

Norm Cates'

THE Club Insider

NEWS

The Pulse of the Health, Racquet & Sports Club Business

MAY 1996
VOLUME III NUMBER 5

Q CLUBS GOING PUBLIC

Akron, Ohio - Frank Leonesio, the President and Chief Executive Officer of Q Clubs, Inc. is taking the company public in a proposed stock

sale expected to raise \$34,500,000. It is expected that the initial public offering will be at \$13 to \$15 per share. The stock will be traded on the Nasdaq National Market under the trading

symbol "QCLB." The stock offering will be underwritten by Morgan Keegan and Company, Inc., Memphis, Tennessee and Rauscher Pierce Refsnes, Inc., of Dallas, Texas.

PROSPECTUS SUMMARY

The Prospectus for the offering should be released by or about May 10, 1996. In summary,

the Prospectus includes detailed information about the Q Sports Club organization including: Company opened first Q Club in November, 1990 and current (See Q Clubs page 8)

"Attitude Is Everything!"

By Norm Cates, Jr.

Naples, Florida - Spring is here and for club operators now is a good time to consider a key ingredient in your business: **ATTITUDE.**

When you think about it, good or bad attitudes by the owner, managers and employees greatly influence the results of

your club sales and retention day in and day out. Good or bad attitudes also influence whether your programs for your members are exciting, fun and successful.

Two of the industry's most prolific organizations conducted a 2 1/2 day training seminar here to refresh and renew the performances of club sales teams from around the country. This is an overview of some of the seminar conducted by **Sales Makers and Programming for Profit.**

The principals of Sales Makers, Ray Gordon and Eddie Tock, teamed up with Programming for Profit President, Sandy Coffman, to provide an excellent training session on one of the most important ingredients in the health, racquet and sportsclub industry..... **ATTITUDE.**

Consider this. It is estimated that 70% of all new health club membership sales are generated by referrals. This very important statistic is impacted as much as anything by the (See Attitude page 8)



Sales Makers Class of 1996 - Naples, Florida



(L to R) Eddie Tock, Sandy Coffman and Ray & Sandy Gordon

•Inside The Insider•

- Avoiding the 12 Monster Mistakes In Sales
- Hemeltgarn & Fatjo Off the Hook... For Now
- HRSA San Diego Top Speakers
- HRSA's State Of The Industry Report - Part II
- Tennis Pros: Are You Part Of The Problem Or Part Of The Solution?

Surgeon General's Report Delayed

Washington, D.C. - The highly anticipated Surgeon General's Report on Physical Activity and Health, which is expected to have a significant impact on how Americans view exercise, has been delayed ac-

cording to sources. The release of the Report is now expected in late June or early July. The reason for the delay is not known; however, the report is clearly expected to be released prior to the 1996 Centennial Olympic Games

in Atlanta.

The central theme of the report is expected to be: The Surgeon General has determined that lack of physical activity is detrimental to your health.

THE INSIDER SPEAKS

• EDITORIALS • "INSIDER MAIL" • COMMENTS •

IHRSA San Diego TOP SPEAKERS Named

Congratulations to the top 25 speakers selected by ballot of the attendees at IHRSA's 15th Annual Convention and Trade Show held in San Diego, California March 20-24th. The names are listed in order of their ranking and with the topic of the presentation. Audio tapes are available for many of the presentations by contacting Info Medix at: (714) 530-3454.

#1 - ERIC DURAK - Small Group Tutorial

#2 - KEN BLANCHARD - Creating Raving Fans

#3 - JULIE MAIN - Small Group Tutorial

#4 - TONY deLeede - Small Group Tutorial

#5 - Dr. JAMES RIPPE - Opening Address

#6 - ROBERT PRITIKIN - The Fat Instinct

#7 - CASEY CONRAD - Ongoing Sales Training Program

#8 - GRANT GAMBLE - Membership Marketing Magic

#9 - STEVEN BLAIR - Opening Address

#10 - SANDY COFFMAN - Senior Programming

#11 - NEIL SOL - The Health Care Connection

#12 - MIRABAI HOLLAND - Creating Softer Workouts With Environmental Mood Lighting

#13 - VAL GOKENBACH - Understanding the Mind/Body Connection

#14 - TOM RHIND - Hospital Based Fitness Programs

#15 - BUD GREENSPAN - The Olympic Dream

#16 - KATHY SCHILLING - Service Breakthrough

#17 - JULIE BOORSE - Service Breakthrough

#18 - ERNIE ZAIK - Service Breakthrough

#19 - JOHN DENNISON - Service Breakthrough

#20 - JOHN ATWOOD - Service Breakthrough

#21 - LAURY HAMMEL - Service Breakthrough

#22 - RICHARD GERSON - The Executive Athlete

#23 - DAVE PICKERING - Health Promotion

#24 - JOHN SPANNUTH - Small Group Tutorial

#25 - MICHAEL HOFFMAN - Media Skills Every Club Needs



Mr. Norm Cates
THE CLUB INSIDER NEWS

May 6, 1996

Dear Norm:

"By now everyone in the Fitness Industry is aware of the pending "U.S. Surgeon General's Report on Physical Activity and Health." Great energy has been exerted, by many associations in our industry, to build anticipation among their various constituencies. Newsletters, press conferences, magazine editorials, even the electronic media, have been employed to communicate the message throughout our industry.

It seems quite evident that this phase of the communication campaign has been very successful ... in fact, perhaps too successful! The challenge now, as we all await the publication of the report, is to avoid healthy anticipation turning into anxiety and, ultimately, frustration.

It seems that some of our industry factors have recognized this concern and have begun to attack frustration by offering more "industry-internal" information. Previously released news is being recirculated and, in a few cases, "ideas" are being reported as "commitments" ... all in the spirit of keeping excitement high.

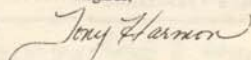
Instead of continuing to generate and regenerate these stories within our industry, it would seem the more effective approach would be to refocus on the original objectives of "The Report" and our collective efforts.

As Kathie and Peter Davis point out in the May issue of *IDEA TODAY*, the target audience of The Surgeon General's Report is sedentary people ... those people who "will probably remain inactive if we don't touch them." (Again, thanks to Kathie and Peter). From a "holistic" view, these are the people who need us most. From a commercial standpoint, they represent our collective growth potential.

Ms. Sandra Perlmutter, Director of The President's Council on Physical Fitness, saw, from the outset, the potential for this report to be of primary benefit to the targeted audience. It was also Sandy's foresight, along with the Davises, John McCarthy of IHRSA, Gregg Hartley of The Fitness Products Council, Tom Cove of the Sporting Goods Manufacturers Association (and others who deserve recognition and are omitted with apologies) to create a coalition of Government, Business, and Fitness Industry professionals to effectively spread the word.

Now, when we are so close, let's not lose our focus. Let's not forget who the target audience is - and, let's re-energize and recommit to getting the word to those who need it most."

Regards,



Tony Harmon
President

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•NORM'S NOTES•

Brother **CURT BEUSMAN** is now recovering nicely from open heart surgery in early May to replace a heart valve. He is now up and exercising daily by walking around his home's swimming pool five (or more knowing Curt) laps per day. This man, in case you have not had the opportunity to meet him, is one of the greatest visionaries and motivators in the history of the industry. A PhD., Curt entered the sports club industry over 25 years ago not long after he sold his interest in an electronics manufacturing company called Curtis Instruments. An avid and top-ranked tennis player, he decided he would start an indoor tennis center. Years later, his **Saw Mill Club** in Mt. Kisco, New York has just received a \$1 million renovation to expand and remodel the many things he and his lovely wife **Jane** have done to convert the indoor tennis center to a thriving multi-purpose sports club. The Saw Mill Club has been a model for club owners everywhere to look to for ideas. Curt and Jane have been very active in IHRSA ever since Curt was a founding member in 1981 and in the Faust Roundtable #1 for over 10 years now. I personally owe Curt a lot since he was the person who dreamed up the name **CLUB INSIDER** News in a Roundtable #1 brainstorming session in Del Mar, California over three years ago. Take care Brother Beusman and recover well! To our readers..... please take a moment and send a card or letter to: Brother Curt Beusman, 500 Haines Road, Mt. Kisco, N.Y. 10549.

A Dear Norm Column will begin next month pursuant to the suggestion of a good friend and loyal reader whose name shall remain anonymous, just in case the idea bombs. But I think it is a good idea for several reasons: (1) I think we need to do more to **MAKE IT FUN** here in the **CLUB INSIDER** News and I think I can liven things up for all of you with a little work. (2) I have a little experience as an owner and operator of clubs in the Atlanta area and the Southeast for 20 years. But, much more importantly, when it comes to this new monthly column, I have sources of reliable help and information all across the country and I will regularly call on people that I know that are more knowledgeable than I might be on a specific topic if your letter requires it. (3) I want to increase the two way dialogue between you, our reader and me, your publisher. This should help do that. (4) You might just like to VENT, so if that is so, please feel free

to let it rip. Remember this though. All "Dear Norm" letters must be written or typed clearly so that I can read them without calling back. But, be sure to include your name, address, phone number and whether you wish your identity to be kept anonymous. If you don't give me your name and phone number and just send your letter, then that will be a good clue. Send all **Dear Norm** letters to: **CLUB INSIDER** News, P.O. Box 671443, Marietta, Ga. 30067.

OLYMPICS UPDATE! Well **ACOG** (Atlanta Committee for the Olympic Games) has done it again! This time they have released 240,000 more Olympic Tickets, many of them for events in high demand and even a significant number of medal round events. For information on the most recent wave of tickets released (these had been held back in lieu of television camera plans being completed at all venues), call: (404) 744-1996.

GORDON JOHNSON has announced that the owners of the Douglasville, Georgia Health and Athletic Club are spending \$500,000 to upgrade and expand the 16-year old facility. Johnson and his partners plan to start construction after the Olympics end in August. They plan to have construction completed by the end of the year. Plans include a complete remodeling of the facade of the facility, expanding the exercise floor by 4,000 square feet, adding a steam room, remodeling the locker rooms, improving and expanding the pool area, doubling the size of the nursery and paving and striping the parking lot. Johnson says the club has 3,000 members. Johnson and his partners also operate a satellite club in Mableton, Georgia. Gordon Johnson enjoys an excellent reputation amongst his peers in the health, racquet and sportsclub industry. Good luck with your big expansion Gordon and team!

MICHAEL MAHONEY, the General Manager of the Mid-Town Tennis Club® in Chicago, recently announced that he has appointed **JULIAN "CHIP" DELL** as the new Membership Director. Before joining Mid-Town, Dell was a supervisor and manager for four Health and Tennis Club of America Corporations clubs. Most recently he was project manager for the James Companies, a real estate com-

pany in Northbrook, Illinois.

Did you know that nothing is *all* wrong? Even a clock that has stopped running is right twice a day.

Best wishes to **LYNNE BRICK** as she has recovered from an emergency operation to remove a fibroid tumor (they are non-cancerous). She was out of work for six weeks and was treated to a surprise 10 day trip to her favorite place in the world, Hawaii, by her husband **VICTOR BRICK**. Vic tricked her by packing for Hawaii while she slept. She was thinking they were on their way to the IHRSA Convention in San Diego. She didn't know they were headed to Hawaii for 10 days until they changed planes in St. Louis. They had a terrific vacation and Lynne is doing well. Reading Vic's recent employee newsletter, he asks his employees the following question..... "How will we leave our mark?" He asked this question because he realized after Lynne's recent operation that you sometimes need to stop and take stock of the important things in life. He wrote: "I realized how special Lynne and my time together is.... And, I also realized that we didn't always take time to stop and smell the roses." Victor Brick is a terrific guy and very spiritual. Everytime I read one of his employee newsletters, I get kind of emotional and think about things I have failed to think about recently or even ever before. Thanks Vic for sending your newsletter. And best wishes, Lynne, for a full recovery and a continuation of a most extraordinary life making your mark!

MORE GENERAL HOSPITAL! The last two months I have commented on the recovery of our good friend, **DICK TRANT**, owner of the **Weston Racquet Club** in Waltham, Massachusetts, from a terrible car accident on an icy road on Super Bowl Sunday. Well, Dick was released from the hospital for home recovery after about two and a half months. Not long after he got home, he had to go back to the hospital for surgery to remove his gall bladder. Dick now "feels like a new person" after the gall bladder surgery. The gall bladder had died and attached itself to his liver, restricting his arm movement and also creating a persistent low grade temperature, which he had for many



Norm Cates, Jr.

months. The hospital doctors couldn't figure it out. Now Dick, a former Notre Dame quarterback in the 1950's, feels like he can now "throw a 50 yard pass!" Keep on recovering, professor!

LEE HANEY, the legendary eight-time winner of the Mr. Olympia bodybuilding contest and an Atlanta native, will open a 26,000 square-foot fitness center this month in a converted grocery store site. This will be Haney's second location. Haney says he chose the southeast DeKalb County location because he could serve as a role model for the area's large black community. He commented, "I want to use my accomplishments to make the community more health-conscious." The new center will be called **LEE HANEY'S NEW UNIVERSAL FITNESS CENTER** and was developed under a licensing agreement with **UNIVERSAL GYM EQUIPMENT, INC.** which will supply the center's equipment. Universal plans to develop similar centers across the country with other familiar athletes, Haney said.

DEAN KACHEL is mad as hell and he's not going to take it anymore! Kachel is the Founder and owner of the **QUADRANGLE ATHLETIC CLUB** in Coral Springs, Florida, a suburb of Fort Lauderdale. Recently Kachel has been made aware of several (3) 16 year old boys who have been signed by **BALLY TOTAL FITNESS CENTER** sales representatives who have allegedly falsified the boy's ages on the membership contracts, even in one case where the sales rep clearly had the boy's drivers license and knew full well

that the boy was 16 years of age and ineligible to sign a binding legal contract. Excerpts from a letter from the boy's mother to Bally Total Fitness Services reads like this: "Prior to going (to the Bally club) for a trial visit, I advised my son to bring home any information, contracts, etc. for me to review and sign, knowing full well that he is a minor and cannot legally sign a contract. Much to my surprise he called me later on requesting that I fax him a deposit slip from his bank account. I was shocked and angry when my son came home with a signed contract, having already made a down payment. This in spite of the fact that your employee knew my son was a minor and in spite of the fact that your company policy does not permit members younger than eighteen (as I subsequently was informed, but not by your Bally rep.) My husband and I think it's great that he wants to work out. What we are opposed to is the fraudulent manner in which your employee operated. High pressure sales tactics are one thing, but this incident went way beyond that. The blatant falsification of my son's age was a totally unethical act. Dean has written a letter to **MIKE LUCCI**, CEO and President of Bally Total Fitness, requesting that they audit all new memberships since the club opened in January, 1996, and has asked Lucci to cancel any illegal memberships and refund the fees paid. My guess is that Kachel's request will never see action by Lucci. He is far too busy "retraining his sales people" to deal with small time issues like this..... but, you never know.

MICROFIT'S HEALTHCARE CONNECTION HANG IN THERE!

By Neil Sol, Ph. D.

Many club owners and managers are bumping into the decision-making bureaucracy of healthcare institutions in the quest to develop formal collaborative relationships. You would think with all the current information available about preventive health and its contribution to reducing the prevalence and severity of chronic (and costly) diseases, its potential impact on reducing healthcare insurance and the preliminary data of the Surgeon General's Report on Physical Activ-

ity and Health, that healthcare institutions would be "chomping at the bit" to respond to a club's overture to create a collaborative relationship.

However, that is not the case. It appears that the key to this hunt will be persistence and patience. Clubs must 'hang in there' to see future relationships develop with clubs and healthcare; the only problem is that it may take time, sometimes six (6) months or more. It is fair to wonder why it takes hospitals or healthcare institutions so long to make a decision. However, we must realize that hospital Board of Directors are notorious for re-

searching and evaluating decisions that are often obvious opportunities. Remember, also, that healthcare institutions are political organizations where decisions must first be given careful consideration, then approved by numerous entities, including hospital administration, medical staff, Board of Directors and the community at large.

As more and more data becomes available regarding preventative healthcare (as if there isn't enough already), and its volume reaches a critical mass to convince health care institutions of its value, the solicitation of expert leadership in the area of prevention (clubs) will occur rapidly. It is just imperative that we avoid impatience.

The future suggests that once a club involves itself with a healthcare institution, it will be a relationship that is long lasting. The inclusion of the health club into a healthcare institution continuum of care is not a fad; it is a shift in paradigm and as such, should remain for a long time and become very stable.

Club owners and managers who are growing impatient and frustrated should consider developing smaller, less bureaucratic relationships with other healthcare providers, such as physical therapy practices.

Physical therapy practices have had success in health clubs in the past and can be a means to get the club's "foot in the healthcare door." Club owners and operators through out the U.S. and large group physical therapy practices, are showing

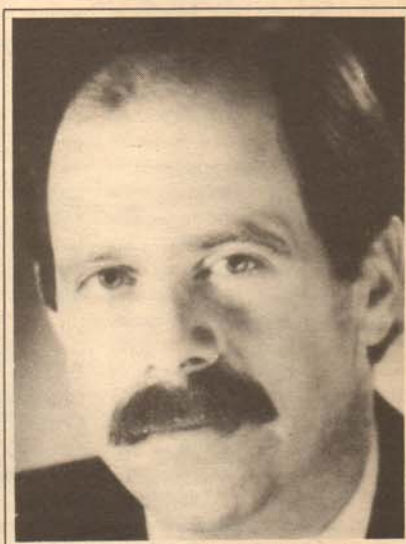
growing interest in a relationship between physical therapy and clubs.

As reimbursement for physical therapy procedures is managed, capitated and reduced, physical therapy practices become interested in expanding their scope of services. They are becoming more interested in developing healthy or injury-free groups in an effort to endear themselves to third-party payers. Physical therapy practices understand their expertise and know their limitations, but they are also aware of the contribution a club can make to their scope of services.

Imagine the physical therapist that down loads the rehabilitation of an ACL (anterior cruciate ligament) to a health club personal trainer. The patient, the club, the physical therapy practice and especially the insurance company should all be happy. Expense for this rehabilitation will be reduced and everyone wins.

Local physical therapy practices can make decisions more rapidly than a bureaucratic healthcare institution. Opportunities such as joint ventures, lease-space and revenue participation are just some of the types of relationships that can be established between a club and physical therapy practice.

Involvement with a physical therapy practice is a quick way



Neil Sol, Ph. D.

to connect to healthcare and a lucrative and credibility-establishing "stepping stone" to a long-term relationship with the larger healthcare institutions and our future partners. In the meantime, we must 'hang-in-there' while we develop these long-term relationships with the healthcare world.

(Editor's Note: In the May, 1996 edition of **CLUB INDUSTRY** Magazine there is a good article by Don Monro entitled **REHAB Plus** which reports on physical therapy operations in clubs.)

(Neil Sol, Ph.D. is the General Manager of the Cherry Creek Sporting Club in Denver, Colorado and the President of Health Vantage, Inc., a club industry 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.)

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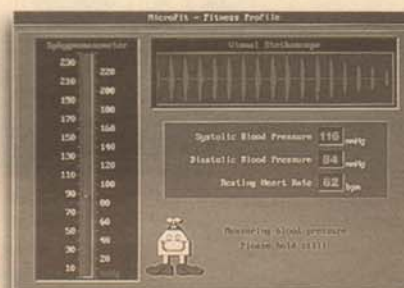


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M I C R O F I TTM

Avoiding the 12 Monster Mistakes In Your Membership Sales

By Karen D. Woodard

What creates the gap between those who are top membership sales producers and those who are top-producer-wannabes? Answer..... the top producers learned early in their career what mistakes to avoid and how to focus their energy on success. Let's review 12 Monster Mistakes that membership sales stars avoid making.

Mistake #1 - Failure To Develop a Unique Selling Position (USP)

Pros take the time to de-

velop a USP that clearly differentiates their club from the competition. The USP is simply an honest benefit statement that creates a strong and easily understood reason why your club is the club for the prospect. The USP can and should be used on the phone when prospective members call for information as well as in person before or during the tour. An example of a USP is: "Ms. Prospect, what you'll find is that there are three major reasons people choose membership at our club. They include the creativity in our programs and classes so you don't get bored and stop coming, the attention and in-

volvement with our members to keep you involved in moving forward and of course, the attention to detail in our facilities and equipment so you feel comfortable and trust that you'll get the very best service.

Take 15 minutes today to develop your USP and watch your closing ratio improve.

Mistake #2 - Laundry Listing Features

The majority of membership sales people are trapped into thinking that features (i.e. stair machines, treadmills, pools, # of courts, # of classes, 5 lines of selectorized equipment, etc.) are what prospective members want to know about. Pros know better. The pro realizes that the prospective member only cares about how this equipment will benefit them. When we get into laundry listing, we're taking a shotgun approach to satisfying someone's needs as opposed to knowing exactly what they desire. It's O.K. to talk about a few features only after you know what the prospect wants. At that point, you may mention a feature of the club followed by the benefit to the prospect of using that feature. The USP is a good example of this type of feature/benefit selling. When you stop laundry listing and start feature-benefit selling, you start putting more distance between you and the competition.

Mistake #3 - Failure to Be a Fitness Consultant

The majority of salespeople have got it all wrong! What I mean by this is that we think that we have to have all the answers when what we really need is all the questions. The prospect will give us the answers if we just ask the right questions. Pros understand the importance of becoming the fitness consultant who asks the questions as opposed to the inexperienced sales person who talks too much and listens too little.

Mistake #4 - Failure to Know Your Competition

If you are going to be an expert in your field, you need to not



Karen D. Woodard

dress and speak the part—you are a role model.

Mistake #6 - Failure to "Dance With Who Brung Ya"

Pros remember who was largely responsible for making them a pro in the first place—the members, therefore, they stay close to them. It's really easy to get caught up in the business of running a business and forget to deliver the same level of involvement that we gave in getting a member started. Get out there and "play" with the members in the club on a daily basis. This does wonders for your attitude, longevity in the position and referral base.

Mistake #7 - Failure to Understand the Principle of Moving Forward

Have you ever been on the freeway, missed your turn off, know that there are no other exits for 10 miles but you see those dirt service roads that cut across the median and could get you closer to your turn off? Now here's the kicker: we keep passing those service roads, don't turn off and keep going further away from where we want to be going. Hundreds of sales people do the same thing in their presentations every day in the form of not asking questions that will move us forward because they don't want to hear "no" or deal with a possible objection. So, they get further and further away from, where they really want to be. Pros know that they're going to get answers that may initially seem negative but at least they got it out in the open to deal with it as opposed to letting it just roll around in the prospect's mind and let it become too big to overcome. When we get negativity out on the table, we are moving forward. When we avoid confronting possible negativity, we end up 10 miles out of our way.

Mistake #8 - Lack of Organization

The Pros have got their organizational act together. They work in organizations that have solid goal setting systems and ways to track the achievement of the goals. True pros take a few steps (See Karen Woodard page 22)

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Q Clubs...

continued from cover

rently operates 16 Q Clubs. The Q Clubs are typically large (44,000 to 47,000 square feet), high quality, full-service health clubs at attractive prices. The Company expects to open seven additional Q Clubs during the remainder of 1996 and approximately ten additional clubs in 1997. In developing its Q Club concept, the Company has sought to capitalize on the increasing health and exercise commitment of older deconditioned Americans by designing and marketing its Q Clubs to appeal to a target segment composed of individuals in the 35 and older age group, who generally have higher disposable incomes. The Company's objective is to establish itself as the first nationwide operator of commercial health clubs

employing a large, standardized facility and uniform operations under a highly recognized brand name.

The Company intends to take advantage of a health club industry which is highly fragmented. It is estimated that there are less than ten companies that own and operate more than 20 facilities. The Prospectus will note that health club memberships have grown 64% for the 35 to 64 year old age group and 70% for the 55 and older age between the years 1987 and 1994. (These groups together represent the Company's target market segment.) This compares to a 26% growth in memberships among the 18 to 34 year old age group. The majority of the Q Club members fall within the targeted segment and the median age of a Q Club member is approximately 37 years old.

Q CLUBS STRATEGY

The Company's strategy is to offer its members health and fitness services including a large assortment of exercise options and ancillary programs in a state-of-the-art facility supported by a large, customer-oriented staff at economical membership prices. This operating strategy is based on Company-conducted research and on the substantial experience of the management team. The key components of this strategy are:

- Developing a Unique, Branded Concept - Q The Sports Club. Q Clubs are designed to attract people who may not otherwise be drawn to more typical health club facilities by creating a more enjoyable and comfortable environment for club members and their families. The Q Club concept is especially designed to address and overcome commonly perceived shortcomings of traditional health and fitness clubs, such as overcrowding, inconvenient location, high membership costs and intimidating atmosphere.

- Building Uniform, High-Capacity Clubs. The company has designed its prototype Q Club to provide members with the convenience of a large variety of exercise options and services at a single location. The Company believes that each Q Club is approximately twice the size of most traditional health club facilities and is specifically designed to achieve membership levels at maturity (usually four or five years after opening) ranging from 9,000 to 14,000 members per Q Club as compared to the industry average of 1,500 to 2,500 members per club. Each Q Club is designed to accommodate as many as 2,500 users per

day.

- Providing a Broad Array of Services at Attractive Prices. The Company seeks to provide its members with excellent value by offering them high quality health and fitness services at prices that it believes are substantially less than health clubs that offer comparable amenities.

- Utilize an Advanced Sales and Marketing Program. One of the Company's key marketing strategies is to establish a dominant presence and maintain a high level of brand name recognition in its markets. To create brand awareness and identify prospective members, the Company maintains extensive advertising and marketing programs in each of its markets. These programs include local television ads and direct response sales activities which generate substantial new member activity at the opening of clubs and help grow the membership base over time.

- Employing a Highly-Trained, Service-Oriented Staff. Each Q Club has a staff of approximately 85 full and part-time employees, including personal trainers, fitness instructors, massage therapists, sales associates and maintenance personnel. Through a variety of training programs, the Company seeks to instill in its employees the Q Club's emphasis on service.

The Company's Founder, Frank Leonesio, has 28 years of experience in the health club industry. In 1972, Mr. Leonesio founded, developed, managed and subsequently sold (in 1985 for approximately \$35 million) a successful company that operated 35 clubs. He used a portion of the proceeds to found the Q Club Company, for which he organized a management team of individuals with an average tenure in the industry of over 16 years.

The Offering...

- Common Stock offered by the Company... 2,000,000 shares

- Common Stock to be outstanding after the Offering (1).... 7,535,142 shares

- Use of proceeds.... To repay certain bank and shareholder indebtedness, to pay certain preferred stock dividends, to finance the construction of new Q Clubs and for general working capital purposes.

- Proposed Nasdaq National Market Symbol.... QCLB

RISK FACTORS

The Prospectus is expected to itemize the following list of Risk Factors: Reliance on Successful Expansion Plans, Capital Requirements for Expansion, Quarterly and Seasonal Fluctuations and Impact of Opening New Clubs, Performance of Clubs Including Member Attrition; Future Operating Results, Deferred Revenue, Dependence on Executive Officers, Regional Concentration of Operations, Competition, Government Regulation, Potential Liability, Control of Certain Stockholders; Anti-Takeover Provisions, Absence of Public Trading Market; Possible Volatility of Stock Price, Shares Eligible for Future Sale; Regulation Rights and Potential Adverse Effect on Stock Price, Dilution; Absence of Dividends.

(The above information has been quoted verbatim from the FORM-S-1 which was filed with the Securities and Exchange Commission dated April 4, 1996. The **CLUB INSIDER** News would like to thank Mr. R. Patrick Krucsek and his assistant, Jenny, for providing us with the U. S. Securities and Exchange Commission FORM-S-1 registration statement. The **CLUB INSIDER** News will provide additional information when the actual prospectus is available.)

Attitude...

continued from cover

attitude of your staff. A positive and upbeat attitude by sales representatives combined with the positive attitude and performance of fitness instructors, aerobic instructors, personal trainers, front desk staff and program directors all add up to the end result.

During the Spring and Summer, club operators must be particularly careful to assure that the attitude of the entire club team is upbeat and sharp because this

is the time of year when members and prospective members look to the great outdoors for some or all of their exercise. This annual mass exit of members reduces the daily opportunity for guest traffic as well as new member referral potential, so it is important that these losses be offset with heightened performance by all club staff members. Here are some things to consider as we roll into Summer.


GREET EVERY GUEST!

Your attitude when

greeting guests is key. Use the following guide to train and focus your staff on the keys that will lead to new sales and member retention.


- Smile
- Welcome the guest and make him comfortable.
- Enthusiasm. Show the guest your excitement.
- Learn the guest's name and use it often.
- Listen carefully to what the guest says.

(See *Attitude* page 24)



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Windows Shopping?

CLUB VISION

Membership Management Software for Windows

The screenshot shows a window titled "100005 Sarah Williams" with a menu bar: File, Options, Special, Windows, Help. The interface is divided into several sections:

- Sarah Williams**: A portrait photo of a woman with blonde hair.
- Check-In Status**:
 - Member Name: Sarah Williams
 - Card Number: 100005
 - Membership Type: 2 - Family Monthly
 - Monthly Usage**: A table showing usage by month.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
15	8	6	8	13	10	9	9	4	7	5	3
 - Last Check-In Date: Date/Time: 12-Feb-1996 3:41 PM
 - Check-In Freeze Date: From: 00/00/0000 To: 00/00/0000
- Messages**:
 - Front Desk: Please inform Sarah that we need her to submit her new checking account number for EFT.
 - Total of 1 message(s) found
- Usage**:
 - Codes:
 - Check-In Now

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Like the fact that a feature isn't very valuable if you can't figure out how to use it.

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4. Try our **Replacement Grips** for StairMaster, LifeStep, Trackmaster, and ClimbMax. They're long lasting, inexpensive and easy to install.

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6. Use our **quality replacement parts** for StairMaster, Lifecycle, Tectrix, ClimbMax, BikeMax, Airdyne, DX 900 and Trackmaster.

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8. Contact us by fax at 310-278-1747, or on the internet at gympart@primenet.com with your replacement part and maintenance questions.

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COMMERCIAL HEALTH CLUBS POST BIG MEMBERSHIP GAIN

Tax-exempt/Other Facilities Lose Members, Market Share

Boston, Massachusetts - While the total number of health club members decreased from 1994 to 1995, membership in commercial health clubs grew by 10.3% from 11.7 million to 12.9 million, according to the soon-to-be-released 1995 IHRSA/ASD Health Club Trend Report.

The study, which was conducted by American Sports Data, showed that there were 19.2 million health club members overall in the U.S. in 1995 - down by 4% from the record high of 20 million in 1994. These figures include corporate fitness centers and tax-exempt facilities such as the

YMCA as well as commercial health clubs. When the latter group is extracted from the mix, other facilities show a decrease of 24% from 8.3 million members in 1994 to 6.4 million in 1995.

In addition to YMCAs and corporate fitness centers, others not included in the commer-

cial health club category are: municipal facilities, military, university, residential facilities and aerobics studios.

"With the Surgeon General's Report on Physical Activity and Health due imminently, it is disconcerting to see an overall decrease in health club mem-

bership," said John McCarthy, Executive Director of the International Health, Racquet & Sportsclub Association (IHRSA). "As the numbers clearly show, however, the commercial sector continues to be successful at attracting more Americans to active living."

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Boulder, Colorado, 80303.

Club FM - Wireless FM Entertainment Systems

Club FM is an affordable and efficient way to entertain your members and give them a choice.

Club FM takes the sound portion from a TV, CD Player, Cassette Deck or Motivational Video and transmits the sound to your member's personal Walkmans. These FCC Approved systems are designed to make your members' workouts more enjoyable and at the same time, keep within a facilities budget. As compared to other similar systems, there are no necessary hardwiring/installation and maintenance costs - which can add up to a lot of dollars and maintenance headaches. This innovative system is installed in hundreds of health clubs across the USA (and abroad).

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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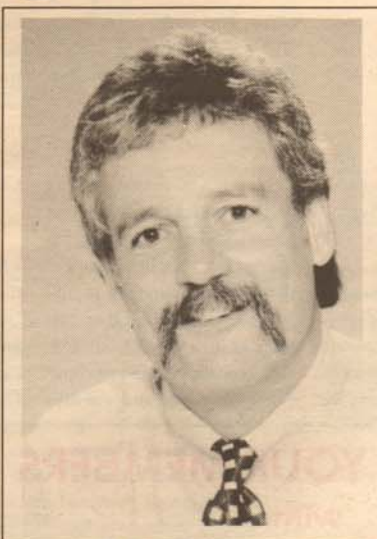
By Michael Hoffman

There's a saying among professional PR people, especially in the agencies that serve medium to large size businesses, that "name in the press PR" is a cop-out.

What they mean is simple - anybody can get his name in the news, but only smart PR people can get the right story placed on the right station or in the right section of the paper. It's even more challenging to make sure that the content of the story paints the right picture about your club.

Clubs are no different than any other business in their need for strong PR stories. In fact, with all the new competition from corporate fitness centers, YMCA's and hospital-based health clubs, strategically-created PR stories are more important than ever.

Rather than shotgun your PR effort, here is a simple technique you can use to plan your media stories to your best advantage.



Michael Hoffman

1. Build a list of Priority Targets.

Make a list of your 10 most important priority target groups. A priority target is defined as any person or group of people who have the potential to do four things:

a. Join your club and/or refer other potential members.

b. Influence public opinion about your club in a positive way.

c. Influence public opinion about your club in a negative way.

d. Influence legislation that favors or hurts your business.

Some examples of priority groups are your local Chamber of Commerce officers who usually have heavy influence on other community business leaders or your local elected officials such as Aldermen, Congressmen and Representatives who vote on health-related bills. Another example would be your local bar association. Lawyers are affluent, influential, outspoken and normally need the stress-relieving benefits of exercise.

2. Writing Reputation Change Statement

3. Match the Messages to Right Media

Think about your reputation when building your priority targets list. In what ways does your image need to be improved? What do people need to hear in order to change their minds from indifferent or negative to positive?

Write out reputation change statements like this;

"The Chamber of Commerce currently considers our club a place for younger, fitter people only. We need to create an image of a club for mature adults at the entry level of fitness."

"We have never spoken with or written to our Congressman about how our club helps individuals and local corporations reduce healthcare insurance costs; there is no relationship here, either good or bad. We need to inform the Congressman about the healthcare benefits of club membership."

Write out a Reputation Change statement for each of your 10 priority targets.

4. Match Your Messages to the Right Media

Once you've selected

your priority targets and written your Reputation Change statements, you will be further ahead in the PR stories game than 99.9% of all clubs. This amount of strategic PR thinking just isn't something operators are used to doing. But, those that spend the time and effort usually reap big rewards in terms of positive stories that translate into lots of "free advertising." Now, here's your last step in the planning.

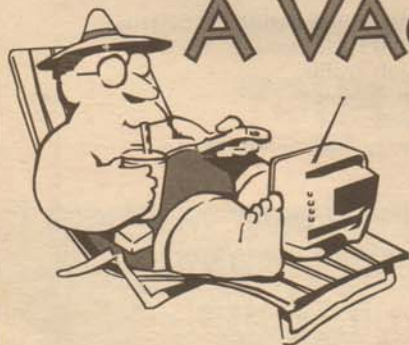
4. Match Your Messages to the Right Media

For each priority target you have created a Reputation Change statement; now you need to match that message to the right medium. Consider your priority targets when picking the medium - whether radio, TV, newspaper or newsletter - where you want your story to appear.

To be most accurate, figure out which media your priority targets read or watch most. For example, lawyers read the newspaper, but you would be more on target to place a story in the local bar

(See Hoffman page 20)

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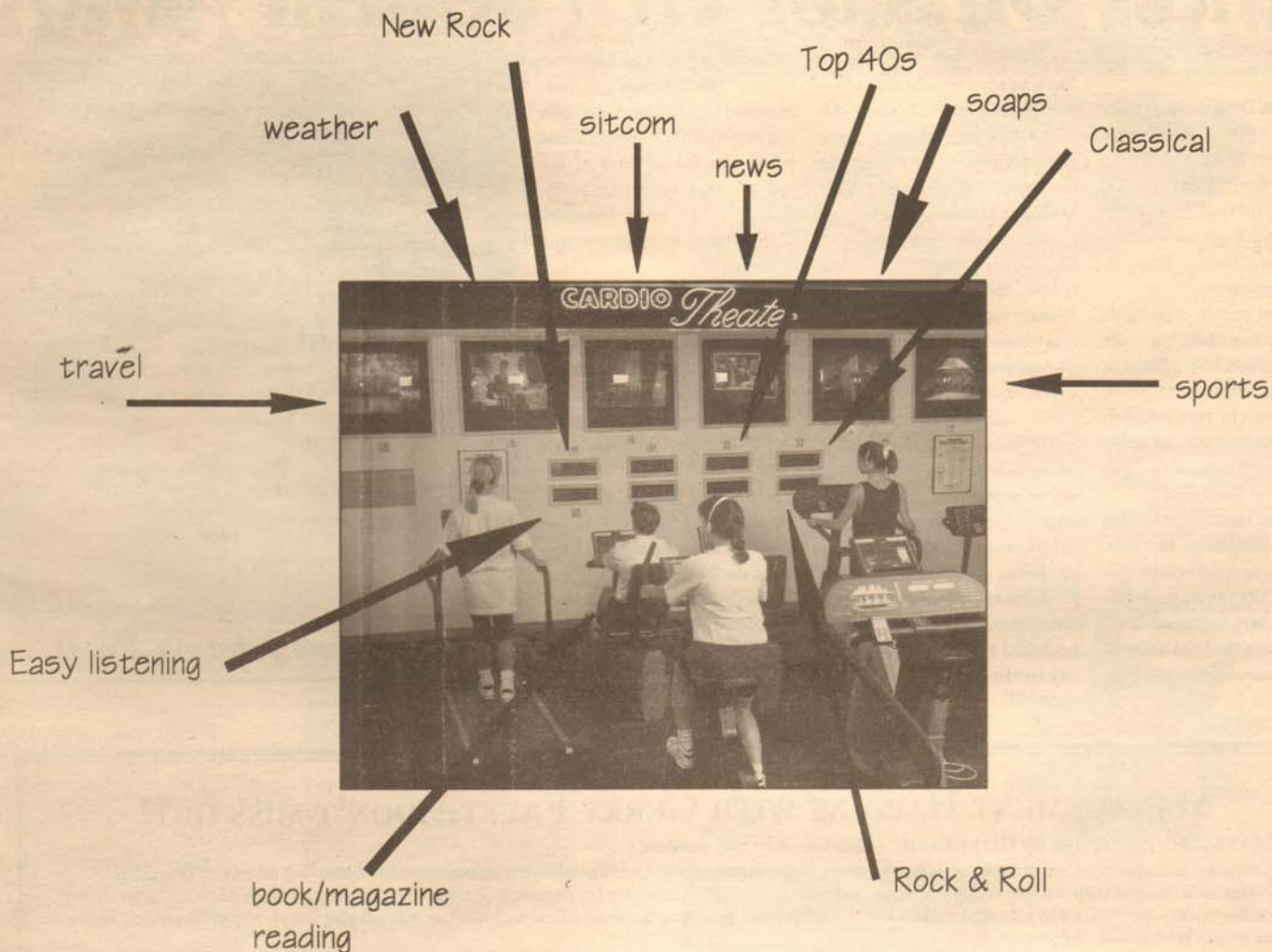
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WE PUT FUN INTO FITNESS

Mary Jane Johnson Wins IHRSA's Fitness Director Of The Year Award

San Diego, Ca. - Mary Jane Johnson, PhD, has been named Fitness Director of the Year by the IHRSA (The International Health, Racquet and Sportsclub Association). Johnson is Regional Wellness Director of New Mexico Sports & Wellness in Albuquerque.

"Most people expect this award to go to one of the big clubs in California, New York, Texas or the East Coast," says Scott Garrett, General Partner in New Mexico Sports & Wellness. "We are really pleased to see this level of recognition going to the Southwest."

"In our industry this award has put New Mexico on the map. It's an honor to be acknowledged as one of the premier fitness providers in the world," says Johnson.

Johnson has been a fitness industry professional for 18 years.

She's an advisor to the City of Albuquerque Office of Senior Affairs and is an Adjunct Professor at the University of New Mexico (UNM) in Albuquerque. A native New Mexican, Johnson has lived in Albuquerque since 1978. She was born in Hobbs, N.M. and raised in Las Cruces, NM. Johnson received a B.S. in exercise technology and PhD in exercise physiology from the University of New Mexico.

Applicants for IHRSA's award were evaluated in several areas: contribution to the clubs' fitness department; membership sales and retention; program development; budget planning; equipment maintenance; staff supervising and training; communication through presentations and published articles; and community service.

"Dr. Johnson has demonstrated her abilities, enthusiasm and expertise and has contributed greatly to the success of her clubs," says John McCarthy, IHRSA's Executive Director. "We're proud to honor her with this award."

"We at New Mexico Sports & Wellness can all take pride in this achievement," says Johnson. "The accomplishments that IHRSA has recognized could not have been realized without the support of our members and staff."

New Mexico Sports & Wellness is a privately owned New Mexico company which operates the Del Norte, Downtown, Highpoint, River Point and Midtown Sports & Wellness Clubs.



Mary Jane Johnson, Ph. D.

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"MAKING MANAGEMENT HAPPEN" by Gerry Faust. (Video cassette tape with workbook)

Organizations go through predictable patterns of growth and development. As they grow, the culture of the organization changes and the organization faces new and different challenges. In this video cassette tape presentation, Dr. Faust discusses the four critical roles that management has to develop and keep in balance to ensure steady life cycle progress, and how to take charge of your organization's drive to PRIME.

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

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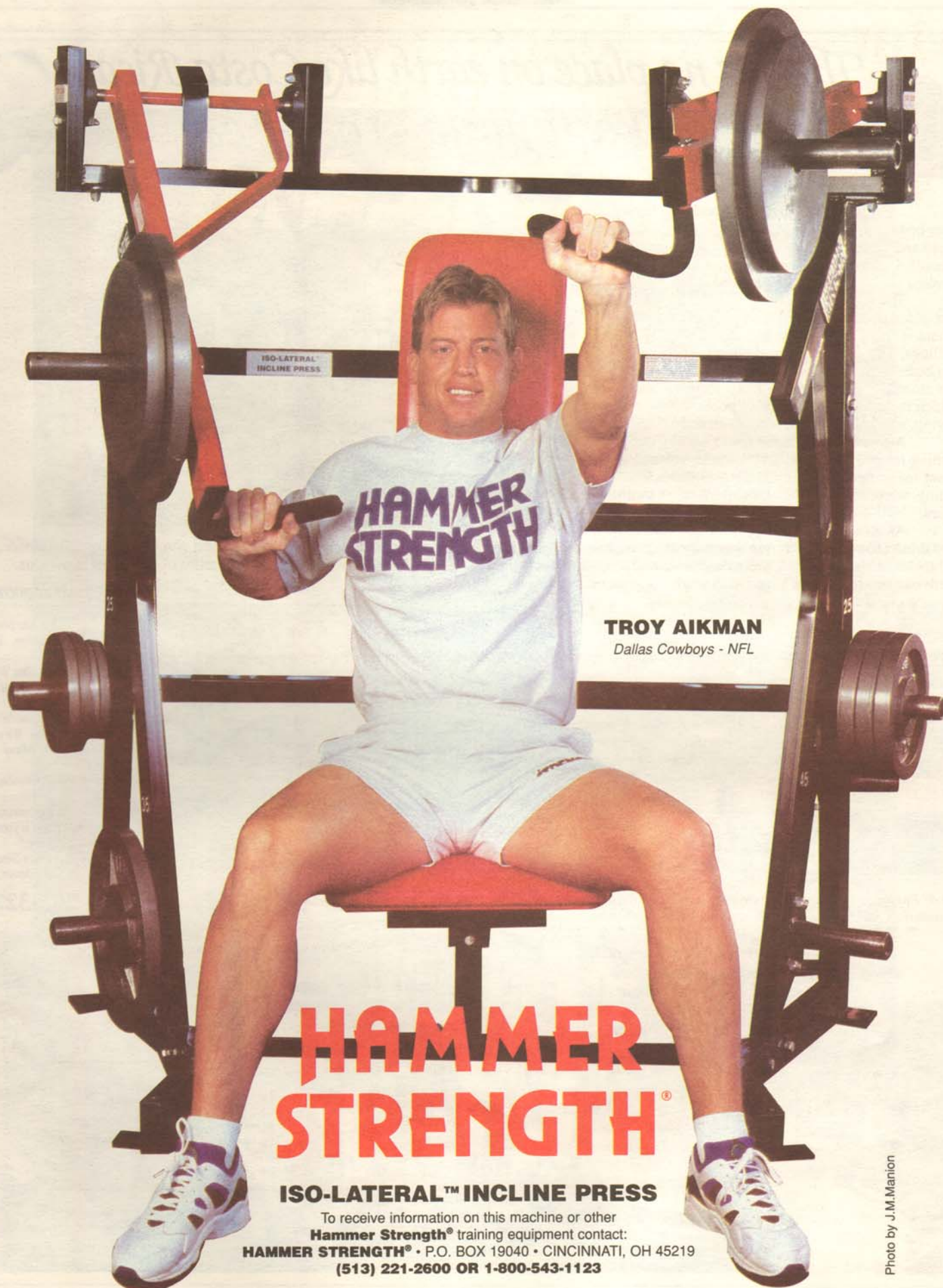
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Photo by J.M. Manion



There is no place on earth like Costa Rica!

Villa de Papagayo El Ocotal, Costa Rica



Villa de Papagayo is a brand new luxury four-bedroom, four-bath villa with full staff (cook, maid and butler) located on the Pacific Ocean in beautiful Costa Rica. The view from the villa is revered as one of the most beautiful in the world.

The lushly-landscaped villa includes an oversized deck with swimming pool and waterfall. There is also a spectacular great room with 32-foot ceilings, TV, VCR, stereo and air-conditioning in the bedrooms. Guests at the villa also have use of the amenities at the nearby Ocotal Resort Hotel, which includes three swimming pools, tennis, scuba diving, snorkeling, beach and health club.

Also available are the world's best sports fishing for marlin and sails, rain forest, volcano and giant sea turtle tours, birdwatching, horseback riding, whitewater rafting and various other nature tours.

An all-inclusive plan provides all your food and drink (an open bar) during your stay at Villa Papagayo. The staff is there to provide for your every need and you will enjoy daily wonderful meals of fresh seafood, fresh vegetables and fruits like you've never tasted before. The villa is ideal for parties of two to eight persons. Beds can be arranged as kingsize or single for your personal needs.



GUEST BOOK QUOTES:

"This has been a wonderful vacation. The staff is great."

Christina Wolfe,
Decatur, GA

"You couldn't ask for a better view. We will be back again. Many thanks."

Brian Hankel, Omaha, NE

"A true vacation! Staff is A1. Food is yummy, the view awesome."

Gary and Mary Streeter,
Andover, MA

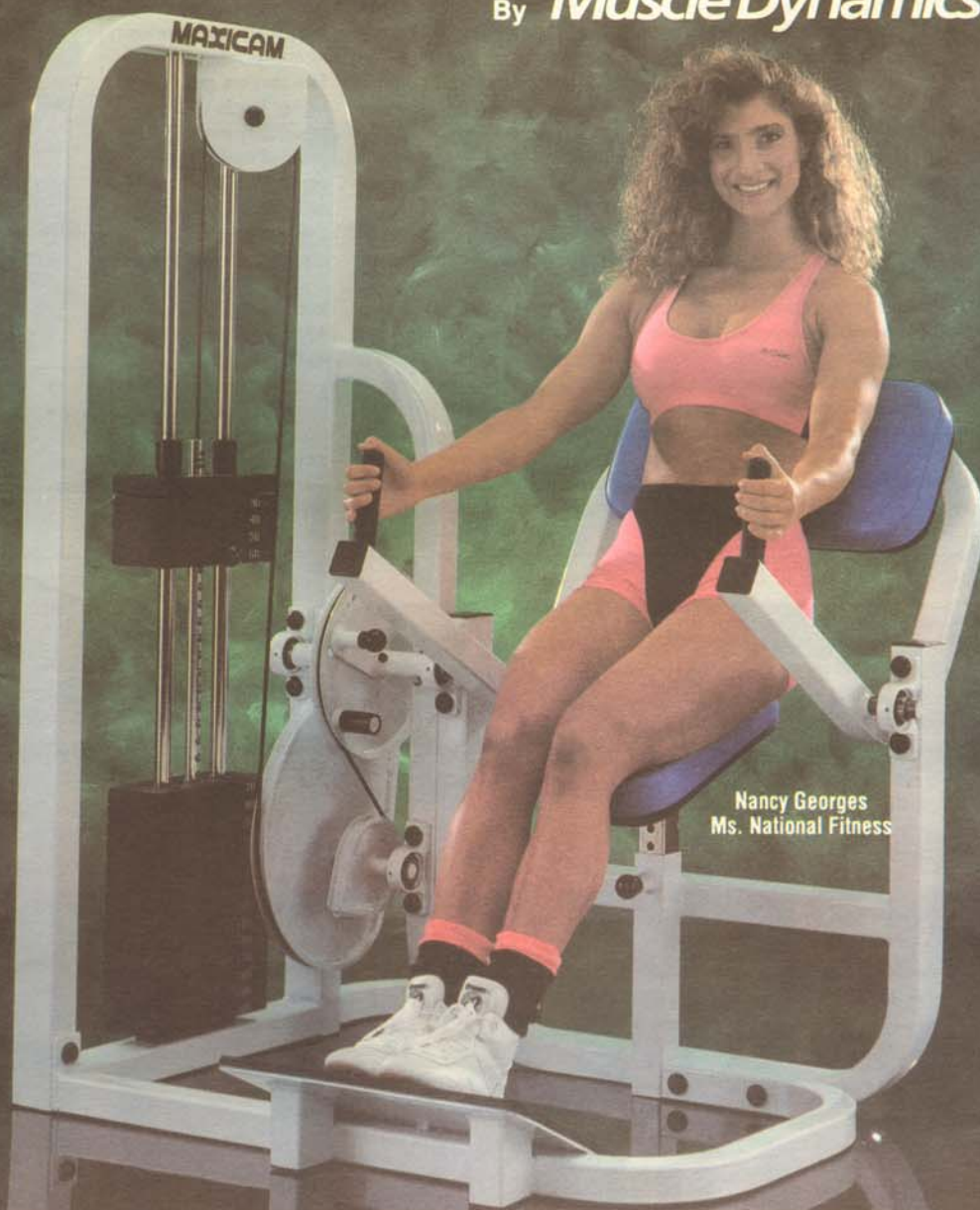
Villa de Papagayo's giant terrace overlooks the Pacific Ocean and includes a pool with swim-up bar, waterfall and ranchero. In the evening guests dine outside under the stars.

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Tennis Pros: Are You Part Of The Problem Or Part Of The Solution?

By Spike Gonzales

Sure, you're working harder than most of those around you in the club industry, and sure your students think you're great; but are you a valued member of your club operations? Many pros are very much valued, but some are seen as "necessary evils" by club owners or managers because of their narrow focus and the seeming unreliability and inaccessibility. (You can't live with 'em, but can't live without them.)

Here are three major guidelines for pros wishing to be their own best friends in their careers and in personal relations with club management.

First, put some structure into your business life. Give those around you some comfort level that they may communicate with you, despite your hectic and lengthy

work schedule. Thirty to 40 hours a week you are simply inaccessible because you're on the court, and then when you're off the court your playing "catch-up." If you don't make the extra effort to have set weekly meetings with the five most important people in your worklife, you'll become distant from them and lose crucial rapport.

Be sure that your reception personnel know when you'll be in the club and available to return messages or phone calls. When a member or fellow worker needs something from you, it undermines their confidence in you to hear, "I don't know when he will be back.... or off the court." Smart tennis pros not only tell reception personnel this important information, but have their lesson and administrative schedules posted so desk personnel changeovers don't hurt communication efforts. Then they are reliable to their posted schedules!

Second, be aggressive in

your responsiveness to others! You have to overcome the nagging feeling in the minds of members and associates that "he won't get back to me, so I'll have to track him down!" They know you're busy; they don't know when you're going to get your message and they don't know when you'll try to respond. You have to make others' inquiry a priority!

Finally, ask yourself, "Am I building the market, or just using it?" The first and foremost objective of a tennis pro is to promote the game. That means bringing new people into the game, not just developing and perfecting the ones who are in it.

And don't pat yourself on your back for simply occasionally giving some promotional or introductory lessons, then allowing the newcomers to fend for themselves. Getting people to try tennis can actually do more harm than good if their

initial experience is not positive and success-oriented, or if there aren't well orchestrated follow-up programs to help them through the advanced beginner stages. You're not building your market if you're giving people the opportunity to quit playing tennis before they've gotten to the higher levels of the game where they can reap the fitness and fun benefits. Each person who tries the game and quits becomes a negative influence on the word-of-mouth in your locale!

Similarly, don't laud yourself for giving 20-40 hours of private lessons each week. If this is at the exclusion of handling three or more players per court, or it's creating "pro dependency" for the students enjoyment of the game, you are falling short of being a "market builder."



Spike Gonzales

These areas - businesslike structure, pro-active communication and marketbuilding—are major elements distinguishing the exceptional (and appreciated) tennis (See Spike Gonzales page 20)

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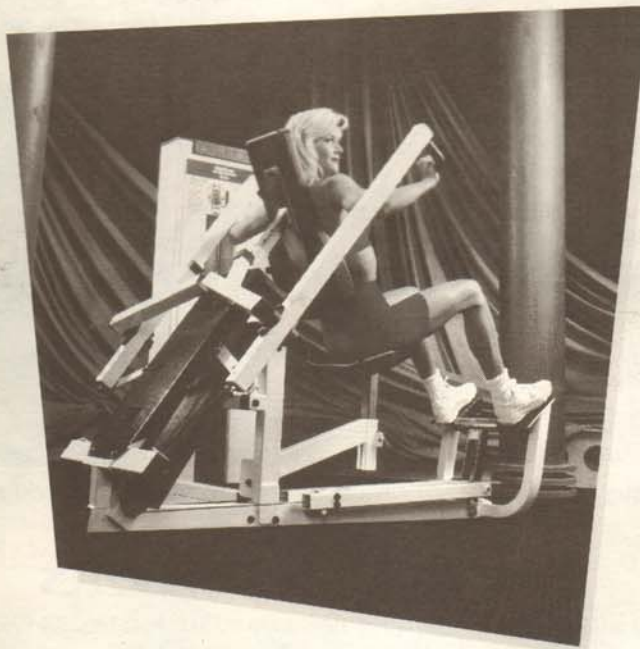
Experience the StairMaster difference in strength training. Call a StairMaster representative for a free information packet today.

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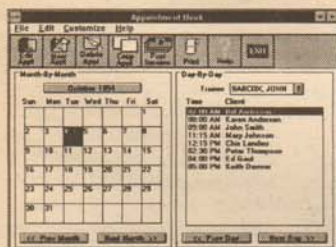


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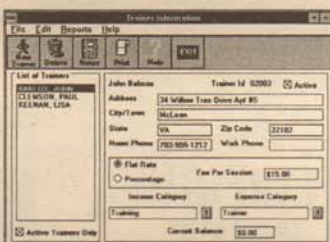
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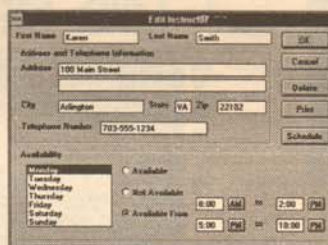
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Hemelgarn and Fatjo Off The Hook... For Now

By Norm Cates, Jr.

Ron Hemelgarn and Tom Fatjo, two of the principals in the defunct LivingWell, Inc. (LWI) chain of health clubs, which was to have been the biggest and best in the land, have escaped with nothing but legal bills from a lawsuit which could have potentially found them personally liable for as much as \$100 million.

The lawsuit had been brought by the LWI Trustee against the officers, directors and auditors of LWI to obtain damages for fraud, gross negligence, conspiracy and other improper activities.

Tom Fatjo had entered the club industry after having sold his interest in his garbage removal company, Browning Ferris International for nearly \$1 billion. Fatjo had predicted that he would build LivingWell into the biggest and the best health club chain in America.

What really happened was that Fatjo went from hauling garbage to selling it, as the LivingWell chain gobbled up numerous chains of small clubs around the country which were mainly storefront, high-pressure sales operations. They thought they were going to conquer the health club industry by selling members with low cash up front dues and long-term renewals as low as \$50 per year.

The lawsuit was heard by a jury in the U.S. District Court in Houston, Texas and the case was split in two parts by the judge because of the complexity of the matter. After nearly two years, the jury found in the first part of the case that Hemelgarn and Fatjo had operated LivingWell in insolvency from October 27, 1989 when they filed a Chapter 11 to October 5, 1990 when the case was converted to a Chapter 7. During that time frame, the assets of LWI were depleted from \$148,000,000 to \$5,000,000 leaving the creditors

high and dry.

After a year passed the second phase of the case was heard and the judge in effect threw out the case, siding with the Defendants and against the Plaintiffs, the Trustees of LWI. The second portion of the case had been intended to determine the amount of actual liability that Hemelgarn and Fatjo and the other officers, directors and auditors would collectively face. With this ruling by the judge, the Defendants are basically off the hook..... for the time being. John Brannan, is counsel for the Plaintiffs. When contacted in his Houston office Brannan commented:

"This case has far too many merits for us to drop it. We have been told by the judge to complete certain work that will take about a year. After that, the case will be appealable and we intend to pursue the appeal fully through the 5th Circuit Court of Appeals."

...Hoffman

continued from page 6

association newsletter. The Chamber of Commerce members might be easily influenced by a story in your local newspapers's Business Section. A senior citizens group could be impacted by your appearance on a local cable TV or radio talk show about senior fitness.

You have to research all your local media options carefully to match your messages to the right media, but the extra

work is worth the effort. For instance, you would not place a display ad about your new all-computer fitness room next to the obituary section of the paper, so be sure to place your priority target stories in the most logical media location.

(Michael Hoffman is the President of California-based Heart Communication and can be contacted at: (714) 831-7971; Fax: (714) 643-1891; e-mail: heartcomm@aol.com. This is #6 in the PR 101 Education Series from Heart Communications.)

...Gonzales

continued from page 18

pros from the commonplace ones in the the club industry.

(Author's and Editor's Note: This article is meant to be at the disposal of club industry owners and managers who'd like to communicate any hint of frustration they may have with tennis pros. It may be helpful to distribute copies to your pros, or post in their work area. The CLUB INSIDER News has authorized reproduction and distribution of this

article for that purpose.)

(Spike Gonzales has been building tennis markets since 1971. An influential member of the USPTA, USTA and IHRSA, he was involved in bringing those organizations together in founding the National Tennis Rating Program. He presently serves as an advisor to Tencaps R, a USPTA-endorsed tennis handicap and rating system. As President of AD-In Club Management and the owner of The Naples Racquet Club in Naples, Florida, he specializes in the development of pros and managers in the tennis industry.)

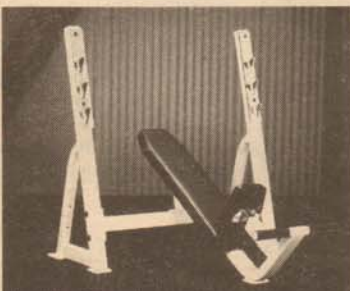
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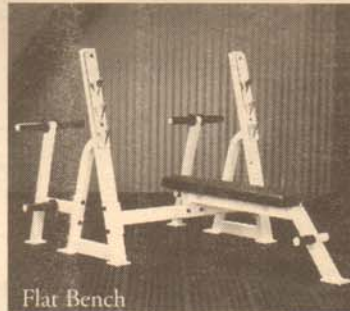
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F177



Decline Bench

•15 degree angle for low chest isolation with minimal shoulder involvement •Adjustable raised knee leg support aligns low back allowing better peck isolation •Multi sized two pieced pad for better body support. Optional plate holders.(not shown)

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

A SUMMARY - PART II

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 of the report 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.

Youth Fitness Campaign Set to Launch

A National Youth Fitness Campaign sponsored by IHRSA and the Sporting Goods Manufacturers Association (SGMA) will be launched in May under the auspices of the President's Council on Physical Fitness and Sports. Over \$75 million of advertising promoting youth fitness will be spent over the next three years.

Managed Care Begins Shift to Subsidizing Prevention

Managed care corporations are now investing in preventive health care benefits. Seventy percent of the costs relating to sickness and disease have to do with preventable illness - a realization that has stimulated a new preventive health care awareness among public policy makers, health insurers and the business community.

THE BUSINESS OF FITNESS

•Industry Consolidation - The start of something big? Events over the last few years seem to indicate that the \$8.3 billion health club industry is well on the track toward major consolidation and growth.

•Going Public - Large, multinational corporations such as Reebok, Nike, Pepsi and Whitbread are showing interest in the health club industry through sponsorships

and acquisitions. In 1994, two major companies completed private placements repositioning both for growth. In 1995, Fitness Holdings, Inc. was formed and a major acquisition of Family Fitness Centers was completed growing Fitness Holdings to more than 100 clubs. In January, Bally Entertainment officially spun off its health club unit.

The Future for Independent Clubs - Smaller clubs capitalize on creativity and personal service. The appeal of fitness to the average consumer is growing," says Steven Schwartz, President and Chief Operating Officer of Tennis Corporation of America, a privately owned firm that owns and operates 44 clubs across the U.S. "As the market expands, there will be lots of opportunities at different price points. It's like the hotel business, where you can choose your level of service and luxury. Motel 6, Holiday Inn, Hyatt are very successful. Four Seasons is successful, though there's a limit as to how many Four Seasons you can build. The health club business is becoming more stratified, but I don't think it's anywhere near a major consolidation. Family Fitness and 24 Hour Nautilus buy each other - that is an incubation phase."

The New Wave of Unfair Competition - and Rising Public Sensitivity - Clubs win the fight doing what they do best. Traditionally, nonprofit organizations have existed in the public mind to provide necessary services at low cost to a deserving public. In exchange, an image known as the "halo effect" was conferred upon them, and they were granted tax-exempt status from the almighty Internal Revenue Service the logic being, if a nonprofit provided a needed service, then the government wouldn't have to. The tax-paying public didn't seem to mind much that a nonprofit didn't pay tax on the few dollars it made, as long as the proceeds supported a

"charitable mission."

Tax-exempt competition proliferating. At White House Conferences in 1986 and 1995, the issue of unfair competition with nonprofits and government agencies was voted one of the top problems facing small business. Apparently, the sources of competition are increasing. Universities are opening fitness centers, bookstores and computer stores. Museums are starting lavish shops selling designer ties. Environmental groups are marketing affinity credit cards. The list is long. For IHRSA Clubs, in particular, the unfair competition issue arises when YMCA's, Jewish Community Centers, university fitness centers, hospital wellness centers and park and recreation facilities compete with those private clubs. "IHRSA members have decided that unfair competition is not right, and they're not going to take it," says Helen Durkin, IHRSA's Director of Government Relations. IHRSA clubs are leading a grassroots effort to bring the issue to the public eye by carefully documenting the problem, testifying before local government bodies, alerting opinion leaders in their respective communities, and talking with the local media.

The YMCA, for example, with revenues of \$2 billion, has become the nation's leading health club operator and also the biggest provider of childcare services, reports *Forbes* Magazine. As a result of its tax exempt status, the Y can compete with for-profit operators with a 25% to

30% cost advantage.

Issue is high priority for IHRSA - The unfair competition issue has long been high on the agenda at IHRSA's Government Relations Department. The IRS has issued new guidelines regarding any income that a university receives that is unrelated to its educational mission. This has been in response to more than 14 years of complaints from IHRSA regarding university athletic and fitness facilities that open their doors to the general public.

Pricing Strategies - Following the lead of the healthcare insurance industry, 1996 found an increasing number of clubs breaking into the corporate market were developing pricing strategies based on the capitation fee structure. In the club industry, this model is based on calculating the approximate percentage of a company's employee population that would join (based on demographic information). The pricing for the corporation is then presented as a fee of equal proportion for all employees, in conjunction with a corpo-

rate subsidy. On the individual sales front, a number of exciting strategies bloomed during the year. For example, Bob Stauble, Chief Operating Officer of Healthtrax has introduced an \$89 - 8 week membership with the focus on "developing" members. This strategy generated over 2,000 new members and a 10% reduction in attrition.

PROGRAMMING for the FUTURE

Program innovations, personal training and swimming programs have seen greater energy and effort by clubs in the past year. Greater effort is being made by clubs to integrate new members into results producing programs. A greater focus on kids programs is emerging. And, group activities such as group bicycling are growing rapidly in popularity.

MAJOR PLAYERS (25+ Clubs)

• #1 Nautilus Fitness Centers - 36 locations - Canada - Dave Patchel-Evans, President

• American Club Systems - 65 locations - Charles Lindsey, President (See *IHRSA* page 25)

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...Karen Woodard

continued from page 6

further by setting their personal goals just a little bit higher than what may be set for them. By knowing exactly where they are with their goals on a daily basis, they know exactly what it will take to accomplish the goal successfully. They break the goals down into manageable standards for prospecting, calls, appointments, tours, # of sales, referrals that need to be made daily or weekly. If this is an issue for you, determine what your closing ratio is on membership sales and work backwards in the following way: if your goal is three memberships/day and your closing ratio is 50%, then you need 6 appointments per day, you need to talk to 12 people to get those appointments and you may need to make 24 calls to make those contacts. Once you know this information, you'll have a clear plan on how to reach your destination.

Mistake #9- Failure to Continually Work On Sales Skills

If the people who teach fitness classes at our clubs never changed their music or introduced fresh new choreography, they'd see diminishing returns in their classes and the club would see a lower retention rate. It's the same thing with our sales presentations — we need to constantly stay fresh by working on our sales skills. Take time to tour with the other people on your staff. When you are in a "buying" position, really pay attention to the sellers skills and style. You'll come across great ideas to add and ideas to avoid — you may even get an affirmation on the good job you are doing. Spend 30 minutes to an hour a day reading selling publications, sales books or listening to tapes. The small investment you make in yourself by doing these things consistently will yield a high return in confidence and perspective, not to mention income.

Mistake #10 - Lack of Participative Selling

When you purchase a

car, you drive it. When you purchase clothes, more than likely you'll try them on first, get excited about how great you look and then there's no way you won't buy them. Same thing with selling fitness — the pros get the prospective members involved with the club before they become a member. They do this by asking questions to get specific needs and then actively demonstrating how those needs will be met. A common example would be knowing exactly the muscle groups your prospect wants to work on then getting them involved with the equipment that will best isolate those muscles so they can feel the benefit immediately. Another example would be introducing them to a member on the tour who had a similar concern that was put to rest. This type of selling creates a heightened level of excitement and a stronger bond to your club.

Mistake #11 - Not Telling Everyone You Meet About What You Do Professionally

How many times have you gone to the grocery store, a restaurant, a cocktail party, the

dentist's office, etc. without inviting the person(s) you speak with to come and visit the club? I see this happen every day with numerous salespeople, club managers and club owners. We have prospecting opportunities daily that we pass up — why? It's so simple to thank someone for the good service they've given you with a tip, a personal thank you and the added bonus of an invitation to come into the club for a complimentary visit as your guest. There are countless ways to prospect for new business that we need to utilize regularly and this is one of the absolute easiest. Make it a goal to meet three new people outside of the club daily and tell them about what you do for a living.

Mistake #12 - Lack of Attention to Own Needs

Our industry is based on insuring that the needs of those we serve are exceeded and that our members leave our care with a positive feeling. While serving those needs energizes us, it can also be draining if we don't take care of our own needs. Top producers usually stay top producers

because they learned this lesson and changed their work habits. There are the obvious habits that we all know we need to succeed and there are the more subtle practices like taking time out for yourself before you feel burned out, not engaging in negative self talk or negative talk with co-workers. Making sure that we regularly ask ourselves if we feel good about our work and if not, why not, then taking steps to change it.

You may not be making any of these mistakes or conversely this may sound like your selling style altogether. If so, the best way to correct any mistakes you may be making is one at a time. Determine which one of these is costing you the most and work on that area first. Once that is mastered, move onto the next area until all mistakes are eliminated from your presentation. Before you know it, you'll be the top producer at your club.

(Karen Woodard is President of Premium Performance Training and provides successful sales, management and operations training programs for the health and fitness industry. Karen is based in Boulder, Colorado and can be reached at: 303/417-0653.)

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...Attitude

continued from page 8

WORK SMART - NOT HARD!

Organize your day into segments of time using the following guideline for success:

(1) First 15 minutes of each day prepare and get organized for the day. Remember selling is 90% preparation and 10% presentation.

(2) Spend the next 30 minutes on the phone calling your best 10 prospects for appointments.

(3) After 30 minutes of focused (one type call only) phone work, take a break and walk around the club, talk to MEMBERS - not other staff.

(4) Go back to the phone and spend the next 30 minutes making motivational calls to your members.

(5) Take another 10-minute "walk-about" throughout the club.

(6) Continue this process throughout the day and be sure to take the 10-minute about breaks.

REMEMBER WE ARE IN THREE BUSINESSES!

(1) We are in the business of making people happy! We are in the business of operating clubs which appeal to the interest, skill level, schedule, personality, ages and gender of our members.

(2) We are in Show Business!

(3) We are in the Retail business!

Remember: Adjusting your attitude is a very important aspect of our business! When selling club memberships or programs, you are really **selling yourself!** If your attitude is not right..... you miss membership and program sales.

Create an environment of "self-evaluation" amongst your staff by being sure that you have the right **leaders** in the key roles of membership and programming sales. Remember - you or a person you have in a leadership role may not be the right choice, so don't be afraid to change!

Evaluation points should be:

- (1) Appearance
- (2) Body language
- (3) Personality
- (4) Greeting
- (5) Knowledge.

YOU MUST LEARN THE PROFESSIONAL GREETING!

1. Smile (Be sure to show lots of 'teeth and eyes!' This is NOT optional!)

2. "Aim" your smile.

3. Introduce yourself first.

4. Shake hands with your guest and "mean it."

5. Engage in conversation including the following: •Compliment •Promotion •Suggestion and

Remember the 10 Magical Words!

- 1) Personally invite you
- 2) To join us.
- 3) You will enjoy
- 4) and have fun
- 5) you will meet other people
- 6) I want you to be with us.
- 7) I need you to be with us.
- 8) Will you help me by enrolling in this special program?
- 9) Great!
- 10) I guarantee you will have fun!

The Professional Greeting may be used

when greeting guests and in particular is useful when marketing and selling enrollment in special club programs.

LEARN AGGRESSIVE HOSPITALITY!

1. Sell from your heart!
2. Make them feel comfortable!
3. Provide personalized service. Take

the time to say Hi to your members. Show that you care about them.

4. Give people a sense of your PRIDE in your club!

CHECK YOUR APPEARANCE

1. Be sure to display your club logo.
2. Wear your name tag at all times when on duty.
3. Be sure your uniform is clean and unwrinkled.

REMEMBER PROFESSIONAL COMMUNICATION IS:

- | | |
|-----|------------------|
| 55% | Body Language |
| 38% | Voice Inflection |
| 7% | Words you say |

MEMBERS:

- | | |
|----------------|--------------------------|
| Need | Health/Fitness |
| Want | Sense of Belonging |
| Expect | Equipment and Facilities |
| Demand | Service/Value |
| React | To Attention |
| Response | From Club Leadership |

Many club operators have become convinced that "trial memberships" are the best way to acclimate prospective members to your club and to get them to join. But, consider this. When you hand over a one-week guest pass which gives that individual unlimited and unscheduled access to your facility for a week..... what message are you really giving the prospect? Is the message that once he/she joins that there will be no program specifically for them? Will you ignore them as members as you may be ignoring them with the simple hand over of the guest pass?

Would it not be better to provide a prospective member with passes to SPECIFIC programs at set times in your club so they can become part of a group within your club as opposed to simply coming and going without guidance or help.

PROGRAMMING: Tracking when they come - what they do - when they don't come. Through club programming we know much more about the things we need to know to retain that member or to sell that new member!

THE PERFECT PROGRAM INCLUDES:

1. Personal invitation
2. The perfect leader
3. Specific schedule
4. Tracking system
5. Group participation
6. Sense of commitment
7. Exclusivity
8. Recognition by the leader in front of peers
9. Professional promotion.
10. Follow-up on the program.

Remember: "Always use one program to promote another."; "Goal of programming is retention."; "80% of new memberships should come from the quality of your programming."; "Programming Should Consider: • Interest profile • Skill level • Age • Personality • Availability; "NEVER run a program without giving it 100%"; "In sales and programming, **ATTITUDE IS EVERYTHING!**"

Sales Makers

"We should not only use all the brains we have, but all that we can borrow."

- Woodrow Wilson

How much does it cost your club to not perform at it's full potential?

MEMBERSHIP SPECIALISTS

Last year our clients averaged an increase of 27% **DID YOU?**

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My Seven Spiritual Laws

By Bob DelMonteque

1) Good habits are the key to success - poor habits unlock the door to failure.

2) I shall greet the day with love* in my heart, most of all, I shall have love for myself. I shall have pride, I shall have self-esteem and I shall have self-respect - because you cannot give what you don't have.

*This is the most important ingredient.

3) I shall persist until I succeed. If I fail, I shall try and try again - I shall persist until I succeed because I am nature's greatest miracle and nature knows no defeat.

She eventually emerges victorious.

4) I shall live this day as if it is my last - yesterday is gone and tomorrow may never come. I shall act today with action because most people put off until tomorrow and tomorrow may never come.

5) I shall be emotionally stable, I shall be consistent and I shall be happy.

6) I shall laugh and smile and be happy because happy people like happy people and I also get my positive juices flowing through my body to make things happen.

7) I shall have a burn-

ing desire which is nothing but a mental image of what one day will be - then I will have faith, belief, enthusiasm and hope, because I believe with faith, belief, enthusiasm and hope you can accomplish whatever you want to accomplish.

I believe you can do anything you want to do. Be whatever you want to be. And, go wherever you want to go. Provided you want it enough. There is nothing you cannot accomplish in life if you want it bad enough.

(Bob DelMonteque is the author of "LIFELONG FITNESS." To order his book, send \$19.95 to: Bob DelMonteque, 23916 Deville Way, Malibu, CA 90265.)



Bob DelMonteque and Justin Cates

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AAC... "We're Here To Work"

...IHRSA

continued from page 21

dent

•American Leisure Corporation - 61 locations - Steve Kass, CEO, Chairman of the Board

•Archer Leisure Limited, UK - 42 locations - H.B. Tegelaars

•Bally Total Fitness - 325 locations - Mike Lucci, President

•Central Sports Co. Ltd., Japan - 159 locations, Tadaharu Goto

•Clark Hatch Fitness Center - 60 locations - Clark Hatch, Founder

•Club Corporation of America - 250 locations - Robert Dedman, Chairman

•Club Sports International - 38 locations - Tom Lyneis, President

•Compagnie Gymnase Club, S.A. - France - 94 locations, Patrick Dalia, President

•DIC Renaissance, Inc., Japan - 44 locations, Toshikazu Saito, President and CEO

•The Fitness Company - 55

locations, Stephen Smith, President

•Fitness Holdings, Inc. - 112 locations, Mark Mastrov, President

•G & P Gockel, Paul & Parner, Germany - 98 locations, Henrik Gockel, President

•Gold's Gym Enterprises, Inc. - 512 locations, Pete Grymkowski, President

•Health & Racquet Club Limited - South Africa - 35 locations, Rodney Mitchell, President

•Health Fitness Physical Therapy, Inc. - 120, Loren Brink, CEO, Chairman

•Livingwell Health and Leisure Limited - UK, 33 locations, Frank Reed CEO

•Organization Britania, Mexico - 40 locations, Marcos Alcocer, Executive President

•TCA - 41 locations - Alan Schwartz, Chairman

•Town Sports International - 30 locations, Mark Smith, CEO

•World Gym Licensing, Ltd. - 255 locations, Michael Uretz, President and CEO

•WTS International - 29 locations, Gary Henkin, CEO

Companies To Watch (10+ clubs and/or \$30 million+ revenues)

•Australian Body Works - 15 lo-

cations, Tony deLeede, President and Founder

•Fitcorp - 17 locations - Gary Klencheski, President

•Health Development Corporation - 10 locations, Paul Couturier, President

•Healthtrax - 20 locations - Ken Navarro, CEO

•HSG Health Systems Group Limited - Canada - 21 locations - Doug Cowan, President

•David Lloyd Leisure, PLC - UK - 20 locations - David Lloyd, President

•Northwest Racquet, Swim and Health Clubs - 12 locations, Harvey Ratner and Marvin Wolfensen

•Spare Time, Inc. - 10 locations - Dave Anderson, President

•Sport & Health, Inc. - 15 locations - John Ariari, President

•Sports & Fitness, Inc. D/B/A - Q The Sports Clubs - 16 locations - Frank Leonesio, President

•The Sports Club Company - 15 locations - Mike Talla, President

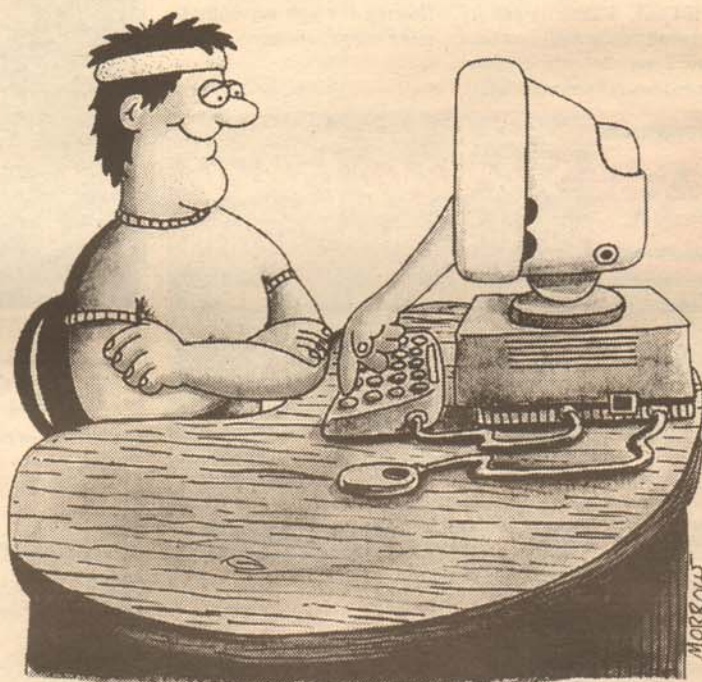
•Tipness Limited - Japan - 13 locations - Suntory Limited, Principal

•Western Athletic Clubs - 7 locations - Jim Gerber, President

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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

As a club operator you want to make your new fitness equipment budget go as far as you can. And you want to buy your new equipment from the manufacturer of your choice.

If you want a new circuit of selectorized machines, there is a way to stretch your new equipment budget to make that purchase.

I've talked with many sales reps from top manufacturers in this business who tell me they couldn't close a sale because of price. And, I've spoken with many club operators who didn't buy the fitness machines they felt would be best for their market because their budget wouldn't allow for it! That doesn't have to happen to anyone. Let me explain.

You know how much money you do have to spend on your new fitness equipment acquisitions. Many club operators feel that if they can't afford to buy all

their equipment from the same company they will just find a cheaper product from a different company. For instance, they want to buy all the same treadmills from one company and all their circuit equipment from one company. The club owner who wants to buy 10 new treadmills from a particular company because of the durability and quality of the product, but only has enough cash on hand to buy 7 of those new treadmills has a problem that must be solved. If he wants 10 treadmills at a cost of \$5200 each the purchase will cost him \$52,000. If he only has \$45,000 what can he do? Instead of buying 7 of the treadmills that he wants to fit his budget, experience has shown that the owner will buy 10 cheaper treadmills and in the long run the owner and his members lose.

The Solution: Buy 7 of the new treadmills from your company of choice and buy 3 refurbished treadmills manufactured by the same company at 50% of the new price. At a new price of \$5,200 this means the price of the



Steve Paterson

3 refurbished treadmills will be \$2,600 apiece or a total of \$7,800. This puts you \$800 under budget and still allows you to fill your club with the quality treadmills from the company you have selected. The key is to get your treadmills refurbished from a dependable fitness equipment refurbishment company. Remember quality commercial fitness equipment is built to be refurbished and used hard again. When your fitness equipment is refurbished completely by a professional com-

pany your members in most cases won't know the difference from the new pieces.

Supplementing your new equipment purchase with a few refurbished pieces is much better in the long run compared to the alternative most clubs take in this situation, which is not buying from the top manufacturers who have proven their dependability. The pre-owned fitness equipment industry is 'maturing' and you will be surprised with the quality machines you can purchase to supplement your new equipment orders. You can even buy extended service agreements for this pre-owned equipment. Putting nice new equipment into your club is smart, but

when your equipment budget is stretched you can still afford to buy from the quality manufacturers and keep all equipment standard in your facility. And, your members will be happy!

(Steve Paterson is the V.P. of Marketing and Sales for pre-owned fitness equipment at Fitness Systems, Inc. (formerly Commercial Health Systems) a division of HealthLine, Inc. Call (888) 348-7978 for your current pre-owned inventory price list.)

(Editor's Note: In a previous edition Steve told us of his treadmill saver. To order this innovative new tool, call Steve at the number above.)

Friday Reports Newsletter Hits The Fax Wire

New York, N.Y. - Club Market Vision (sm), the new club consulting and publishing firm formed by Rick Caro, Mike Hoffman and Brian McBain, has started marketing of its new trend analysis-oriented FAX newsletter, Friday Reports (c).

Friday Reports has so far been sent electronically to over 400 U.S. clubs and garnered over 100 subscribers. The editorial focus of Friday Reports is to offer operators useful news about demographic, sociological and financial trends garnered from over 50 business sources worldwide.

Plans include expanding distribution to 1,500 clubs in the U.S. and Canada, plus European, Asian, South American, Eastern Bloc markets later this year.

Each issue contains mini-

articles on market trends. The first section of each story describes the trend, and the second, bold-faced and italicized section offers operators tips on actions they can take to capitalize on the trend.

Recent stories have focused on techniques for marketing to beleaguered law enforcement officers, cross-promoting with church groups and a very revealing research study by the national PR firm, Porter Novelli, on the exercise habits of America's seven-largest demographic groups.

The newsletter is sent by FAX to subscribers every Friday, 52 weeks per year. In addition to the weekly FAXes, subscribers receive three in-depth trend reports each year.

Caro, Hoffman and McBain formed Club Market Vision, Inc., an Arizona corporation,

two years ago, to provide club operators an efficient way to capture important business news they do not have time to research and assimilate themselves.

Caro, an IHRSA founder, was selected as that organization's Person-of-the-Year and was the recipient of IHRSA's Distinguished Service Award in 1995. Hoffman is a popular reputation management author and lecturer and an award-winning member of the Public Relations Society of America. McBain has been a leading business trend researcher for the last 25 years and specializes in creating unique positioning plans for businesses in highly-competitive markets.

(Editor's Note: To order Friday Report call (800) 778-4411 or FAX request to (212) 987-4227.

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Using Your Time More Effectively

By Dr. Tony Alessandra

Time is nature's greatest "force." Nothing can stop it, nothing can alter it. Unlike the sun, it cannot be seen. Yet, of all nature's forces, time has the most profound effect on us.

Time remains constant, but our perception of it changes. When we focus on it, it slows down. When we turn our backs on it, it speeds up. Our illusion makes us think it is something tangible. We arrange it, divide it up, give some to our friends. Sometimes we feel it is precious, at other times we waste it. We give it the power to heal when we say, "Time heals all wounds." It can also kill, as when we live stressful lives because we "never have enough time." On a day-to-day basis, nothing is defined and redefined in our minds as much as time.

Herein lies our power. Because things are as we perceive them, we can choose to see time as a manageable commodity and live our lives according to that assumption. This is one of the secrets of successful people- they work at shaping those things which others think are uncontrollable.

EFFICIENT vs EFFECTIVE

In discussing time management, some people argue that "What we need to be is more efficient with our time!" Other people claim, "Let's not worry so much about efficiency, let's be more effective!"

Efficiency means doing things right. Effectiveness means doing the right things. Working efficiently is doing things with the least amount of wasted effort. Efficiency gets you from point A to point B via a straight line. Inefficiency goes in circles. Effectiveness

means doing the things that yield results.

Which should you work on first, efficiency or effectiveness? Improve your effectiveness first. It's much better to aim your sights at the result than to worry about the process. Too often we get bogged down in the means and lose sight of the end.

ELIMINATING TIME WASTERS

Time wasters come from the people around you as well as from within yourself. Some time wasters are unavoidable, but reducible nonetheless. Identify the most frequent sources of time wasters in your day. Here are some common examples:

- Scheduling less important work before more important work
- Starting a job before thinking it through.
- Leaving jobs before they are completed.
- Doing things that can be delegated to another or to modern equipment.
- Doing things that actually aren't a part of your job.
- Keeping too many, too complicated, or overlapping records.
- Failing to build barriers against interruptions.
- Conducting unnecessary meetings, visits, and/or phone calls.
- Socializing at great length between tasks.

SETTING PRIORITIES

When setting your priorities, there are two famous laws to remember. The first is Parkinson's Law - work tends to expand to fill the time allotted for its completion. Parkinson's Law makes setting priorities twice as

important. If you don't know what your priorities are, your other work will expand to fill in the extra time. It will take longer for you to accomplish less.

The second law of note is Pareto's Principle - 80 percent of your results come from 20 percent of your efforts and 80 percent of your business comes from 20 percent of your clients.

USING A "TO DO" LIST

A list of "things to do" for each day and week is a valuable aid to managing your time. A "to do" list organizes your thinking and planning onto one form in the least amount of time with the maximum amount of efficiency. Such a list is especially helpful if it coincides with the record keeping you already do for your company. After a short time you will find yourself handling a greater volume of work without increasing your stress. You'll simply become more efficient.

Your "to do" list should define a specific amount of time (if possible) for each activity. This will keep work from "expanding."

Your activities should be listed in order of priority. Work on high priorities first. As the day goes by, check off completed activities and make any notes that seem relevant. In the evening, make a new "to do" list for the next day and include any activities you couldn't complete the day before. Save your "to do" lists for future reference and evaluation.

HANDLING PAPERWORK

Try to answer any correspondence immediately. After you've read the letter, dictate or write your reply on the back and have it typed. The other mail you receive should be dealt with in the same way. Act immediately on whatever you can. If you receive a magazine, peruse it and clip out articles you intend to read. Clipping the article makes it more accessible.

Naturally, there will

be more than mail accumulating on your desk. Adopt a policy of picking up paperwork only once. This means you should not look at something and put it back down where you found it. Decide what to do with it and move it along to the next step toward completion.

YOUR USE OF DOWN TIME

Your down time includes unstructured minutes and hours during the day when you can't get anything significant accomplished, such as during traffic jams or time spent in waiting rooms. You can use this time instead of "wasting it."

You can look at your "to do" list and change it if necessary. You can think about your goals or the obstacles that you face and determine how you're going to overcome them. Remember those articles you clipped and saved? They can be read while you're waiting. It's amazing how many little tasks can be done in ten minute time slots.

TELEPHONE CALLS

The telephone is one of life's greatest time savers. It can also be a great time waster. To avoid spending more time than necessary in calling people back:

- Determine the best time of day for you to return calls.
- Be organized. List the questions or topics you wish to discuss and have them in front of you. You can pull files and gather documents which you'll need to answer questions.
- Curtail the length of your calls, when and where appropriate.

RELAXATION AND STRESS REDUCTION

The person who doesn't take time for relaxation will be obliged sooner or later to make time for illness." John Wanamaker

In our goal-oriented, hyper-motivated, money-making workday, we often deny ourselves the much needed periods of relaxation. Our bodies and minds are designed to work well if they are not overtaxed. Frequent periods of relaxation and stress reduction are important to the longevity of our bodies and minds. The relaxation you seek during a break should achieve three things:

1. It should provide distraction and get your mind off the job.



Dr. Tony Alessandra

2. It should alleviate tension.

3. It should be short enough not to severely interfere with your workday but long enough to provide you with some benefits.

CHANGE YOUR BAD HABITS

"Habit, my friend, is practice long pursued, that at the last becomes the man himself." (Evenus, 5th c. B.C.)

Managing your time efficiently and effectively will require some changes in your behavior and thinking. Those changes require practice.

Giant strides, when looked at closely, are made up of many small steps. In "overhauling" your management of time, you need to take small steps. Start today doing those things that will make you a better manager of your time. After you've improved in one area, choose another and so on.

How about taking a moment, right now, to list the ideas you'd like to implement? Review this article and circle or highlight the items of most immediate value to you. Then put them on tomorrow's "to do" list for action. Remember this: If it is not affecting your actions, it is doubtful you believe it.

Time is an irreversible and scarce resource. Each of us receives 24 hours a day to be spent however we choose or according to the demands made upon us. We must, therefore, use it to the maximum every day. It can't be saved for later. Later never comes.

MAKE
IT
FUN!

SUCCESSFUL CLIENTS

By Ed Gaut

Clients stop working out with their personal trainers for a variety of reasons. They move away. Their schedules change and they do not have any more time available. Their spouse starts complaining about the expense. Their friends, who last month thought it was "the in thing" to have a personal trainer, are now into personal massage therapists or spiritual gurus. But the most frequent reason people stop working out with a personal trainer - the one which probably accounts for over ninety percent of lost clients - is boredom and frustration. The client is simply tired of working out with his or her trainer.

When a client stops training, most trainers assume that it is the client's fault. The client was lazy. The client was not committed. The client was a wimp. The trainer may not even be surprised. He or she may have known all along that the client did not have what it

takes. After all, the trainer put in a lot of hard work developing his or her body. It is satisfying to know that not everyone can do it, that he or she is part of an elite club.

That is a bunch of B.S. Nine times out of ten, when a client leaves a trainer because of boredom or frustration, it is the trainer's fault as much as the client's. Fitness is hard work. But it also can and should be fun. Fitness can literally change a client's life. That is exciting stuff. If a client quits, it is usually because the trainer failed to communicate that excitement, to properly motivate the client, and to give the client a reason for staying. Often trainers become so obsessed with the mechanics of fitness - sets, reps, weight, exercise form, target heart rate - that they forget about the client or his or her needs. They forget to make fitness fun.

Here is a brief quiz from which all personal trainers can benefit. If you are a personal trainer, take it yourself. If you manage a personal training pro-

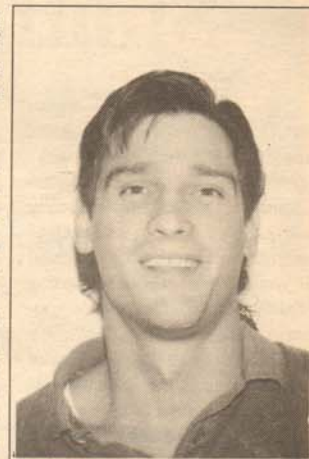
gram, give it to your trainers. You and they may be surprised with your answers. The questions are intended to make you think about the various ways you can and should motivate your clients. All of us have failed at least one question on this quiz at some time or another which means that all of us can do a better job of motivating our clients.

Question # 1- What are your client's long-term fitness goals? Some of you may know the answer to this question; many of you probably do not. I am not talking about vague statements such as "to get into shape." I am talking about specific, attainable goals such as "to lose two inches around my waist" or "to increase my bench press by 100 pounds." If you do not know what your client's goals are, chances are that they do not either. Setting realistic but ambitious long term goals is one of the primary ways of motivating clients. It gives the clients

something to shoot for and something to measure their progress against. If you do not know what your client's goals are, sit down with each of them sometime soon and find out.

Question #2- What are your client's short-term fitness goals? Once you and your clients have established long-term goals you also need to establish short-term goals. Short-term goals are the monthly milestones which lead to your client's long-term goals. They are essential because they provide your clients something to shoot for on a day-by-day basis. Again, if you do not know what your client's short-term goals are, sit down with each client sometime soon and establish short term goals. You and your clients should get into the habit of setting new short-term goals whenever they reach the ones which you established previously.

Question #3- What progress have your clients made toward their goals? It is not enough for you and your clients to set goals. To stay motivated, your clients have to see their progress toward those



Ed Gaut

goals. It is your job - among other things - to make sure your clients are aware of their progress. Even if you can see your client's progress from workout to workout, they may not. Dig out some of your client's old workout logs and put together some actual numbers for them. Then get into the habit of regularly reporting to your clients on their progress at least every month.

(See Ed Gaut page 30)



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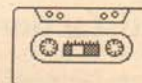
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Health Line, Inc. Signs on Denton Smith and Steve Datte As Partners

Irvine, Ca. - Denton Smith and Steve Datte bring extensive experience and background in the health and fitness industry to Health Line's already professional team of sales representatives. Health Line is located in Irvine, California and a leading distributor of quality fitness equipment across the U.S.

Denton Smith is one of the pioneers in the industry. He has over 30 years of experience in both the sports side and the club industry side of the industry. He has been an athlete, a coach and athletic director as well as a gym owner, a national sales manager

and executive sales and marketing manager. In addition, he is also an author and speaker. Denton is well-known throughout the industry and many of his associates are successful sales managers and executives. His network in the industry is among the major assets he brings to Health Line.

Steve Datte is a 13-year veteran of the health and fitness industry. He will become the company's partner in the Mid-Atlantic Region of the U.S. Steve was formally the national sales manager for Hoist Fitness Systems. Prior to joining Hoist, Steve was the National Sales Manager for Sporting Clubs of America, the

General Manager of the Sporting Club at Aventine and general manager of various Family Fitness Centers in San Diego. Due to his experience Steve has been a speaker on many club-related topics ranging from conversational selling and fitness in the workplace to

integrating a day spa into the club. He is scheduled to speak at the National Fitness Trade Show in August as well as at IHRSA's upcoming conventions.

Steve should truly bring a



Steve Datte



Denton Smith

new and refreshing style to the fitness purchasing experience. He feels there are many equipment sales people in the industry who don't understand the day-to-day operations of a club.

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...Ed Gaut
continued from page 29

ery couple of months. Nothing will motivate your clients more than concrete evidence of their progress toward their goals.

Question #4- When was the last time you varied your client's workouts? By this I do not mean just substituting upright rows for bent-over rows. I mean making significant changes. You may be training to be the next Mr. Universe with a strict workout regimen that does not vary from week to week; your clients are not. It is your job to provide your clients with new exercises

and to keep the workouts fresh. If you have run out of ideas, consult other trainers or consider attending some continuing education course offered by the various professional fitness organizations; they are a great way to get new workout ideas. You owe it to your clients.

Question #5- What do your clients like most about working out with you and what do they like least? Even if you have answered all the previous questions successfully, this one may stump you. Yet, it is extremely important. When it comes to personal training, one size does not fit all. Every client is different. Knowing your

client's likes and dislikes is essential to customizing your workouts to their needs. Do not wait for your clients to bring up the subject. Just because they do not complain does not mean that they are satisfied. Get into the habit of regularly surveying your clients - perhaps at the end of the year. You will be surprised by what they tell you if you ask. And what you find out will enable you to make their workouts more satisfying and effective.

Those of us who are trainers work so hard to get and stay in shape ourselves that there is a tendency to turn working out and fitness into some kind of trial by fire, a test required for admittance to the temple of fitness. Then when a client leaves, there is a tendency to think that it is the client's fault, that the client just did not make the cut. This is entirely the wrong attitude for trainers to have. Some clients can motivate themselves without any encouragement from us. Most, however, need and deserve our help. We must remember that our job is not just showing clients how to exercise. It is not just about sets, reps and weight. Our job is to help clients succeed.

(Ed Gaut is a nationally known personal trainer and fitness author. He is also Vice President of Willow Creek Publications, maker of Personal Trainer Business Manager and Fitness Class Scheduler for Windows as shown on the ad on page # 19 of this edition.)

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