

Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry



Rick Caro



John McCarthy



Joe Moore



Dr. Art Curtis



Jennifer Michell Saslaw



Dr. Curt Beusman



Ted Torcivia



Mitch Wald



Jill Stevens Kinney



Gale Landers



Geoff Dyer



John Aglioloro



Tom Behan



Michael Levy



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IHRSA Turns 30!

*How did it happen? What has it achieved?
What will the next 30 years bring?*

MARCH 2011

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Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry

IHRSA Turns 30!

*How did it happen? What has it achieved?
What will the next 30 years bring?*

By: Norm Cates

The International Health, Racquet and Sportsclub Association, known as IHRSA, celebrates its 30th Anniversary March 15-19th when over 10,000 club owners and operators from 9,500+ clubs in over 70 countries will convene for IHRSA30 in San Francisco.

The one word that says it all is **THANKS!** Thanks to every single person that made IHRSA what it is today.

Very special thanks to Rick Caro and the seven original IRSA Founders and Board Members and to all of the IHRSA Member club owners who've supported the Association with their membership dues, convention and trade show attendance, publication readership, product purchases and event participation over the past 30 years. Very special thanks to Founding Executive Director, Big John McCarthy, for his 25 years of excellence leading IHRSA. Special thanks also to Joe Moore, who has done an excellent job as IHRSA's President and CEO for the past five years. Thanks and kudos to the entire IHRSA Team for the remarkable job they've done and do every day. Thanks to all of the past

IRSA/IHRSA Presidents, Chairpersons and Board Members, since day one, who took Rick Caro's idea, worked very hard and invested countless hours to make IHRSA what it is today (See **Sidebar on Page #6** with all of IRSA/IHRSA's past Presidents and Chairpersons). Thanks to IHRSA's Associate Members, past and present, for their product development research that created their world class products, their support of IHRSA with their Associate Membership dues and their annual Trade Show exhibit support and sponsorships, because without them, the financial picture of IHRSA would be totally different. Thanks to all of the many industry professionals who share their expertise as convention speakers to make IHRSA's annual conference the world's best and most prolific industry learning event. Thanks to all!

In this IHRSA30 Special Edition, you will hear from IRSA/IHRSA Founder, Rick Caro, President of New York City-based Management Vision, Inc., who recalls the early years of his idea of bringing together the members of two trade associations to form what became the International Racquet Sports Association



Success By Association

(IRSA) and evolved to become IHRSA, and he will share his thoughts about IHRSA's future. You will also hear from former 25-year Executive Director and still-loved and highly-esteemed, John "The Master of Alliances" McCarthy, and his successor, Joe "The Gladiator" Moore, who has done a terrific job during the past five years since he stepped in for John. You'll also hear from past IRSA/IHRSA Presidents, Board Members, Staff and IHRSA Associate Member, Cybex International CEO, Mr. John Agliadoro.

As IHRSA's 1st President in 1981-82, Co-founder and the author of this IHRSA30 Special Edition cover story, I share the great pride in IHRSA that all of those interviewed expressed. I'm also compelled to say how proud I am of how

amazingly similar the interview comments actually are. It's important to note that these IHRSA veterans, from all across the United States and without any interaction with each other during these interviews, expressed remarkably similar sentiments and feelings that clearly illuminate why IHRSA is now 30 and why the Association is deep in their hearts. These responses clearly indicate to me that, today, IHRSA truly is an *Institution* that has a wonderful past and a very promising future!

IHRSA Veterans Weigh In

Rick Caro's interview is in-depth, and we asked fifteen additional IHRSA veterans to each respond to the following (See **IHRSA Turns 30!** Page 6)

Planet Fitness Hits 400!

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- Time for Change - **By:** Royle Berry
- John & Tammy Wright... Beating the Recession With Fitness! - **By:** Norm Cates

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- City Blends Launches Co-Branded Partnership With World Gym International
- It's Number 400 for Planet Fitness
- Personal Training Poised For Transformation By 50+ Market

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Norm's Notes

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

• **Is America a great country or what? Buy American! Mmm... Mmm... Mmm!**

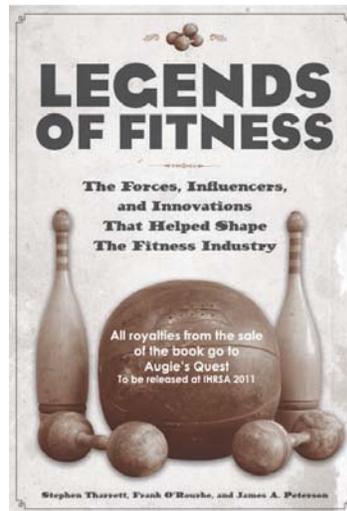
• By the time you get your hands on a printed copy of this **IHRSA30 Special Edition** at the IHRSA30 Convention and Trade Show in San Francisco, the event will be in full swing. You might be reading this in San Francisco or on a plane heading home or right in your own office or home after you've received it in the U.S. Mail or online. This IHRSA30 Special Edition will provide you with a terrific and in-depth report and perspective on this special health, racquet and sportsclub Association. Our cover story **IHRSA Turns 30!** will give you the true inside story about how IHRSA came about, and what an amazing story it is!

• If you're in **San Francisco** for **IHRSA30**, don't miss the **6th Annual Bash for Augie's Quest** on **Friday night, March 18th**. The Bash will be hosted by **Chief Inspiration Officer, AUGIE NIETO** and **Big JOHN MCCARTHY**, **Augie's Quest Event Chairman**, and **NBC's NATALIE MORALES** of the **Today Show** will be the **Master of Ceremonies**. The **Bash Cocktail Reception** will begin at **6:00PM** at the **San Francisco Marriott Marquis Hotel** (55 Fourth Street in San Francisco)

in the **Yerba Buena Ballroom**. **Sugar Ray**, the band, will perform. To order tickets, go to www.augiesquest.com or just show up at the cocktail reception as tickets will be available at the door. As a very special contribution, the authors of the new book **LEGENDS of Fitness**, former **IHRSA President, STEVE THARRETT**, **JAMES PETERSON, Ph.D.** and **FRANK O'ROURKE**, have dedicated the book and all proceeds of its sale to **Augie's Quest**. Everyone who attends the Bash will receive a copy. **Augie's Quest**, MDA's research initiative, is an aggressive, cure-driven effort singularly focused on finding treatments and a cure for **Amyotrophic Lateral Sclerosis (ALS, or Lou Gehrig's disease)**. To date, **Augie's Quest** has raised **\$26,797,736**, and the research is very promising.

• **IHRSA's 15th Annual Financial Panel**, produced and moderated by **IHRSA Founder, RICK CARO**, will be on **Friday, March 18th** from **10AM to 11:30AM** in **Room 303** at **Moscone Center South**. If you're a **CEO, CFO, club owner, GM, investor or supplier** and are interested in the economy's impact on the changing health club market both in the United States and globally, this event is for you!

• **IHRSA's Annual Tax Exempt Competition Open Forum** will be held at



Moscone Center South, West Mezzanine, Room 274 on **Friday, March 18th** from **11:30AM to 12:30PM**.

• **IHRSA's Annual Public Policy Meeting** will be held **Thursday, March 17th** from **4:00PM to 5:30PM** in **The President's Club, Moscone Center South, West Mezzanine, Room 274**.

• **Planet Fitness' MIKE GRONDAHL** called the other day to share news that **Planet Fitness** had hit and passed the 400 club mark (See **Press Release** on **Page #22**), and as of March 1st, they had **412** locations open for business! Mike also shared some news that is truly amazing. In the Bronx, a part of the intensely populated **New York City Triboro** area, the **INNOCENTI**



Norm Cates

brothers, **JEFF** and **JAMES**, and partner, **GINO LaVERGHET**, set an all-time **Planet Fitness** record (and I bet world record) for membership sales in one month, in January, selling **7,248 new memberships** in a **Planet Fitness** pre-sale! The **Innocenti's** previous **Planet Fitness** record of **4,785 memberships** in one month was far surpassed with this one-month membership sales record for the **15,000 square-foot club** that has yet to even open.

Planet Fitness continues to churn out new locations that are succeeding across the country despite the **Great Recession**. In the process, they're getting hundreds of thousands of people across America who've never been a member of a health club to actually become involved with our industry and start exercising. It's my belief that **Planet Fitness**, and the many
 (See **Norm's Notes** Page 8)

About Club Insider

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18 Years and Counting!

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...IHRSA Turns 30!

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four questions:

1. Reflecting back on the early days of IHRSA, when it was known as IRSA, what is your most interesting/fond memory?
2. What were IHRSA's greatest accomplishments?
3. How did IRSA/IHRSA influence your career personally over the past 30 years?
4. Going forward, what do you see IHRSA's roles in the future of the industry to be?

Their responses appear along with their photos in sidebars throughout this IHRSA30 Special Edition Cover Story.

So, please enjoy this special cover story that is now a piece of industry history and hang onto it for your industry library because it chronicles the most important 30 years in the history of this industry, the story of how IRSA/IHRSA happened, what it's achieved and what we can expect in IHRSA's future.

An Interview With Rick Caro, IRSA/IHRSA Founder

CLUB INSIDER (C.I.) - Please share with our readers the amazing convergence of opportunities when you dreamed up the idea of bringing two associations, whose Board

of Directors you were serving on during the same time period, together to create what became IRSA and is now IHRSA. **Rick Caro (RC)** - Both associations were not well capitalized, and they weren't growing fast. One was very flat in terms of its membership, revenue and resources, and that was the National Tennis Association (NTA), representing tennis club owners. The other was growing, but it was growing slowly. That was the National Court Clubs Association (NCCA), representing racquetball club owners. Both had limited funds, and each had overhead. Coincidentally, I was elected to both Boards. They happened to have Board meetings one week apart in a Chicago Hotel near the O'Hare Airport, the same hotel exactly one week apart. I had always thought that there were a lot of similarities between both organizations, and it would be nice to share them. In fact, during the NCCA meeting, I pulled out the wrong file folder with the NTA agenda in it, and it wasn't until the third item on that agenda that I realized I'd pulled out the wrong agenda. The two agendas were that similar in terms of topics and their order.

One thing I always knew when it came to non-profits and trade associations was that it can't be a single idea from one person. If I'm the only person who thinks this is insightful, and I have to sell it to others, there's a good chance I won't get proper buy-in. So, my immediate thought process was how do I get people from

each organization to spend enough time with each other to see what they have in common? How do we break down the barriers and get over any kind of colloquialism, where one thinks they're doing things right and the other industry is not doing smart things to succeed or whatever might be their inherent biases? Then, try to get an understanding of what, in terms of fundamentals of their success, may be things in common that they don't realize. So, I came to you (Norm), because you were the NCCA President, and asked, 'Could you pick out three people from the National Court Clubs Association -- I will hand select three from the National Tennis Association -- and will you all agree to meet for a day on your own in Chicago, a midpoint, and see what we have in common?' There was no structured agenda, no talking about trade associations in particular, just talking about the industries. How do you start your businesses? How do you run your businesses? How do you grow them? What is your staffing like? Who are your members? What do you charge? What do you think your greatest strengths are? Whatever those things are that could provide an open, fresh discussion... That's what I hoped would happen.

By allowing the five people (six were invited, but Curt Beusman was ill and could not make the meeting) to spend

Past Presidents and Chairpersons of IHRSA

Norm Cates | 1981 - 1982
Rick Caro | 1982 - 1983
Todd Pulis | 1983 - 1984
Ted Torcivia | 1984 - 1985
Jim Gerber | 1985 - 1986
Bob Fitzgerald | 1986 - 1987
Tom Lyneis | 1987 - 1988
Wayne Westwood | 1988 - 1989
Bob Larsen | 1989 - 1990
Mitch Wald | 1990 - 1991
Cecil Spearman | 1991 - 1992
Bruce Buckbee | 1992 - 1993
Larry Krieger | 1993 - 1994
Rob Goldman | 1994 - 1995
Frank Napolitano | 1995 - 1996
Steve Tharrett | 1996 - 1997
Ben Emdin | 1997 - 1998
Annbeth Eschbach | 1998 - 1999
Gale Landers | 1999 - 2000
Joe Cirulli | 2000 - 2001
Goff Dyer | 2001 - 2002
Tom Behan | 2003 - 2004
Julie Main | 2004 - 2005
Joe Moore | 2005 - 2006
Michael Levy | 2006 - 2008
Gene LaMott | 2008 - 2009
David Patchell-Evans | 2009 - 2010
Art Curtis | 2010 - 2011



Rick Caro

the day together without me, I hoped they would call me at the end of the day and tell me that, yes, they saw some of the elements in common, and we'd have a chance to proceed with an idea of how to combine the two organizations into a fresh new one. If you recall, I did get a call late in the day from you, Norm. There was a real sense that there was a lot in common, and it was worth coming to my office in New York City soon after that to talk about how an organization could be structured and would really embrace the elements of what NTA and NCCA did and maybe do it bigger, better, and hopefully, jointly. Fortunately for everyone, we had a mix of seven people at the founding meeting in New York City. They were Dale Dibble, Curt Beusman, Todd Pulis, Jennifer Michell Saslaw, Peter Donahue, you (Norm Cates) and me.

If you think about what we accomplished in one day, we in effect created the name IRSA, the idea of how we would create a joint convention and trade show, how we would deal with the by-laws (we actually wrote the by-laws that day), what kind of Association staff concepts we'd have, who would be the officers and leaders and how we would organize that and what kind of legal concepts we would have. I was pretty sure that we didn't want to merge the two. Legally, we didn't. We created a start-up organization and wound down the other two for lots of legal reasons. Then, we determined that the best way to start was to have you serve as the 1st President, and if everyone agreed, I would follow you as the 2nd President; thereby, both organizations would feel comfortable that they were well represented and had not lost anything. In fact, each may have gained some things. So, what that led to was a bunch of common goals with one mission. We had no real assets, so several people stepped up to lend money to get started. With no meaningful fitness association, we realized there was a grand opportunity to figure out how to tell the story to clubs who were fitness-only, not tennis, not racquetball and not multi-sports. So, the goal from the outset was to be an organization that would attract fitness clubs, internationals as well as all those who had tennis, racquetball or

(See *IHRSA Turns 30!* Page 7)

John McCarthy Comments on IHRSA

John McCarthy is the highly esteemed 25-year IHRSA Executive Director and now serves as Co-Chairman of the Bash for Augie's Quest.

Most interesting/fond memory? I remember our first office at 10 Concord in Cambridge, MA. Every Friday afternoon, I would call our first President, Norm Cates, and tell him what we had been doing during the past week, and almost always, he'd tell me the same thing, 'Keep going, John, and whatever it is, get it out the door.' Norm was all about results. He set a high standard for all future IHRSA Presidents. We talked every Friday, and the average length of our phone calls was no more than 60 seconds. He always liked to keep things short and sweet. What a great IHRSA President he was!

IHRSA's influence your career? The Greatest impact on my life was meeting the thousands of entrepreneurs that I had the pleasure of working with at IHRSA. Every one of them was different, but they were all self-starters, and what a pleasure it is to work with people like that! As a result of my days at IHRSA, I became then, and continue to be today, the staunchest possible advocate for and believer in small business. I love what small business is, and what it does, and what it stands for, and what it contributes to our country and to the world.

IHRSA's role in the future? IHRSA's Future. Like most businesses that have been around for 30 years, IHRSA now needs to be reinvented, rebirthed or reimagined. As to what that means in practice, I leave it to younger minds than mine. As the saying goes, Carpe Diem. Seize the day!



John McCarthy

...IHRSA Turns 30!

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a combination. Those were the fundamentals of how we got started.

Survival Was Goal #1

C.I. - What were some of IHRSA's goals in the beginning?

RC - The goal was *survival*. It started with creating our first convention. Then, we created some basic educational tools. Then, there was how to share information with others because it was an industry full of entrepreneurs with very few proven companies and without a lot of expertise that one could glean from others. So, it was a challenge to figure out how people in common could figure out how to learn and perhaps develop answers to all the questions we were asking each other. Then, we learned how to share the early information so that everyone could be leveraged out and have a chance to hear how someone did something, such as converting a racquet-sport club into a multipurpose club or how one went from a pay-for-play, where you rented court time by the hour, to a monthly dues concept in the same building

with the same membership and how you did the transference from one concept to another. Or, how you created much more of a true set of fitness offerings than putting out what initially were free weights and maybe a Schwinn Airdyne stationary bike and trying to figure out how to do more than that, especially as some of the new products were just being developed early in the industry.

C.I. - During the first 30 years, IHRSA has grown to become the dominant worldwide association for the health and fitness club industry. Is that what you had in mind in the first place?

RC - No. My dream was to do something a lot more limited than it is today. I'm being fully honest here; I would say we achieved my dream fairly early on. What one needed to do in this case is, not me, but the then Board and the then leadership of the staff and management, was create a new dream, which they've done. And maybe, for all I know, it may be that they have had two or three new dreams, but clearly, where we started was long ago exceeded. In 1981, I don't think that anyone was expecting to have 9,500+ clubs in 70+ countries and do some of the things that we are currently

doing in all kinds of areas, from lobbying to research to the convention and trade show. There were ingredients that we thought were pretty special, and we certainly had a lot of people who were willing to volunteer to help make this a meaningful creation. But, I don't think any of us would ever believe that we had the makings of a trade association that was going to be as substantial as it became.

I think we are indebted to all the people who followed us. Just because you have a good idea doesn't mean that implementation follows. We were fortunate to have a great staff that got better and smarter and really took hold in their roles. We had Board members who cared, and I think in many cases, they cared with great passion about all kinds of issues that faced IHRSA. Some issues turned out not to be

as mighty as the fundamentals of starting the organization, but they were all critical in the process. We would not have figured out who we were unless we had dealt with challenges. At one point, there were questions about non-profits, and there were questions about whether we should let anyone in who was a for-profit organization even if we thought their consumer behavior was not ideal. We were challenged by that. We had open discussions that really make or break an organization because they got it out on the table, and people eventually figured out where they stood and took sides. Democracy worked because people voted, and IHRSA figured out how it wanted to handle things. In the same way, at one point, we did have standards for clubs, and some clubs got in trouble. They

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Dr. Art Curtis Comments on IHRSA

Dr. Art Curtis is the sitting IHRSA Board Chairman, after having served on the Board for three years. Art transitioned in January from the role of CEO of Millennium Partners Sports Club Management LLC to work at the parent company with a focus on mergers and acquisitions and greenfields for new clubs.



Dr. Art Curtis

Most interesting/fond memory? There were so many great memories from the early days of IHRSA, but for me, the best memories were of the pioneering spirit of the Association, its founders and members as we set out to create and legitimize a young industry. There were people from the tennis world and racquetball along with the evolving fitness community who were able to come together and put aside their competitive differences to collaborate for the common good of all by forming the Association that would ultimately help grow, protect and promote our industry.

IHRSA's greatest accomplishments? I think one of IHRSA's greatest accomplishments over the years has been the ability to evolve as the industry has evolved and continue to serve its members in a meaningful way. That has been no easy task when you think how different the industry is today compared to 30 years ago. Today, there are so many choices for the consumer, from the largest full service clubs to the smallest boutiques and private training studios. There are clubs with very high service levels and budget clubs that have few staff, and yet, other clubs that have no staff during most of their hours of operation. Most clubs are independently owned, and many are a part of a franchise network. Several large international, national and super regional chains have also evolved over the years. As all these different types of club models have emerged, each with common needs and some very different needs, IHRSA has continued to find a way to serve the industry's common needs to protect itself from unnecessary government intervention, to grow the industry worldwide and promote the many benefits of living a healthy lifestyle that includes regular exercise.

IHRSA's influence on your career? IHRSA has infected me with the passion that so many in the industry share to promote a healthy lifestyle. It has afforded me the opportunity to meet and learn from so many talented peers who are willing to share freely their experiences for the betterment of our industry.

IHRSA's role in the future? I think IHRSA's role in the future will continue to be built on the pillars of growing the industry, protecting the industry and being a leader worldwide in promoting healthy living and the many benefits that our member clubs provide for their members.

Norm, I really cannot image what kind of industry we would be today had there not been an IHRSA there to help guide us. Thanks for being there from the very start!

Joe Moore Comments on IHRSA

Joe Moore is a 35+ year industry veteran, former owner of Moore's Fitness Centers in Ohio, 4-year IHRSA Board Member and now, IHRSA's Executive Director and President for the past five years.

What is your fondest memory? My fondest memory is of Julie Main. She was completely dedicated to IHRSA and the industry. In spite of her illness, she never complained and always contributed 100% to whatever she was doing. Each year we give the Julie Main Award and speak the words, "The Julie Main Woman Leader Scholarship is for a woman who exemplifies what Julie stood for: courage, perseverance, excellence and professionalism." As inspiring as those words may be, they still don't do her justice.



Joe Moore

What was a funny memory? Rudy Giuliani was giving his keynote address in front of thousands of IHRSA members and someone's cell phone rang. Without missing a beat, Giuliani said, "Go ahead and answer your phone." He then started telling a story about his favorite scene in his favorite movie, a 1964 black comedy by Stanley Kubrick titled *Dr. Strangelove or: How I Learned to Stop Worrying and Love the Bomb*. In the scene, George C. Scott, who played the part of General Buck Turgidson, was briefing the President of the United States and his staff about how the US and USSR were about to annihilate each other with nuclear weapons. Abruptly, the General was interrupted by a telephone call from his girlfriend. So, in the middle of the war room, as the world was on the verge of Armageddon, General Buck Turgidson stopped his presidential briefing to flirt on the telephone. Giuliani continued the story for several minutes, and then said to the member whose cell phone had rung, "Now, just tell her you love her, and you can hang up." The audience laughed hysterically, and Giuliani picked up where he had been interrupted.

What are you most proud of? I am most proud of the IHRSA staff members who are working for the good of the industry no matter how difficult the tasks. The teamwork they display is an example to the entire industry.

...Norm's Notes

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other low-price models that are springing up all over, are a great feeder system for the rest of the industry because they're helping many people that have not been exercising at all break the ice of non-exercise. Of course, if you're now competing with a Planet Fitness or a low-price knockoff, surely you're bristling while reading this and probably would like to poke me in the nose. But, rather than have anger for the messenger, go ahead and work on through this low-price era. That's because one thing is for sure, the low-price model for health

and fitness clubs is here to stay, and not necessarily because Planet Fitness is so strong. There are now many knock-offs of the Planet Fitness "No-judgments" model that are popping up all over the country, and actually, around the world. In the long run, any and all competition is going to make the great club operators who know how to compete even greater, and this low-price phenomenon is going to get rid of a lot of operators who've not invested in bettering their clubs or learning new practices or have not risen to challenges that have been presented in their markets before. I heard a saying once and can't quote the source, but to me, it summarizes

what has been happening in our industry for the past ten years that really has been the way it is in the United States. That saying is, "Excess profits breed ruinous competition." This is America, folks, and if you're not a competitor in business, you might as well just shut it down and get a job where the heat is not so hot.

•The **David Barton Gyms** in New York City filed for **Chapter 11** on **March 3rd** under the corporate name **Club Ventures Investments**. The David Barton Gyms operations will continue normally in Manhattan, Chicago, Bellevue, Washington and Miami. The 19-year old gym chain has apparently made the move to clear its balance sheet of a heavy debt load of **\$65 million** so that it might merge with California-based **Meridian Sports Clubs**. Apparently, Barton spent way too much money making his gyms look like Disco Night Clubs, thus the \$65 million debt he doesn't like and wants to be rid of. This might set a record for being one of the healthiest businesses ever to file for a Chapter 11 with their 2010 revenues up to \$28.3 million, 18% over 2009! **RICK CARO**, **President** of NYC-based **Management Vision, Inc.** commented, "They've always been positioned as a high-end, unique offering, with an unusual design that is very theatrical. They spent a lot of money on atmosphere and environment." You're right Rick! I will add that there really ought to be a law against what David Barton Gyms are doing with this Chapter 11 escape to clean their balance sheet!

•Continuing the **Star Trac** saga that's been going on for the past two years, **Star Trac's President, MIKE LEVEQUE**, resigned on **March 1st** to pursue new business opportunities. **MICHAEL BRUNO**, **Star Trac Owner, Chairman** and

CEO said, "Mike Leveque has led the company through difficult times, and under his leadership, it has emerged as a strong, viable competitor in the global fitness industry. We value Mike's leadership and his talent and wish him the very best going forward." Bruno also announced that **DUSTIN GROSZ** is stepping into a **Board Member** role at **Core Fitness, LLC**, and will replace Leveque as **President** of Core Industries, Inc. **Stay Tuned!**

•Imagine our industry being **banned by the government from using EFT!** If that were to happen, I predict that **50% or more of the health clubs in the United States would go out of business!** This note is about one club owner/operator in Canada, **JOHN CARDILLO**, **Owner of Premier Fitness Centers**, who appears to be doing all he can to **ruin this EFT privilege** for the entire industry in North America! I received an email from an industry friend which had links provided by **Fitness Industry Council (FIC) Executive Director, BRIAN GILBANK**, to a really dangerous 22-minute long TV report called, **CBC Marketplace's The Big Gym Rip-off Search**. The Marketplace TV report is all about how many Canadians are being ripped off by health club operators who continue to take money from their bank accounts long after the member has legitimately cancelled his membership. **TOM HARRINGTON**, the show's producer and host, put together an in-depth and compelling case against Cardillo and his partner, **NEAL PROCTOR**, disclosing that there are over 200 complaints lodged against Cardillo's Premier Fitness back office operations for illegally continuing to collect money from members whose memberships had been legally terminated. Moreover, he obtained comments by **CRAIG THOMSON**, a **former Premier** (See Norm's Notes Page 10)

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City Blends Launches Co-Branded Partnership With World Gym International

DALLAS, TX - City Blends Smoothie Cafe is proud to announce the launch of a co-branded Cafe and menu board program with World Gym International. The new World Gym Barbell Cafe creates an exciting new profit center for World Gym's growing number of clubs.

The cutting edge World Gym Barbell Cafe creative marries the heritage of Joe Gold and Muscle Beach with the celebrity culture of Hollywood. City Blends signature smoothie and juice bar products now bear such names such as Star Berry, Celebrity Smash, and Pile Driver.

"This project was a true partnership between City Blends, World Gym International and our Brand Development agency, Lambesis" explains Guy Cammilleri, Managing Director of World Gym. "The imagery reflects the excitement

of World Gym's recent rebranding while building on the simple, healthy and delicious products from City Blends."

"World Gym chose City Blends as our preferred vendor because they are the fastest growing juice bar company in the health and fitness industry. Their growth convinced us that they would be a partner capable of keeping up with our growth. They worked with us every step of the way and World Gym franchisees now have another solid profit center available to them, coupled with branding that transforms the cafe environment into a natural extension of the World Gym brand," said Cammilleri.

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...Norm's Notes

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Fitness employee, who stated, "I saw the same pattern with cancellations over and over." He went on to describe how he had personally witnessed legitimate cancellations being repeatedly lost at Premier Fitness after they were turned in by the exiting member.

During the report, the word **FRAUD** was used several times by former members describing what they'd been through with Cardillo's operation. Moreover, host Tom Harrington disclosed that the Marketplace Show had conducted a survey in Canada that showed that 39% of the people who had been health club members and cancelled their membership say they'd been ripped off by a health club. Moreover, the Marketplace estimated that half a billion dollars a year was being illegally stolen by health club operators in Canada. The link also contained a follow-up video in which host Tom Harrington interviewed **Canadian Minister of Consumer Services, JOHN GERRETSEN**, in which he said that the 3-year investigation they had been conducting on John Cardillo's Premier Fitness Center operation was almost complete. He also said, "**We hope the investigation will lead to legislation trying to fix it.**" Notice the word *legislation* in Minister Gerretsen's comment.

It is important to note that John Cardillo and Premier Fitness were not the *only offenders* the CBC Marketplace uncovered in their "*Big Gym Rip-off Search.*" They were just the *greatest offenders* among the many health club organizations CBC's Marketplace investigated in Canada. To my knowledge, the United States has not yet experienced such extensive national coverage of health clubs illegally taking EFT funds after members have cancelled, and I sure hope it stays that way. The last thing on Earth our U.S. industry needs is to lose the privilege of collecting dues by EFT. To view the CBC Marketplace video, **Google: CBC Marketplace Big Gym Ripoff**

•Speaking of **Canada, "Dr. Feelgood"** has been honored again! **DAVID PATCHEL-EVANS**, the former **IHRSA Chairman** and owner of over **200 Goodlife Fitness Centers** in Canada, whom I nicknamed "Dr. Feelgood" last year after his warm performance at **IHRSA29** in San Diego, has been honored again. This time "Dr. Feelgood" was honored with **The Consumer Choice Award** in Ottawa, Canada by independent research firm **Leger Marketing**. I wrote "*honored again,*" because in June, 2010, "Dr. Feelgood's" GoodLife Fitness Centers were awarded Canada's **Venture Capital and Private Equity Association's 17th Annual Entrepreneur of the Year Award.**

Congratulations Patch!

•**CHUCK LEVE**, creator of **AFIRM** with **SGMA**, contacted me after I wrote about their first **AFIRM Showcase** event held here in **Atlanta, February 3rd and 4th**. Chuck indicated that, in my Norm's Notes comments, I got the part about attendance wrong by **67%**! He might be right, and he might be wrong. He might be right that there were more than the 75 legitimate product-buying attendees there, and he may be wrong that I missed the actual attendance number by two-thirds. What I do know is that he claimed in his email to me that 200 people actually attended and provided me with a list that showed who they were. What he did not mention was that, among those 200 who were there, at least 35 were speakers, exhibitors and others who were not in any way product buyers or seminar attendees. So, I stand corrected and I apologize to Chuck and **AFIRM** for being wrong on my guess of 75 attendees. I did make it clear in my writing that I was unable to attend on Friday due to the February deadline for **CLUB INSIDER**. I believe the jury is still out on this **AFIRM Showcase** traveling road show. I believe that, in the end, the examination of the value/ROI return relationship is not going to give the vendor decision makers enough evidence that they should continue to invest the very large sums they are paying to exhibit for such small audiences.

•**Congratulations to Club Industry Magazine's STUART GOLDMAN**, as he's been honored again with another writing award, something called an **Eddie Award** for his profile on **JACK LaLANNE**. This young Goldman fellow is a whiz on the keyboard, and I envy him! **Keep up the great work, Stuart!**

•**Welcome to MARIA PARELLA-TURCO** of **fitRewards!** and **GREG MAURER** of **New Paradigm Partners**, as they've joined our **Contributing Author Team!** Check out Maria's article this month entitled, "**Top 9 Health Club Marketing Tips for Today's Times.**" Also, welcome to **STEVE AYERS** of **ABC Financial** and **MICHAEL SENA** and **RON ALTERIO** of **Visual Fitness Planner** as they also are now on our **Contributing Author Team!** Stay tuned for writing in future editions from these new **CLUB INSIDER Contributing Author Team** members!

•**Dr. CARY WING**, formerly the **Executive Director** of the **Medical Fitness Association**, has joined **Fitmarc** as **Director of Business Development for Medical Fitness**. Best wishes in your new role Cary.

•**ABC Financial** has announced that the lovely **NIKKI LAYKE** has rejoined **ABC**.
(See Norm's Notes Page 12)

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...Norm's Notes

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Congrats ABC and Nikki!

• **The Revenuers ARE coming...** *see I told you so!* Well, since last month when I wrote about **IHRSA Public Policy** initiatives being very important to every club owner in our industry and deserving and needing your support because the **REVENUERS are coming**, we've had them hit three different states! Legislation for new sales taxes on health club memberships have been announced and are being fought off in Indiana, Georgia and Illinois! IHRSA's Public Policy efforts are in full swing to stop these unfair and unwise taxes from being legislated on consumers when they join health clubs. Contact **IHRSA's MEREDITH POPPLER** at (800) 228-4772 Ext. 129 to learn more and chip in to help. **Stay Tuned!**

• **Congratulations to the Gold's Gym Franchise Association (GGFA)** on their **10th Anniversary!** Special **Kudos** to **GGFA Founders JERRY McCALL** (first Gold's Gym International Hall of Fame Winner - 2010), **Dr. JEREMY LOWELL** and **ANGELBANOS**. And, congratulations to **GGFA Director Emeritus' GORDON JOHNSON**, **BLAIR McHANEY** and the other **GGFA Board Members**. Also, congratulations to **GINGER COLLINS**, **Executive Director**, and **her Team**, as they celebrate this 10th Anniversary and the **1st Anniversary** of their very nicely done online magazine **The Voice**. **Well done, and congratulations to all!**

• **Cybex International** has been named the **Preferred Equipment of the League** by the **National Hockey League**. Under the partnership, **CYBEX** equipment will now be utilized in every NHL arena. **CYBEX Senior Vice President of Business**

Development, LARRY GULKO said, "We are very pleased to be chosen as the Preferred Fitness Equipment of the NHL. The physical demands of hockey stand out even among the elite professional sports. The typical NHL player skates up to five miles per game, at speeds approaching 30 miles per hour, carrying roughly 15 pounds of equipment, while being pushed, checked and hit, over an 82-game season. NHL players need to be in peak shape to be at the top of their game. The League selected **CYBEX** because of the company's dedication to exercise science and fitness and because **CYBEX** equipment delivers unparalleled performance and the utmost in safety." Congratulations to **Mr. JOHN AGLIALORO, LARRY GULKO** and the **Cybex Team!**

• Just when you thought there were **enough fitness center franchises**, along comes another one! **BLAST 900** is a fledgling franchise that's been launched right here in **Atlanta, Georgia** by **MISSI WOLF**, and according to her press release, it's "a cutting-edge fitness concept in which participants burn as many as 900 calories per one-hour session." Wolf commented, "I've been passionate about fitness for many years, but since creating **BLAST900**, I've become passionate about growing this business through opportunities for franchisees," said Wolf. The **BLAST900** system, Wolf added, stresses and strengthens participants' bodies through a proprietary combination of cardiovascular conditioning on state-of-the-art treadmills, weight training, core stability and stretching activities. "This is a program in which no one ever gets bored because we change it up so often. Plus, it's one that's tailored to every person's specific needs. It's very much a personal training session but within a group setting." This sounds like a franchise that could be installed inside a big, mega-club, kind of like what

they do with the **Parisi Speed Schools! Stay Tuned!**

• **World Gym and City Blends Smoothie Cafe** have announced the launch of a co-branded Cafe and menu board program. The new **World Gym Barbell Cafe** creates an exciting new profit center for **World Gym's** growing number of clubs. Check out the **Press Release on Page #8**.

• **DONNA KRECH, Founder of Thin&Healthy Total Solutions**, has announced a new **Life Coaching Training Program** to be conducted by **KATIE WOODHULL, Certified Life Coach, April 9th and 10th in Chicago**. For more details, and to purchase tickets, contact **Katie** at (419) 224 - 8446 or **kwoodhull@thinandhealthy.com**. There are early bird specials and discounts for parties of four or more!

• **JILL STEVENS KINNEY** and **SANDY HOEFFER**, partners in the new company, **Clubsourc**, have announced their collaboration with the **San Francisco Tennis Coalition, San Francisco Recreation and Parks, and San Francisco Parks Trust** to create a new generation tennis center in **Golden Gate Park**. The new **Golden Gate Park Tennis Center** will be recognized as one of the most vibrant public tennis facilities in the world. With innovative programming, experienced staff and comfortable amenities, this historic facility aims to become a place where inclusion and diversity create an exciting resource for **San Francisco** residents. For further information or assistance with your public/private partnership, please contact **Clubsourc** at (415) 459 - 1500 or **info@clubsourc.com**.

• **March is National Nutrition Month!** The **American Dietetic Association** proudly presents **National Nutrition Month**. This month, let your members know that good nutrition will enhance their workout routine. You can host a cooking demonstration or class, invite an expert to speak at a seminar, or simply provide samples of healthy post-workout snacks. Visit **www.eatright.org/nmm** for more ideas and to download materials.

• My pal, **RUDY FABIANO**, the **Founder** and head man at **Fabiano Designs**, best known for their high end architecture and interior design work in fitness, spa and sports clubs has turned attention to designing for smaller, budget-minded clients. They've announced that they've launched astoundingly affordable pre-designed, pre-documented and pre-priced design plans and manuals for small to medium sized centers. Called "**Training Concepts**," these plans and manuals will provide new owners with upscale designs at astoundingly affordable price ranges. The prototype build-out manual and plans are for 3,000, 4,800 and 8,000 square-foot training and fitness centers.

This manual, along with the corresponding drawings, offers a very specific guide and design strategy to developing a center. No matter which model is being considered, the amount of design specifications and information found inside is complete. From the layout to the color selections, down to the light fixtures, these models have been carefully crafted to provide the purchaser with the best facility resources can buy. "Our goal is to assist owners in navigating through the process of designing and building a club by making it a simple purchase. This manual provides a wealth of information to allow a builder to seamlessly build a facility." Rudy said. "The package provides trainers and small clubs with the ability to afford a great design to effectively compete in their markets." These manuals should bring the total cost in under the \$50 per square foot mark. Thanks to **MARISSA LEONESSA** for sending this information. Marissa may be reached at (973) 746 - 5100 or **marissa@fabianodesigns.com**.

• In closing these **Norm's Notes**, I want to thank my wonderful and amazing son, **JUSTIN CATES**, for the remarkable job he does working for **CLUB INSIDER** every day now. He's in his 4th year of training to step in for me in as **Publisher** on January 1, 2013, and he's progressing extremely well. Justin makes me so proud in so many ways I cannot begin to describe them all here. So, all I will say now is **Thank you JUSTIN! I love you!**

• Some may not know that **CLUB INSIDER** is a **Paid Subscription-based Publication**. Are you a **Paid Subscriber**? If the words **PROMOTIONAL COPY** appear above your name and address on the cover of this month's edition, you *are not* a **Paid Subscriber** and are not enjoying the full benefits of a Paid Subscription to **CLUB INSIDER**. Don't delay, subscribe today by going to **www.clubinsideronline.com/subscribe**.

• As we roll rapidly into 2011, I'd like to again thank our **troops** and all servicemen and women who are serving America in the **Middle East** and around the world for their service to our great country's safety. I also want to wish them all safety, good health and a return home unharmed very soon. Thanks also to the families of our troops for the sacrifice they make every day for America. We all owe our troops and their families a deep debt of gratitude. Please thank our servicemen and women for their service as often and whenever you can. **God bless our troops and their families. God bless you, your family, your club(s), your staff and your members. God bless America!**

(Norm Cates, Jr was the 1st President and a Co-founder of IHRSA with Rick Caro and five others in 1981. He may be reached by phone at 770-850-8506 or email at Norm@clubinsideronline.com)

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CatesFit Media - #1038

Club Insider - #1038

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...IHRSA Turns 30!

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were suspended for a while. But, long story short, IHRSA dealt with all those issues and a ton more, including a name change and whether it was really going to be an organization that put resources toward the international side of things or not. There were a lot of caring people who addressed those issues and worked hard on them, and eventually, resolutions occurred.

Health Boosts IRSA Name!

C.I. - Now, 18 years after the fact, what do you think the impact has been of the IRSA name change, inserting the "H" for Health into IRSA, creating the name International Health, Racquet and Sportsclub Association and the acronym IHRSA?

RC - First of all, it solidified the fitness component. It really says, very clearly, we are not just racquet sports. We are something more than that. We are, in effect, all health clubs, athletic clubs and clubs of all kinds. Health being frontal with the 'H' really speaks to that and tells people in direct terms that we really do mean business. We are not just taking in health clubs or pure health clubs as stepchildren,

but instead, they are fundamentally part of the organization as it was always intended. The second part of that is that it really creates a label that says we are all about health. That means wellbeing, wellness and a lot of things that the other initials really did not speak to in a headline way.

The other part I want to emphasize is that we always, always thought the 'I' in the name for International was going to be meaningful. Our definition was a very myopic one when we started. Our definition of IRSA was International and defined by Canada. Obviously, with 70+ countries represented today, we've gone far beyond that, but at the outset, we never really knew how to put some meat in the international side. Fortunately, all the people who followed have figured that out and have done a meaningful job. So, the combination of the 'I' being emphasized and the 'H' being inserted really together tells a much fuller story than what we had before, and it's not just tokenism. It's not: 'Well, let's think big. What's a clever name? Instead of 'N' for National, let's use 'I' for International and let's see where it goes.' This really put some meat on the bones to say we really always thought international, and we always thought we were going after all segments of the club

industry. Now, we have letters that really stand out and say that even when it wasn't clear before.

C.I. - Rick, you've already touched on this somewhat, but let's dig in further. John McCarthy has made the following interesting statement in his IHRSA30 interview comments (See **Page #6**):

"IHRSA's Future. Like most businesses that have been around for 30 years, IHRSA now needs to be reinvented, rebirthed or reimagined. As to what that means in

practice, I leave it to younger minds than mine. As the saying goes, Carpe Diem. Seize the day!"

What are your thoughts on John's idea and comments beyond what you've already said?
RC - Well, just to clarify, fundamentally, trade associations are service businesses that are dependent on market conditions. Today, I think there are different market conditions. For years, we've had Associate Members who funded a lot of money for IHRSA, especially as a percentage of total (See **IHRSA Turns 30!** Page 16)

Mitch Wald Comments on IHRSA

Mitch Wald was IHRSA's 10th President (1990 - 1991) and is now the Chief Operating Officer of the Maryland Athletic Clubs in Baltimore, Maryland.

Most interesting/fond memory? I'm sure some of the memories I have of the early days will be on everybody's list, like Brother Curt Beusman doing his 'Ten Commandments' sermon and Rick Caro wearing a Spandex leopard leotard at that party in Boston. Certainly, I have great memories of the conventions. We were learning the industry altogether at the same time, and it was such an energizing environment. I remember going to IHRSA conventions every year with great anticipation and the Sales and Marketing conventions, too. I was fortunate enough to meet the movers and the shakers, the founders and people who became lifelong friends. I learned so much, and it was incredibly motivating for me.



Mitch Wald

IHRSA's greatest accomplishments? I would put the education accomplishments under the leadership of John McCarthy at the top of the list. We really created an environment where folks could learn about the business and share. IHRSA is nothing more than the individuals in it, and we've had some great ones from the beginning, like you and Curt and the late, great Dale Dibble. I remember when we flew up to see Dale at the Cedardale Club and he printed out his financial statements for us. He shared everything! IHRSA really set that whole tone of 'If it's passed to you, keep passing it on.' I love it.

Any challenges you recall? There were good and necessary challenges, like the process of setting the standards. You know, the battles about what the standards should be, and ultimately, creating a professional industry. I think this all came out of those difficult times when some clubs were doing it the so called 'right way' and some weren't. Working through that with our standards and ethics guidelines was a big accomplishment.

IHRSA's role in the future? I would still say education and teaching always being the source of information that helps new people grow. I do a management development course here at the Maryland Athletic Club. I have done it for more than a decade, and I adapt it every year. The stuff that we learned twenty or thirty years ago is *assumed* to be in the culture now. But, people still have tons to learn, even in the information age. For example, I'll mention Tom Peters' books (like *A Passion for Excellence*) to my class, and they have no idea what I'm talking about. Nor should they. We need to find relevant ways to share the tools and information that are integral to the industry and the development of our future leaders.

As a broad stroke, I think IHRSA also has to continue seeking ways to grow the industry and protect it, but we've already come a long way! I remember when I was elected President, the great Augie Nieto came up to me and asked, 'What do you want your Presidency to be about?' I told him that, at that time, we were the Number Two generator of business complaints in America, and I wanted to move our industry down that list.

Jennifer Michell Comments on IHRSA

Jennifer Michell Saslaw was one of five individuals who met in Chicago, per Rick Caro's suggestion, to discuss the creation of what became IRSA, now IHRSA. The others were the late Dale Dibble, Todd Pulis, Peter Donahue and yours truly. Jennifer was the Managing Partner of the Chalet Sports Core Club in suburban Chicago and left the industry in 1987.

Most interesting/fond memory? My most interesting memory was our negotiations in Chicago with the National Tennis Association (NTA) when we discussed bringing the National Court Clubs Association (NCCA) and NTA together to create what became IRSA and ultimately, IHRSA. I think the fact that Rick Caro was serving on both of the Boards of the Associations for racquet sports (NCCA and NTA) at the same time and that he came to realize that both groups had the same needs was amazing! The economies of scale of putting both of the groups together made all the sense in the world.



Jennifer Michell Saslaw

IHRSA's greatest accomplishments? First of all, the most brilliant thing we did was to hire John McCarthy! He did a top rate job as Executive Director. He was the right person at the right time. When you think back about how we started, Norm, we ran that first convention at the Tropicana Hotel in Las Vegas. There was no convention person on staff because there was no staff except John and Chuck Leve!

IHRSA's influence your career? I learned so many things about how to more effectively run my club and how to guide my employees. I also had the opportunity to visit more clubs than I would have ever seen if I were not on the IRSA board, and I had several club owners visit our club. We were the Beta site for Dick Mitchell's computer programs as well, so we had a lot of visitors from IRSA Member Clubs because of that. We had 10,000 members, so we were a good test site for the computer programs. Anytime somebody came into the club to visit, I would learn a great deal from the visitors, as much as I would share with them or more.



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revenue for the organization. Some of that is not as possible and not as likely as before. At some point, IHRSA has had some products that it has put out there that I thought were phenomenal, like the IHRSA Institute. For a number of reasons, I think it no longer offers the Institute. I would certainly like to see it again. But, it may be that IHRSA didn't really understand how best to measure those who were interested in that product, and then, obviously, have them support it properly so it would continue as a product. So, for a lot of reasons, that product was eliminated a couple of years ago as part of the changing environment.

It seems to me that one has to look at who the clubs are out there in the marketplace and determine the fundamentals of how we go about doing our strategic thinking. It just seems to me that it needs to be revisited in a very serious way because John may be right. We may need to reinvent or rebirth IHRSA. Before we get there, though, I would say the first thing you need to do is go back and properly analyze what IHRSA is, who it should be serving and what kinds of tools the marketplace looks for. Does it look for lobbying mostly, and if so, do we have the tools in place to do that? If it is lobbying, what do we mean by lobbying, and what is it that can be realistically accomplished for the needs that the people have? Let's suppose we find the right market and we find the right products and services, then the next question is whether we have the

financial resources or do we need to find a way to obtain funding so that we can then succeed and achieve what we think is a meaningful direction for the organization.

Three Big Challenges for IHRSA

C.I. - What are the three biggest challenges IHRSA faces, and for each, what would you suggest to the Board about addressing each?
RC - Going back to my earlier point, I think the biggest challenge is to figure out what IHRSA is today and where it should go. So, going back and clarifying, the first step is to determine who we should be serving. If it's clubs, for instance, what size clubs? Can we really serve a 400 square-foot studio well? If we can, do we have products and services for them? The idea is what kind of size; what's the scope of whom we should be serving? We're not doing a very good job, nor are we getting a lot of input from some of the franchise organizations. We really need to have them not just join IHRSA but to also participate in IHRSA. In many ways, they haven't seen the value of IHRSA, and perhaps, we haven't told the story because we haven't understood their needs. What can we do to really connect with the franchisees themselves (not the franchisor, but the actual operating entity) in perhaps a little tiny community somewhere in Nebraska? We're not talking to them. At best, we're talking to the franchisor, and in some cases, we're not even doing that. So, if someone has 300 franchises or 1,100 franchises or 1,500 franchises, I'm not sure that we've become the answer. Part of that may be

because we have not spent enough time to figure out what their needs are and where we can be helpful.

Going further in terms of whom we should be serving, people have to ask the question today, and maybe, it's the same answer we had years ago. Should we only be serving for-profits, or by exception, are there certain non-profits that are okay to serve by changing our definition? I'm not suggesting we should. I'm suggesting the question has to be asked without biasing it. I'm not sure we've asked it and really talked it through and convinced ourselves that we know what today's answer is. I know what yesterday's answer is. Going further, is there a way we should be serving the medical field? Should we affiliate with any medical entities, such as the American Heart Association, the American Medical Association or the American Diabetic Association? Should we be connected with Universities that are doing research in the health world? Are there ways we should be talking to the medical research world? Going further, should we be allocating the same or more resources to North America and Internationals compared to what we are currently doing, and how can we best provide and meet the needs in both North America and other countries? Does that imply that we have to do things differently

or affiliate with others to leverage ourselves or have them do it in some kind of joint venture method? Finally, how are we serving the suppliers? Maybe we have to do that differently. I don't mean charge for them differently; I mean have them participate in IHRSA differently. Perhaps, have them do things with and for IHRSA that they have not done before because their needs have changed.

Then, go further when talking about whom we should be serving. We're talking about clubs, and let's say we've decided it has to be for-profit clubs. Well, does that mean we don't want to help out a large condominium facility or a large in-house corporate fitness center? The corporation might be the person that needs the service, especially if they have not hired anyone to run it for them and are doing it themselves, but should they be a target for us in the future because they need services we can provide? Should we be talking to some of the other categories that we haven't spent much time with? Maybe a non-profit, member-owned club like a country club that creates a major fitness component? Should we be talking to them as a non-profit? So, it's not clear to me that we've recently visited all the questions that IHRSA has to face, because if you look at
(See IHRSA Turns 30! Page 18)

Dr. Curt Beusman Comments on IHRSA

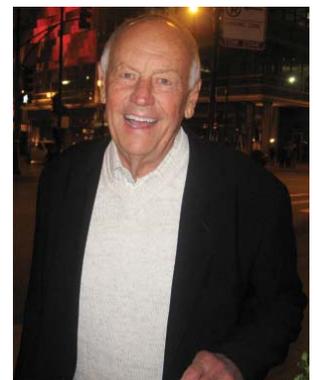
Contacted while he was on vacation in California, Brother Curt Beusman replied:

Hey Norm,

I am on vacation in California. I have been interviewed so much recently that I just cannot face another one! Please pull some material out of the cover story you ran. It was GREAT!

-Curt Beusman

So, I did just that. Here are excerpts of Curt's comments from his November, 2010 **CLUB INSIDER** Cover story. On his experience with IHRSA and what the Association has meant to him, Curt commented:



Dr. Curt Beusman

"Watching the growth of our industry from the ground floor, really, and traveling all over the country and world, it was like an explosion and an excitement that was overwhelming. It was lovely to have something on the moon and have a company that did that, Curtis Instruments. But, it was something else to be able to go any place in the country and have people that you could talk to about their business and learn from and share. It goes on today. At the Club Industry show, I was really thrilled. My son, Rick, was talking to Mitch Wald and said, 'Mitch, I will send you some information on that.' That's the kind of thing that makes an industry great; it's sharing. What bothers me a little bit --I could see it starting-- was that with the newer people, the chains and bigger people coming in with venture capital money, it was getting to be a secret. 'No, we're not going to tell them what we are going to do. We won't share that.' So, I hope IHRSA continues to share information, and I think it has. It's really why this industry has become as important as it is. It's made the industry healthy. Before IHRSA, there was fragmentation and unhappiness. Racquetball was up, and then it was down. Indoor tennis didn't have any real place to go. We were all basically landlords renting out space. IHRSA gave me 30 years that were really a lot of fun, both for me and for my wife, Jane, because she was always by my side."

Ted Torcivia Comments on IHRSA

Ted Torcivia is the now retired Co-founder of the Milwaukee Athletic Clubs, a former IRSA Board Member and IRSA's 4th President in 1983 - 1984.

Most interesting/fond memory? My most interesting/fond memory is the excitement of being there at the formation of IRSA and meeting fellow club owners who were all just starting out in this great industry.

IHRSA's greatest accomplishments? IHRSA's goal as I recall was to simply share knowledge and ideas. Most of the early conventions featured club owners as speakers since there were no 'experts' at the time. I'm most proud of the foundation we all created and the development of a great staff, led by John McCarthy. I think IHRSA's greatest accomplishments were the recognition of the threat from tax-free clubs and the development of efforts to minimize the impact on our clubs along with the continued great job of developing and sharing ideas that we all have used in making our clubs successful.

IHRSA's influence on your career? IHRSA helped me and my partners every step along the way in the 35-year outstanding success that is The Wisconsin Athletic Clubs.

IHRSA's role in the future? I see IHRSA's role in the industry to continue to facilitate the awareness of health and wellness as a prime factor in helping people avoid injury and major illness.



Ted Torcivia

advice, etc.

What If You Could Be The Only Game In Your Town?

Be *f o r e* *Thin&Healthy's Total Solution, we were a typical health club with a lot of growth. I decided we needed to do something with weight loss because I'd hear members mention that after they were done working out they were going to a Weight Watchers meeting or that they were doing Nutra Systems or heading to a weight loss doctor. It just became very obvious that we had to do something for weight loss. We had people in the club working out and trying like crazy, then leaving the club and paying other people a lot of money for weight loss. We, as a club, were not addressing that.*

I first began looking for weight loss at Club Industry. I became very committed to finding the right program for our members and looked into all the options. I was really impressed with Donna Krech's passion when I heard her speak. I felt like Thin&Healthy's Total Solution was a smart choice because the program encapsulated all the components of weight loss including Healthy Foods Education, Metabolism Retraining and Life Success/Maintenance.

Before we added Thin&Healthy's Total Solution, we were the typical club, and average dues

were around \$39. With Total Solution memberships, we easily see \$69-\$89 per month. Also, our members who are doing Thin&Healthy's Total Solution aren't just doing Total Solution. They are buying PT and boot camps too; those revenue streams have really increased since adding the program.

When we added Thin&Healthy's Total Solution to the club, it actually *made us the only game in town* because of what the program offers. The 20 or so other clubs in the area have nothing on us now. I've had several local doctors tell us that nobody offers what we offer and that they love our program. They are excited about how much benefit their patients can get from our program.

I think the reason a lot of gyms fail is because they know a lot about fitness but not much about business, and you kind of have to learn through trial and error, which is what I had to do since we opened. The training we've gotten through Total Solution is amazing because you don't have to figure anything out. It's fantastic because the systems have already been proven.

Another great benefit of adding Thin&Healthy's Total Solution is that you are also *able to apply their systems and tools to the entire club*. It's really helped impact how I run the whole club, not just Total Solution. I was really surprised how the systems increased revenue across the board. I went into this thinking it was going to be like adding a

group exercise program, but it is way more than that.

The best thing about being with Thin&Healthy's Total Solution is that I don't have to do it all on my own. The relationship, association and support I have from the home office team is awesome. I have somebody to give me guidance in business and weight loss, and now I can give better guidance to my members.

The majority of the people who join clubs do so because they want to lose weight; fitness alone is not going to get them there. Thin&Healthy's Total Solution has given us a tool to truly help our members reach their goals. It's really exciting for our members and for us that we have a whole program now, not just exercise.

If you compare what is out there, you won't find anything else like Thin&Healthy's Total Solution. We know food and exercise alone are not going to do it. This program really is a Total Solution. It addresses food and exercise plus the motivation/Life Success which is so powerful.

It's like going to the doctor when you're sick. You can't just treat the symptoms. If you don't heal what is causing the illness, you are going to continue to have problems. With the motivation/Life Success element, you get to the cause of the problem, not just the superficial symptoms. It's a perfect program! Thin&Healthy's Total Solution is perfectly rounded and it's very powerful for those who will implement it. X

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the fact that there are about 60,000 fitness facilities in the United States alone, 30,000 are commercial clubs and 30,000 are others. It may be that we need to just think about this and make sure that, if we come out with the same conclusions we previously had, at least we went through a diagnostic to figure that out and make sure

we're committed to doing whatever we choose to do.

The second challenge is what products and services do we offer? This again needs to be analyzed, because again, people may want different things. Much more lobbying research and positive PR? Some standards? The same, as well as different, kinds of publications? More online and timely communications and more education, but delivered differently?

So, the question is that, if we have resources and we now have knowledge of who it is we're going to serve, do we have the right tools, and are they organized well? Or, do we need to take something like the IHRSA Institute, which was a fundamentally interesting and worthwhile concept, and tweak it? Don't blow it up, but tweak it and do it differently, sell it differently and provide it differently. All of a sudden, we will have a meaningful product that people want because we never really understood what today's market might want.

The third challenge is financial resources. If we can only get a certain amount of resources, then how do we allocate them? Or, can we go after much larger resources because we have now defined things differently? We're now serving insurance companies in a joint

venture way, where they're doing research with us on the 60+ population and their needs. So, we're co-funding things together, which never happened before. We're working with HMOs on a pilot program to go after people, not for membership, but through a diabetes program that we're working with them on to try to test out different markets in a way that, perhaps, the club industry and individual clubs would not have created and not have been able to figure out. So, are there things that we can do to help finance things right now because the way we've done it historically may not meet all the needs? Or, if we know we can't do the things we would like to do, what does that mean for limitations?

In summary, what I'm really saying is we need a real strategic planning (See *IHRSA Turns 30!* Page 19)

John Agliodoro Comments on IHRSA

John Agliodoro is the Chairman and CEO of Cybex International.



John Agliodoro

Most interesting/fond memory? I remember it was at an IRSA event when I first got the feeling that this industry had legs. It had a future in doing good things to help people physiologically perform better and feel better. I knew we were always going to have our share of the unauthentic or the uncommitted, people who are going to get by for a buck rather than a philosophy of advancing something worthy, a way of life. Certainly exercise (we didn't call it medicine back then) was not what it has evolved to today, but I just had a good feeling that we had a tailwind with this industry called exercise and that quality exercise equipment was going to be a part of that future.

IHRSA's greatest accomplishments? I think their greatest accomplishment was to coalesce the independent minds of the industry into a group with a common mission. IHRSA offered a way for them to share their experiences, good and bad, and got them all talking about what types of exercise and what types of equipment they should advocate for their members. It was important to have a uniting beacon, so when you needed 'know how,' IHRSA offered courses on all facets of the club business. This gave a certain unity to a disorganized bunch of independent clubs. They could go to IHRSA year after year and know that they were going to get good advice about what was happening and what they could do.

IHRSA's influence on your career? Well, back in the '80s, IRSA was a key factor in the growth of an industry that enabled Trotter to go from a \$2 million company to a \$55 million company, which we then merged with CYBEX in 1997 to become the public company it is today. It's helped me have a career in something that I enjoy doing. Waking up in the morning is a lot easier when you are involved in something you love.

IHRSA's role in the future? I think the role IHRSA can play is even more serious and fulfilling than it has been in the past. People are listening now, which means we need to be very careful with what we say and what we advocate as our values and goals for communicating to members worldwide.

Our industry has evolved and broadened. We have the 24/7 express clubs, where you just put your card in 24 hours a day and do your thing, so there is no one teaching people what to do. There's nothing wrong with that. I'm an advocate of the 24/7 express clubs. At the other end of the spectrum is LifeTime Fitness with their multi-generational memberships and huge facilities, and there is everything in between like Planet Fitness, Gold's Gyms and 24 Hour Fitness.

More and more, we are looking at exercise as medicine. So, this would be a great time for IHRSA to create standards where they evaluate clubs in terms of both the scope and the quality of what they offer, not only relative to exercise, but also to nutrition and behavioral aspects. Without behavioral advances, the first two cannot be sustained. There is a role for IHRSA to help clubs to be more than just places to get a workout but to get a lifestyle change and be centers of healthcare, in a preventive sense, of course. And, I think that IHRSA is going to have to toughen up what clubs do and don't do by having standards that they've researched themselves to make average clubs good and good clubs great!

Jill Stevens Kinney Comments on IHRSA

Jill Stevens Kinney is a former IHRSA Board Member, Board Chair of ACE and is currently a member of the Advisory Board for Shape Magazine, as well as numerous health and fitness club start-ups. She is also the Founder of Club One, Inc. and now Co-founder of Club Source with Sandy Hoeffler.



Jill Stevens Kinney

Jill comments about IHRSA:

I recall Jim Gerber encouraging me to attend a club conference with him in 1982. He said that it would be a great opportunity for me to meet some other club people, and we might come back with a few good ideas. That was 30 years ago, and to say that this was the best advice I ever got, was an understatement. It was a small group of attendees, and I was immediately welcomed as part of the family. We were identified as "multi-sport club" people versus the "tennis" and "fitness-only" people in the association. The Associate Members were as much a part of the family as the club owners, and we socialized and brainstormed openly about the future of the industry. There was wide sharing of ideas and a great sense of commitment to the importance of customer service and professionalism. There were few women in the mix, and I was affably called "the girl" pretty often... usually by Cecil Spearman. We had a great deal of fun and respect for one another and still do today. Joining the IHRSA board was a true highlight and opened my eyes to the potential of the industry. I particularly enjoyed leading the first international reception at the convention, where we welcomed club owners from Japan, Germany and France. Many of them joined me at our table at the opening reception party and were found dancing the alligator late into the evening.

I think IHRSA's three greatest accomplishments include:

- Cooperation and co-development of industry between club owners and vendors
- Great awareness building and industry protection by the government relations team
- The commitment to professional development.

I, like many people, was attracted to the industry because of my passion for sports and fitness. I didn't have an educational background in exercise science or hospitality but was able to gather the tools to succeed through IHRSA. The support of peers, particularly my Roundtable cohorts, helped me to build a successful club business and career.

Going forward, I believe that IHRSA will play an integral role in developing healthy lifestyle options for a broader base of Americans, particularly children. Through community partnerships and outreach, private clubs in the United States will begin to take on the role that non-profits and municipalities formerly held.

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process to create a plan. Included in the process should not just be the present staff, but pull in additional resources. That may be from the insurance world, the medical world, the aging world, the business community or the exercise research community, not just amongst ourselves because I think we need to broaden the inputs, even if some of the people don't know what we do or what we currently offer. That might be a good reason to invite them into the process because they're not necessarily biased, so they might have some ideas for the future that are really breakthrough that we might not have come up with our own.

I think it's an exciting time. I'm optimistic that IHRSA is going to continue to be a pivotal organization in every way,

for IHRSA member clubs, suppliers, the people in the clubs that are served and the public at large in terms of information dissemination. I do think there is a grand opportunity to really re-think and go through a proper planning process to figure out what IHRSA wants to do for the next ten years. Thirty years is a good number, but boy, fast forward ten years from now when we could be a different organization doing much more meaningful things, depending on how the organization figures out the answers to the questions...

Fondest Memories and Greatest Accomplishments

C.I. - What are your most interesting/fondest IHRSA memories?

RC - My fondest memory is the real process of formation of IRSA. It was a time when I knew that there were certain needs out

there in the industry. I was familiar with two of the trade associations that existed at the time (NTA and NCCA). I saw the opportunity for those two organizations to somehow find a way to meld together if we could convince the leadership that there were some good selfless reasons to do so that would lead to the overall betterment of the industry. The second part, in terms of my fondest memory, was the later hiring of John McCarthy to

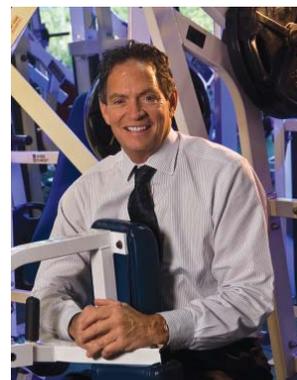
truly be the engine, and in some cases, the vision of where the organization needed to go. If you ask me to smile, those are the things that bring back smiles.

C.I. - What do you think are IHRSA's greatest accomplishments?

RC - I think there were tremendous amounts of accomplishments on all levels. The first was the sheer number of people
(See *IHRSA Turns 30!* Page 20)

Geoff Dyer Comments on IHRSA

Geoff Dyer was IHRSA's 21st President from 2001 - 2002 and is the Founder and CEO of Tampa-based Lifestyle Family Fitness.



Geoff Dyer

Most interesting/fond memory? I would have to say that would be back in the days when John McCarthy and Augie Nieto were front and center encouraging discussion among young, energized leaders about the future of our industry. There are a number of meetings that I remember vividly. Those two fellows were very much in tandem and very much behind getting people to stand up and speak about the future and where we wanted to be as an industry in five years. I just loved the energy associated with those early meetings.

That may be a reflection of the fact that I too was also much younger then. I just happen to remember those early days of IHRSA. There was a lot of roundtable discussion, and it was very rewarding to me personally.

IHRSA's greatest accomplishments? I think IHRSA's greatest accomplishments revolve around the ability to build relationships and promote networking among peer groups. Unlike in many other industries, there is a lot of idea sharing that goes on from top to bottom in our industry. No matter how big or small a club operator might be, you will find them at IHRSA sharing best practices. IHRSA continues to draw the best operators from around the world, including the CEOs of our largest club chains. These same leaders are there networking with single club operators and sharing best practices, and I think that IHRSA has done a tremendous job of facilitating that kind of general discussion and trust in one another. I also think IHRSA has done well representing the interests of all club operators, big and small. Norm, as you know, that's been a controversial issue, but today, we still exist as one Association and one industry, and I think IHRSA should be commended for keeping us all together for the past 30 years.

IHRSA's influence on your career? Over the last 30 years, IHRSA enabled me to grow as an individual and become a better leader. When I joined the IHRSA Board, I managed a 12-club company. During my time serving on the Board (5 years total), we grew to a 55-club organization. A great deal of my maturing and development took place because I had to step up as a leader. I also had the good fortune to be surrounded by many wonderful club operators. This too offered a great learning opportunity. IHRSA has played a tremendous role in shaping my development personally. More importantly, IHRSA has enabled me to establish long-term relationships with others whom I admire that also work in this great industry.

IHRSA's role in the future? I think IHRSA has to take a bigger stance on proactive initiatives. Whether that is the government incentivizing prevention and wellness or shaping the direction that insurance companies take with respect to wellness and prevention. There is a tremendous sea change that we're going through with the revised legislation under President Obama, and IHRSA has to take a proactive stance in promoting how effective health clubs and exercise can be in preventing disease. Our industry must be at the forefront of prevention. IHRSA has done a great job on the defensive side, and it's good that IHRSA now breaks out their Public Policy reports into the offensive side and the defensive side. It is now time to step up in a big way to promote our industry through prevention, though. To achieve this goal, every club owner, big and small, will need to do more to support IHRSA and its public policy funding.

Gale Landers Comments on IHRSA

Gale Landers is the Owner of Fitness Formula Clubs, a 10-club Chicago chain and former IHRSA Board Member and 19th President from 1999 - 2000.



Gale Landers

Most interesting/fond memory? It was my first convention in the mid-1980s. The fitness industry was in its infancy, and I had just launched Fitness Formula. Attending that convention immediately confirmed for me this was an industry that, as it grew, was going to make a positive difference in the lives of millions of Americans. The hotel, meeting rooms and the trade-show floor were full of passionate entrepreneurs who were eager to learn from, and to share best practices with, one another-for the greater good of all. It was equally clear that IHRSA was going to be the gatekeeper when it came to educating and serving the industry. I knew I was in the right place at the right time.

IHRSA's greatest accomplishments? There have been many, but to name a few: setting the strategic vision for the industry under the guidance of John McCarthy for the first 25 years so that IHRSA would be properly positioned to lead the industry; numerous lobbying and legislative initiatives and victories that helped level the playing field with non-profit fitness providers; 100 million members by 2010; creating numerous publications and industry research studies to arm and educate the industry; and moving to become international, as it's now a global industry and IHRSA is the only fitness trade association that has wrapped itself around a global mission.

IHRSA's influence on your career? IHRSA provided me the platform to network with peers and view my business more broadly. The conventions and relationships one can establish gave me time to consider a wide range of options when it came to significant decisions and to weigh them in a more expansive, open-minded manner. Many of my staff, and I, have literally grown up in this industry by virtue of participating in convention forums and activities that stretch and challenge. Over a number of years, the broad brush of this type of exposure translates into an experience factor that is immensely helpful in order to adapt quickly to changes in the marketplace.

IHRSA's role in the future? Similar to what clubs need to do for its members, provide outstanding value to its customers. In this case, it's member clubs. Push the envelope in creating information services and broad-based industry data for club owners and operators; establish an enhanced platform to promote our industry at an accelerated pace; continue to protect our industry and be prepared to expand the capabilities to do so. As many states are grabbing for dollars to fund budget shortfalls, maintaining highly effective public policy initiatives will be critically important.

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it impacted. For IHRSA to have 9,500+ Member Clubs in over 70 countries is a major accomplishment. For it to have the kinds of products and services that it's developed over the years is a major accomplishment. To have attracted the Associate Members it has over the years in terms of the vendors and suppliers who are so integrally involved in the industry is a major accomplishment. The other thing that is exciting to me is there was a sense of common goals early on which led to really unselfish efforts to create a unified story, and I think that sharing, volunteerism and opportunity for a lot of people to help out and develop an organization was an early theme, and one that I'd like to think is still prevalent today.

C.I. - Rick, How did IRSA/IHRSA influence your career personally over the past 30 years?

RC - Well, it has certainly kept me involved. I mean, I see myself as very devoted. My spirit of volunteerism is great and I'm happy to, when asked, do whatever is requested of me, whether it's just to give advice or review certain things IHRSA is working on, make introductions or give some assistance as a volunteer in an area where I have some expertise. So, I've been on a number of official as well as

ad hoc committees over the years, as well as just being a resource that's available whenever they want it. And, there are people whom I've gotten to know through IHRSA who have become lifetime friends. It all has just been really part of my life, and I am just a very fortunate person to have somehow connected with IHRSA all of these years. In all honesty, one can start with an organization and somehow get disconnected or lose sight of it or go in another direction. I've been blessed that it's been something that I've had a chance to be involved with and hopefully be part of for a long time, and the organization has allowed me to stay connected. For that, I am very fortunate.

C.I. - What are you most proud of with your involvement in IHRSA?

RC - I think we created a voice for three worlds that either had no voice or a very limited voice; the tennis world, the racquetball world and the fitness world. Now, we had a chance to talk with more concerted efforts, sharing resources and telling a bigger story and putting a big tent over all the different types of facilities that may have existed, giving them one-stop shopping. So now, as was the case with myself, they didn't have to join the tennis organization and the racquetball organization. They could now join one organization. The second is that it grew up, not just *survived*; it grew up fast. Then, it

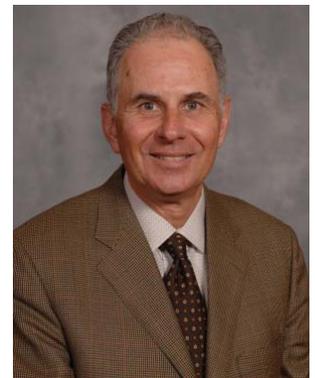
matured. It really became a stable force. It became known as an Association that went through obviously different phases of its life cycle, where at some points, it focused on the concept of what a quality club was, and other times, more recently, it focused on things like standards and how to deal with personal trainers certifications and other things that were meaningful to the industry at the time. It really rose up and addressed issues and then set the leadership role for how to go forward from that point.

Finally, after it got started, one of the things I'm really proud of was that the early goals we had created turned out to be limited. By that, I mean the organization grew and exceeded some of

those goals. The exciting part was, and what I'm really proud of, is they set new ambitious goals. Who would have thought we would be talking about 50 million people as a goal when we were back in the Dark Ages and had nowhere near even 40% of that. Then, whoever thought we would create goals that included other countries that would hopefully grow up along with the United States and become meaningful organizations in their own countries that would really contribute back to the needs of the exercisers and the general public. So, I'm very proud of the fact that IHRSA, in many ways, has impacted lots of communities, some (See *IHRSA Turns 30!* Page 21)

Michael Levy Comments on IHRSA

Michael Levy is the former Founder and Owner of The Sports Clubs of Canada and now owns and operates eMbody, a new club that is set for expansion in Toronto, Canada. Michael, along with the late Julie Main, is the longest serving IHRSA Board Member. In addition to that, he is the first IHRSA Director to serve as Chairman and served in that role for two years. Michael led IHRSA through the difficult period when IHRSA was searching for a replacement for John McCarthy after he retired.



Michael Levy

Most interesting/fond memory? My fondest memory is meeting Rick Caro at the 1982 convention. It was my first convention and I was, frankly, nervous as I did not know anyone. Rick was standing in the lobby of the Las Vegas Hotel, wearing a big cowboy hat and came over and introduced himself to me. He graciously took me and my other Sports Club staff member around, introduced us to various club owners and set up meetings and appointments so that we could really learn from the experience. I first met a number of owners at the 1982 Convention, all of whom are still friends.

IHRSA's greatest accomplishments?

- **Education and Training:** IHRSA is where we learned how to run our business, how to market our memberships, how to train and motivate our team members and how to efficiently run the financial side of the business. Without IHRSA, we would never have grown our company into the very successful Sports Clubs of Canada.
- **International growth:** IHRSA reached out to Europe, Asia, Latin American and Africa and grew the industry, learning from the best and teaching the best practices worldwide.
- **Public Policy:** Without IHRSA, we would never be able to fight poor legislation across North America and the world. It is only because of IHRSA that we defeated the draconian music legislation in Australia.

IHRSA's influence on your career?

- IHRSA enabled me to learn how to effectively manage a growing business and my association with other club owners provided me with the help and guidance to deal with issues that seemed insurmountable.
- IHRSA provided me with the opportunity to participate on the Board and to spend six wonderful years as a Board member and Chairman. I met club owners and staff from countries as varied as Kuala Lumpur, China, Japan, India, Brazil, Denmark, England and Germany. I have learned so much about running a sports club business from these invaluable associations.

IHRSA's role in the future?

- **Public Policy:** Only IHRSA has the strength and resources to help the industry grow and stave off poor legislation that does nothing to help our members.
- **Obesity:** IHRSA is leading the fight to educate, create positive legislation and an environment that will, hopefully, eliminate obesity, the number one killer around the world.

Tom Behan Comments on IHRSA

Tom Behan was a Co-founder and Owner of the Alaska Athletic Clubs and now owns several Planet Fitness Centers. Tom was an IHRSA Board Member for 3 years and IHRSA's 22nd President from 2003 - 2004.

Most interesting/fond memory? Norm, that was a long time ago; however, I have vivid memories of younger men and women filled with the pioneer spirit of a new industry. That feeling was palpable at the early conventions, entrepreneurship at its best and the beginnings of an extraordinary ride.

IHRSA's greatest accomplishments? There have been many, but I believe the greatest has been keeping up with a dynamic, fast-growing industry by creating a big tent for the many stakeholders that are bound by common interests. IHRSA has managed to grow with and serve the industry for the past thirty years nationally and internationally. This is no small feat given the diverse membership requiring attention and resources.

IHRSA's influence on your career? Prior to buying our first club, my partner and I identified IHRSA as our guiding light to understand the business. That decision served us well and was no small part of our success. On a personal level, my years on the IHRSA Board were the highlight of my career. Working with staff and my fellow Board members was a special pleasure.

IHRSA's role in the future? Continue to be THE common denominator driving force of the industry worldwide. I will leave the specifics to the IHRSA Board, as they best represent the membership. They have a 30-year track record of mostly getting it right!



Tom Behan

...IHRSA Turns 30!

continued from page 20

countries, and getting a little ambitious here, maybe the world in terms of getting a whole movement of leadership

in the direction of exercise together and giving them resources to succeed.

• • •

In closing, let me thank our

cover story participants: Rick Caro, John McCarthy, Dr. Art Curtis, Joe Moore, Jennifer Michell Saslaw, Ted Torcivia, Mitch Wald, Dr. Curt Beusman, Anita Lawlor, Jill Kinney, Geoff Dyer, Michael Levy, Tom Behan, Gale Landers, John Agliandolo and Chuck Leve for the time they took for their interviews and pre-publication follow-up.

Remember, hang onto this IHRSA30 Special Edition because it

will be a collector's item someday. And again, I say THANKS to everybody that was involved with IHRSA reaching this landmark 30th Anniversary! Let's all look forward together to 30 more and beyond!

(Norm Cates, Jr was the 1st President and a Co-founder of IHRSA with Rick Caro and five others in 1981. He may be reached by phone at 770-850-8506 or email at Norm@clubinsideronline.com)

Anita Lawlor Comments on IHRSA

Anita Lawlor is IHRSA's Chief Operating Officer and Chief Financial Officer. Anita joined the IHRSA Team in 1984 as its Controller, and in over 26 years of service, she's been involved in all aspects of its internal operations. Anita has lead finance, administration, technology and staff development at IHRSA, nurturing the growth of the Association from 1,000 to 9,500 members.



Anita Lawlor

Most interesting/fond memory? My first IRSA convention was in Reno in 1985 and what struck me immediately was the energy and enthusiasm of the people: the attendees, the presenters, the exhibitors, everyone. This was a group of people who cared deeply about the work they were doing in their businesses and cared deeply about each other. That same vibe continues today. It is remarkable. I was recently looking through some materials from IHRSA's early years and what should appear in "IRSA NEWS" Volume 1 Number 4, dated December 1981 was a short piece from Norm Cates on the importance of staff training. The goal, you said, 'is simple: a clean, friendly and efficient racquet club.' In so many ways, the same is true today. The industry will continue to grow and thrive based on the passion and commitment of its people.

IHRSA's influence on your career? You asked, 'How did IHRSA influence my career over the past 30 years?' Well, IHRSA has been my career for the past 26 years. It is my great honor to serve this amazing industry and all of the wonderful people that are part of it.

Chuck Leve Comments on IHRSA

Chuck Leve was the Executive Director of the National Court Clubs Association (NCCA), an organization that served racquetball club owners and was founded by his Dad, Mort Leve. Chuck was hired as IRSA's first employee, and he was responsible for new membership sales and Associate Member sales. He stayed with IRSA/IHRSA for 27 years.



Chuck Leve

Most interesting/fond memory? There are really too many to count. Some of the biggies:

- The great fulfillment realized in believing in a vision and helping make it happen. Building the house the right way, brick-by-brick, it defines the difference between a career and a job and is tremendously rewarding.
- How something bad can be good... IRSA hiring John McCarthy and not me as its first Executive Director. It was the best decision for all 3 of us!
- Exercere. I learned 3 huge lessons in life:

1. Have the courage to tell the emperor he has no clothes on. Norm Cates taught me that. **Note:** In 1993, IRSA's Board of Directors voted unanimously to accept the recommendation of a consultant to change its name to Exercere, which is Latin for "to exercise." The Board announced their decision in the Fall of 1993, shocking and upsetting the membership because they had not been consulted. After that, Norm Cates' CLUB INSIDER published the comments of many IRSA members, ultimately resulting in a member Open Forum at the IRSA Convention in Reno, Nevada in March of 1994. Feedback at that Open Forum resulted in the IHRSA Board unanimously rescinding their vote for Exercere, and they then voted unanimously in June, 1994 to add the "H" for health, thus creating the IHRSA acronym we now have.
2. Think for yourself because smart, well-intentioned people can make mistakes.
3. Just because you buy a consultant's expertise, you don't necessarily have to take his advice.

- John McCarthy himself... nobody could have done it better. The man you want your kids to grow up to be. Meeting and working with so many great people, honorable, hardworking and dedicated; Board members, members, staff, Associate Members. What an honor working with so many wonderful and brilliant people from Augie to Z.
- Making Dad proud. When he created NCCA, he knew it could be something great someday. He was right.

IHRSA's greatest accomplishments? Creating, growing and building itself from nothing to the preminent Association in fitness. Winning and earning tradeshow dominance (even outlasting the Super Show). Internationalization and maintaining relevance as the industry evolved.

IHRSA's influence on your career? For 27 of 30 years, it WAS my career. I trust my work helped influence others in some, small positive way.

IHRSA's role in the future? It will be challenging due to the shifting business climate outside the industry and the changing business paradigm inside the industry. How the industry is able to embrace and use technology will be critical. Being relevant to a maturing industry, while staying fresh and exciting to those just entering, is a tall order. New revenue streams will be necessary to fund future programs. "Same old same old" will become an epitaph, so avoid it at all costs.



Top 9 Health Club Marketing Tips for Today's Times

By: Maria Parella-Turco

With more than a decade of experience in health club marketing, I've seen a lot of failures but far more successes when it comes to marketing. Today, the art of health club marketing is far more complex than it once was; however, many of the same basic principles still apply. Too often, health club owners overlook the basic techniques that have separated successful campaigns from those that never turn a profit. Here is my list of not 10, but 9, effective marketing tips.

Know Your Audience. How a campaign becomes successful is when you fully understand the needs of your prospects, how to help meet those needs and how to create demand. Are you listening to what people think and say about health clubs? *They hate long-term commitments, the dreaded enrollment fee and salespeople. They wonder who's going to help them, how they will make the time and whether they will stick with it.* Speak to the needs of the consumer in your marketing.

Integrate and Communicate. Consider the entire user experience before you launch a campaign, from emails to your website. Are your prospects and your members having a consistent user experience? Your marketing campaign will be most successful if you're delivering the message 8-10 ways. Integrated marketing communications is a term used to describe a holistic approach to marketing communication. The concept includes

online and offline marketing channels. You don't need a big budget as much as you need to make the time.

Market Online. Start leveraging e-marketing campaigns or programs, such as search engine optimization, pay-per-click, affiliate, email and banners to the latest web-related channels for webinar, blog, micro-blogging, RSS, podcast, Internet Radio and Internet TV, Facebook and Twitter, etc. As an example, Blogging is a great way to reach your audience, share your thoughts and even help you with your internet marketing. There are a number of free services available that offer free blog services. Some bloggers post comments to their blog each and every day, others once a week. Regardless of how frequently you post to your blog, the most popular blogs focus on a specific niche and provide valuable information, content and commentary that encourages interaction with blog followers.

Market Offline. Direct Mail is not dead; it's just most effective when integrated with other offline and online channels. Traditional print (newspaper and magazines), public relations, industry relations, billboard, radio and television are still effective. It depends on when and how you use them, though. For example, newspaper still works well for open houses and fitness studies. Billboards are best for Grand Openings and website traffic.

Focus on the Offer. A marketing offer is the driving force of marketing promotions

that drive results. In fact, market testing has proven that the offer is the most significant criterion for conversion. Focus on your offer to obtain a direct response if you want to be successful.

Don't Just Sell On Price. With the birth of the low-price competitor, I've seen health club operators fail because they sell on price alone, and their price may not be better. This leads to a discounting war, lower profitability and often bankruptcy. Rather, focus on creating so much value that the perception of price becomes insignificant.

Be a Solution. Stop leasing space and offer programs that work. In 1974, there were approximately 3,000 health clubs, and today, there are approximately 30,000; however, obesity is an epidemic and health clubs haven't been the compelling solution. Offering and marketing programs with a short commitment, guaranteed result and guided by a motivation coach is a winning strategy.

Synergize. The most creative ideas come from working with your staff. Many times, health club operators make independent decisions behind closed doors and discount the input of their staff. Don't feel like you alone need to have all the answers or great ideas. You may start with an idea, but an open dialogue with creative individuals will make it better. I often find that the overlooked staff members know more about things such as the internet and social marketing.



Maria Parella-Turco

Get Data Centric. Record and analyze all possible data and conduct a return-on-investment analysis on your campaign. Provisioning an 800 number and custom URLs to record incoming calls and data is the easiest way to gain a clearer understanding of your return on investment.

These 9 techniques and tips are applied by successful health club companies on a daily basis. Properly planned and utilized in a coordinated, combined campaign, these tips will result in an ever-growing rate of marketing success for your club(s).

(Maria Parrella-Turco is the Senior Partner of New Paradigm Partners and managing partner of fitRewards!. She can be contacted at 840-870-0704 Ext. 707 or map@newparadigmpartners.com)

It's Number 400 for Planet Fitness

NEWINGTON, N.H. - Planet Fitness, the gym franchise known for its Judgment Free Zone atmosphere and friendly prices, has opened its 400th location.

The milestone was reached in Albany, N.Y., where franchisee Dave Leon celebrated the launch of his gleaming 18,000 square-foot gym with a Grand Opening special, memberships for just \$1 down and then \$10 a month.

"I'm honored to be part of Planet Fitness and of this revolution that's changed the fitness industry," said Leon, who opened his first Planet Fitness location in 2004 and now owns or co-owns thirteen gyms from Albany to Buffalo. "To be opening the 400th Planet Fitness club just speaks to the success of the company and the strength of our brand. People love our gyms."

Brothers Michael and Marc

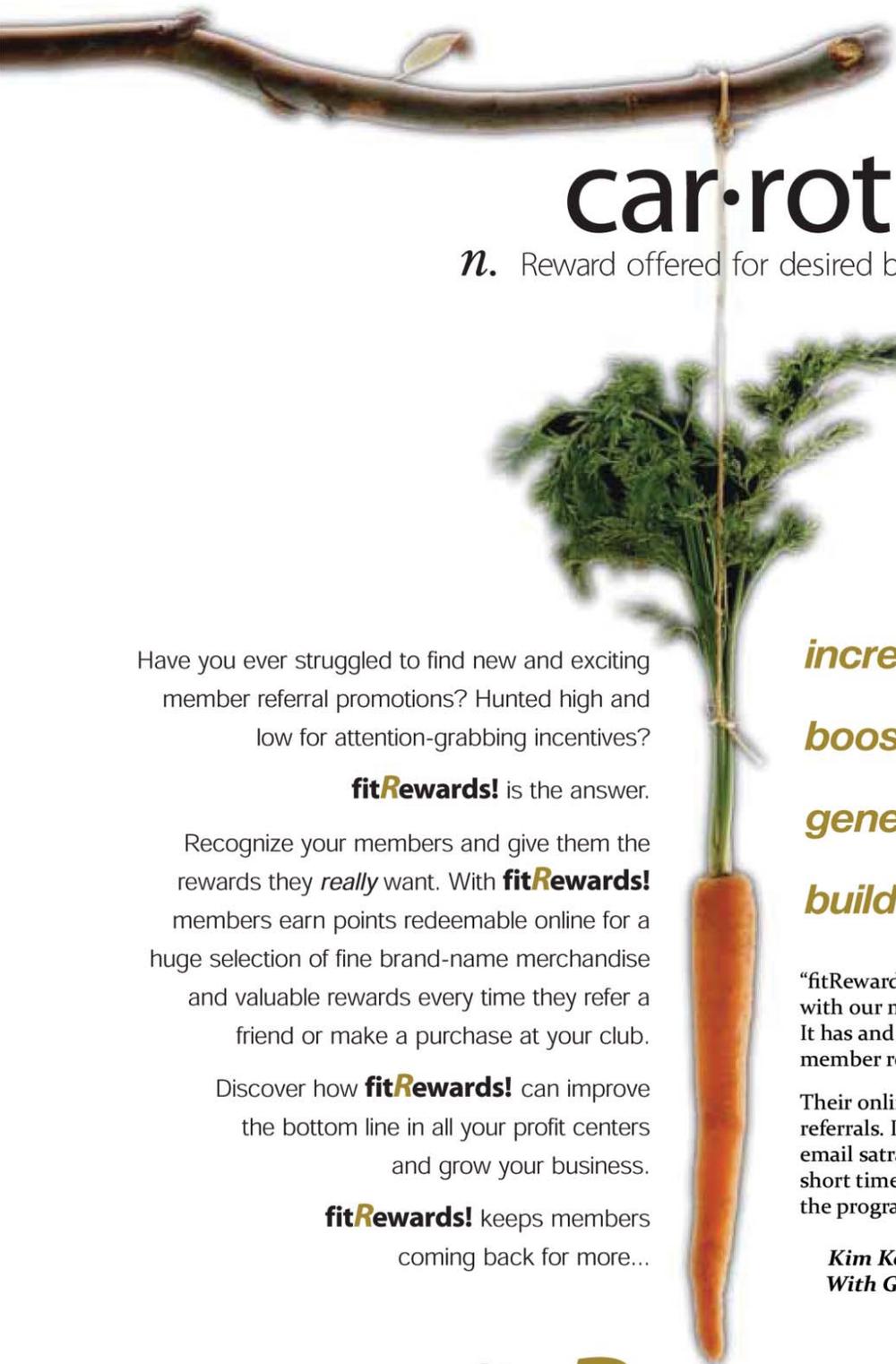
Grondahl launched the first Planet Fitness in 1992 in Dover, N.H. In 2003, they had just four locations when Chris Rondeau joined the Grondahls as a partner and the company began franchising.

Today, Planet Fitness has a national footprint with 2.5 million members in 40 states, more than 1,500 units sold in the United States and Puerto Rico and an ad campaign heard and seen nationally on the *Imus in the Morning* radio show and on Fox Business Channel.

Ranked as one of the fastest-growing private businesses in America by Inc. magazine for three straight years, Planet Fitness is on track to become the largest health club operator in the country in 2012. In the \$19 billion North American fitness industry, Planet Fitness has opened eyes by turning an extremely low-price model into a profitable concept.



400th Planet Fitness Location Opens in Albany, New York



car·rot

n. Reward offered for desired behavior

Have you ever struggled to find new and exciting member referral promotions? Hunted high and low for attention-grabbing incentives?

fitRewards! is the answer.

Recognize your members and give them the rewards they *really* want. With **fitRewards!** members earn points redeemable online for a huge selection of fine brand-name merchandise and valuable rewards every time they refer a friend or make a purchase at your club.

Discover how **fitRewards!** can improve the bottom line in all your profit centers and grow your business.

fitRewards! keeps members coming back for more...

increase referrals

boost retention

generate revenue

build loyalty

"fitRewards has helped us communicate with our members and foster better retention. It has and been a catalyst in generating more member referrals.

Their online program alone has brought us referrals. In addition, we have improved our email saturation from 19% to 46% in a very short time! We are extremely pleased with the program and the results it's given us."

Kim Kenyon & Bill Austin
With Gold's Gym Hudson Valley

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For more information contact us at www.fitRewardsclub.com

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Club Design and Décor:

A New Key Ingredient for a Club To Be Successful

By: Bruce Carter

Having at one time worked for a national chain, the magic word was "sales."

"The health club business is a sales business" was the overriding mantra to the point that they would even bring in hypnotists in the morning to hypnotize us to sell more.

Talk to a personal trainer and the formula is clear. Great equipment and trainers are what a club needs to succeed. Yet, talk to a finance person and strong financial administration makes all the difference. Others might say location is the most important key.

Obviously, all play a role. Yet, as the health club industry evolves continually with growing competition, another aspect is now more important than ever for a club to succeed. This is the interior design and décor of a club. The environment of a club --the visual environment that creates the emotional experience people have when they are in the club-- has become as important as any other aspect for a club to achieve maximum success.

A décor creates an experience; boring and bland or beautiful and exciting. This is immediately noticeable by the vast majority of people entering a club for the first time or members who want to keep coming and retain their membership. Remember, most people hate exercise and need all the help they can get to motivate them to become and then stay a member.

A whole new mindset is needed

for the fitness industry that correlates with so many other industries that know the absolute value of inspiring design and décor.

Recently, while in a 30,000 square-foot club that was in the process of a badly-needed renovation, yet packed full of equipment, the owner was confronted by a long standing member who asked what was going on. Upon learning that a new front desk, flooring and lighting were being installed, the member quickly scoffed at the idea of wasting money and strongly communicated that more equipment was needed. The owner immediately started to question his decision to do such a significant makeover. Yet, this club was losing new and existing members, especially women and deconditioned individuals, to newer much more attractive competitors.

In another situation, two women being toured through the locker room of a new club that recently opened in New Jersey were so moved and surprised by how the locker rooms looked that they called their girlfriend during the tour to tell them "they had to come and see this place." It was not the equipment, location or smiling faces that prompted this call but the beauty and upscale ambiance they had not expected in a "health club."

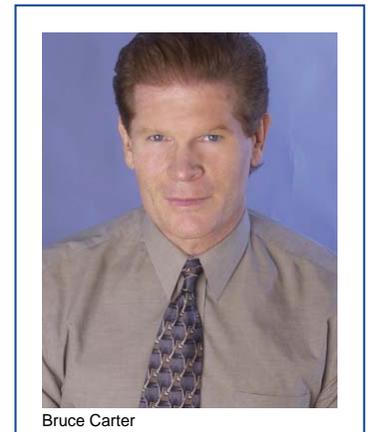
However, any financial person would agree that any impact interior should be done while controlling the expenses to do so. In the design industry, it is widely accepted that spending more does not automatically make an environment more appealing. If, for example, a new

club can be built for \$45 per square-foot and can generate the same amount of members and price levels as a club costing \$75 per square-foot, then obviously, the less expensive build-out would result in increased profits.

Interestingly, the viewpoint of many new clubs or renovations of existing clubs is that they don't need a strong interior and spend as little as possible. This is clearly "old fashioned" thinking and only weakens a club's competitive position and ability to attract new members. Therefore, spending too little will cost money in the long run in reduced sales and profits.

All of this also relates to the increasing need for clubs to do what other industries do and that is to get professional help in creating the desired end result with an interior. There is an art and science to working with shapes, colors, lighting, finishes and budgets. It is similar to the situation with personal training. Clearly, an individual wanting to lose weight and get in shape will have far better success working with an experienced trainer who has a strong word-of-mouth reputation than if they try to do it all on their own.

So, the message seems to be clear. Clubs can no longer afford to be "average" and uninviting, no matter how strong their sales staff, location or amount of equipment. Existing clubs need to be thinking that some type of renovation needs to happen every 3-5 years, and new clubs must immediately stand out in the marketplace with their interior.



Bruce Carter

Club design is coming into a whole new era of absolute importance in attracting the ever-increasing market for fitness, especially the de-conditioned market. Clubs sell a product that promises to improve the appearance of an individual. It only makes sense that a club should start by looking its absolute best.

The rewards are for everyone. The member will come to the club more, giving him better results, leading to better word-of-mouth advertising and retention. As a result, any club will benefit from this immediately and in the long run.

(Bruce Carter is the President of Optimal Designs Systems International and may be reached at 954-385-9963)

Club Members Losing Weight Eating Favorite Foods!

By: Donna Krech

You've all heard the saying, "Give a man a fish and he'll eat for a day. Teach a man to fish and he'll eat for a lifetime." Today, I'd like to take a slight spin on that and say, "Give a man a diet and he'll lose for a day. Teach a man a diet of his favorite foods and he'll lose for a lifetime." Too many people believe that weight loss success will only come from taking away all their favorite foods and eating bland, boring foods instead. You may lose weight on this not-so-fun diet, but as soon as you start eating your favorite foods again, you'll be back where you started or worse, even heavier than when you started.

To give you a better picture of what I'm talking about, I'd like to introduce you to our current Members of the Month,

who all learned how to eat their favorite foods and lose weight at the same time.

Rick has been honored as our person of the month before but is being honored again. Recently, he achieved a weight-loss success few others have achieved. Rick lost 150 pounds, 11 pounds over his original 139 pound goal, and he lost it while eating his favorite foods, like pizza, burgers and fries.

Adah didn't lose 150 pounds, but she did successfully lose 54 pounds in less than 5 months while enjoying pizza, nachos and her all time favorite, cinnamon rolls! It was important to Adah to find foods that would allow her to eat with her family without preparing two meals or feeling deprived when they went out to eat. Adah mastered her weight with dedication to exercise

combined with a healthy balance of her favorite food.

Mike lost over 50 pounds and 80 inches and loves the fact he did it without giving up his favorite foods. He learned healthy combinations and portion control that allowed him to enjoy steak, potatoes, pizza and more. He actually ate more while losing than he did while gaining!

Keep in mind, it's not about taking away foods you love in order to lose weight. Eating them in a healthy way is the key to permanent weight loss. Plus, meeting a member where they are now is what allows them to progress at a pace they can live with, thus, they lose weight and keep it off. Visit www.clubinsideronline.com/thinandhealthy to meet these members

personally and hear their stories.

Please call Thin&Healthy at (866) 260 - 8446 or email bhammond@thinandhealthy.com if we can be of help in any way. If you don't put the Total Solution in your club, please put in some kind of weight loss program. There are lives to save!

(Donna Krech is founder & CEO of seven fitness, weight management and life success companies including Fitness Solution 24/7 and Thin&Healthy's Total Solution. Donna's industry career spans a successful track record from 1982 to today - creating and growing business systems, result-producing programs and business models that remain ahead of trends.)

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- ▶ Large step surface (36" X 14") covered with durable, non-slip mat
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- ▶ **MADE IN THE USA!**

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THE WEIGHTS

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

THE STORAGE RACK

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

THE COLLARS

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

THE 10 KG SIDE RACK

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



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Time for Change

By: Royle Berry

As a club industry veteran whose career began in the late 1970s, I know I am very competent when competing amongst clubs in my market for those who like to exercise and those who are ready to get started. I have been fortunate in being able to work for the leading clubs in each market I have worked in. As more and more clubs open around me, though, competition for new members grew intensely. This led to heavy discounting of enrollment fees and/or monthly dues by my competitors, making my job increasingly difficult. I believe competition is good, but it became very apparent that traditional member recruiting techniques were not enough to sustain the annual 15-20% growth in our membership base owners require.

Consider these numbers:

	1992	2002	2010
# of U.S. Clubs *	12,635	17,531	29,750
# of Memberships *	20.8 million	32.8 million	45.3 million
			* Estimated

The percentage increase in clubs from 1992 to 2010 equaled 135% while memberships grew by 118% for the same time period. Club growth from 2002 to 2010, however, saw a 70% increase while memberships grew by 38.1%. While this is an unscientific analysis, the average number of memberships per facility fell from 1,871 in 2002 to 1,523 in 2010. Am I missing something, or is that a downward trend? I am also curious if anyone has looked at the rate of new exercisers joining clubs from 2000 to 2010. My guess is that number is trending downward, as well.

If it is true that clubs traditionally capture 15% or so of households in an average market, it makes complete sense to me that, as more clubs enter my market, my share of that 15% capture rate is in jeopardy, no matter how well I run my club. New club operators promise a better mouse trap or lower monthly dues, which often attracts the attention of existing club members, leading to lost memberships. I wonder if there is any urban area that has not seen a large increase in the number of clubs since 2002 and a decrease in market share.

During the pre- and post-Olympic period in Atlanta, I was the Sales Director for the Sporting Club at Windy Hill, a \$28-million facility managed by TCA, which had very sophisticated and successful marketing and sales systems. One tool given to me was a "MUSTS and WANTS" list, which provided a list of marketing targets, such as referrals, former members, etc. The list was thorough and very

helpful in making sure I didn't overlook potential prospects. That list today is still very helpful, but as competition grows, I realized that I had to reach out to the 85% of households who are not joining a health club. The trouble is convincing club owners to invest in recruiting non-exercisers has been very challenging because it requires a transfer of marketing resources to new recruiting programs. Clubs everywhere are still relying on old, but proven, marketing techniques while their market share dwindles due to the increase in new clubs. I don't believe it matters what our capture rate is, whether it is 15% or higher, as more and more clubs open, market share has to be affected. Solely relying on traditional marketing techniques to recruit exercisers is very risky when considering only 20% or so of American adults exercise on a regular basis.

My approach since 2000 has been

to look for ways to recruit non-exercisers and those who would normally never step into my club. I have developed two very effective programs which target ladies over 30 years of age and seniors over 60, and I am working on a new program for recruiting Boomers. Using these programs, I now have more tools in my marketing toolkit to help ensure I reach membership sales goals each month.

Intro To Fitness For Ladies 30+

Titled "Intro To Fitness For Ladies 30+", ladies who are intimidated by the club experience are invited to participate in a 3-week course led by a personal trainer who will help them learn more about circuit training. At the end of the course, they will have better knowledge about what it is like to exercise at the club and their comfort level will have risen as well. Membership conversion averages 50-60% among participants, while personal training conversion averages 30%. Those who don't join will walk away with much more self-confidence and a good sense of how we are striving to help our neighbors be more physically active. The program is a WIN for everyone; the participants, the trainers and the club.

Intro To Fitness For Seniors 60+

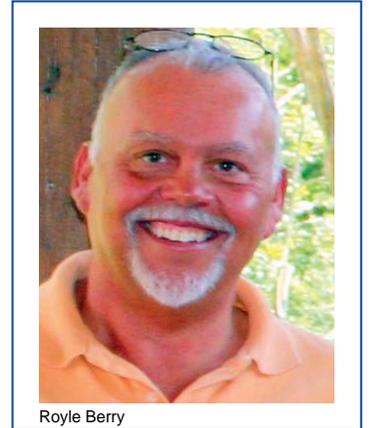
"Intro To Fitness For Seniors 60+" is a similar 3-week course designed for their needs. We see

similar conversion rates for seniors.

Depending on available facilities, we usually generate 30-40 new members each month who, without our Intro To Fitness programs, would have never stepped into our club. I can't imagine any club that wouldn't benefit from an additional 30-40 new memberships on top of their traditional recruiting efforts.

I encourage you to start looking for ways to recruit non-members. If you don't, loss of market share is imminent if it hasn't already occurred. Everyone knows they need to exercise. Continue using your traditional recruiting system, but put more focus on developing programs to welcome non-exercisers to your club. The amount of self-confidence you build is worth the effort, but adding new memberships keeps everyone working!

(Royle Berry is a 30+ year club business veteran and currently is a full-time



Royle Berry

marketing and sales consultant. Royle may be reached at 512-761-8079 or www.clubsales.net. He is also on [linkedin.com](https://www.linkedin.com) and [facebook.com](https://www.facebook.com)

Personal Training Poised For Transformation By 50+ Market

VANCOUVER, BC - The burgeoning older-adult fitness market will prompt a "transformation" in the personal training field, says Colin Milner, Founder and CEO of the International Council on Active Aging (ICAA). "Boomers and their parents have more than two trillion dollars in their pockets, and much of that money is going towards services, such as personal training, aimed at keeping them as healthy as possible for as long as possible."

"The Boomers' desire to stay healthy is one reason why 'renewed interest in personal training' due to an anticipated economic upswing was cited as the number-one fitness trend for 2011 by the American Council on Exercise (ACE), an ICAA partner," Milner states.

Milner has identified six transformative factors that will help shape personal training going forward.

1. Client Expectations: "Older adults who worked with trainers when they were younger feel these professionals can help them attain their fitness goals," Milner says. "While many will be focused on improving function to stay independent as long as possible, a subset of more vigorous older adults want to go beyond function, to learn new activities or get in shape for sports-specific competitions. Trainers will need to be able to safely and effectively guide both types of clients."

2. Demand for Knowledgeable Trainers: Personal trainers will need to become more knowledgeable in two key areas: the motivations and aspirations of older adults and the health conditions that can affect a client's ability to work out. "Older adults want to stay healthy and function independently regardless of any health conditions they may have. Trainers must become adept at designing programs that start with what people *can* do, not just what they can't do, and bring them to the next level," Milner asserts. "At the same time, they need to learn how to collaborate with doctors and other healthcare providers to be part of the team of professionals their clients are working with."

3. More Comprehensive Continuing Education Courses: "The education that has been provided to personal trainers will have to change," Milner stresses. In addition to content dealing with chronic health conditions and rehabilitation, education that helps trainers be successful will include information on the social and psychological perspectives, emotional issues and lifestyle choices that affect their older-adult clients. "Trainers will need to be coaches as well as flexible program designers, capable of working with their clients in their homes and in other non-gym settings."

"ICAA has extended its partner-
(See ICAA Page 27)



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...ICAA

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ship with ACE for this very reason,” Milner says. In 2011, ACE will offer professional development for fitness professionals and others who provide fitness and wellness programs in active-adult communities and community-based senior centers across the United States.

4. Proliferation of Small-group Training:

Small-group workouts are among the top fitness trends for 2011, as in previous years, according to the ACE survey. “This type of training is catching on with older adults as a way to save money and stay motivated,” Milner observes. “Trainers who offer small-group sessions will need to be particularly adept at designing workouts that are doable and appropriate for all group members. They’ll also need to understand that the social aspect of exercising in a small group is especially important for older adults; this will require them to create a collegial environment that still remains focused on meaningful activity.”

5. More User-friendly Tools:

“Equipment manufacturers continue to expand the design and production of exercise equipment suitable for all ages, shapes, and sizes,” Milner says. “We’ve seen a substantial increase in equipment with age-friendly features, such as easy-to-read display panels, easy entry and exit, easy-to-set control panel, etc., over the past five years. As companies ramp up these features, everyone will benefit. In that sense, ‘age-friendly’ equipment is really ‘ageless’ equipment.”

6. More Older-adult Trainers:

“An increasing number of older adults seem to be turning to personal training as a second career and opportunity to help others,” Milner notes. “While it’s too soon to gauge the potential impact of older-adult trainers, they may well be an important addition to the wellness team.

“Working with older adults presents opportunities as well as challenges,” Milner emphasizes. “There’s no ‘one-size-fits-all’ approach to this market. Trainers will need to become more creative in their programming, and more optimistic about what their clients may achieve.”

John and Tammy Wright...

Beating the Recession With Fitness!

By: Norm Cates

John and Tammy Wright have a passion for every aspect of fitness. They have over twenty years of combined fitness experience. They never considered exercise an option... they consider it a necessity. They walk the talk every day.

John and Tammy Wright are the husband and wife Founders and Owners of Anointed Body of Christ Wellness & Fitness Studio (ABC) in Waldorf, Maryland. ABC Wellness & Fitness Center is their passion and love, and their fulltime involvement was a result of John losing his job as a General Manager in the food service industry a couple of years ago. Their story is one that very well proves that determination and dedication to a great belief and cause can give you a new life.

They started active involvement in the fitness training business in 2004 by offering mobile services to their clients in

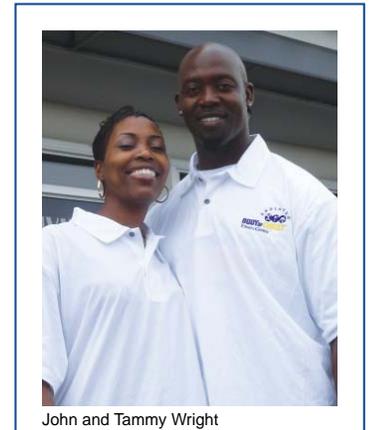
the comfort of their home. Services offered were nutritional guidance and one-on-one personal training. They created a Limited Liability Company in May, 2006. Business went so well that they opened a small studio in October, 2008. This allowed them to add group training, and clients could choose if they met in their home or the Studio. Their business continued to prosper, and they were blessed with locating a suite on a major highway. They celebrated their Grand Opening on July 20, 2009. ABC Wellness & Fitness Center now offers group fitness, one-on-one personal training, nutritional guidance, on-site child care, a Breastfeeding Lounge for Mothers and classes for lifestyle change. They are also very active in their community, and they are planning an upcoming Blood Drive and are in the process of coordinating visits to Active Living Communities for seniors. Please check out www.abcfitnesscenter.com.

Anointed Body of Christ Mission Statement

Anointed Body of Christ Wellness & Fitness Center's goal is to provide services to individuals, businesses, faith-based organizations and local communities by offering one of the greatest gifts of all, the tools to maintain your temple (body). Our goal is to improve health, to sustain well-being and to provide guidance for nutritional consciousness in a family atmosphere that is friendly, comfortable, competent and professional for the entire family. Their goal... **A LIFESTYLE CHANGE!**

About the Owners

John and Tammy Wright have a passion for every aspect of fitness, and combined, they possess over twenty years of experience in various areas of fitness. ABC Wellness & Fitness Center is offering



John and Tammy Wright

a friendly and comfortable atmosphere for personal training, group aerobic training, weight and nutritional guidance, wellness education, webcam personal training and (See *John and Tammy* Page 29)

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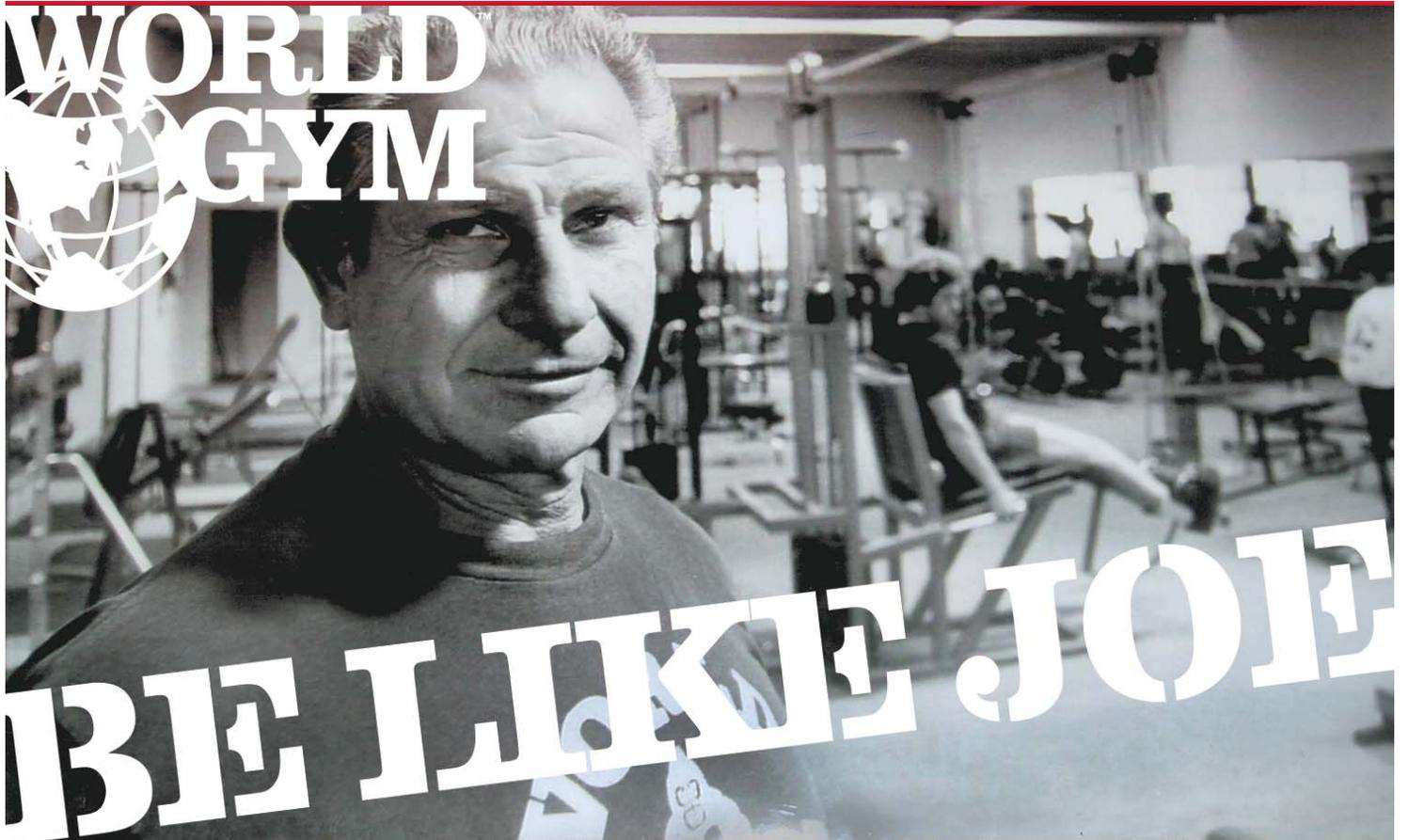
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...John and Tammy

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spa services. They both have a military background, and John is a veteran who was deployed overseas three different times.

John and Tammy Wright are firm believers in a healthy lifestyle that includes good nutrition and daily exercise to create a sense of wellbeing. They know exercise, proper nutrition and fitness will enhance your performance, energy and self-esteem in various areas of your life. ABC Wellness & Fitness utilizes a variety of unique and simple techniques that provides total health and fitness of the mind, body and spirit.

John and Tammy Wright's ABC Center Community Outreach

November 2009 - "Beat the Turkey B4 It Hits Your Plate" Boot Camps: Participants were given the opportunity to attend a free Boot Camp in exchange for three canned goods or non-perishable items. The donations were given to an All Male Homeless Shelter in Waldorf, Maryland.

December 2009 - The "12-Hours of Fitness" Boot Camps: They had a boot camp every hour for 12 hours straight, and participants were able to attend a free

boot camp in exchange for a toy that cost a minimum of \$10. The toys were donated to the Angel Tree located in St. Charles Towne Center.

February 2010 - "Haiti Relief Fund" Boot Camp: Participants were able to participate in free boot camps every Saturday for a donation to support efforts for the devastation in Haiti due to the earthquake.

March/April 2010 - ABC Wellness & Fitness Center and Spring Dell Center, Inc. sponsored several Car Washes on Saturdays in March and April. A portion of the funds were donated to Spring Dell Center, Inc. which is dedicated to assisting individuals with disabilities in achieving their highest level of independence by providing support and opportunities for the quality of life they desire within their community.

April 10, 2010 - ABC Wellness & Fitness Center hosted a "Box and Block Party" for KidSave, located in Washington, D.C. They provided several instructor-led group classes i.e Kukuwa, Boxing and Boot Camps. Kid Save is a nonprofit organization that seeks permanent homes for children overlooked for adoption because they are "older" (more than six-years old), and parents believe they don't

want to be or can't be adopted.

CLUB INSIDER wishes John and Tammy

Wright all the best in the future, and we urge you to stop by their ABC Fitness Center if you're ever in the Waldorf, Maryland area!

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Programming Tip of the Month: *The Importance of "Play" In Your Programs...*

By: Sandy Coffman

Every now and then, it's time to revisit the phrase, "mind, body, spirit," and think about what it means to a complete fitness and wellness program. The experience of an exercise program is probably key to the result of it. It's actually quite simple. The mind and spirit will dictate what the body will do. If the mind and spirit emits a positive attitude, it will lead to a positive experience and a positive result. A good example of this is very evident if you watch children at play. The more they are smiling and laughing together, the more fun they have. They will run faster, climb higher, jump further and enjoy the moment with more energy and enthusiasm. Play is a fundamental necessity of a child's development, and it becomes just as important in the life of an older adult. Play is not merely important, but it

is essential for combating the all-too-often sedentary lifestyle of the older generation.

Think of the most fun, active part of a child's day at school. It's recess time! Recess is never more than thirty minutes long, but children run out of a school building, run away from stress and sedentary time to join their friends in games, sports and all sorts of activities. They look forward to it because it energizes them, gives them renewed spirit and prepares them for a more productive learning experience. Gerontologists will tell you that, as people age, it's healthy to recall and relive childlike (not childish) experiences. The most productive fitness programs for your older adult membership should include exercises that incorporate "playtime" within the exercise routines.

Children love to use props (sometimes known as "toys") to play with. Using balloons, hula hoops, balls,

even paper plates can add a challenge as well as a giggle to a walk around the room or an outside area. Adding instruments like tambourines, bells, cymbals, drums or harmonicas increase coordination and rhythmic skills to the "march" as well as high energy and laughter.

Music molds attitudes. There's far more fun to exercising to music with familiar lyrics and tunes than to a bass beat that forces you to count to eight or sixteen whether you want to or not.

Costumes, such as hats, T-shirts or anything with matching colors or logos bring an element of fun, camaraderie and sociability to any activity. Children love them, so will your seniors.

Research has shown that structured and unstructured play for children is essential for academic achievement and helps to ensure social, emotional and physical development. It is noted from the International Playground Equipment Manufacturer's Association (IPEMA) that Einstein referred to play as the "highest form of research." I strongly urge you to include play in your programs as you focus on the older adult market, as well as children of all ages. Successful programming is the key, and it's guaranteed to make you more profitable.

(Sandy Coffman is the Dean of Club Programming and the author of the book Successful Programs for Fitness and Health Clubs: 101 Profitable Ideas. To order Sandy's programming book, go to www.humankinetics.com. You can



Sandy Coffman

contact Sandy at slcoffman@aol.com or www.sandycoffman.com)

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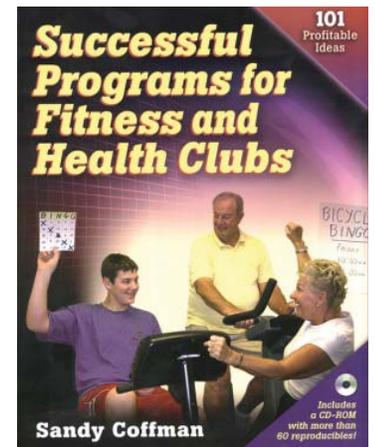
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