

Norm Cates'

THE Club Insider[®]

NEWS

The Pulse of the Health, Racquet & Sports Club Business

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Mitch Wald Receives IHRSA's Distinguished Service Award

By Norm Cates, Jr.

San Diego, Ca. - Mitch Wald began his business career as a lawyer working for the U.S. Securities and Exchange Commission. He graduated from Miami of Ohio and went on for his law degree at Georgetown. Seeking higher ground, Mitch changed careers 23 years ago, becoming, of all things, a tennis pro. He grew up in the industry moving from a beginner tennis player to a non-paid intern to an Assistant Tennis Pro, a Full Tennis Pro, a Tennis Director, a Club Manager of 1 club, then a General Manager of 2 and now is in charge of 4 clubs in the Washington, D.C. area. He is a Senior Vice President for the

the Washington, D.C.-based Charles E. Smith Company, the largest real estate company in one city in the U.S. and one of the top 10 real estate companies in the U.S. Mitch is in charge of all operations of the four multi-sport clubs which range in size from 27,000 to 116,000 square feet and generate annual revenues in excess of \$14 million.

The International Health, Racquet and Sportsclub Association annually bestows this award to a person who has: created significant value to the industry over an extended period of time, performed on a local, regional and national/international level, contributed regularly well beyond the norm, given of himself above and beyond for the industry as measured by his peers

and who has had a major impact on IHRSA as an organization. Previous winners include: Rick Caro, Curtis Beusman and Alan Schwartz, to name a few of this "Who's Who" list of club industry leaders.

Mitch has been described by current and former employees as: "very friendly, a great coach and educator, having a great sense of humor (but of course!), a good partyer, a great leader, a consummate professional, a doer, an excellent listener, an empowerer, someone who defines service quality, a nurturer of raw talent, a visionary, someone truly committed to the club industry and full of integrity." They continued to heap praise on Mitch as: "someone who insisted on having fun, who inspired me to

(See Wald page 4)



Mitch Wald - IHRSA'S 1996 Distinguished Service Award Winner

Q-Clubs Go Public

Akron, Ohio - Frank Leonesio, the Founder and President of Sports and Fitness, Inc. D/B/A - The Q Sports Clubs, has filed the preliminary documents necessary to take the company public. The six-year-old Q Club group currently operates 11 facilities (@ \$7.5 million each) in Memphis, Jacksonville, Austin, Houston, Phoenix and Las Vegas. The company has annual revenues of approximately \$40 million: Plans call for 34 new clubs by 1998. The public offering is be-

ing handled by the Morgan-Kegan in Memphis and Rauscher-Pierce in Dallas, Texas. The number of publicly traded health club groups will total three when the Q Clubs join Bally Total Fitness and The Sports Club Company which have led the way in public offerings. It is also anticipated that Fitness Holdings, Inc., owner of 112 - 24 Hour Nautilus and Family Fitness Centers, will go public in the near future.

SURGEON GENERAL'S Report Expected In May

Washington, D.C. - May, 1996 should be an exciting month for the health, racquet and sportsclub industry as it is expected that the U.S. Surgeon General's Office will release its long anticipated Report on Physical Activity and Health. The central theme of the report is:

The U.S. Surgeon General has determined that lack of physical activity is detrimental to your health.

If history is any indicator, this new Surgeon General's report should stimulate a true Golden Age for exercise and health as it should encourage, through education, millions of Americans to get up and exercise on a regular basis. Considering the millions of sedentary Americans, this new stimulus should provide a significant boost for the health club and fitness industry

over the coming years.

IHRSA and The Fitness Products Council have been instrumental in facilitating the development of this report by the Surgeon General's Office. IHRSA sought sponsorship for the development and distribution of a complete marketing package designed to support the upcoming Surgeon General's Report on Physical Activity and Health. After having presented the opportunity to a number of potential sponsors, Chuck Leve of IHRSA presented it to Augie Nieto of Life Fitness who immediately stepped forward and in cooperation with IHRSA developed an excellent **CLUB ACTION MANUAL** and marketing package entitled: **"LIVING WITHOUT EXERCISE IS LIKE SMOKING A PACK OF CIGARETTES A DAY."** The special marketing package was mailed to IHRSA

Members in Mid-March in preparation for the much anticipated Surgeon General's Report. Importantly, this package was mailed early to facilitate club's preparation for the upcoming report release. In the media world timeliness is crucial and IHRSA felt that the sooner its member clubs receive the package the better because it would facilitate the preparation process for clubs in their respective communities. All clubs everywhere should prepare to take advantage of this "once in a life-time" mass-marketing opportunity. The Fitness Products Council is also preparing a special marketing package which will be made available to non-IHRSA Members at a very nominal cost. The **CLUB INSIDER** News will provide more information on the Fitness Products Council marketing package when it is available.

• Inside The Insider •

- Surgeon General's Report Offers Opportunity Of A Lifetime
- IHRSA's 1996 State Of The Industry Report
- U. S. Total Fitness Files Chapter 11
- 11 Habits Of Peak Performers
- Stairmaster And Pacific Fitness Unite
- Bally Total Fitness Rating Downgraded

THE INSIDER SPEAKS

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SURGEON GENERAL'S REPORT

Offers Opportunity Of A Lifetime

By Norm Cates, Jr.

In 1964, the United States Surgeon General's office issued a report that smoking was bad for your health and that you were risking premature death if you smoked cigarettes. This report and the subsequent change in the attitudes of people in the U.S. and the world relative to smoking and the risks thereof have had a significant impact. They have been incredible. Since 1964, the percentage of Americans who smoke, which at that time was 50%, has been cut in half. Given the U.S. population growth since then, this means that almost 50 million Americans have either quit — or never started — smoking. Worldwide, the figure is close to 100 million.

Maybe the most compelling fact to be reported in The Surgeon General's Report on Health and Physical Activity is that 250,000 persons suffer premature death annually due to lack of physical activity - approximately the same number who will die prematurely from smoking a pack of cigarettes a day.

Encouraged and supported by a strong coalition of organizations including IHRSA, the Fitness Products Council and numerous others, the U.S. Surgeon General's office is preparing to release a significant report which will put the United States Government squarely behind the idea of regular exercise and fitness as a way of life. This upcoming Surgeon General's report is expected to condemn sedentary lifestyles as life threatening and is expected to recommend regular exercise as the alternative cure for the inactive. It is expected that the report will have one primary message for Americans ev-

erywhere: **The U.S. Surgeon General has determined that lack of physical activity is detrimental to your health.**

To those who have spent their lives in the field of health, racquet and sports clubs, this is old news. But, to the many millions of Americans who lead a sedentary lifestyle without regular exercise, this upcoming Surgeon General's report may be the news that is necessary to get them up and off the couch and moving.

JOHN MCCARTHY AND IHRSA: THE TRUE ILLUMINATORS OF THE BENEFITS OF REGULAR EXERCISE

I wish to go on record as giving credit where credit is due when it comes to the background on The Surgeon General's Report and how it has been developed. I think that John McCarthy, the Executive Director of IHRSA and The International Health, Racquet and Sports Club Association, deserves to be recognized as the single most significant driving force in the thrust to educate Americans and others around the globe of the benefits of regular exercise. From his beginning as the Executive Director of IHRSA 15 years ago, John has quietly and relentlessly worked this very important agenda, putting together research projects and meaningful reports on the *BENEFITS OF REGULAR EXERCISE* and *ECONOMIC BENEFITS OF REGULAR EXERCISE*. These two very meaningful publications published by IHRSA years ago were the beginning of an ongoing series of studies and reports commissioned and prepared by IHRSA and its Vanguard Group to change the way people think about regular exercise. Through his vision and the

collaborative efforts with the Fitness Products Council and the other organizations, John McCarthy and IHRSA's Board of Directors, Advisory Council and Membership for 15 years, has led the charge that is in the process of and will truly change the world. The *CLUB INSIDER* News supports IHRSA and John McCarthy, the Fitness Products Council and other organizations responsible for the accomplishments of the past and the future in the health, racquet and sportsclub association. And, we encourage you to do the same.

SIGNIFICANT CONTRIBUTORS

Many people have contributed significantly to IHRSA since it began 15 years ago. The result has been a comparatively rapid professionalization of the club industry compared to the years before IHRSA. All of this happened because of the ideas of a brilliant guy named Rick Caro, the brain-trust and true founder of the IHRSA organization. Rick Caro was also really the 1st "full-time" President of IHRSA. Rick deserves great appreciation and credit for conceptualizing IHRSA and bringing the people together to start it all. Curt Beusman, Dale Dibble, Alan Schwartz, Dick Trant, Nick Cotsidas, Todd Pulis, Tim Richards and a number of other club industry pioneers also deserve recognition for their roles in founding, funding and starting IHRSA. All of the wonderful women and men who have served over the years on IHRSA's Board of Directors and the Advisory Board should be thanked and acknowledged. Definitely the key to the success of IHRSA, are the many IHRSA Member clubs who have paid their membership dues and have bought the products of IHRSA's manufacturers and ser-

vice providers. In many cases these members over the years have provided much more to the Association than their dues, considering the time and energy they have invested serving IHRSA on committees, convention speaking engagements and other contributions of their talent. Last, and very importantly, don't forget IHRSA's great Associate Members who have footed the bill for a significant percentage of IHRSA's annual costs of operations. Special thanks should go to Augie Nieto of Life Fitness, Dick Mitchell of CheckFree, Mike Chaet of CMS, Terry Rogan of Muscle Dynamics, Bert Monson of Affiliated Acceptance Corporation, Bruce Painter of Club Runner, Ray Gordon and Eddie Tock of SalesMakers and many other manufacturers and vendors who have supported IHRSA since the early days. Club owners should also welcome to America the new player.... TechnoGym.... they have and will contribute to the effort to professionalize the club industry in many positive ways.

All of these terrific people in our industry who manufacture equipment or provide service to clubs have advanced the industry tremendously through their research and development efforts. They have given health, racquet and sportsclubs operators all over the planet an ever increasing supply of new and exciting ways to provide exercise, sports and fitness to their members and to manage efficiently the business associated with providing those services.

IHRSA celebrated its 15th Annual Convention and Trade Show in mid-March in San Diego with a world-class production. The Association has become a true **WORLD TEAM** capable of doing incredible things. However,

teams sometimes experience periods of communication difficulty or even dissent within the ranks. This does not mean that the team should become weaker.... it means that the team should become stronger through the cooperative spirit and "team-work" necessary to bring those that are unhappy back into the fold. For it has been this spirit of "team-work" which has brought IHRSA to this point of prominence.

PREPARE FOR IMMEDIATE ACTION

Club operators everywhere should be able to utilize the Surgeon General's report to stimulate more and more people into action. The potential new membership business that could be generated by clubs who take well planned and proactive action when the Surgeon General's Report is issued could be enormous. It will not happen overnight. But, when you consider what has happened with smoking since 1964, you should be able to project your club's opportunity over the next 10-20 years as literally millions of formerly sedentary Americans get up and go at it. Many new membership numbers for clubs worldwide should logically be the result. In turn, those expanded membership numbers should increase the demand for quality equipment and services. IHRSA and the Fitness Products Council have or are developing excellent materials for clubs owners to use in their communities to obtain the greatest benefit possible from the upcoming Surgeon General's Report. By preparing to act now, club operators will be able to take immediate and meaningful action when the report is released.

•NORM'S NOTES•

KAREN WOODARD, is the co-owner of the **PULSE FITNESS CENTERS** and **The BOULDER ROCK CLUBS** in Boulder, Colorado. She was one of the co-founders of **The Western Association of Clubs** and has been instrumental in the development of the Regional Association. Karen has recently established **PREMIUM PERFORMANCE TRAINING**, a firm which specializes in sales, operations and management training in the health and fitness industry. She now draws on her experience of 11 years of owning and operating clubs to assist other club operators. Karen is providing complimentary phone consultations and Success Surveys through June 15, 1996. You can contact her at: (303) 417-0653.

DAVE LECOMPE publishes a one page fax newsletter called **FITNESS MARKET ADVISOR** which provides up to date information on primarily the supplier side of the industry. I think, with all due respect to Dave, he missed the mark with his comments about Life Fitness' new ABC (All Body Cycling) Program. After reading his comments, I felt it appropriate to call Schwinn and Reebok to learn about their group cycling program. And, I contacted Life Fitness to get information from them. I made two separate calls to Schwinn. Both times the voice mail answered and I tried to page a person for information, but no one ever picked up after I had been on hold for over five minutes. So, then I called Reebok and asked about their "Studio Cycle" program. The operator replied, "the 'what' cycle?" In any case, I wanted to ask if they have a dedicated development team like the LifeFitness Team of 4 Masters Degreed Exercise Physiologists and 3 Certified Trainers, I

wanted to see if Schwinn or Reebok cycles have a heart rate monitoring and training system like the LifeCycle Lifepulse system. It seems to me this aspect of the program would be important. I wanted to know if they provided a training protocol like the ABC Protocol which provides 4 different ABC classes. Or if they provided On-Site Certified Training like the Life Fitness ABC program. But, I didn't get any answers to those questions because I couldn't get anyone on the phone. I think that anybody who is considering getting into the group cycling business should consider the new All Body Cycling Program provided by Life Fitness because it will appeal to your MAINSTREAM members and will provide them with results. These other group cycling programs appear to be geared to reach the "fitness nuts" who are already using your club 2 or 3 times a day. In the long haul, your mainstream members are going to pay the freight and your fitness nuts will simply roll onto the newest way to keep their body fat at 5% or less.

JOHN McCONNOCHIE, owner of the **JUNEAU RACQUET CLUB** in Juneau, Alaska has opened his second facility, the "**JRC DOWNTOWN**." After 18 years of operations in his first location, he opened the new 9,000 square-foot downtown facility to accommodate people who don't want to travel to the original location in the suburban valley area. McConnochie has named **INGE DOUGLAS** as the General Manager of the new JRC Downtown location. Prior to her new role as General Manager of the new location. Inge has pre-

viously served as the Director of Positive Health Options, the wellness division of Juneau Racquet Club. She will retain that title and role while serving as the GM in the new facility. Best of luck John and Inge with your expansion to your second location!

DICK TRANT, the owner of the Weston Racquet Club, the fellow that had the terrible car crash on Super Bowl Sunday, is now out of the hospital and attempting to recover at home. He is irate, however, at the policies and treatment of his HMO which cut his physical therapy from two hours per day while he was in the hospital to 0- hours per day now that he is home. He still faces months of rehabilitation and without the therapy his chances of a complete recovery will be significantly re-



Norm Cates, Jr.

duced. Of course, he will be able to fund the therapy himself and plans to take action against the (See Norm's Notes page 8)

Norm Cates' **THE Club Insider** NEWS

Mr. Mike Lucci
Bally Total Fitness
Chicago, IL.

Dear Mike,

I wanted to provide you with a copy of the February, 1996 edition of **THE CLUB INSIDER NEWS**. On page #5 you will see a letter sent to me for publication by Mr. Robert Schwartz, Senior Vice President and Chief Financial Officer of Fitcorp. Fitcorp is an organization of 17 upscale corporate clubs in the Boston area.

Bob Schwartz has, by way of his letter, invited your organization to "jump on the consumer protection band wagon."

I totally agree with Bob's suggestion and request.

Your ongoing efforts to retrain your employees and to change the culture of your organization to be more consumer friendly ("friendly oasis") are timely efforts indeed. If you also were to decide to "jump on the consumer protection bandwagon" as suggested by Bob Schwartz, your support of consumer protection legislation would speak volumes to your employees, to the health club industry and to U.S. and Canadian consumers.

Many clubs now support consumer protection laws because those laws are made to protect the public from being treated unfairly and unethically by less than professional club operators.

Since you are in the process of implementing significant changes in your sales and service areas, wouldn't a move now by Bally Total Fitness to support consumer friendly laws be timely and appropriate?

I would be very happy to publish your response to this request by Bob Schwartz for Bally Total Fitness to support consumer friendly legislation.

Good luck on your efforts with Bally Total Fitness.

Very truly yours,

Norm Cates, Jr.
Norm Cates, Jr.
Publisher and Editor
The **CLUB INSIDER** News

Norm Cates' **THE Club Insider** NEWS

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MICROFIT'S HEALTHCARE CONNECTION LET THEM TESTIFY

By Neil Sol, Ph.D.

I was sitting in the audience at the 1996 IHRSA Convention in San Diego watching intently as the Awards of Excellence were distributed. The award that really caught my attention this year was the Keiser Award for Senior Programming. I was certainly impressed with all of the finalists, including the winners. However, I was also very impressed by the videos each club finalist submitted portraying senior members expressing how their involvement with the specific club has changed their life and how each club, with their quality facility, programming and professionally trained staff had been instrumental in enhancing their lifestyle.... **In essence, making them more vital and healthy.**

As I sat there and thought about the impact of the testimonials of these senior club members, I recalled a time when I was a consultant for a Network Marketing Company (a company like AMWAY). I remembered how important testimonials were to the sales of the products of these companies, in fact, testimonials appear to be the underlying premise of all network marketing sales. Whether at a national meeting or in a neighbors living room, the testimonial is what the network marketing com-

pany depends upon to motivate the listener to purchase product. **And believe me, it works.** Television infomercials work exactly the same way. We have all seen the Richard Simmons infomercial for his diet product. Remember the gut wrenching stories of the individuals who have lost weight on his diet? Can you not see how it might make an individual with a weight problem call in for this diet? Hundreds of millions of dollars of product are sold through testimonial advertising on infomercials. **Listeners believe real people stories and buy.**

Testimonial advertising is based in reality and the similarity and commonality that the listeners feel for the person giving the testimony. Testimonial advertising sells results and is a powerful technique to motivate. It would be a wonderful tool for the club industry to use in attempting to generate interest among potential health care partners, (and most importantly to simply sell memberships to the community at large).

Managed Care Organizations (MCOs) especially those that offer capitated plans, are interested in keeping their subscribers healthy and out of the hospital. Just imagine the CEO/decision maker at an MCO viewing the testimonials of the senior members of the Keiser Award

Club finalists....don't you think they would be motivated by a senior citizen who emotionally testifies on tape that he/she feels better, is more vital, and has not visited the MD, let alone a hospital, since they began participating in a health and fitness program at the club? **Absolutely!**

Just imagine the interest the MCO executive would/should have for developing a relationship with the club that is responsible for keeping its members healthy. How can an MCO executive argue with the passionate words of an individual that typifies their subscribers?

Every quality club has members who on video or in print would honestly testify that since becoming a member at the club:

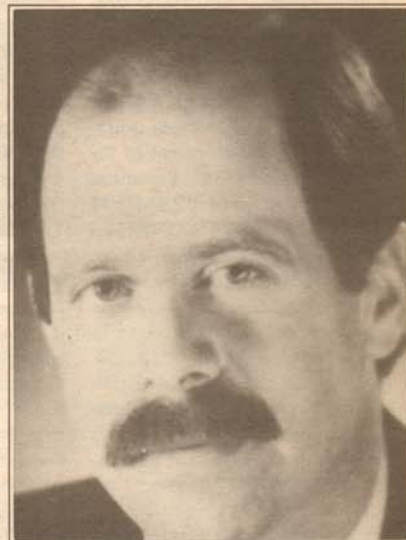
- their hypertension has normalized
- they quit smoking 3 packs/day
- they lost 30 pounds
- their cholesterol level dropped from 260mg% to under 200
- they typically visited the physician monthly out of need and since using the club visits are down to once per year.
- they were scheduled for back surgery, but since beginning a flexibility and strength program at the club their physician cancelled the surgery.

In today's health care environment these testimonials would be persuasive, because they offer the MCO a method to **really reduce** health care utilization. Testimonials are a form of real life proof of the successes that can be realized from a relationship with a club.

With testimonials a club can be specific in stating that its service is beneficial in helping people stay healthy. They can attach a face to the message and show true results. Testimonials of real people will grab the attention of the MCO executive and make it difficult for him/her to not consider involvement with a club.

So, instead of just a club brochure in your proposal packet.... **what about a few video taped testimonials?.....** and a cover letter that explains that these testimonials are just a few samples of the positive changes that can happen to their subscribers as a result of a formal relationship with your club.

I think the club industry has always understood the impact of testimonial advertising, but for



Neil Sol, Ph. D.

some reason has chosen not to employ this marketing technique. I am not sure why. **But, did you ever stop and think that a member referral is a testimonial?**

(Neil Sol is the General Manager of the Cherry Creek Sporting Club in Denver, Colorado and the President of Health Vantage, Inc., a club consulting firm. Neil is one of the industry's leading experts in the field of healthcare as it relates to clubs. He may be contacted at: (303) 399-3050 or Fax #: (303) 388-7923).

...Wald

continued from cover

greater heights, trusted me on good days and bad, develops an organizational system, challenges himself daily to be better and his team to do better, the #2 influencer in my life after my Dad, taught me customer service, how to manage people and

budgeting, made me a "cleanliness snob", taught me to look at details, taught me values and someone who made me feel like I was part of something great!"

Mitch has tirelessly served IHRSA since its beginning 15 years ago. He was President during its 10th year. He served on 8 committees (including chairman of most) including: Budget, Nominating, Government Relations, Membership Review, Corporate Fitness Network, etc. He has been a faculty member at the IHRSA Institute of Professional Management and a presenter at IHRSA Conventions. He is a member of the Advisory Council, Vanguard and the Fund. He was also an IHRSA Marketing Award winner.

He has also involved himself in other industry activities

including: a co-founder and past President of MACMA, the Regional Association of the Middle Atlantic States, Chairman of Virginia's Legislative Committee and he has been a presenter at MACMA, NERSA and other regional conferences. He was also named Regional Tennis Pro of the Year.

Mitch is held in high esteem by his peers as exemplified by some of their comments: "he is a selfless industry leader, a constant contributor to IHRSA, a ground breaker, a giver from the beginning, a people-person, focused-but not overbearing, dedicated to the industry's best standards, a constant sharer, an industry career man, a staff builder and developer, passionate, honest, shares his successes and failures, a "Coach" to all, a

role model, a real family man, and someone who loves life.

Mitch Wald has always been one to seek "a better way" to do the ordinary. Take for example during the past 3 1/2 years he has developed a member coaching program for fitness training which is called the "MONARCH PLAN." Through his tireless efforts with this plan, he is attaining significant results for his members in their quest for fitness. In turn, these results are causing improved overall membership retention and new membership sales throughout the four club Smith Club Management organization.

Mitch has been a member of the Faust Executive Roundtable #1 for over 10 years. Through this relationship he has been able to continue his sharing and learning as part of his overall thrust in his

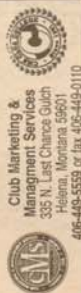
club career.

Maybe Mitch's greatest accomplishments have been that of being a terrific husband for his wife Penny, father to his children Chelsea and Jake, and son to his Mom, Edith Wald. For no matter what club business matter, IHRSA event or roundtable meeting, he has always placed his family first. He has placed his priority to be with them when special events in their lives might conflict with his career activities. This is a mark of a man with true balance. A man with his priorities in the right place. A man to be truly admired by all who know him.

CONGRATULATIONS to MITCH WALD, IHRSA's Distinguished Service Award Winner for 1996 and excellent role model for the health, racquet and sportsclub industry!

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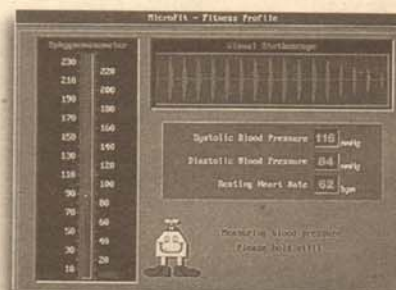
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M I C R O F I T TM

The 1996 IHRSA Report On The State Of The Health Club Industry

A Summary - Part I

The International Health, Racquet and Sportsclub Association (IHRSA) and Cross Conditioning Systems produces and presents this report each year at the IHRSA Annual Convention. The Editor is Ms. Cathy McNeil of IHRSA. Special thanks to Mark Feuer and Ken Germano and the great people at Cross Conditioning Systems for their sponsorship of this annual contribution to the health club industry.

INTRODUCTION

1996 is expected to be

the pivotal year in the history of the health club industry because in May, the U.S. Surgeon General's Report is expected to give rise to the longest, most effective campaign to get Americans - and citizens of every country - moving. It will become incumbent upon all physicians to recommend regular exercise to their patients just as 32 years ago, physicians began to counsel their patients to stop smoking as a result of the last Surgeon General's Report in 1964. That report was a catalyst for helping more than 100 million people worldwide to stop smoking, despite the fierce opposition from the huge and politically powerful tobacco industry.

The exercise movement enjoys the luxury of no opposition, in stark contrast to opposition of the tobacco industry to the stop-smoking movement. The exercise movement enjoys the unity of three industries that have come together to support the quest for more physically active Americans: the healthcare industry, the fitness industry and the sporting goods industry.

The Surgeon General's Report will expand the healthclub industry. It will change the way the world sees the healthclub industry - from provider of recreation services to provider of preventive healthcare services.

want a health care insurance system that offers subsidies for health and fitness expenditures - according to a 1995 study entitled: "American Attitudes Toward Healthy Lifestyle Incentives" conducted by American Sports Data on behalf of IHRSA. And—they are willing to match the subsidy with individual co-payments. 73% of Americans would probably or definitely switch to an HMO/insurance plan which helped to pay for health club membership. Three groups were studied: inactive, home/outdoor exercisers and health club patrons. Of 13 specific products/services - ranging from health club membership to a full medical checkup, all three groups indicated they would allocate the greatest number of dollars to health club membership and home exercise equipment.

at home.

Why People Feel Intimidated by Health Clubs

"Why People Feel Intimidated by Health and Sports Clubs" is a new study conducted by Dr. Christine Brooks of the University of Michigan for IHRSA. These people derive this assessment from their body shape - specifically their degree of overweight: the more overweight, the poorer the perception of their physical condition.

These individuals also have a low opinion of their athletic ability. Their assessments of overweight and poor athletic ability are the basis for their decision on what type of activities they are capable of doing. They view health clubs as providing only activities for people who are young and in shape. Consequently, they don't feel they will be comfortable or capable participating in the activities offered at health clubs.

The result is that instead of seeking out a health club, they seek activity which they can physically do without embarrassing themselves (e.g. walking). Women and those who have not exercised for more than a year are at particular risk of feeling intimidated.

Solution: In marketing to those individuals who may avoid health clubs due to the intimidation factor, health clubs should keep in mind that they will not be stimulated into action by ads or promotions which promote good looking bodies and shapes. From a promotional standpoint, ads and other marketing materials should illustrate that those who have not worked out for a period of time will fit in at the club. For example, show people who are overweight participating in aerobics, using treadmills, etc. This will help people feel that they can physically handle the exercise and "fit in" regardless of how overweight they are.

THE EXERCISE MOVEMENT

In 1964, the Surgeon General's Report on Smoking was not the end of something; rather it was the beginning of something. (See *State Of The Industry* page 22)

Current Industry Research

INDUSTRY AT A GLANCE

There are approximately 48,000 fitness facilities in the U.S. The following are estimates for the number of each type of facility:

•Health and Sports Clubs-	12,000
•Racquet Clubs-	3,000
•Member-Owned Clubs-	5,000
•Charitable/Religious-	3,000
•Public Facilities-	3,000
•Hospital Facilities-	250
•Hotel/Resort/Spa-	10,000
•Apartment/Condo-	4,000
•College/University-	4,000
•Corporate Facilities-	3,000
•Military/Prison Facilities-	1,000

HEALTH AND SPORTS CLUB INDUSTRY

Total annual dollar volume* -	\$8.25 billion
Total number of memberships* -	20 million
Total payroll* -	\$3.05 billion

FITNESS EQUIPMENT INDUSTRY

Institutional sales dollar volume+ -	\$356 million (1993)
Home fitness sales dollar volume++-\$2.6 Billion	(1996 proj.)

Sources: * IHRSA
 + FIND/SVP
 ++ National Sporting Goods Association

Consumers Issue Mandate to Health Insurers

82% of Americans

to the study, dual exercisers not only exercise more but also feel healthier, happier and more in control than their counterparts who exercise only at the club or



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Here are some of the reactions of club owners presently utilizing CLUB FM:

Health Star, Ramsey, N.J.
 - "Our members really took to the system. They enjoy their cardio workouts more now than ever. The system was easy to set up and very cost effective. It is a great investment." - **MIKE SILVA/Owner**

Hollywood Health Spa, Lawrence, N.Y. - "We really like the CLUB FM System. We presently have a hard wired system and are thinking about scrapping it and replacing it with CLUB FM. It is also very simple to install." - **ROZ WOLFF/Owner**

Galaxy Health Spa, Guttenberg, N.J. - "I have CLUB FM and another one made by an outfit in California. Both are in the same room, hooked up to the same model TV, space about 20ft. apart. CLUB FM is smaller, less expensive, less complicated to hook up and the reception is twice as good!" - **MIKE FARKAS/Manager**

"One of my philosophies for our CLUB FM Systems is once I sell a system, I want to ship it to the customer and never see it again. That is why we take the time to test

the systems before they ship out. I want the CLUB FM Systems to be as hassle free to the customer as possible. I feel this is an affordable alternative to hardwired systems. A lot of club owners hear that interference is an issue - if that was the case, we would have been out of business a long time ago. Our sales staff, I feel, is one of our strongest aspects. Everyone involved takes that extra step to keep the customer happy so that they choose our system over other similar systems. They work great and

we are eager to supply these CLUB FM Systems to even more locations." - **Alice H. Lance, Partner - A.P. Acoustics, Inc.**

"The salespeople provided good, informative customer service. The CLUB FM System is easy to install and worked well with no problems. I chose CLUB FM over a hardwired system because it gave me more flexibility in setting up the cardio room and allows my members to listen to the audio without having to be on the

cardio equipment. The price was competitive and fair." - **MARTY FINK, Executive Director, Greater Hartford, Ct. YMCA.**

"The bottom line is that we chose this system over a hardwired system because we had heard from reliable sources that moving equipment around is not as easy with other systems as it is with CLUB FM. CLUB FM is easy to install, no running wires and mainte-

nance free. The CLUB FM System has been great and they last a long time! The price was the lowest and we did not need the bells and whistles that other systems offer!" - **DENNIS KAUFMAN, Twin Arbors Athletic Club, Lodi, Ca.**

"I have researched this carefully and found that CLUB FM had the best price and the best quality. It is a simplified unit..... you don't need anything else!" - **PETE PETERSON, FROG'S Athletic Club, Encinitas, Ca.**

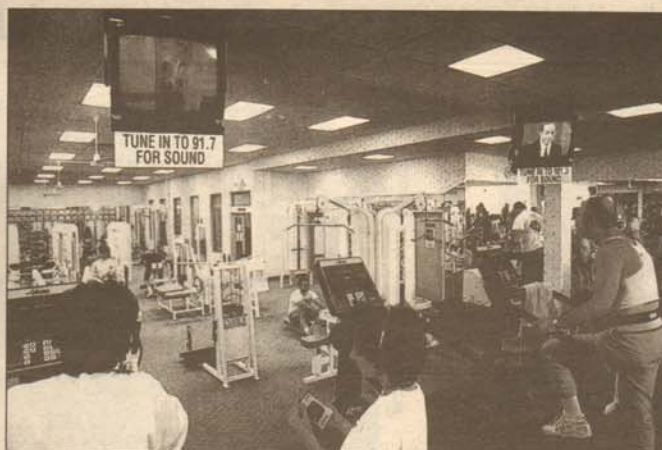
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**MAKE
IT
FUN!**

...Norm's Notes

continued from page 3

HMO for the deficiencies. They have chosen the wrong guy to mess with in this situation because he will be extremely tenacious in his efforts to obtain proper treatment. Dick extends his appreciation to all who have called and written and welcomes any and all correspondence. Send cards and letters to: Dick Trant, P.O. Box 332, Weston, Ma. 02193. Good luck old friend as you recover!

RAY GORDON of Sales Makers, the Florida based sales training firm says that the 8th Annual Seminar scheduled for May 3, 4 and 5 in beautiful Naples, Florida is filling up fast. In addition to the excellent sales training, featured guest speaker will be **SANDY COFFMAN**, President of Programming for Profit, that dynamo from Wisconsin. Also, all alumni of the Sales Makers Training Seminar are invited to attend this session for free as it is being billed as a RE-UNION! And, at this session, the new S.M.A.R.T. System created by

Sales Makers will be introduced. Be sure to check out their ads on page #'s 12 and 19 for the details.

RAY WILSON, the dynamo of a man who recently sold controlling interest of his **FAMILY FITNESS CENTERS** in California to **FITNESS HOLDINGS, INC.** is at it again. Ray tells me he has signed a deal to build his first Family Fitness Center in Hong Kong. He said he plans to develop hundreds of new centers over there in conjunction with his U.S. partner, **ERIC LEVINE**. The first facility will be about 20,000 square feet and according to Ray, the rent will be in the \$100,000 PER MONTH range! Next month we will give you an in-depth look at the Next Generation - the day-to-day operators of Fitness Holdings, Inc., **MARK MASTROV, CRAIG PEPIN-DONAT** and **IVAL MCMAINS**.

JOCIL ROGUS, is a 12 year veteran General Manager of the **ROCHESTER HILLS TENNIS AND SWIM CLUB** in Rochester Hills, Michigan. Nice to see her picture on the cover of **CBI Magazine** as well as the

great article about her. Jocil is involved on behalf of **IHRSA** with the "Grow the Game 2000" task force which is working with the **USTA** to promote and grow the game of tennis in America's communities. Be sure to check out the article on page #27 of this issue.

STEVEN SCHWARTZ, the President and CEO of **THE TENNIS CORPORATION OF AMERICA**, informs us that **TCA** is now managing the 170,000 square foot **Le Sporting Club du Sanctuaire** in Montreal, Canada and **The City Club** in Pittsburgh. **TCA** now owns and/or manages more than 40 clubs in North America and manages fitness centers for **McDonald's Corporation, Travelers, Equity Group Investments, General Motors** and **Henry Ford Health Systems**.

DR. STEVEN BLAIR, of the **Cooper Clinic** in Dallas, Texas, was awarded **IHRSA's** Person of the Year Award for his work on the upcoming **Surgeon General's Report**. Congratulations to Dr. Blair and to the many other **IHRSA** Award Winners at the 1996 **IHRSA** Convention in San Diego.

Congratulations to the **WEYMOUTH CLUB** in South Weymouth, Ma. for being named the "New England Tennis Organization of the Year" by the United States Tennis Association.

OLYMPICS UPDATE
- The Atlanta Committee for the

Olympic Games has recently released some Olympic tickets which had been held back. For information call (404) 744-1996. This is a different number than we listed last month as it is for individual tickets as opposed to the corporate number for groups listed last month - (404) 548-1596.

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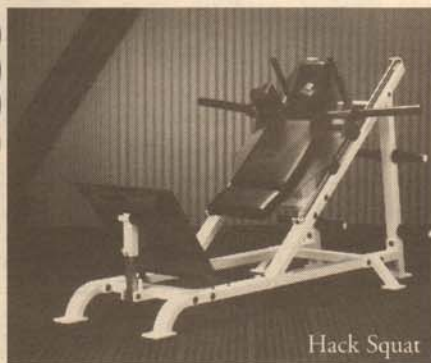


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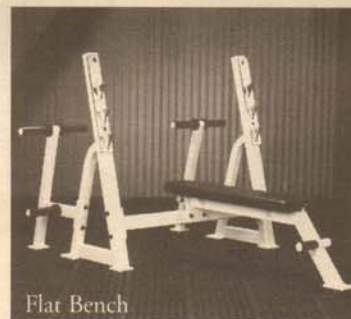
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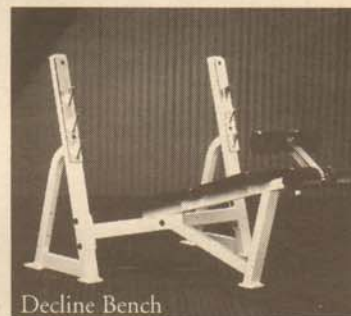
F170



Flat Bench

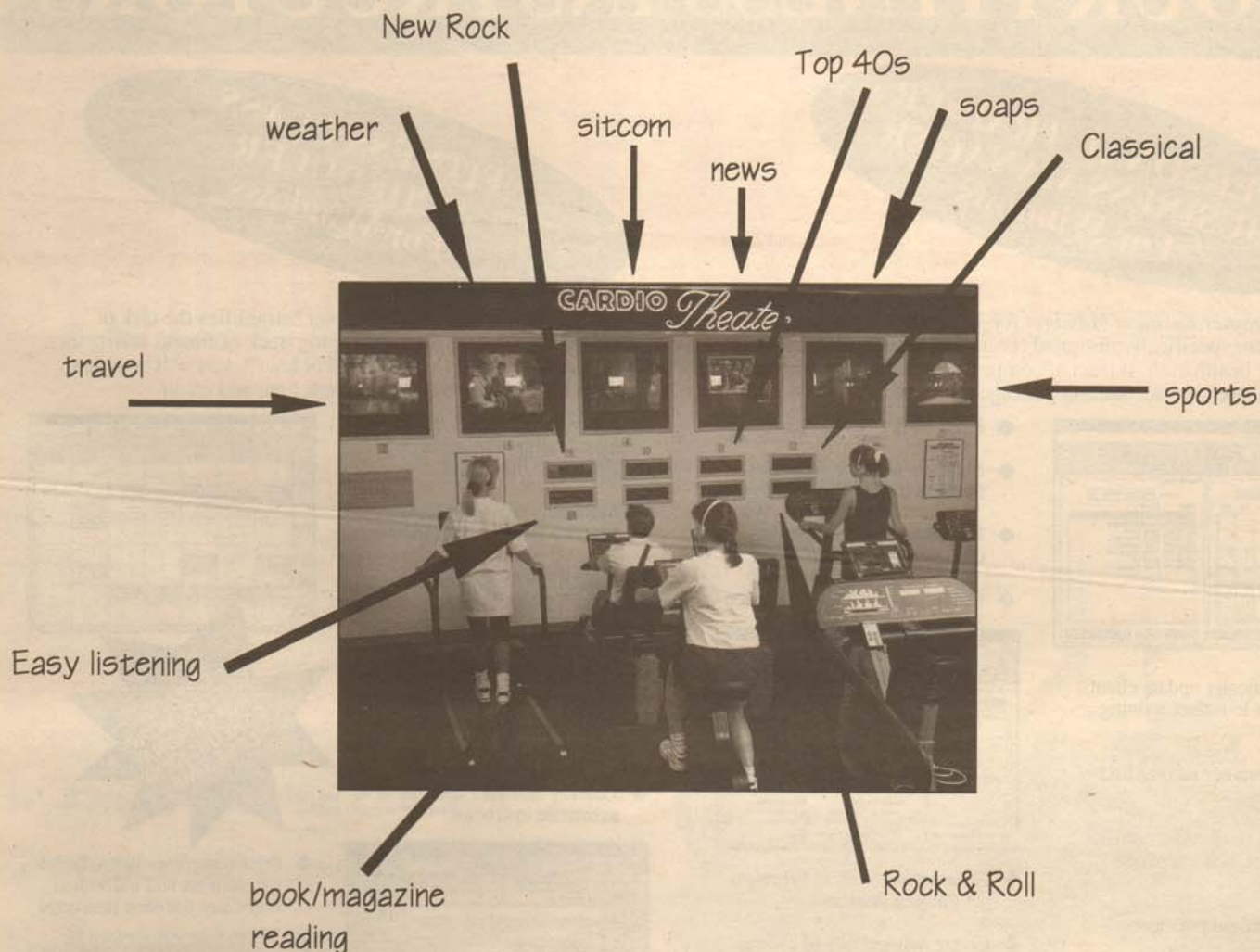
- 11 gauge steel design
- Raised foot rest for better back support and chest isolation
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F177



Decline Bench

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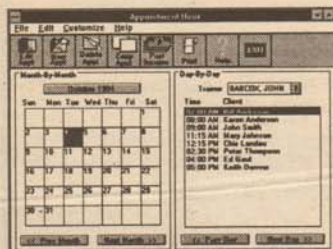
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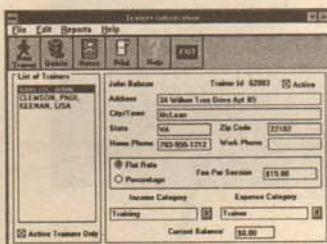
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- ◆ Keep track of training sessions
- ◆ Maintain separate schedules for each trainer
- ◆ Print trainer schedules for a day, week, or month
- ◆ Quickly find a training session



- ◆ Generate invoices and receipts for training sessions
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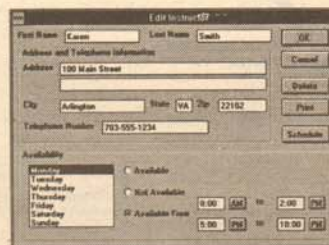
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- ◆ Print complete class schedules for students and individual schedules for each instructor
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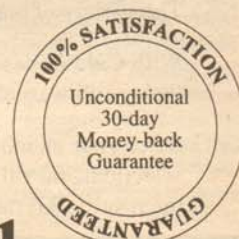
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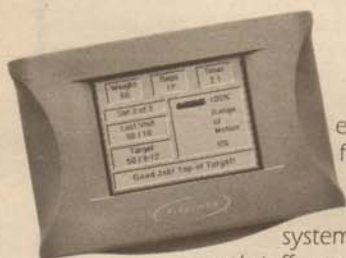
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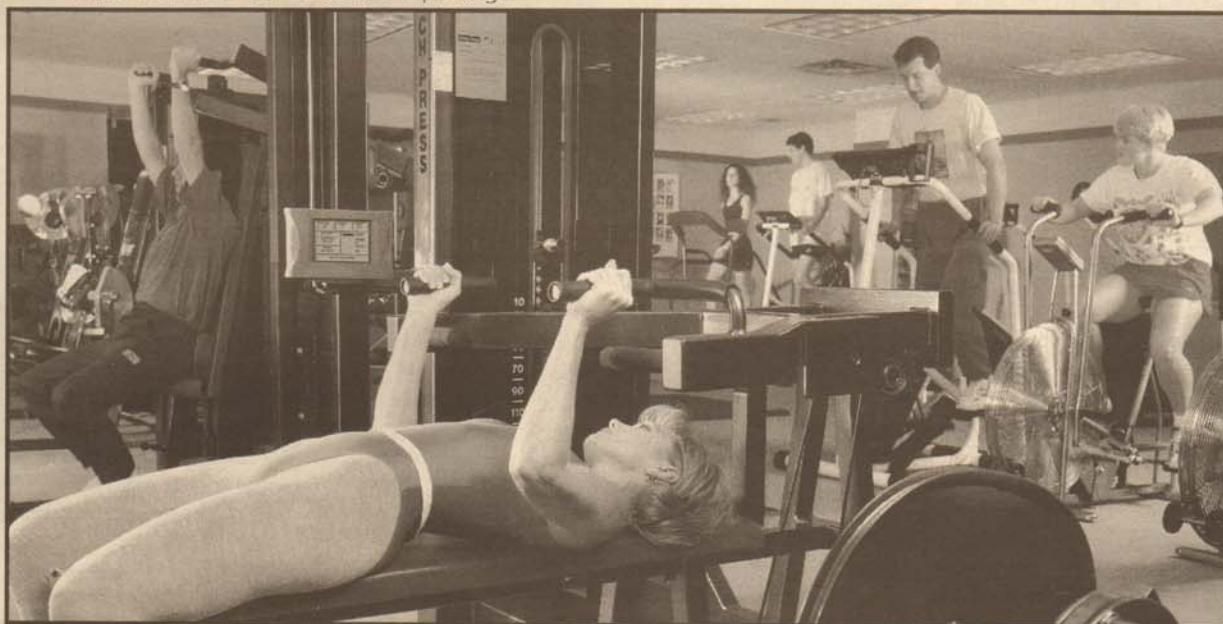
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

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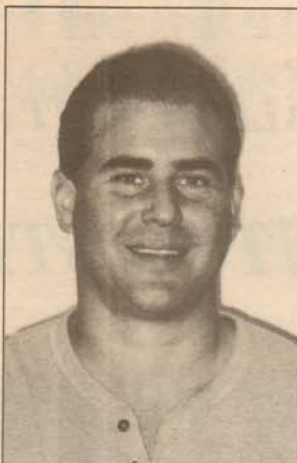
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REFURBISHED TIMES

You have a big investment in your facility's fitness equipment, managing that investment is very important to your bottom line.

By Steve Paterson

Operating a professional workout facility is expensive! As a club operator you need to focus on saving money as much as making money. Something I have realized after years of selling pre-owned fitness equipment is that most owners sell their strength training equipment prematurely. They sell it not because it's function and style are outdated or because the



Steve Paterson

equipment needs expensive repairs. They sell it and replace it with new equipment because of cosmetic appearance. Their machines get scratched and nicked with daily use until they look old and dirty. Your equipment can look worn-out in 2 years and most clubs will get rid of their circuit and freeweight equipment by 4 years or so.

By protecting your equipment's finish you lengthen the life of your equipment. The key to protecting your weight machine's paint coat from scratches and nicks is to wax them just as you would a car. That's right, regular car wax is all you need. You want to apply multiple

layers of wax for best protection but you don't need to apply it all at once. Do 2 or 3 coats at first and add another coat every few weeks until you have approximately 15 coats of wax protecting each machine. Now every time you wipe them down they will shine like a new car. Your machines will always look new and when your members "bang" up against your equipment the wax will protect the paint coat from scratching. The wax also protects the metal from moisture and sweat which prevents rusting!

Another benefit is that members take better care of equipment that looks good and are more abusive to equipment that looks

worn.

The part I like best is the shine and sparkle your equipment will always give off. It looks great when your showing your club to a prospective new member. I have gone into fitness centers that wax their equipment and when they tell me their equipment is 4 years old, I am amazed. The extra care is worth it and makes a noticeable difference. Please give it a try!

(Steve Paterson is the V.P. of marketing and sales for Pre-Owned fitness equipment at Fitness Systems, Inc. formerly Commercial Fitness Systems, a division of Healthline, Inc. Call (888) 348-7978 for current, pre-owned, inventory price list.)

Stairmaster And Pacific Fitness Unite

San Diego, Ca. - StairMaster Sports Medical Products LP and Pacific Fitness announced at the 15th Annual IHRSA Convention that they had reached a "strategic alliance" agreement which substantially increases StairMaster's strength equipment line with twenty-two new products under the Arcuate and SPF 2000 lines.

Donald J. Wanat, President and CEO of StairMaster commented, "this is a natural step forward as in the past three years StairMaster has expanded our product offerings and with the addition

of the Arcuate and SPF2000 product lines we now offer our customers one source full service shopping. The alliance between the two companies represents a multi-year commitment to innovative product development coupled with a global marketing and sales effort."

"With the Arcuate and SPF2000 lines the health and fitness marketplace has two new important design and conditioning systems to choose from," said Ted Habing, President and CEO of Pacific Fitness. He added, "The Arcuate equipment with its patented controlled guided path

movement provides exceptional 'feel' and conditioning benefits. The SPF2000 line introduces an innovative and user friendly line of conventional strength equipment."

The new "strategic alliance" between StairMaster and Pacific Fitness is the product of six months of negotiations. The alliance comes after StairMaster has accomplished the introduction of the new Stepmill 7000 PT, the new cordless FreeClimber 4400PT and taken on representation of Quinton Treadmills to round out the StairMaster cardiovascular product line.



Donald Wanat, President and CEO Stairmaster (left) and Ted Habing, President and CEO of Pacific Fitness

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A SOFTWARE SOLUTION

By Ed Gaut

(Editor's Note: Ed Gaut has been serving as a Contributing Writer for *The CLUB INSIDER* News for several months. His field of expertise and his articles have focused on Personal Training. The following article describes *Personal Trainer Business Manager for Windows*, a product that Willow Creek Publications, one of our advertisers markets. Ed is a Vice President of Willow Creek Publication. Ed did not ask to write this article. I asked him to write it, because I think it will help club operators who are faced with the task of managing Personal Trainers.)

During the past several months, I have been providing *CLUB INSIDER* readers with my ideas on how to improve the personal training in your fitness facility. While I am hopeful that you have seen the wisdom of most of my suggestions, I am sure there has been some grumbling as well. Many of you have probably been thinking, who is he to tell me to do such-and-

such, and I barely have time to do the things I am already doing. Today, instead of giving you even more work, I am going to propose a solution which could very well save you significant time and effort. It is a software package called *Personal Trainer Business Manager for Windows* and it is intended specifically to simplify the task of managing personal trainers in a gym or health club.

Now, perhaps you think that since I am a regular columnist with *The CLUB INSIDER* this will be an objective, dispassionate review of personal training management software. If so, let me set you straight right from the start. When it comes to *Personal Trainer Business Manager for Windows*, I am very unobjective and very passionate. In fact, I think it is nearly the best thing since sliced bread! However, I have a confession to make. In addition to being a personal trainer and fitness author, I am also Vice-President of Sales and Marketing at Willow Creek Publications, the outfit that produces the software and an advertiser in this publication.

If there is one idea I have

returned to time and again in these columns it is that to be successful, you should run your personal training program as a business. And the key to managing a personal training business - or any business for that matter - is information. If you do not have reliable, timely information, it does not matter how good a manager you are. You will not be able to make good decisions.

In the personal training business, the most important type of information is scheduling information. That is why I always suggest that if you computerize nothing else, at least computerize the scheduling. The advantages of scheduling by computer rather than scheduling by paper include the ability to automatically move appointments from week to week and from month to month, to print out individualized schedules for trainers and clients, to easily determine the number of training sessions a client or trainer has had in any given period of time and to quickly find a training session for a particular client without searching through pages of appointments.

After scheduling information, the next most important type of information for a personal training business is accounting information. This includes payment information, who has paid and for how many sessions, who owes for another group of sessions, who has been trained for sessions for which he or she has not yet paid. Accounting information also includes income information, how much income is each trainer generating from training sessions, etc. It also includes expense and payment information such as how much you owe each of your trainers and what are the other expenses of running the training business costing you.

In addition to scheduling and accounting information, you also need to keep track of client information. The basic client information, of course, is name, address and telephone number. If there are different billing options and fee schedules, you need to keep track of those. If you do an initial medical evaluation, it would be a good idea to keep that available somewhere. And if you do periodic fitness evaluations such as strength and agility tests, measurements or bodyfat percentage testing, you will want to keep track of that information as well.

Finally, you need to keep track of trainer information.



Ed Gaut

Again, this includes name, address and telephone number. If your trainers are paid differently, you will need to keep track of how each trainer is paid. If you use part-time trainers, you may also need to keep track of each trainer's availability. You will also want to keep track of any evaluations or notes about the trainer.

In computerizing your scheduling interests, there are a number of generic scheduling programs available for personal computers. Most programs range in price from fifty to ninety dollars. One of the most popular is *Schedule It!* If automating your accounting is what interests you, what you need is an accounting package. Here, there are even more software choices. Most programs range from fifty to one hundred and fifty dollars. Some of the most popular small business accounting packages are *Simply Accounting*, *DAC Easy Accounting*, *PeachTree Accounting* and *QuickBooks*.

Client information and trainer information lend themselves most readily to database or contact management software. Most database software ranges from seventy-five to one hundred and fifty dollars. Some of the most popular database programs are *Microsoft Access*, *Paradox*, *FoxPro* and *dBase*. The most popular contact management program - which is a database specifically designed for keeping track of names, addresses and telephone numbers - is from Symantec and is called *ACT!* Most of these scheduling, accounting and database programs are available at your local computer store.

While all of the above mentioned software is excellent, it

presents several problems for the fitness manager who wants to use it for managing a personal training business. The first problem is complexity. Because these programs are not specifically designed for the personal training business, they have a lot of extra features which you do not need but which add to the time and effort needed to master it. Another problem is cost. Individually, these programs are not very expensive. But once you buy three of four of them, the cost starts to add up. But, perhaps the biggest disadvantage of using generic scheduling, accounting,

and database programs for managing your personal training business is that these programs are not integrated. They do not work together to share information.

As an alternative, Willow Creek Publications developed *Personal Trainer Business Manager for Windows*. This is a scheduling program, accounting program and client and trainer database all-in-one. It is specifically designed for managing personal trainers in a gym or health club. That means it is easy to use with exactly the features you need. And the software is integrated. Accounting and client information, for example, is automatically updated from the training schedule. This means the software is extremely powerful.

Bill Kyser, owner of Professional Fitness Trainers in Boca Raton, Florida, has been giving workshops on the business of personal training for years. He has used *Personal Trainer Business Manager for Windows* and recommends it to his students. "It's perfect for clubs and independents alike," he says. He especially likes the ability to graph client training and fitness evaluation information to give clients a visual measure of their progress. "This helps to motivate the clients," says Kyser, "and that leads to client retention."

For more information, see Norm Cates' review of *Personal Trainer Business Manager for Windows* in the December, 1995 issue of *The CLUB INSIDER* News.

(Ed Gaut is a nationally known personal trainer and fitness author. Be sure to see the Willow Creek ad on page #10.)

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11 Habits Of Peak Performance

By Richard Gerson, Ph.D., CMC, CPC

Wherever I go for the past 20 years, whether it's consulting/training for corporations or speaking before groups and professional organizations, I'm always asked the same question: "What makes you successful?" It's a simple question, really. And the answer is actually very simple, too.

However, when you consider the number of people who keep asking this question, and not only of me but of many people, you begin to realize that most people are looking for the true keys to success. So, I decided to continue my research into what makes people successful. Here are the 11 keys to peak performance and ultimate success for you and everyone you know. But first, before I tell you those keys and show you how to use them to open the

doors to success, let me tell you a true story that validates each and every one of them.

A TRUE STORY

Several years ago, a client (we'll call her Barbara) came to me for help. She was in her late 20's, in what she called a "dead-end job" is going nowhere in her personal or professional life, and just basically depressed. Traditional psychotherapy had not helped her and neither had medication. She came to me and told me I was her last hope. (By the way, I don't and never have believed I'm anybody's last hope for success. In fact, you are your own first, middle and last hope for everything you want to accomplish.)

In talking with Barbara, I noticed that she lacked 3 important ingredients for a successful life: She had a poor self-image

coupled with low self-esteem. Her attitude toward everything was negative. And she had no purpose and no goals, to which she could commit her energies.

We worked together for 3 months that included personal counseling and skills training. In that time, Barbara identified and wrote down her goals, improved her self image, gained a positive attitude, became intrinsically motivated, started to eat better and exercise, and learned to love herself. Her life turned around dramatically.

One month after we completed our work together, she got a new job at twice her previous salary, she began dating someone whom she later married, she continued her diet and exercise program, she looked and felt years younger, and her life was in a constant upswing. She considered herself a peak performer in everything she did. Every time we spoke, she thanked me for making her successful.

The truth is, I had nothing to do with it, or at least very little. I may have given her the keys to a successful life, but she had to open the doors and walk through. If you're ready to walk through, here are the 11 KEYS TO ULTIMATE SUCCESS:

KEY NUMBER 1: Positive Attitude

You need a positive attitude toward everything you do and everyone you meet. First, though, you must start with yourself. You have to have a good attitude towards yourself. You need to say positive things to yourself every day (affirmations). You need to talk to yourself in a positive manner (positive self-talk). You need to know that you're responsible for all the outcomes of your behaviors (attributions). And, you need to believe in the general good of all people.

This approach and attitude will lead to many positive things happening for you. It sets in motion "cosmic forces" that will bring good things into your life. Now, you don't have to believe me, but just think back to the times when "coincidence" or "good luck" came into your life. Were you thinking about certain things and wanting them to happen? And then they happened!



Richard Gerson, Ph. D.

Remember, luck is nothing more than preparation meeting opportunity. So, your positive attitude can help you go out and make your own luck. Think positive, and you'll be on your way to multiple peak performances plus you'll open many doors to success. Just remember to temper your positive attitude with a dose of reality.

KEY NUMBER 2: High Self-Esteem/ Positive Self-Image

What you think of yourself speaks volumes about who you are and how people respond to you. A high self-esteem establishes a positive achievement cycle in your life. Your positive self-image attracts other people to you. These people want to be around you and either consciously or unconsciously, they want to help you succeed.

You build a high level of self-esteem through your positive attitude and also by having confidence in yourself as a person. Measure yourself worth according to your own standards. Always remember this about self-esteem and self-image. No one provides you with them. You choose to give yourself these attractive qualities.

Most other people don't want to work hard at building a positive self-image. They'd rather build themselves up by tearing you down. So, if you let them, and I do mean you have to be the one to let them because they can't do it without your permission, they will readily try to elevate themselves by knocking your self-esteem. If you allow this, you keep closing this door to ultimate success. And it won't matter how many of the other keys you use. You'll be the one shutting the door in your own face because you let other people tear

you down.

To be a successful peak performer, develop a positive self-image.

Keep yourself-image and self-esteem high. Do things that feel good and right for you. If you want other people to compliment you, compliment them first. If you want other people to make you feel good, which will build self-esteem, do something to make other people feel good first. You will always be more successful at building your own self-esteem if you help others build theirs first.

KEY NUMBER 3: Communication Skills

Successful people are great communicators. They are able to convince, influence, persuade and communicate their ideas, dreams and goals to other people and enlist their aid to achieve those goals. Also, successful people are excellent listeners. In fact, if you ever want to be remembered as a great conversationalist, just listen as others talk.

Effective communication is only effective based on the response you get. If you don't get the other person to understand or respond the way you meant them to, then you have not been effective as a communicator.

Communication is also the key to success in all interpersonal relationships. This is regardless of whether it's a business or personal relationship. In fact, I can safely say that over 95% of the arguments between couples occurs because of poor communication (or lack of it). And, 95% of the problems between colleagues or employers and employees is due to poor communication.

How do you get to be an effective communicator? You learn about the other person. Learn their speaking style, the words they use and the outcomes they're looking for when they communicate. Then, you feed these back to them by flexing your style and you'll see a magnificent change occur as the two of you develop complete rapport. It gets to the point that you think you know what the other person is saying before they say it.

When you reach this state, you're a peak performing communicator whose success is virtually guaranteed.

KEY NUMBER 4: Lifelong Learning

Peak performers and successful people are constantly (See Gerson page 24)

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Tip Of The Month

Techniques For Making People Like You

It's been said many times, but is worth repeating, that people are not born with the natural ability to have people like them. It is a common technique which simply requires the understanding of behavior and practice.

All the knowledge necessary to become the kind of person whom everyone likes is contained in the brief book by Dale Carnegie, "How To Win Friends and Influence People."

A few of the key techniques include:

1) Establish rapport

- A) Listen to the other person.
1. Attentively
 2. With eye contact (in person).
 3. With voice (on phone)

B) Be sincerely interested in them.

1. Ask questions regarding:
- The person
 - Their game or exercise habits
 - Their work

C) Make them feel important

1. Use their name frequently and naturally
2. Give genuine compliments

D) Smile

1. A smile means "I like you."
2. Always smile before answering the telephone.

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Tennis Pros: The Advanced Course

By Spike Gonzales

Sure, some tennis pros tend to be late to meetings, unprepared, slow in returning phone calls, and sloppy in some court cleanup and maintenance, but you've probably already pre-empted some of these weaknesses. You've scheduled pre-set weekly meeting times convenient to their schedules. You also give them your undivided attention when they have issues or problems. You provide desk and phone accessibility, moral support for their extended hours and reception desk and secretarial help. (See last month's article.)

SO WHY DO WE STILL SEEM TO HAVE AN UNHEALTHY TURNOVER OF TENNIS TEACHING PROS?

WHAT CAN WE DO TO DEVELOP POSITIVE LONG-TERM RELATIONSHIPS WITH OUR PROS?

First, we can give them the respect we should for what great people they are for our business!

After all, they not only provide us with players, but they are truly experts in understanding our product — tennis. They also seem to inherently know how to service some of our most difficult clientele, our tennis members. They certainly work some difficult and long hours to meet the free time needs of our clientele. (Have you ever asked your bookkeeper to come in at 7:00 a.m. or work to 11:00 p.m., or on weekends?) Beyond the aforementioned challenges that a tennis pro must deal with, they seem to consistently show high energy when they're on the

court, giving the physical and mental effort we'd like to see from all of our employees. Tennis pros are, in fact, great people who are key to our business! Let them know it!

Second, let your members know how great your pros are!

Even if your pros are not "name" players, your members and associates should hear you bragging about them. Extol their educational and competitive backgrounds, their dedication to their students, and their individual special strengths (do you know them?) as teachers.

Invest in quality photographs of your pros for wall displays at your club and for periodic press releases to local media. Tennis pros come from a background of individual "glory" and recognition. When those elements are supplied in their working environment, they tend to reciprocate with loyalty.

Provide and encourage personal and professional development among your pros. Be sure they're learning more about the business. Get them to seminars and conferences and help them financially. True burnout in tennis pros comes less from hard physical work, but from doing the same thing over and over without getting new insights and teaching approaches. More than in other

fields, tennis pros tend to find something that works and get stuck in the groove of repeating it over and over. Get them out into the world and keep their horizons broad! If you're a resource for this, they will recognize it.

Show them the big picture. Share with them the profit/loss issues of their department, and perhaps, the whole club. Show them that each court has significant overhead from utilities, taxes, upkeep and capital replacement. Let them know the challenges of keeping net revenues on lessons, court time and programs high enough to exceed these items; and it's not "pure profit" after their pay comes out of lesson income. Giving them your figures gives them a sense of belonging and helps them share in your challenges.

Offer a career path. Why should tennis pros be our only workers expected to be at their same station without long-term security for the rest of their lives? If you're company is large enough, make it apparent that a staff teaching pro could advance to being a program coordinator, a teaching director, a head pro and possibly a tennis director.



Spike Gonzales

Make an alternative route available for the pros who might be interested in management. They should see they could advance in other areas of the club if they "invest" in learning desk, sales, fitness or other operations; and that you would welcome that type of inter-departmental integration. Tennis Corporation of America clubs have developed some of their top managers by encouraging business growth among tennis pros.

If your club's not large enough to internally offer a career path, an alternative is to be sure your tennis director mentors staff pros; developing and grooming them for several years for possible positions outside of your organization down the road. Many successful clubs have followed this formula, sharing the economic benefit with their tennis director. A "stable" of future head pros for the industry is created. It becomes a "win" for all parties when the tennis director has trust in the management that his position is not threatened by hiring and developing good people.

Let's avoid labelling and grouping tennis as a "necessary nuisance!" As a manager or owner, look first at what measures you've taken to nurture, inspire and challenge your pros. If you've judged your own efforts as adequate, then evaluate your pros on their individual merit.

(Spike Gonzales is the owner of the Naples Racquet Club in Naples, Florida (941-774-2442). He started as a staff tennis professional in Tennis Corporation of America and became the company's Chief Operating Officer. As a consultant to the club industry he offers teambuilding workshops for club owners, managers and pros.)

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POWERHOUSE GYM CLOSES

Fort Wayne, Indiana - The Internal Revenue Service closed down the Powerhouse Gym owned by Ron Nicodemus because of unpaid employee withholding taxes amounting to over \$27,000. The gym owner had been deducting the employee withholding taxes from the employee paychecks for two years but had kept the money and failed to pay the taxes to the IRS except for the first month of operation.

On top of that, sources say Nicodemus had sold pre-paid memberships for up to two years until the IRS closed the facility down. Apparently, this was done even though Nicodemus knew that the IRS was going to close the facility for tax non-payment.

Local health club operators are upset with what the Powerhouse Gym owner has done and by the negative image the television and other media publicity has given the health club industry in general. Kevin Byrket, owner of the Fort Wayne Health and Fitness Center comments, "This is just another ex-

ample of a weight-lifter type individual who decides to open a gym with a 'build it and they will come mentality'. This type of thing is not unusual and these individuals have very little understanding of what is required to be successful in the health and fitness industry today. These organizations that sell the franchises and licenses for these gyms should require a proven operational record of health club industry experience as well as proper capitalization before they sell the franchise or license to anyone. That would help prevent these things from happening."

Rick Romeo, Powerhouse Gym Director of Licensing in Farmington Hills, Michigan expressed grave concern about the closing and the manner in which it happened. Powerhouse has over 330 franchise operations in the U.S., Canada, South America, Europe and Asia. Romeo explained that Nicodemus' Powerhouse franchise agreement had been immediately terminated upon closing of the facility. Pow-

erhouse officials have made their best efforts to contact Nicodemus at the telephone numbers shown on their records but those numbers are no longer valid. They have also sent messages to Nicodemus personally delivered to him, but he has not responded. Romeo explained that the Powerhouse organization has not had a facility to close under their name in over 3 1/2 years and concern about the negative publicity for their organization that this closing has and will cause. But, it is important to realize that this closing by the IRS could not be prevented or controlled by the Powerhouse organization which enjoys an excellent reputation in the health club industry. It simply was improper action taken by one individual and was entirely out of the control of the Powerhouse people. Even though this really is a problem for Nicodemus and his future, the Powerhouse people are working with a local operator to take over the facility and re-open it, hopefully providing consideration and

compensation for the former members who had prepaid for their memberships for up to two years. Romeo commented, "It is a difficult situation for us and the industry as a whole - that's why we have

been trying to work hard with a local operator to re-open the facility and honor the prepaid memberships to the facility."

RACQUETBALL COMBACK

The American Amateur Racquetball Association (AARA), the Racquetball Industry Association (RIA) and the Sporting Goods Manufacturers Association (SGMA) has published a new RACQUETBALL WORKBOOK 101 written and assembled by long-time racquetball veteran and leader, Connie Martin. This book is a terrific "how-to" book on racquetball programming.

Luke St. Onge, the Executive Director of the American Amateur Racquetball Association describes the new workbook as, "a cookbook for success in racquet-

ball." Luke St. Onge and Jim Hiser have devoted their whole lives to racquetball and have done a terrific job with the American Amateur Racquetball Association.

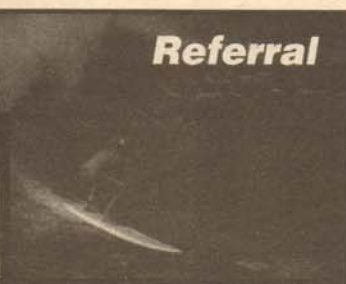
The game of racquetball is a great club sport and this book is intended to assist owners and operators with the task of developing the game through programming. Produced with the workbook is a very informative tape on racquetball from the club owners perspective. It clearly outlines the business reasons why racquetball is a good investment for the club operator.

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U. S. Total Fitness Files For Bankruptcy

Cleveland, Ohio - U.S. Total Fitness, with principal Mike Polombo as the operator of numerous Ohio fitness centers, filed for Chapter 11 Bankruptcy protection on March 22, 1996. The Chapter 11 action was filed in the United States Bankruptcy Court for the Northern District in Cleveland, Ohio. This action will stave off creditors for the beleaguered health club organization while they attempt to reorganize. The Chapter 11 Bankruptcy filing came on the heels of the closing of the companies Middletown, Ohio facility on February 21, 1996. The club

closed on a Tuesday night with no notice to employees or the members. The Middletown facility sold memberships up until the day the facility closed. Members will be given the option of using the U.S. Total Fitness facility in West Chester or get a prorated refund. Members whose membership contracts were sold to the Dent A Med Finance Company in Arkansas will be obligated to pay on their contracts regardless of whether they transfer to another location or not, according to Carol Jacoway, Dent A Med Vice President.

Douglas B. Gregg, Attorney at the Dayton, Ohio law

firm of Cohen, Gregg & Laurito, had filed on December 29, 1995, a \$10 million class action lawsuit against U.S. Total Fitness on behalf of consumers in Ohio. The lawsuit was brought against U.S. Total Fitness on behalf of many Ohio consumers who: (1) Had signed contracts with U.S. Total Fitness which did not contain required notice of the consumer's right to cancel and obtain a full refund within three days of signing and (2) Had signed contracts which included a non-refundable "One Time Membership Fee." The class action included two classes (groups.) The second class included consumers who had pur-

chased memberships at U.S. Total Fitness' planned club in Forest Park Plaza which never opened and refused to refund fees paid. In this action it was alleged by the Plaintiffs that U.S. Total Fitness knew that the Forest Park location would never open when it sold the memberships.

Attorney Gregg, for the Plaintiff's commented: "The first notice we received about their Chapter 11 Bankruptcy filing was when we were engaged in a pre-trial conference with the judge on the case. The judge had not been notified of their bankruptcy either. In my opinion, the Chapter 11 is nothing more than another stall

tactic. I would expect that the Chapter 11 will ultimately end up being converted into a Chapter 7. I'm afraid U.S. Total Fitness will just evaporate."

Anyone interested in obtaining a copy of the U.S. Total Fitness Chapter 11 Bankruptcy action from the U.S. Bankruptcy Court for the Northern District in Cleveland, Ohio, can do so by going to the court clerk's office and asking the clerk to provide copies of Case # 96-11482 (MC). (There will be a charge for the copies, but they are public record and any citizen has a right to obtain copies of the action.)

Techno Gym Sponsors Institute On Exercise

San Diego, Ca. - TechnoGym, the Italian manufacturer of fitness equipment, made a significant splash at the 15th Annual IHRSA Convention hosting a kick-off dinner for the new IHRSA Institute on Exercise and Health.

The Medical/Scientific

Advisory Council assembled for the institute is impressive and includes:

Steven Blair, P.E.D., Director of Epidemiology and Director of Research at the Cooper Institute for Aerobics Research., Dr. Walter Bortz of the Department of Internal Medicine at Palo Alto, Bess Marcus, Ph.D.

of the Division of Behavior and Preventive Medicine at the Miraim Hospital in Providence, R.I., E. Lee Rice, D.O. of San Diego Sports Medicine and Family Health Center, Dr. Walter Ethinger of Bowman-Gray School of Medicine in North Carolina, Christine Brooks, M.D., Director of Sport and Fitness Market Research Lab

at the University of Michigan, Massimo Massarini, Ph.D., Scientific Research Manager at TechnoGym, Russ Pate, Ph.D. Department of Exercise Science, University of South Carolina and William Haskell, Ph.D., Department of Medicine, Stanford University.

Equally impressive is

the 30-page initial report entitled: "Research on Exercise Report" researched and written by Ms. Suzanne Hildreth on behalf of IHRSA and TechnoGym. For information on the Institute or the initial report, call IHRSA at: (800) 228-4772.

...State of the Industry

continued from page 6

Similarly, The Surgeon General's Report on Physical Activity and Health constitutes a turning point: it is the beginning of the Golden Age

for the Exercise Movement.

Perhaps the most compelling fact reported in The Surgeon General's Report on Health and Physical Activity is that 250,000 persons suffer premature death annually due to lack of physical activity - approximately the same number who will die prematurely every year from smoking a pack of cigarettes a day.

The Big Debate: How Much Exercise is Enough?

With the growing mound of evidence concerning the benefits of exercise, few now question whether they should exercise. The question is: how much is enough?

In 1995, this issue was illuminated by two news stories which were published within a two-week period. These reports were derived from two separate exercise studies reported in the Journal of the American Medical

Association (JAMA). The first, (Blair et al.) concluded that regular moderate exercise was sufficient to achieve life-lengthening health benefits. The second (Paffenbarger, et al.) reached a different conclusion: to achieve life-lengthening health benefits, one must engage in regular vigorous exercise.

Dr. Jame Rippe, who is Medical Advisor to IHRSA and head of the Center for Clinical and Lifestyle Research in Shrewsbury, Ma., (and his associates) have identified four distinct heart-rate training zones - each one appropriate for achieving a different fitness objective:

Zone 1: General Health. A range of 50-60%. A great deal of research has demonstrated that being active at this level, consistently, and for a total of 30 minutes on most days, reduces the risk of developing many chronic diseases.

Zone 2: Weight Manage-

ment. A range of 60-70%. If you're slightly overweight and relatively inactive, you'll find this level a comfortable one that will permit you to exercise at a steady pace for long periods. At the same time, it will increase your metabolism enough to burn off a substantial number of calories.

Zone 3: Aerobic Conditioning. A range of 70-80%. This zone is right for you if you've been sedentary and want to improve your cardiovascular condition, or if you're fairly fit and want to maintain your current level of cardiovascular fitness.

Zone 4: Athletic Performance. A range of 80% and above. If your goal is to enhance your anaerobic, as well as your aerobic, condition - to improve your time in a 10 K race or your speed on the tennis court, for instance - then it's important to include some sessions of performance - zone interval training with longer sessions of slower exercise.

Dr. Rippe does not recommend performing at this level on a daily basis because it puts a lot of stress on you, both physically and emotionally.

The most important thing for successful, long-term weight management is consistent calorie burning, according to Dr. Rippe. "My recommendation is to exercise as long as you can, as frequently as you can, at a level you find comfortable," he says.

END OF PART I OF THE SUMMARY OF IHRSA'S - 1996 Report on The State of The Health Club Industry. Thanks to Cathy McNeil, Editor and Cross Condition Systems for their sponsorship. Next month: Industry Consolidation, The Future of Independent Clubs, How Fares Bally Total Fitness?, The New Wave of Unfair Competition and Rising Public Sensitivity, Pricing Strategies, Programming for the Future and Major Club Players.

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COUNTDOWN TO CAMP '96

By Leon Crimmins

A well-run camp program can have a positive impact from both a revenue and membership standpoint in addition to increasing your club's menu of member services. However, no area of club activity requires greater preparation, organization and planning than a successful summer camp program.

Superior staffing is the most important element of an outstanding camp. Painstaking care should be taken to hire the best people available. Invest the time and resources necessary to hire the best. Original hires are very important because staff turnover is particularly disruptive to children.

The camp director, along with all lead counselors, should be certified child-care professionals with a degree in education or a related field and documented experience working with children. Specific training such as CPR, Water Safety and First Aid should be a requirement. The support staff should be made up of people seeking careers working with children. Look for counselors with a wide range of specific skills and background that will contribute to the diversity of the camper's experience. Camp counselors should be educators by degree, but entertainers by nature.

In the unfortunate case of a bad hire, eliminate weak employees quickly. During a limited summer camp situation, there is little time to improve on mediocrity.

Never understaff. Set counselor/camper ratios and employ

"floating staffers" to maintain those ratios at all times. These extra employees fill in for absent staffers, emergency situations, and counselors on break.

Invest and reinvest in the quality of your staff. Provide recognition, training and support. Organize your staff early. Have a workshop for your entire team prior to the start of camp. Have lunch. Get to know one another. Stimulate daily camp activities and events and agree on reactive procedures. Develop a team approach to camp management and emphasize that cooperation and consideration begins with the counselors and extends to the campers.

Every club should evaluate the impact a children's camp will have on the club environment. Consider noise and traffic flow in areas of shared facility usage such as locker rooms, swimming pools, and food service areas. Another consideration should be safe parking, drop-off and pick-up areas for the children.

It is imperative to structure and administrate a camp so that the activities do not alienate existing adult members and prospective members during their normal club use.

Often overlooked is a review of the "red tape" requirements to operate a safe, legal camp eliminating exposure to liability, code violations or certification deficiencies. Take the time to evaluate insurance coverages, State day care laws, environmental safety codes and local construction and fire

performers who succeed repeatedly are fast learners.

KEY NUMBER 5: Love

Volumes have been written on this subject. All I want to say is that you have to love yourself first before you can love others. The more love you give, the more you'll get back in return. If you're feeling unloved for any reason right now, stop looking for it. Go out and give love to someone or something (a plant or a pet). You'll be pleasantly surprised at the returns on your investment. And remember, you can never give more love to someone else than you are capable of giving yourself or receiving from someone else.

KEY NUMBER 6: Health and Well Being



Leon Crimmins

codes. This could well prevent a potential lawsuit should a child be injured while in your care.

Utilize your facilities properly by brainstorming to determine the maximum range of activities and services your club can provide. Diversity in activities is a key element in camp success and activity brainstorming should be an ongoing function of the entire camp staff.

Don't think of your camp as limited to the boundaries of your club property. Contact and utilize nearby services and facilities such as State parks, museums, zoos, theme parks, sporting events, skating centers, bowling lanes, etc. to keep your camp exciting and diverse.

Invite outside guests to provide entertaining and educational programs at your facility. Consider police and fire departments, environmentalist groups, the Humane Society, magicians,

clowns, face painters, story tellers and demonstration programs such as roller blading and kite flying. Many of these programs have minimal costs or are free and can have a major positive impact on your activity schedule. These extracurricular activities provide interest and excitement to the camp experience.

Take care of yourself. Eat right and exercise. When you look and feel good, the world seems to be a better place. Peak performers know that how they feel and treat their bodies strongly affects their minds, which in turn affects their bodies and their performances. Now, I know you'll tell me you know people who were very successful and who were not healthy. And, I'll agree with you. But, I'm talking about ULTIMATE SUCCESS.

What's your definition of ultimate success? In my speeches, consulting and workshops, you'd be surprised at the answers I get to this question. Remember that success is not always defined as money or power. Sometimes it's defined simply as peace of mind. How do you define it? Once you define it, you'll understand why health and well being is a key to ultimate success.

GENERAL CONSIDERATIONS FOR CAMP SUCCESS

1. Have clearly defined emergency procedures that are practiced until they become familiar to staff and campers.
2. Detailed medical emergency information should be provided by parents for all campers. A nearby physician should be on call to deal with illness and injuries on a prearranged basis.
3. Disciplinary procedures should be well understood by staff and campers and should be consistently applied. Rules should be simply stated so that the youngest of campers understands what is expected of him. Control is important, but remember that campers are there to have fun, so counselors must be patient and fair.
4. Document all unusual occurrences with detailed incident reports. Illness, injuries, disciplinary actions, etc. should be detailed and filed for future reference.
5. Have regular staff meetings throughout the camp to share concerns and evaluate camp progress.
6. Parents evaluate

mate success.

KEY NUMBER 7: Motivation

The door to success opens wide for you when you are intrinsically motivated. That means your desires come from within, not from some external reward source. And, peak performance can only occur when you're intrinsically motivated.

You also need to determine your level of achievement motivation. What is it you truly want to achieve and how much are you willing to risk to get it? Are you willing to put more effort into achieving pleasure or will avoiding some sort of pain or the fear of failure or loss motivate you to action? These are real factors in determining how well you use this key to success, so you must know what causes you to act.

Here's one more thing that makes this key work effectively. You

must develop your own reward systems. When you determine the rewards for your performance, you stay intrinsically motivated. If you establish many external rewards, you'll find your motivation lessening over time. So, make sure you know exactly what you want when you succeed and how you'll reinforce and reward yourself.

KEY NUMBER 8: Goal Setting

This is closely aligned with motivation. Most people never set goals. Of those that do, only 3-5% actually write their goals down. It is this small percentage of people who have a purpose in life to which they can be committed. It is this small percentage of people who achieve peak performances more often than others. And, these people are usually happier with their lives than those

(See *More Gerson* page 25)

...Gerson

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learning. They read, go to seminars, watch specific programs on television, listen to tapes and do everything possible to learn whatever they can about their area of endeavor. Not only that, they enjoy being mentors and coaches to other people who are motivated to learn for life. So, regardless of where you stopped your formal education, now is the time to start learning again.

Learn about a new job skill, a new industry, a new way to do things. Learn more about yourself and your family. Learn whatever you can whenever you can. Once you use this key and open the door, you never have to let it close again.

One way to increase your love of learning is to learn about accelerated learning techniques. These techniques help you learn more in less time. They'll make you more effective in everything you do. Peak

More Gerson

continued from page 24

who have never established goals.

You must write down your goals and be very specific about the outcomes you're trying to achieve. What will goal attainment, or success, look, sound and feel like? How will you know you've gotten the exact outcome you want?

Make all of your goal statements personal, measurable, set within a reasonable time frame, and make sure they are outcome-oriented. Action-oriented behaviors are no longer enough to guarantee goal attainment and success. You've got to have outcome oriented behaviors. Then, you'll be committed to doing whatever it takes to stay focused on your purpose and achieve your goal.

Here's a scary thought. Most people will spend more time planning a vacation than they will planning their lives. People who set and write down goals achieve more things more often than those who don't set goals or don't write their goals down.

KEY NUMBER 9: Relaxation

Relaxation is a key that permeates all the others. Relaxation

helps you visualize your way to success (key number 10), ease tension, anxiety and manage stress, engage in positive self-talk, build and rebuild your self-image, and train your mind and body for peak performances. You must engage in some form of relaxation every day.

You can relax by breathing deeply, alternately tensing and releasing the muscles of your body, picturing yourself in a relaxing and stress-free environment, engaging in a hobby or by exercising. Whatever you do, realize that tension/stress and relaxation cannot co-exist at the same time.

The other benefit of relaxation is that all, and I mean all, peak performances and major successes, come when your mind and body are relaxed. The harder you try to do something, the worse you usually do. So, relax and open this door to ultimate success.

KEY NUMBER 10: Visualization

Visualization is the process of imagining yourself being successful. Since the mind doesn't know the difference between a real or an imagined event, when you picture yourself being

successful, your mind will believe it as fact. Then, it does everything in its power to make the image a reality. That's why peak performing athletes use visualization to help them elevate their performances. Professional speakers do the same thing. Are you using your imagination today?

Visualization is a skill that can be developed and nurtured. It can be used to erase bad memories or performances from the past and to develop future behaviors. When you combine visualization with relaxation and goal setting, you establish a pattern that leads to continued success. When it comes to visualizing your success, all I can say is "Try it, you'll like it."

KEY NUMBER 11: Personal Value System

I can't tell you how important this key is to your ultimate success. Without a value system, you won't be able to make decisions, define your true purpose in life and carry out the behaviors necessary to achieve your goals.

Values are the foundation for all you do. Your decisions and behavior choices are based on your value system. Who you associate with and relate to are based on your values. When your be-

haviors are incongruent with your values, you feel tremendous discomfort. You no longer function optimally, either psychologically or physically.

Write down what you think are your 5 most important values. What do you hold most dear? Most sacred? Now, put them in priority order. Can you see how most or all of your decisions are based on these values and how many of your choices come from the order of the values?

When people experience difficulties in life, or with other people, these difficulties are quite often the result of value mis-alignment. Get your values in line and your life will follow.

There are your 11 keys to ultimate success and peak performance. Grab a key and open the door. Walk through it and see, hear and feel the wonderful changes that occur in your life. Work on improving your effectiveness with one key at a time. If you want to combine keys, go right ahead. Only you know what's best for you.

How successful will you be? The answer depends entirely on you. You will be as successful as you want to be. If you want more help or information, call me at: (813) 726-7619. I'll be glad to guide you and coach you on the paths to success and peak perfor-

mance.

(Richard F. Gerson, Ph.D., is an internationally renowned consultant, corporate trainer, sport psychologist, professional speaker and educator. He has worked with companies ranging from individual entrepreneurs through Fortune 500 firms, as well as coaching and counseling athletes and executives to achieve peak performance in their chosen professions. Dr. Gerson is President of Gerson Goodson, Inc., a marketing and management consulting firm, and the Executive Director of the Peak Performance Learning Center, where people learn the skills and techniques they need to become peak performers in business, sports, school and life. He is also a Certified Management Consultant and a Certified Professional Consultant, certifications that are achieved by only a few professional consultants.)

Dr. Gerson has published 12 books and over 300 articles on various topics in business, specifically marketing, sales, customer service and leadership, plus fitness and athletics. He is a much sought after speaker and workshop leader. He can be reached by calling the above number or by writing to him at: 2451 McMullen Booth Road, Suite 205, Clearwater, FL 34619.

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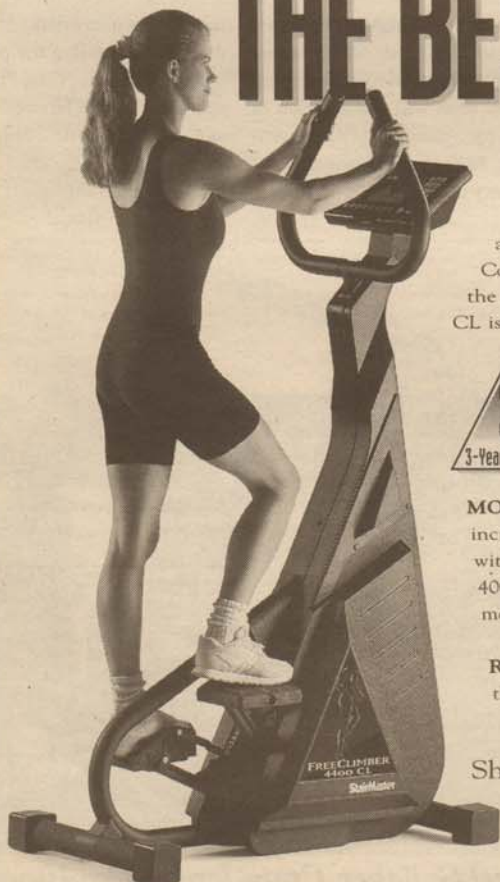
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SELLING WITHOUT "TRICKS"

By Ben Midgley

I love the health club industry and truly believe that there is no better business on earth. However, there are issues that arise time and time again that concern me greatly.

This article is not about blaming someone. Instead, it is about exposing the problem and suggesting a solution.

There are many health clubs, and in some cases, organizations or individuals that have been accused of unethical sales practices. Given the significant amount of turnover in the sales organizations of many club groups, I am surprised that these accusations do not happen more often.

What is the result of unethical or "hard core" sales practices? Very simply..... these practices give the club business a bad name. The consumer's respect and perception of all health clubs is damaged whenever a public airing of unethical sales practices happens.

I don't believe that the blame lies with the individual sales person. Instead, the almighty dollar is the driving force behind many of these problems. Obviously, health clubs which operate in a "for profit" status are in business to make money. However, the organizations that are also in business to help the people in their community to live healthier, happier and more productive lives are the ones that will stand the test of time.

Many health club salespeople make the mistake of looking at prospects as money..... not people. There are a lot of examples of sales attitudes and techniques which demonstrate this mentality: The emphasis on closing the sale on the first visit, asking for the names of referrals before you have even completed the sales transaction and cutting the price to get people to join all represent efforts to make a sale which are based upon the almighty dollar. These practices put a dollar sign in place of a member's name in the sales transaction.

All of the sales "approaches", "techniques" and "closing tricks" rub me the wrong way and really are the root of the prob-

lem. I have had other sales people look me in the face and say they care about their members after explaining to me their "10-step system to get the close." How can that be?

In many markets, the primary problem a health club may face is competition. In such cases, a "genuine" salesperson on your team will do wonders. "Genuine" salespeople have been taught to care about the people to whom they sell memberships. The underlying problem is that most of the salespeople in this industry have been taught to sell, not to care. By only knowing how to sell, as opposed to caring, the most essential ingredients in a salesperson's success have been left to chance.

Highly successful membership salespeople have learned how to become "independent." They do not have to rely on "walk-ins" or telephone inquiries for their business. They have accomplished their independence by generating significant and regular referrals. The most effective way to generate referrals is from people who know you really care about them and in return care about you. I call these people "friends."

The best way to build trust in our business and build the respect our industry deserves is to instill pride in our membership salespeople. This challenge places a great deal of importance on creating a positive "first impression" whenever we have a chance. Club owners, G.M.s and sales managers should never forget that: "you never get a second chance at a first impression."

Here are a few things for all owners, sales managers and salespeople to remember:

(1) Club membership should be sold on trust, not tricks.

(2) Referrals are given to salespeople because they have developed strong relationships with their members and those members want to see you succeed.

(3) A sales manager should require his salespeople to get up off of their chair and go to the fitness floor and show our members everyday that they care



Ben Midgley

about them. This should be a requirement of the job. After a pe-

riod of regular floor work helping members, you will begin to see happy members and in turn, a regular stream of referrals.

(4) Independence is a result of the success generated by being real, working hard and believing in what you do.

(5) Your business should be built on respect for the customer. By teaching your salespeople to be genuine and respectful of the customer, you will be giving every prospect exactly what they deserve.

Many owners and operators fear loss of sales when they consider a new approach to selling.

However, the fact is, by taking this approach, you are in-

suring that business will keep coming in and will stay.

All salespeople should rise to the challenge of making themselves better by learning to treat each and every customer with respect. By making a genuine effort to help them feel at home while getting results, you will also make a friend out of them. The growth in your business will then begin to take care of itself.

(Ben Midgley is the Corporate Membership Coordinator and Fitness Director of the Saco Sport and Fitness Center in Saco, Maine. Ben was recently honored as the IHRSA Sales Person of the Year for personally having made over 900 membership sales in one year. Ben may be contacted at: (207) 284-5953.)

Life Fitness Breaks Ground On New Facility

Franklin Park, IL. - March 28, 1996 - Life Fitness broke ground on a new, state-of-the-art facility across the street from its world headquarters in Franklin Park, Illinois.

In addition to housing the

company's finished good, raw materials and service parts, the 206,400-square-foot facility on nine acres will also function as its new global distribution center. The company plans an occupancy date of August 1, 1996.

"We've been very for-

tunate to have experienced tremendous growth during the past decade," said Augie Nieto, President and CEO of Life Fitness. "This new complex will allow us to streamline our distribution activities while centralizing our service and repair functions."



(Left to Right) Michael Gallaher, Craig Jenks, Tom Howe, Augie Nieto and Jill Watts of Life Fitness

Fitness Professionals Attend 50+ Seminar

Gainesville, Florida - More and more fitness and wellness professionals are learning how to develop new income streams for their business by focusing on the mid-life to older adult consumer. John Rude and Associates conducted a 3-day intensive seminar entitled: "Tapping the Potential of the 50+ Market" at Joe Cirulli's new Gainesville Health and Fitness Center in Gainesville, Florida - March 8-10 th. The focus and thrust of the seminar for fitness and wellness professionals was to teach them how

to generate new income streams for their business by focusing on this segment of the market.

This second in a series of national symposiums was attended by 50 fitness and wellness professionals congregated from 16 states! Owners, managers, fitness directors, aquatic directors, physical therapists, personal trainers and industry vendors had an opportunity to study the maturity market in depth.

The faculty included Micheal Pollock (current research on activity and aging, exercise

prescription), Sandy Coffman (programming), Mary Essert (aquatics), Molly Foley (strategic alliances and rehabilitation), Karen Bentrup (exercising the mind and the spirit), Debbie Lee (living laboratories) and John Rude (aging principles and marketing.)

Highlights of the event included a "living laboratory" where participants observed a variety of exercise modalities; a progressive aerobics experience with Sandy Coffman; an experiential workshop on how to exercise the

mind and spirit; a review of print and video advertisements; and an opportunity to network ideas with one another. In addition, all participants received a comprehensive take-home manual.

A special treat for the attendees was the new 51,000 square-foot Gainesville Health and Fitness Center where the living laboratory was conducted. Joe Cirulli, the Founder and President of the GH&FC and his staff played a key role in several demonstrations.

Sponsors for the event

included Med X, NuStep, The Aerex Body Pump and Microfit. Unlike most trades shows, the sponsors made educational presentations as well as demonstrated their products. All sponsors were chosen on the basis of having products appropriate for mid-life to older adult consumers.

Dates for future symposiums have not been established at this time. If you would like to be included on the mailing list for additional information and future symposium dates please call John Rude & Associates at (800) 929-2719.

New USTA Partnership Formed To Promote Community Tennis

International Health, Racquet and Sportsclub Association Agrees to Alliance

White Plains, N.Y. - The United States Tennis Association (USTA) and the International Health, Racquet and Sportsclub Association (IHRSA) have formed a partnership, with the goal of making tennis more accessible in hundreds of communities nationwide.

The partnership, formed at IHRSA's 15th Annual Convention and Trade Show, March 21-24 in San Diego, Ca., commits the USTA to providing IHRSA member clubs with the materials and programs necessary to establish community tennis associations. IHRSA clubs, meanwhile, agree to take the lead in coordinating community tennis in their neighborhoods.

"IHRSA clubs can be our community tennis team franchises,"

said USTA Executive Director Rick Ferman. "They are already in the best position to take a leadership role in promoting and developing the growth of tennis. They are in every community of any size."

Worldwide, there are more than 600 IHRSA member clubs offering tennis.

IHRSA, founded in 1981, is a nonprofit trade association committed to the profitability and professionalism of its member clubs. IHRSA clubs play a leading role in the promotion of exercise and physical activity in their communities.

For the partnership with the USTA, IHRSA organized a "Grow the Game 2000" Task Force to help educate all of its clubs offering tennis and to coordinate them in their efforts to provide leadership in their local ten-

nis communities. Task force co-chair Jocil Rogus, General Manager of the Rochester Hills Tennis and Swim Club in suburban Detroit, Mich., stressed that a plan to keep people in the game was an essential supplement to the initiative to grow the game.

Said Rogus, "Experienced tennis facility managers and programmers need to be the front line leadership in this effort with USTA."

The USTA and IHRSA were already linked as members of a coalition formed in January to promote the findings of the im-

pending Surgeon General's report on physical activity.

"I know this partnership will work," said Ferman, who was Managing Partner for two athletic clubs in Michigan before he became USTA Executive Director. "Clubs can be profitable and, at the same time, have a successful community outreach or development program," he adds. Ferman continues, "Community tennis is good for the game. And if it's good for the game, it's certainly good for the USTA. I believe it's also good for IHRSA and its member clubs."

Founded in 1881, the United States Tennis Association is a not-for-profit volunteer organization with 500,000 individual members and more than 6,000 organizational members. As the official governing body for tennis in America, the USTA uses its \$112 million annual budget to train and encourage tennis players of all ages and skill levels. The USTA presents the U.S. Open and sponsors teams for Davis Cup, Fed Cup and the Olympics.

(For more information contact: Andre Christopher, USTA Senior Writer (914) 696-7241 or christopher@usta.com)

Club Industry East Set For May 8-11th

Philadelphia, Pa. - The 7th Annual Club Industry East Convention and Trade Show will be held May 8-11th at the Pennsylvania Convention Center in Philadelphia. Close to 100 seminars, all-day workshops, panel discussions and executive roundtables are planned for the event.

Be sure to visit our **CLUB INSIDER ADVERTISERS** during the three day trade show! To register, contact Robin Leven, Club Industry East, 1300 Virginia Dr. Su.400, Fort Washington, PA. 19034 or call (800) 541-7706 Ext.3 with your credit card.

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MARKETING MATTERS

With Mike Chaet, Ph.D.

Dear Mike,

I am planning to do a direct mail piece within my marketplace. How should I select the lists and who should I send to?

Tasso Kiriakes

BodEZ Fitness Center
Ormond Beach, Florida

Dear Tasso,

This is a great question because the answer is quite straight forward and turns out to be a fun puzzle to work on. I would like to

assure you that we like direct mail very much. However, care must be used to develop professional materials and they should be used as part of an entire campaign. Stand-alone direct mail, used at the wrong time, can be a real waste of money, while used properly can be a great membership booster. We'll leave those details for another article.

The first part of the direct mail puzzle is to define the actual geographic shape (Isochrone) and size of your marketplace. We start with the first "given" which is the location of your club. This we call "home base." Using home base as your starting point we are going to de-

scribe your primary marketplace critical time trade area, as:

"Those people who live, work or for some reason, happen to travel regularly, within a six-minute travel time from your club."

This is true for fitness type people and not true for tennis, which can expand out to 30 minutes or even more.

Think of it this way: 80% or more of your fitness members will come from within a 6-minute travel time. This is your primary market. They can either drive or walk, but the key here is the travel time to your club from their start point. This is why it is called the Critical Time Trade Area or CTTA.

To define your own unique CTTA, using your club as home base, follow the travel routes for six minutes away from your club. Mark the end of each travel route on a city map. You will probably have several travel routes, so do them all and then connect the dots. The shape made by connecting the dots is your Isochrone. It is a graphic picture of your marketplace. By and large, this marketplace is fixed and you cannot expand it beyond the 6 minutes.

Make special note of geographic barriers such as, bridges, creeks, rivers, railroad tracks, etc... Make note that in many instances these geographic barriers will not be crossed by your members even if within a six-minute travel time.

I have a client whose

club backs right up to a creek. The creek is uncrossable for a mile in either direction. Although there are many houses within the accepted travel times, this club gets almost no membership from this specific neighborhood.

Now that you have defined your CTTA and your Isochrone, it is time to do a zip code study of your existing members. Have your computer run a list of existing members by zip code. What you want to know is how many members come from which zip codes. Rank them in descending order by percentage of membership, that is from most to least. Make a list of the zip codes that equal a total 80% of your members; based on our experience this will be around four zip codes.

Now take these zip codes and overlay them on your Isochrone map. It will give you quite a picture of where your members are coming from. Your zip codes will almost always define your CTTA.

Now let's ask a few questions:

1. Are there any zip codes or pockets that appear to be in your CTTA that have not produced any memberships for you?
2. Why not?
3. Check for geographic barriers that you may have missed, or look to the desirability of these areas.
4. Are they blighted? Or have we missed an area that has its own internal advertising system such as COOP City in New



Mike Chaet, Ph.D.

York or Century City in California. Both pre-planned cities with their own internal newspapers.

When you are doing direct mail you should mail into YOUR zip codes with YOUR Isochrone. Usually you can buy labels based on this criteria.

Finally, you will want to buy labels that have a similar demographic base as your existing membership base. For example if you are a "blue collar" type club, buy your labels that match a blue collar demographic. If you are upscale, buy the upscale demographic labels within your Isochrone.

One final note if you are a small isolated town 2,500 or less, where you can drive from one end to the other in less than ten minutes, skip all of this and try to get them all!

Mike Chaet

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This month's question was submitted by Tasso Kiriakes of BodEZ Fitness Center in Ormond Beach, Florida. For submitting this month's question, Tasso will receive a copy of Mike Chaet's latest video entitled: HOW TO INCREASE MEMBERSHIP SALES (it contains more information on pre-opening strategies). If you have a marketing question for Mike Chaet, please submit it to him by fax at: (406) 449-0110, E Mail to CLUB1DOC@AOL.COM or mail to: Marketing Matters c/o CMS, Box 1156, Helena, Montana, 59624. For additional information, you may reach Mike at: (406) 449-5559.

COLLABORATIVE SELLING

By Dr. Tony Alessandra

The world of business has changed in the last 50 years and continues to change dramatically and rapidly. Your competitors have increased in number and become more aggressive. Your products or services are more difficult to sell than in the past. It has become a challenge just to differentiate your company from your competitors. Price issues are a constant problem. There are several reasons for the dramatic changes that have taken place in the marketplace and in the nature of the sales process:

Technology. For most products and services, technology no longer provides a means of differentiation. The same technology is available to virtually everyone; if not today, then tomorrow. In the past, it was possible to develop a technology that would give a company a competitive advantage for years. Now, however, technological advantages are so short-lived that their ability to differentiate the company is fleeting, at best. Only a few dominant companies can claim that their product is radically different for very long.

Supply Exceeds Demand. For most products and services, in most parts of the world, supply exceeds demand. Customers today are experiencing over-choice, a phenomenon that was con-

ceived by Alvin Toffler in his book *Future Shock*. Over-choice is a stressful state caused by too many choices. Buyers are overwhelmed with more choices of products and suppliers than ever.

Sophisticated Buyers. The positive side of over-choice is that it has created a world full of sophisticated, well-informed consumers. People are more willing to: 1) research their options; 2) slow down the decision-making process; and 3) insist on doing business with companies and salespeople whom they like.

The upshot of these market influences is that the differentiated products of yesterday are the commodities of today. Differentiation is, however, the only way to be successful in today's market. Differentiation must come from quality, price or service; and few companies can survive competing on price. This is a monumental challenge that every company faces. It is a challenge met by collaborative selling, a system in which salespeople can create differentiation and its accompanying competitive advantage every time they attempt to get and keep business.

COLLABORATIVE SELLING

Collaborative selling begins with a commitment to the long-term. Today's customers are

looking for long-term relationships with suppliers who will be reliable resources over the long haul and who can produce measurable quality in the products and services they sell. In fact, many companies are awarding lifetime contracts to their supplier-partners. Collaborating companies are networking their computer systems to expedite order-entry, just-in-time inventory control and electronic payment.

The transition to collaborative selling and the emphasis on long-term relationships is evident in the words and phrases that are used to describe modern buyer-seller relationships; strategic alliances, partnering, collaboration, sustaining resources, single sources, integrity, values and ethics. Call it what you want, it is taking place throughout the world on a macro level (industry to industry) and on a micro level (salesperson to customer).

Today's customers buy differently, so today's salespeople must sell differently. Customers know there is no urgency to buy because good deals, good salespeople, and good companies come along every day. Price is less of an issue because buyers are not just interested in great deals, they want great value and great relationships.

Collaborative selling means handling every aspect of the sales process with a high degree

of professionalism. There are six basic steps that describe how the collaborative sales process unfolds:

Target. The first step is a marketing necessity: understand exactly what the product/service is and identify the specific markets that can best use it. This is done on a company level in their marketing plan and should be done by individual salespeople as well. It takes some time, but careful planning focuses effort and provides a greater return on time and money invested. Collaborative salespeople know they must concentrate on prospects who have a high probability of buying.

Contact. The next step is to contact target markets in a cost-effective and professional way through some combination of



Dr. Tony Alessandra

letter, phone or personal contact. Collaborative salespeople convey (See Alessandra page 30)



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Bally Total Fitness Rating Downgraded

New York - Moody's Investors Service said it lowered the rating of the \$200 million issue of senior subordinated notes of Bally Total Fitness Holding Corp. (BFIT), formerly Bally's Health and Tennis Corp., to Caa from B3 following the spinoff of the company from Bally Entertainment Corp. The outlook is stable.

Moody's said: "The new rating reflects the company, as a stand-alone entity, may be unable

to pay off its substantial debt, given its past poor operating results. In addition, the company continues to have weak coverage measurements, substantial debt leverage and very limited financial flexibility. Since issuing the subordinated notes in 1993, the company has posted sizable losses and has been unable to finance its interest coverage. It is able to service its debt only by underinvesting its cash flows from depreciation because capital expenditures represent only

one-third of depreciation. Interest coverage is weak, at less than to 2 times - or just above 1 time after capital expenditures. Moody's believes that Bally Total Fitness's coverage is unlikely to improve significantly in the coming year because of the company's limited flexibility to finance necessary, but costly marketing and promotion programs to attract new members. The company's liquidity is limited to a \$15 million revolving credit line and its cash flows."

...Alessandra

continued from page 29

their desire to explore needs and opportunities. They build credibility and trust. They express their sincere desire to be of service, and they make their competitive advantages known without jumping into a presentation.

Explore. During the explore stage, collaborative salespeople convey the message: Let's explore your business situation to see if there are problems to solve or opportunities to seize." They conduct research, meet with their prospects frequently and do what-

ever it takes to become an expert on their prospect's business. That sets the stage for in-depth exploration of options that may culminate in a sale. Collaborative salespeople make it clear that they want to help, not just make a sale.

Collaborate. Collaborative salespeople never dictate solutions to their prospects. Instead, they form "partnerships" in which prospects play an active role in the search for the best solution. The collaborative phase is conducted in the spirit of "let's work together on the solutions and together build a commitment to its successful implementation." This team approach to problem-solving ensures

that prospects will be committed to solutions. Customers are equal partners in problem-solving.

Confirm. Collaborative salespeople move on to this phase only after they have received assurances that their customers are in agreement with them on everything that has been discussed. This agree-as-you-go process eliminates the need to "close" the sale. With collaborative selling, the sale is a matter of when and not if. Confirming the sale is the logical conclusion to an on-going communication and problem-solving process. There is no need to "close" them. People commit when all their buying criteria are

Nautilus Signs Agreement With FitLinxx

Stamford, Ct. - Nautilus Marketing, Inc. became the ninth major fitness equipment manufacturer to enter a cross-endorsement agreement to promote the compatibility of their equipment with the FitLinxx Interactive Fitness Network.

FitLinxx is a unique, interactive computer system that retrofits existing weight equipment, transforming passive machines into "smart" workout partners. Acting as a "personal

coach," FitLinxx enables exercisers to establish their workout goals and guidelines with a professional instructor or personal trainer, who pre-programs their individualized workout into the club's circuit. FitLinxx also collects cardiovascular exercise results to give members fully automated workout tracking.

Nautilus joins eight other compatibility endorsers including: Badger, Body Masters®, CamStar®, Cybex®, Hoggan®, Icarian®, Trotter® and Universal®.

met.

Assure. Collaborative salespeople keep in touch after the sale. They communicate regularly about delivery dates, installation, training, and other relevant matters. They make sure their customers are satisfied with their purchases. They help customers track their results and analyze the effectiveness of the solution.

Collaborative selling represents an obsession with quality and customer satisfaction. It reflects a high degree of professionalism and a primary focus on relationships rather than transactions. It is a mutual-win situation that provides increased security to

both parties.

Collaborative selling is clearly the sales process of the future that helps professional salespeople build large, loyal customer bases that generate future sales, referrals, and act as lifetime annuities.

(Dr. Tony Alessandra CSP, CPAE has been recognized by Meetings and Conventions Magazine as "one of America's most electrifying speakers." This article was adapted from Dr. Alessandra's idea-packed audio album, How to Gain the Competitive Advantage in Selling. See the ad on the bottom of page #30 for information on how to order the audio album.)



Sales

Collaborative Selling Video and Workbook

Today's customers are better educated, more informed and more demanding of sales people. The old razzle-dazzle sales pitch and 25 power closing techniques won't get the job done. Join Tony in this one-hour session on the collaborative sales process as he covers the importance collaborative vs. traditional selling. Topics include: Knowing Your Competitive Advantages; Using Personal Marketing to Generate Leads; The Direct Mail System; Exploring Customer Needs; Asking Questions; Addressing Customer Concerns; Servicing the Customer; Enhancing the Customer Relationship; and Expanding Business Opportunities. (\$89.00; 60 minute video; 66 page workbook; Reminder Card)

Alessandra On...

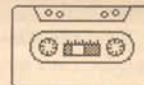
Service

Customer-Driven Service Video and Workbook

How to Get -- and Keep -- Customers

Companies seeking a competitive advantage in today's marketplace are discovering that superior service is the key to getting and keeping customers. In this program, Tony shows how to consistently create "moments of magic" by identifying and exceeding customer expectations and building strong, long-term customer relationships. Topics covered include: Operations-Driven vs. Customer-Driven; A Commitment to Being Customer-Driven; Creating Demanding Customers; Moments of Magic vs. Moments of Misery; Effective Communications; Keeping in Touch with Your Customers; and Appropriate Handling of Customer Problems.

(\$89.00; 60 minute video, 64 page workbook; Reminder Card)



Listening

The Power of Listening Video and Workbook

How to Communicate Effectively with Anyone

Listening is the most used and least developed communication skill. In this dynamic program, join Tony in an "ears on" experience in active listening. He'll cover the six steps of effective listening using the CARESS model: Concentrate; Acknowledge; Research; Emotional Control; Sensing; and Structure; plus an Action Plan for putting the Power of Listening into action.

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