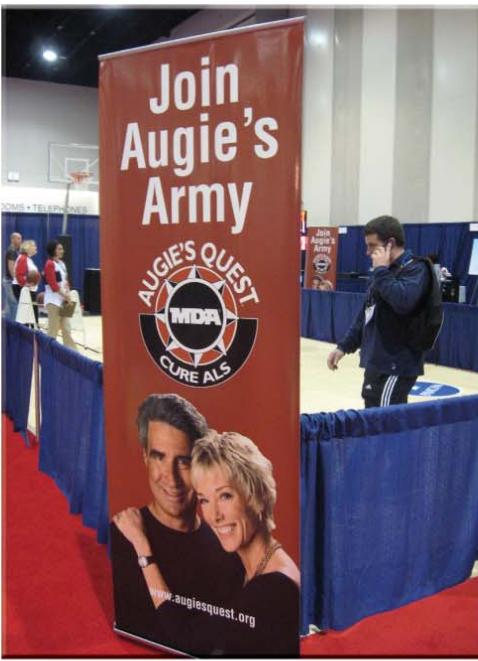
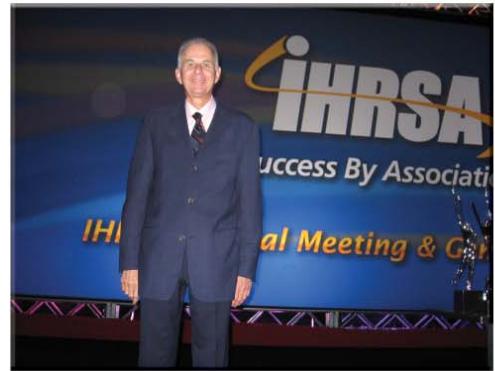
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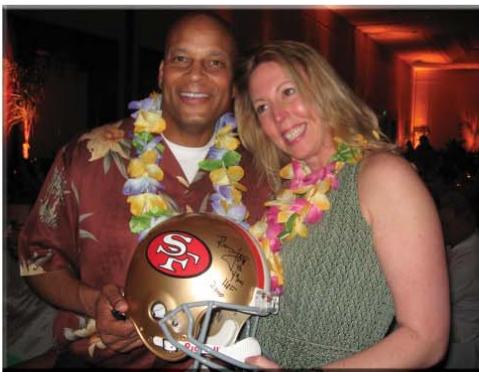


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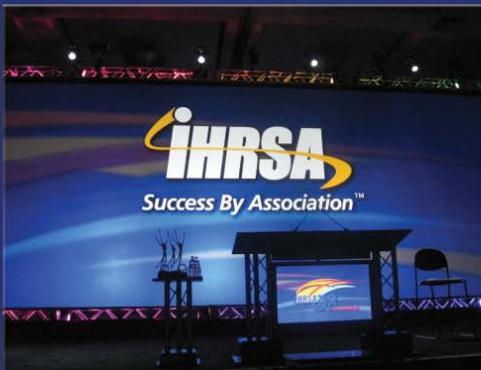
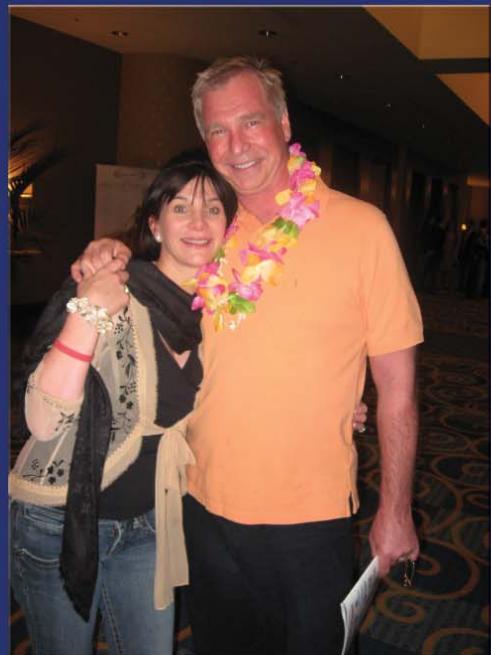
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See You in San Fran!



Plan for IHRSA 2009

March 16-19, 2009

Sandy Coffman's Programming Tip of the Month: SPRING BREAK AT YOUR CLUB! - Profitable Programming Ideas for YOU

By: Sandy Coffman

There is a new season approaching. It's almost SPRINGTIME, and it's time to help get the smiles back on the faces of your members. As with every good program, you need to plan ahead, prepare and promote. Follow all the programming rules for success.

Choose one week and call it **SPRING BREAK at ... (Your Club)**... Each day of the week will be a special event.

What a great opportunity to get all those NEW MEMBERS who joined your club in the first quarter of the year and need to have some programming to either get them started or keep them going.

What a great opportunity to get all those INACTIVE members back into the club having FUN while getting re-committed to your club and their fitness program.

What a great opportunity to get all those missed sales, past guests and PROSPECTIVE members to come into your club and experience how much FUN a membership would be. A SPECIAL EVENT is a perfect GUEST DAY.

What a great opportunity to give your EXISTING MEMBERS a "break" and a little diversion from their regular workout routines. That's RETENTION!

This is also a great opportunity to program to all your NICHES - ages, genders, interests, and skill levels.

MONDAY could be called, "TAKE ME OUT TO THE BALL GAME." A series of round robins and short fun competitions in any of your court sports would kick off the week in style. No courts? How about a "Pitching Contest," or a "Ping Pong" tournament?

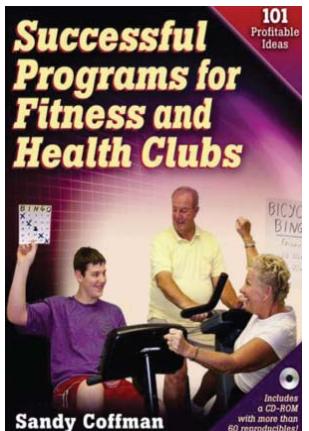
TUESDAY could be the "CLUB-A-THON!" The participants could take their choice between a THREE- MILE

RUN, a TWO-MILE WALK, a HALF-MILE SWIM, or a FIVE-MILE BIKE.

WEDNESDAY could honor SPRING CLEANING! Begin with a special group exercise TEAM TEACHING SESSION including a bit of STEP, STRENGTH TRAINING, STRETCH or even LINE DANCING or a little SALSA. After the class, your club could host a Spring Yard Sale or a Craft Fair.

THURSDAY would have to be a SPRING FLING FOR SENIORS. A special chair exercise class, FUN AND FITNESS FOR SENIORS, could begin the day followed by a special AQUATICS CLASS. Coffee, cookies and sandwiches would give just enough energy to everyone as they learn how to create a beautiful SPRING BOUQUET or CENTERPIECE at a workshop in your club from a local florist

FRIDAY would be a perfect day for a FAMILY SPRING PICNIC. Include a FRISBEE TOSS, a BEAN BAG EVENT, and possibly a TUG-OF-WAR, and the day is sure to be a winner. A good old fashioned ICE CREAM SOCIAL and a BAKE



SALE would top off the day.

SATURDAY is perfect for your club's own PARADE. Invite the kids and families to decorate bikes, scooters and wagons.

Who needs to get on an airplane to go somewhere for SPRING BREAK!? This could be an annual event that everyone would look forward to year after year. Put your creative caps on, put a smile in your planning and make your programming fun... and profitable.

(To order Sandy's great new programming book: www.human kinetics.com, Contact Sandy: SLCoffman@aol.com or www.sandycoffman.com)

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All who have advertised, purchased subscriptions, read and pitched in as Contributing Authors.

We are now in our 15th year of publication!

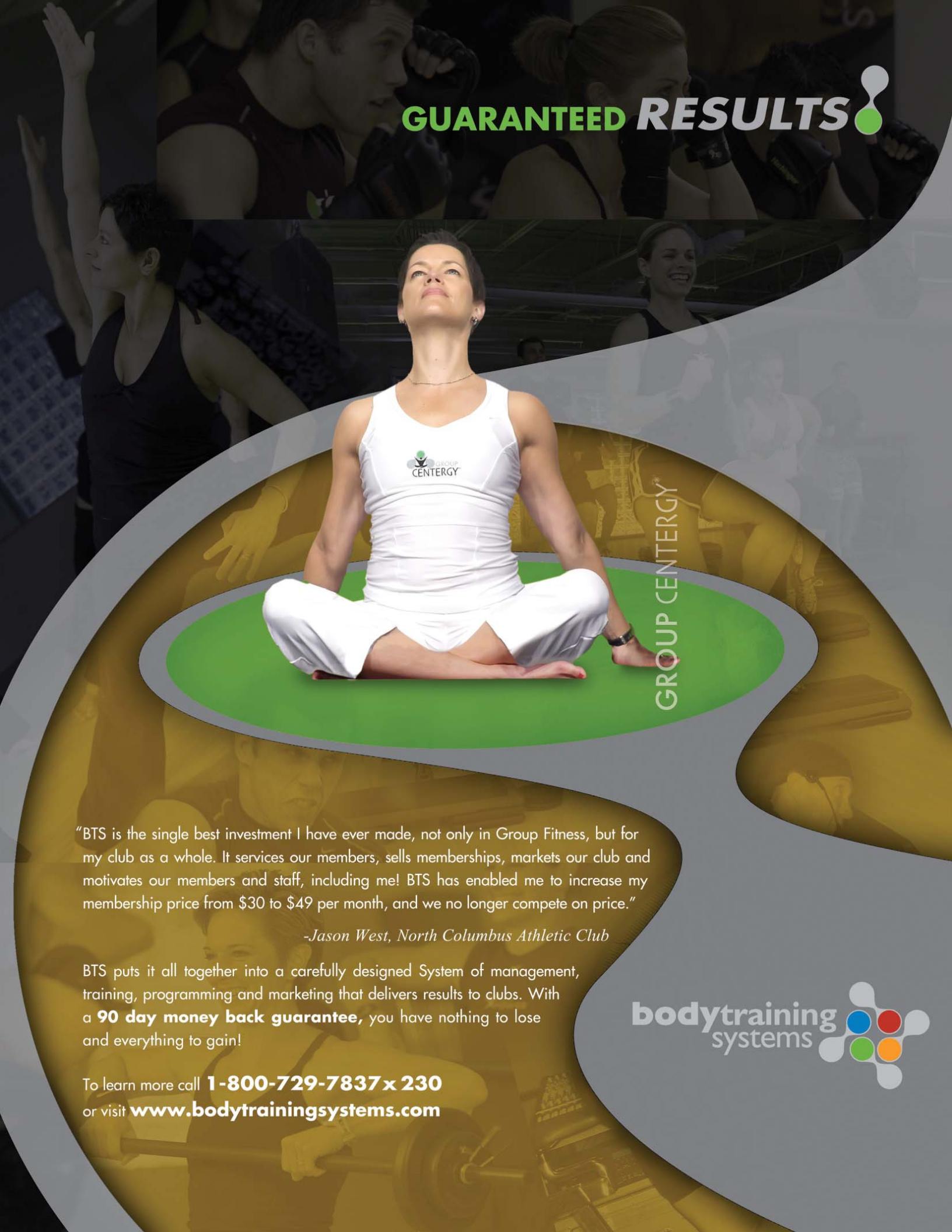
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Very Sincerely,

Norm Cates, Jr.

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