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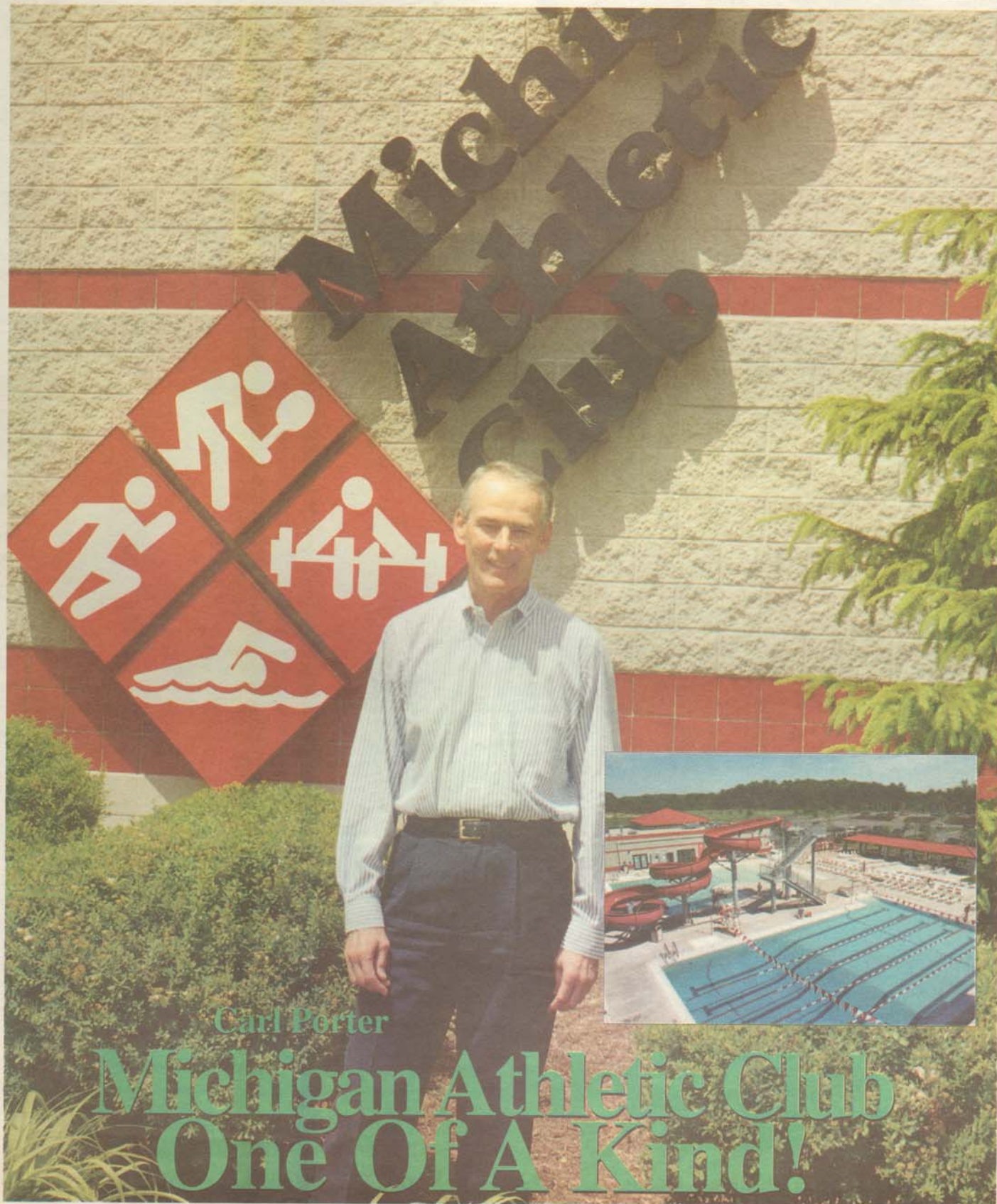


THE Club Insider

NEWS

The Pulse of the Health, Racquet & Sports Club Business

JUNE 1998
VOLUME V NUMBER 6



Carl Porter

Michigan Athletic Club One Of A Kind!

great things happen in small steps



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

*Club Industry, July 1997

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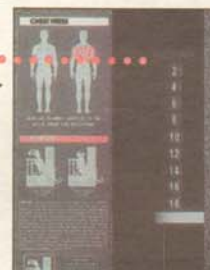
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THE Club Insider[®]

NEWS

The Pulse of the Health, Racquet & Sports Club Business

Michigan Athletic Club One Of A Kind!

By Norm Cates, Jr.

EAST LANSING, MI.—The Michigan Athletic Club (MAC) in East Lansing, Michigan, is, without question, one of the top clubs in America.

And Carl Porter, designer and operator of the two Michigan Athletic Clubs (in East Lansing and nearby Grand Rapids), is, in the opinion of this writer and many others, the most successful hospital-based health club operator in the country.

The East Lansing MAC is a 270,000 square-foot, multi-purpose facility packed with everything a club can offer. It is the product of the vision and vast experience of Porter, President of MedSport Enterprises, a club consulting and operating company that specializes in the hospital-affiliated segment of our industry. The Lansing club of-

fers four swimming pools (two indoor and two seasonally enclosed indoor/outdoor pools that feature a giant 200-foot water slide, picnic area, sand play area and a pool pavilion building with its own snack bar and locker rooms), 16 tennis courts (10 indoor and six outdoor that also are covered with an air structure in the winter months), outdoor sand volleyball and handball courts, 11 indoor racquetball and three squash courts (all with Twin-View "white glass" walls), two basketball/volleyball gymnasiums with three courts, three state-of-the-art aerobic studios, a three-lane indoor running track that is only five laps to a mile, four huge locker rooms (two each both men and women), special unisex dressing rooms (for parents with children, older individuals who need assistance, physical therapy patients, etc.), an indoor golf teaching and recreation facility with computerized

golf simulators, video-taped instruction and a \$20,000, state-of-the-art putting green, several cardiovascular equipment areas with CardioTheater and over 100 pieces of cardio equipment, a 5,000-square-foot strength training area featuring 57 selectorized machines and 2,500 feet of free weights and plating-loading equipment, a 3,000-square-foot child care center, a hair styling salon, massage therapy rooms, a full-service restaurant and an adjoining, affiliated banquet facility that can handle events of 450 persons. The MAC is a part of the Sparrow Health Science Pavilion, which also includes 60,000 square feet of medical office space and services. The entire complex is 340,000 square feet on 20 acres of land with some 800 parking spaces.

The Lansing club is a dream come true for Porter, age 63 (but looks and acts like he is

40), who has had two terrific careers. Before getting into the club business, he was a journalist for 21 years and sports editor of the Tucson Citizen in Arizona. He left newspapering to earn a law degree at the University of Arizona, and at the same time make a pioneering venture into the club industry.

Carl and his lovely wife, Paula, a gifted artist specializing in children's art, murals and scenery, live in a beautiful home in East Lansing about two miles from the MAC. Carl and Paula enjoy a life of fitness with their two Doberman's, Tucson and Indi.

Getting Started in Tucson

Porter began his club career in Tucson through an interesting twist of fate when in 1973 he and six partners

founded the Tucson Athletic Club.

Carl's lifetime sport is handball. He has competed in national tournaments and age group competition for years, led the rescue and reorganization of the United States Handball Association in 1982 and served as its President for 11 years (he is still on its Board of Directors), and was named to the USHA Hall of Fame in 1995. He has a great passion for the game and is now preparing for the Nationals later this summer. It was through his love for handball that he became involved in the developing of the Tucson Athletic Club.

Betrayed by the YMCA!

Porter and several of his handball partners and friends had gotten involved in raising funds for the new Tucson YMCA branch. The handball buddies gave their time and effort to the capital fund raising (See Porter page 14)

Bally Total Fitness Enters Bay Area Market With Acquisition Of Two Health Club Chains

COMPANY ALSO ACQUIRES LARGE CLUB IN TRENDY RIVER NORTH AREA OF CHICAGO

EXPANSION UNDERSCORES ACCELERATED GROWTH PLANS IN WAKE OF BALLY'S 2ND OFFERING

CHICAGO, IL.—June 11, 1998 - Bally Total Fitness (NYSE:BFT) today announced it has entered the San Francisco/Oakland Bay Area market with the ac-

quisition of the Pinnacle Fitness and Gorilla Sports club chains.

The acquisitions, disclosed by President and CEO Lee Hillman at the Company's annual meeting in New York City, are consistent with Bally Total Fitness' previously announced plans to accelerate its expansion in the wake of a successful \$83-million stock offering last month. Mr. Hillman reiterated that Bally plans additional acquisitions, including markets where the Company already has a presence. As an example, the Company just acquired

a large fitness center in Chicago's trendy River North area, bringing the total number of clubs added in the past three weeks to nine.

"We are decidedly in a growth mode," Mr. Hillman told shareholders. "Our continuing expansion will allow us to achieve greater operating and marketing efficiencies and bolster the brand value of the Bally name. As well, several product and service initiatives under way are helping to grow revenues from both new and existing clubs."

Among the initiatives

outlined by Mr. Hillman:

- The successful launch of Bally's private label branded nutritional supplements known as Bfit Nutritionals™, which have sales approaching \$1 million per month in less than 18 months.

- The opening of 70 Bfit™ Essentials retail stores that sell clothes, nutritional products, and fitness accessories within new and existing clubs; and

- The introduction of a personal training program that

has grown by more than 1200 fitness professionals in about eight months.

Highlighting the Company's achievement in building margins in its core fitness center operations to date, Mr. Hillman noted that the key EBITDA (earnings before interest, taxes, depreciation and amortization) margin had improved from a level of 8% in 1996 to 13% in the first quarter of 1998.

"The management of Bally Total Fitness has a goal — and a commitment to achieving it — of reaching a 20% EBITDA margin by (See Bally Total Fitness page 16)

Inside The Insider

- Education For Yourself & Your Team
- Sales Skills For Personal Trainers
- Families Prevent Second & Third Generation Failure
- Helping Members Succeed

Cybox International Acquires Tectrix Fitness Equipment

Medway, MA.—In a move that will cement its position in the fitness industry as a leader in innovation, products and customer gratification, Cybox Inter-

national, Inc. (AMEX:CYB) announced in late May that it had acquired Tectrix Fitness Equipment, a manufacturer of high quality cardiovascular fitness equipment. The acquisition

brings to Cybox an innovative line of stationary bicycles and climbers. It also enhances and balances Cybox's worldwide sales and service distribution network and provides (See Cybox page 18)

THE INSIDER SPEAKS

• EDITORIALS • "INSIDER MAIL" • COMMENTS •

EDUCATION FOR YOURSELF AND YOUR TEAM

By Norm Cates

I wonder how many club owners and managers out there did not have any formal education in the

club business when they entered the industry?

Over the years I've witnessed some terrific success stories about club owners and managers who entered the club industry without formal club management training

but through dedication, perseverance and sustained effort, have educated themselves about all aspects of the club industry.

If you're sitting there wondering: "What education is required to run a gym?" Then this article

should be of great interest to you.

The answer is: "If you want to operate a long-term successful gym or club operation there is an awful lot to learn. Certification in exercise science and fitness training, team building, problem solving, marketing, sales, staff management and leadership, service-oriented culture building, club design and specification, and the list goes on and on.

So.... you might be saying to yourself, "Yeah, it's great to know all the areas I should advance my education in, but I've got a business to run. How can I run my business and at the same time learn all I need to learn to perfect my club operations for the long run?"

The answer is: "WORK AT IT EVERYDAY. Always have a book reading in progress relative to challenges in the business. The new book Responsible Managers Get Results is a good example. Be sure to subscribe to and read regularly publications like THE CLUB INSIDER News, Fitness Management, CBI Magazine, Club Success and Club Industry. Join and support IHRSA, The International Health, Racquet and Sportsclub Association and take advantage of 17 years of learning that is available through the Association's vast

library of publications and other educational products. Network with others in the industry by attending conferences such as the IHRSA Annual Convention and Trade Show, the Club Industry Conferences, IHRSA's Sales, Marketing and Programming Conference and Trade Show, the IDEA Convention, etc. Attend as many sessions at these conferences as you can and assign staff specific sessions to attend and report to your team on. Buy the tapes from the conferences so that you can hear the important sessions that you missed. While at the conventions spend every minute possible with the vendors and suppliers of our industry because they are also a source of great industry knowledge and expertise. Utilize the services of professional consultants for help in areas where you wish to focus. The great ones like Rick Caro, Gerry Faust, Sandy Coffman, Ray Gordon and Eddie Tock, Karen Woodard, Spike Gonzales, Michael Scott Scudder, Brenda Abdilla, Casey Conrad, Richard Gerson and others can help you more in three days than you might ever imagine.

In short, become a sponge for club industry knowledge. Apply what you learn thoughtfully, carefully and with focused determination and you will see improvements in your business.

IHRSA PHOENIX TOP 30 SPEAKER RATINGS

CONGRATULATIONS TO THE FOLLOWING TOP 30 SPEAKERS AS RATED BY THE ATTENDEES AT IHRSA'S 17TH ANNUAL CONVENTION AND TRADE SHOW IN PHOENIX MARCH 18-21st, 1998.

To obtain audio tapes of these presentations and many, many more, contact: InfoMedix, (714) 530-3454.

This list represents the Top 30 Speakers of which received 15 or more evaluations of the following Phoenix sessions or forums: Concurrent Sessions, Workshops, Hospital Club Forums, and Tennis Forums ONLY.

	NAME	SESSION TITLE	AVERAGE/5.0
#1	Paul Chek	Effective Exercises For Spinal Stabilization And Posture Corrections	4.767
#2	Bob Smith	From Wellness Member To Athlete Developing Sport Specific Programs	4.744
#3	Dennis Keiser	Understanding The Emerging Older Adult Market	4.708
#4	Richard Gerson	Mentally RICH: The Ultimate Peak Performance Training Program	4.688
#5	Kurt Kamperman	The Tennis-Fitness Connection	4.685
#6	Annette Lang	Our Emerging Role As Health & Fitness Promoters In The New Millennium	4.658
#7	Bob Gray	Increase Your Memory For Better Customer Service and Retention	4.655
#8	Sandy Minor	Using current Research Findings On Physiology To Create Accurate Programs	4.611
#9	Massimo Massarini	Using Current Research Findings On Physiology To Create Accurate Programs	4.536
#10	Glenn Gaesser	A New Exercise Paradigm: Fitness & Health At Any Size	4.528
#11	Richard Gerson	Member Relationship Management Process (Part I)	4.527
#12	Jim Smith	High-Powered Membership Referral Campaigns	4.521
#13	Jim Baugh	The Tennis-Fitness Connection	4.521
#14	Kathy Oppenheim	Implementing A Case Management System For Your Staff	4.476
#15	Richard Gerson	Member Relationship Management Process (Part II)	4.474
#16	Sandy Coffman	30 Retention Ideas In 60 Minutes	4.440
#17	Fran Acunzo	How To Incorporate Day Spa Facilities Into The Health Club Setting	4.426
#18	Ed Tock	Sales Management Techniques That Guarantee Success	4.417
#19	Phil Kaplan	Fitness And Nutritional Programming	4.392
#20	Mary Beth Bradley	Enneagram Personality Technology: The Key To Staff Management Success	4.387
#21	John Philbin	Safe Effective Strength Training For All Populations	4.320
#22	Kathy Kerchner	Master The Media: Play Their Game To Your Advantage	4.319
#23	Ken Alan	Programming To Grow Your Older Adult Membership	4.289
#24	Sherry Catlin	Recruiting, Hiring & Developing An Ultimate Team Of Fitness Professionals	4.274
#25	Michael Holtzman	51 Ideas In 90 Minutes To Improve Your Food Service Facility	4.267
#26	Jack Tiller	Effective Personal Management For Increased Productivity	4.245
#27	Nick Prukop	Client-Centered Marketing For The Fitness Pro	4.217
#28	Richard Andrae	STAR Recognition: Motivating Your Employees To Better Service Your Members	4.215
#29	Jason Conviser	Developing Profitable Relationships Within The Health Care Industry	4.200
#30	Keith Camhi	How To Cut Your Member Attrition Rate In Half	4.181

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 NEWS
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•NORM'S NOTES•

•My sincere apologies to my old friend, **PRESTON FIELDS**, for botching the phone number on his 'KICK IT' ad last month. The correct phone number is: 1-888-294-2138. You can see Preston's ad on page #8 in this issue.

•Thanks and best of luck to the departing **IHRSA** Board Members: **STEVE THARRETT** of **Club Corporation of America**, **GARY KLENCHESKI** of **Fitcorp** and **BOB CHAIKEN** of **Club Sports International**. And, congratulations and good luck to new **IHRSA** Board Members, **HERB LIPSMAN** of the **HOUSTONIAN**, **RICH MANDLEY** of **The Fitness Company** and **JOE CIRULLI** of the **Gainesville Health and**

Fitness Center. And last, but definitely not least, good luck to **IHRSA's** first female President - **ANNBETH ESCHBACH** as she embarks on June 25th on her one-year term of leadership of the Association! Speaking of **IHRSA**, the terrific annual **IHRSA** Institute was held in early June in Toronto, Canada. There were 80 attendees with about 25 international attendees. Special thanks to those on the **IHRSA** Faculty for the work that they put into this special event.

•**BODY PUMP UPDATE** - It looks like my prediction months ago that **Body Pump** will become as wildly successful in the United States as it has in New Zealand and Europe is coming true. My old friend and former partner, **RICH BOGGS**, tells me that they are now reaching in some regions a status

where training sessions are becoming booked up. As I predicted, due to the required training process you need to plan for some lead time for training in order to be prepared for the upcoming Fall/Winter Season. **Boggs** tells me that **Tennis Corporation of America**, **Town Sports International** and **24 Hour Fitness** are now rolling the program out in various clubs. Also, **The Step Company** folks are having great success with helping new prospective members reach clubs offering **BODY PUMP** by introducing them to the clubs through the **BODY PUMP** web site: www.BODYPUMP.com. **Boggs** is also preparing to put **BODY PUMP** on the new internet **Yellow Pages** program. Stay tuned.

•**STEVEN SCHWARTZ**,

President of **Tennis Corporation of America**, former **IHRSA** Board Member and Chairman of the committee that developed **IHRSA's** new **Uniform System of Accounts for the Health, Racquet and Sportsclub Industry** was very kind to provide me with a copy of this great work. Thanks **Steven**! After a brief review of this very comprehensive, 164-page document, I am greatly impressed and offer congratulations and thanks to **Steve** and the other committee members for their work. The others who contributed their very valuable time to this benchmark publication for the industry are: **GILBERT FREEMAN, CPA - Fitness Holdings, Inc. (24 Hour Fitness)**, **JOHN GIBBONS, CPA - The Sports Club Company**, **SCOTT LEVITT, CPA-BDO Seidman, LLP**, **SCOTT LONDON, CPA-KPMG Peat Marwick, FRANK NUSKO, CPA-Tennis Corporation of America**, **STEVEN SPEARMAN, CPA - Spearman Industries, Inc.**, **SCOTT THOMAS, CPA - Sport & Health, Inc.** and **ANITA HORNE LAWLOR - IHRSA**. Look for a comprehensive report on the document in the near future here in **The CLUB INSIDER** News.

•**DAVID PATCHEL-EVANS** is one of North America's biggest club operators with about 40 Canadian **GoodLife** locations. Dave is also involved with the **Canadian Association of Fitness Professionals** which will host Canada's largest club business and management conference in Toronto on August 21 - 23rd. The **1998 Can-Fit-Pro Club Business and Management Conference** is

designed for every member of your fitness facility from club owner to floor staff. To learn more, call **SHARON PORTER** at: 1-800-667-5622.

•**JEFF RANDALL**, former owner of **The Squash Club** and **Wellesley Athletic Club** in the Boston area, has sold his clubs and opened **JLR Associates**, a search, recruitment and placement firm for the health and fitness industry. With the industry poised to explode with growth and the continued need for constant human resources, **Jeff's** new business should be poised for a great start. Good luck **Jeff**!

•**American Council on Exercise @ (ACE)** has released a new publication, **Exercise for Older Adults: ACE's Guide for Fitness Professionals**. The book has been published in response to the rapidly growing population of senior exercisers. It addresses the physiology of aging, specific ways to communicate with and motivate older adults and common health challenges this group faces. This market has grown by 145% from 1988 to 1995. The manual is available for \$24.95 by calling **ACE** at: (800) 825-3636. Be sure to tell them that you read about the new manual in **The CLUB INSIDER** news!

•Congratulations to **CASEY** and **LISA KAMMEL**, owners of **Executive Fitness... A Private Training Studio** in Long Beach, California as they celebrate their first anniversary. **Casey** and **Lisa's** story is amazing. In August, 1994, **Casey** dove into a swimming (See *Norm's Notes* page 27)

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June 2, 1998

Mr. Norm Cates
Club Insider
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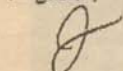
VIA FAX: 770-933-9698

Dear Norm:

I thought that your article in the May issue of **The Club Insider** on **Bally Total Fitness** provided superb background information for a constructive discussion of the issues.

Many thanks. As always, you did an excellent job.

Regards,



John McCarthy
Executive Director

In Memory Of

Allen Gene Cates

January 20, 1949 - June 9, 1998

May He Rest In Peace

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Viewing Darlene Kerrick

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 Rep: DEMO
 First/MI: Darlene L
 Last Name: Kerrick
 Member Number: 1
 777

Phone Numbers
 Home: (954) 796-9007
 Work Phone/Ext: (954) 796-9007
 Fax: (954) 796-9010
 Cellular: (954) 796-1004
 Other:

Source: Yellow Pages
 Category: Member
 Sub: Englewood Insurance

Profile Summary: Source = Yellow Pages
 ORIGIN: Yellow Pages
 HEALTH: Diabetic Stress
 OBJECTION: Convenience
 FACILITY: Aerobics Free Weights
 GOALS: Gain Muscle Lose Weight Tone-Up
 EXPERIENCE: Walking

History Log
 Thu Feb 12, 9 Active Contract Active
 Thu Feb 12, 9 Phone Contact
 Thu Feb 12, 9 Tour

Filter
 Category: ☒ Tour ☒ Call ☒ Appointment
 Subcategory: ☒ All ☐ None ☒ Hot ☒ Type A ☒ Type B

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MAYBE YOU SHOULD CHANGE YOUR NAME...

said one of our customers at a recent trade show. Why should we do that, we asked? Well, they said, you no longer make just stairclimbers – you have these new bikes, and treadmills, innovative strength equipment lines – and even this great elliptical product – maybe you should call yourselves ProductMasters or something...

We ran this interesting suggestion up the flagpole back at headquarters. It generated a lot of spirited discussion, but in the end, it just didn't cut the mustard.

What's in a name? At StairMaster, our name is more than a product line – it's a philosophy of doing business. The highest quality fitness products. Peak performance and product innovation.

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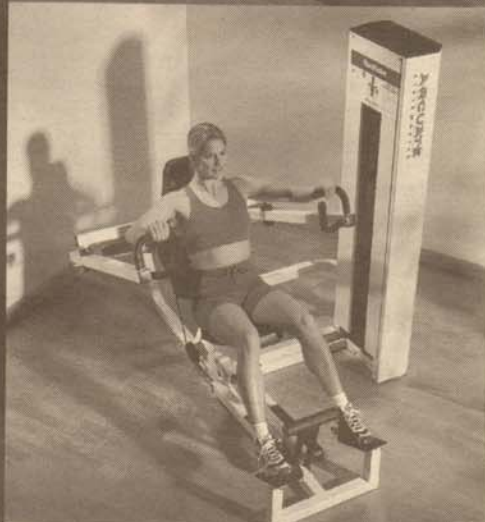
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Sales Skills For Personal Trainers

by Karen D. Woodard, President
Premium Performance Training

(This article is the fourth
in a series of six for The CLUB IN-
SIDER News.)

Historically, and through my travels to clubs all over the country as well as outside the country, what I've seen is that most Personal Trainers are very good trainers but need coaching in sales skills. Perhaps you would agree with me that almost all professionals fall victim to this: as a professional, you're trained to be a doctor, a lawyer, a pilot, a trainer, a massage therapist — not a salesperson. Most professional courses of study for any of the above men-

tioned positions have little to no emphasis on how to sell or market yourself once you are certified to do what you do. (Think about it. Did your certification program provide you with any sales training?) Therein lies the problem. You need to be two animals in one. If you don't buy into that perspective, then it doesn't make any sense to invest your time, money and energy in starting a career if you can't follow through and sell what you do.

Some of you reading this article probably have an aversion to the idea of selling. What this article will offer you is a plan to clarify how simple and profitable the selling process can be if you just do it properly. We'll cover some fundamentals,

then 10 tips that will help you sell more and more professionally. (The information to follow is presented with the perspective that your club already has a system in place to support the growth of personal training as the profit center it should be. Thus, we will not be focusing on the support system, only the selling system for you.)

Fundamentals...

For those of you who may have an aversion to selling, let's clear up any misperception of what selling is and is not. Selling is a combination of leadership skills, communication (more listening than speaking), prepared planned presentation, benefit focused, relationship oriented versus transaction oriented and very rewarding both personally and financially when done well. Selling is not "telling, being deceptive, coercive, "winging it" or pushing. Hopefully, that will make you feel a bit warmer about the direction you'll be heading. If you've got a negative stereotype in your mind of a salesperson, it's probably because you've had a negative experience with a salesperson. That doesn't mean that you have to be like them or that all salespeople are like that. Ditch the thought.

Why do people buy from us? It's simple—they know us, like us and trust us. Why do they not buy from us? The opposite—they don't know us, trust us or like us and because we don't ask them to buy from us. Does the "not asking them" part sound familiar to you?

Please keep the aforementioned fundamentals in mind as you read throughout the following tips.

Tips to Take You to the Top...

Tip #1 Have a strong, simple, direct introduction.

This may surprise you, but the majority of the Members don't know who you are or what you can do for them, so you need to tell them. You will create a strong awareness for yourself if everyday you introduce yourself to at least 10 Members you don't know. Here's what it should sound like: "Hi! My name is _____ and I'm on the Personal Training Staff here at the club and you are?..." "Good to meet you _____. What can I show you today that would help you with your work-outs?" Can you see how that would create a positive impact and awareness of who you are and what you do? The key elements are: 1) relax, 2) smile and extend your hand to

shake theirs, 3) give your full name and position, 4) ask them a question to open conversation and 5) make a mental note of your conversation (then ASAP make a written note, we'll cover this more in tip #9). Remember, know us, like us, trust us.

Tip #2 Lead Generation

To be able to sell you have to have people to sell to. Fortunately, the club environment provides us with a large resource of ready made leads. Unfortunately, most of them will not just walk up to you with their VISA card and say "I want to train with you... please charge 12 sessions to my VISA and let's get started now!" That's OK — you simply need to ask them. This tip is about how you can put yourself in a position to ask them and not feel like a geek.

Everyday, you need to be visible, talking to the Members about who you are and what you do. As stated in tip #1, do a minimum of 10 floor intros each day. Get the new Member list from the membership sales staff each month and call all the new Members to remind them to schedule a personal training session with you. Go into classes at your club and introduce yourself with certificates for complimentary training sessions. It might sound something like this: "Hi gang! My name is _____ and I'm a Personal Trainer here at the club. I wanted to let you know that I'm accepting 3 new clients and I have six certificates here for a complimentary consultation for those of you who are looking for more results from your work-outs. They're good for the next 10 days. Who would like one?" The key elements to this are: 1) arrange it with the instructor first and have them introduce you, 2) re-introduce yourself with full name and position, 3) you are accepting a "limited" number of new clients — put a number on it to create demand and 4) the certificates have an expiration and you have a limited number of certificates to create urgency and demand. Another excellent way to generate leads is to host a clinic for the Members. I recommend that you always charge for the clinic to create value as well as generate



Karen Woodard

revenue for you and the club. The clinic will allow you to get in front of a captive audience for an hour, provide them with some value and wow them. I also advise that you have discount certificates for the attendees to use toward their first personal training session with you. Before you give them out as a "thank you" for attending, you'll want to give a professional and prepared 30-second presentation on what you can do for them with personal training. Make sure you put an expiration date on the certificates to create urgency.

These are just a few of the many ways to generate leads for yourself (we could devote an entire column to this aspect of selling). The key is to always be generating leads, always be talking to Members about who you are and what you do. The #1 reason anybody fails in selling is that they are not talking to enough people. Even the best sales people will not make it if they don't have enough people to sell to.

Are you starting to see the theme of know us, like us, trust us create a strong presence?

Tip #3 Have a prepared, professional presentation.

Now that you have generated a lot of interest in who you are and what you do, you need to be able to do something with it. Here's where your preparation is critical. The preparation we're talking about is how you take this interested Member from interested to becoming a client. You'll want to have a list of very directed questions to ask them when you sit down to do your consultation and perhaps take them through a short sample work-out. Your questions might include:

(See Woodard page 24)

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7 Days...**

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INDEPENDENT CONTRACTORS UPDATE

The I.R.S. has instructed its agents to be more lenient in dealing with employers who misclassify workers as independent contractors. This is welcome news to club operators who are unsure how to classify workers such as instructors and tennis professionals.

Firms that always file Form 1099 will be asked for one year's back payroll taxes. If a

company can demonstrate that it has consistently treated similar workers as independent contractors, the I.R.S. will only ask for 25% of a year's taxes as long as the company is willing to classify such workers as employees thereafter. This relief is a result of a once temporary I.R.S. settlement program which has been made permanent. (Courtesy of IHRSA's FairGame Newsletter).



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Take A Computer Break With Cyberstretch By Jazercise!

Carlsbad, CA.- Coming soon to a computer screen near you is CyberStretch by Jazercise, the first ergonomic and stretching computer program created by a fitness organization. An innovative, easy-to-use, interactive screensaver, this software program gives the computer user energizing stretch breaks designed to reduce tension and repetitive stress injuries, such as carpal tunnel syndrome.

Designed by an exercise physiologist, it consists of 26 body-specific, timed stretches and 26 action tips - vision and relaxation breaks, posture checks, fitness tips - for a safe, effective head-to-toe tune-up.

CyberStretch runs as a screensaver, and its unique interactive feature allows the users to call up any of the stretches or tips individually, or to click on eight different categories to do stretches working specific areas of the body.

"We designed CyberStretch to make a difference in the workplace," says Judi Sheppard Missett, Jazercise founder and CEO. "For busy people working on a computer all day, it's the perfect aide to remind them to do some stretching and guide them safely through a refreshing break. It's a real stress-buster!" Missett adds, "Our goal is to enhance workplace productivity by giving the computer user the tools to work in comfort for a long period of time, without getting that 'crick' in the neck or tense shoulders, or more importantly, repetitive stress injuries such as carpal tunnel syndrome."

Here is what others are saying:

"Quite simply, if you have a computer or your company uses computers and employs people to operate them, you should be using CyberStretch." Peter M. Stuckey, B.App.Sc.,

M.A.P.A.M. Ergonomics & Occupational Health & Safety Study Group, N.S.W. Branch A.P.A. Australia

"The CyberStretch exercise techniques are the most innovative, practical, effective and preventative applications that have come along thus far in the field of ergonomics." Sandra Allen, Safety Director/Specializing in Ergonomics SouthCoast Newspapers, Inc.

"CyberStretch will help prevent muscle soreness, tightness and will even help to prevent many repetitive stress injuries." Dr. Lee Rice, D.O., F.A.A.F.P., F.A.C.S.M. San Diego Sports Medicine and Family Health Center

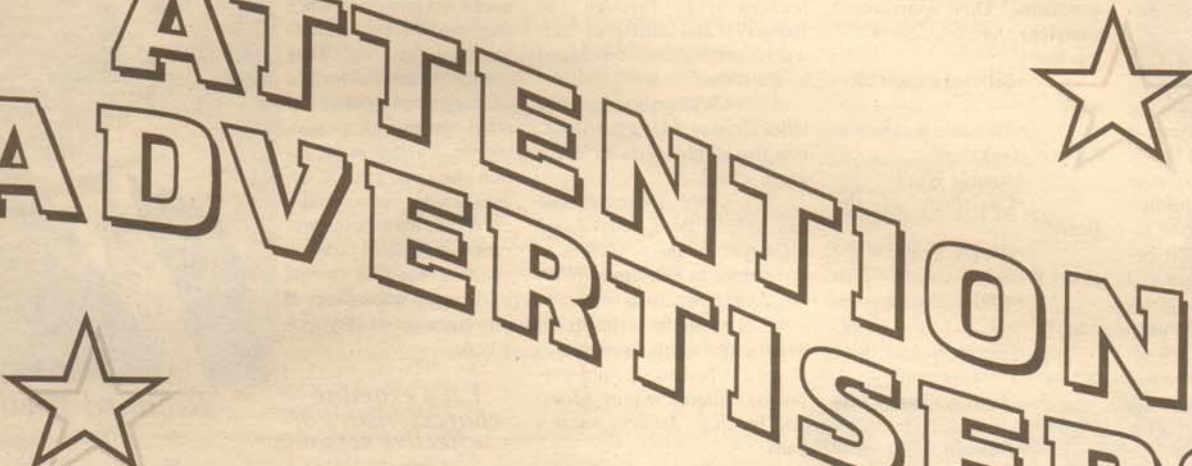
"Apple Computer Australia Pty.Ltd. is pleased to recognize CyberStretch for excellence in business software development." Diana Ryall, Acting General Manager, 1997 Apple Australia Developer Awards

CyberStretch runs on Windows 3.1, 3.11, 95 and NT, and Macintosh 7.5 or 8. Visit our web site at www.cyberstretch.com to find out more about CyberStretch by Jazercise, and to download a FREE demo and photographs. For additional information call 1-888-797-8738.

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Families Prevent Second and Third Generation Business Failure through Sensitive, Provocative Dialogue

By Richard Yocum

Part I. This is Part I of a two part series. Next month Part II: "Generating Interpersonal Equity Among Partners"

Imagine the following profile: Their vision was clear; it all made sense. Barry and Sandy Gilman would naturally turn over the clubs to their three children while Barry and Sandy eased towards their retirement, split between the villa in Costa Rica and the lake home in Michigan. Naturally, the kids could call anytime to seek advice (hopefully not too often); but the Gilmans just knew that things would work out. After all, this business was a wonderful environment in which to raise a family. Maybe their grandchildren would eventually come on board. The future looked promising.

William, age 43, the oldest child, had a keen sense for the operations and focused a conservative eye on the numbers. While his "people skills" were not as polished as his Dad's (Barry was known in the industry for his negotiation smoothness and his way with people). William was respected for the business integrity he always displayed. A proper family man, he was stable and dependable. Eric, 40, and the second born, was gregarious, playful, and well-liked by the pros and the staff. His early trouble with alcohol and mild drugs was in check, and his marriage appeared secure. A natural athlete, he brought a competitive spirit to the business and the fitness community. You could count on him for creative events and promotional ideas - a real marketing asset. Jennifer was turning 35 and was in a serious relationship now, a few years following her divorce. She split her responsibilities between being a part-time tennis pro and running membership sales. A bright, intense woman, Jennifer was a risk-taker and pressed her parents to open the fourth property, already a success-

ful venture.

Barry was confident the right instruments were in place to protect Sandy, should he predecease her. Naturally, she would sell the business if he died tomorrow. Their unanswered questions, however, were numerous:

- Sell the business? Really?
- Turn over the clubs to the next generation?
- Retire? When?
- Chairman of the Board?
- Leadership? Who? How? When?
- Fifth and sixth properties?
- Spouses and third generation involvement?
- Equity sharing with key staff?
- Sabbaticals for one or more of the siblings?
- Roles and power?
- Equal, greater, or less compensation, vacation?
- Funding for post-graduate education?

In every family business, so many things can happen-there are so many "what-ifs" and so many possibilities. Why do we avoid open, blunt communications about these "What-if?" scenarios? Fear. We often are afraid to concretely express our own intentions (with dates) for fear of letting go of the identity we enjoyed, the success we founded, the "place to go to fulfill our dreams and our obligations", the pain and the privilege of owning and growing a successful family business. Perhaps the next generation can run it better. Perhaps not. What else prevents us from having heart-to-heart "what-if" discussions? Sometimes there are things we would rather not hear. Denial is a powerful tool.

The Gilman business is a case full of opportunities or land mines, depending on how they handle this transition. Already, we have guessed what

might come out of these scenario discussions:

- William, the stable one, and Jennifer, the visionary, each want to be President.
- Eric has a dream of leading treks through the Himalayas and starting an "outward bound" business capitalized by the clubs.
- William's wife, Amy, talks about working part-time, now that all four of their children are in school.
- That new freeway the city keeps talking about could affect two of the properties in about three to four years. William considers politics.
- Jennifer wants to develop a new sports beverage.
- To date, six third-generation children require education funding. Jennifer wants a baby.
- That sexual harassment complaint filed against a staffer is still a nuisance. Eric thinks about law school.

It is no wonder second generation family businesses experience such a high mortality rate. Life happens. We would like to believe rational minds prevail but we know better. So often when the founder(s) of the business "check-out", they take with them the roles of wise decision-maker, referee, visionary, leader, mentor, and parent. Predictably, siblings will operate in business similar to the way we watched them (and sometimes did not observe, or chose not to see them) grow up in the family. Facing the sensitive issues prior to, during, and following succession is critical for healthy transitions. How do families effectively deal with such sensitive topics? Some have a long tradition of operating family councils, a setting which is natural for engendering such open dialogue. Council meetings are planned well in advance and the attendance rule is inviolate. The agenda is organized and often incorporates "play". It is not uncommon for spouses to participate; in some cases, a significant other may be included, as appropriate. Council meetings are not business meetings - these are family business meetings. It is not unusual for these sessions to be facilitated by a non-family third-party. This individual is responsible for helping to set the agenda, facilitating the session and summarizing and

distributing notes and agreements produced in these sessions.

Without establishing a family council formally, family principals need some process in which they can address sensitive and hard questions. They need some method for prioritizing issues and generating agreements, providing the foundation for action plans and genuine accountability. Some families are able to manage the process without third party assistance but this can be challenging when issues of power prevail as they usually do.

Let's examine characteristics of effective sessions:

Facilitation: so that each member can be expressive with parents, siblings and others, everyone is required to listen and acknowledge each others' view. The facilitator makes progress happen.

Operating Agreements: developed with the help of the facilitator, these guidelines establish how participants in the sessions will run their meeting (preparation, participation, session conduct, parameters of time). These set the "culture" of the sessions.

Documentation: when agreements are reached, all parties literally sign-off on them. Session notes are summarized and distributed, keeping the ongoing process on track and productive.

"What-if?" scenarios: a vital part of the process required early on and renewable over time, these scenarios discussions evoke feelings and considerations; when shared, they contribute to healthy decision-making and, so often, prevent family crisis from developing over the business. Scenarios discussions are best spread out over several meetings.

Expectations: the more clear family members become about what each wants to bring to the business and what they expect from each other, the less likely the business is to run into problems because of unexpressed assumptions, hidden agendas, and family secrets.

Location: due to the level of intimacy achieved in



Richard Yocum

these sessions, it is advisable to meet off-site in comfortable, neutral surroundings.

Frequency and Duration: at first, biweekly four to eight hour sessions are indicated. As progress develops, monthly and then quarterly meetings provide spacing and continuity.

Conflict: it is likely disagreements will surface. Count on your facilitator to help mediate disputes and determine the level of priority for conflictual issues. Some conflicts will not be resolved in one session. The subject of and process for conflict resolution should be an agenda item of its own.

The Gilman family enterprise appears to be intact and vital. The family itself seems loving and healthy. Yet, without a prospective, preventative process in place, the business is at risk of becoming a statistic in the research on failed second generation businesses. Over a period of four to twelve months, Barry and Sandy and their children can engage in the most valuable strategic initiative related to their business: the family business dialogue.

Our attorneys and accountants masterfully craft instruments to protect us and our loved ones from untimely death or disability. Necessary...but not sufficient. It takes honest, open, provocative dialogue about sensitive issues to help keep the business in the family, and the family in business.

(Richard Yocum is a senior mediator and business consultant associated with Business Mediation Associates, Suite 603, 1301 20th Street N.W. Washington, D.C., 20036. Richard may be contacted by phone at: (202) 363-1108.)

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Use this list to diagnose problems in this meeting. Surface and discuss them. Then take corrective action in the meeting.

BEFORE THE MEETING:

1. Clarify the task - post it.
2. Design the agenda - post it.
3. Make sure the right people attend: Deciders, Doers and Experts.
4. Provide a good meeting room and appropriate charts, pads, pens, etc.
5. Maximize prior preparation by everyone.

DURING THE MEETING:

6. Abide by a few rules:
 - Start and end on time.
 - Break together.
 - Minimize interruptions.
 - Stay on the subject.
 - Problem solve, don't blame.
 - Be open and honest.
 - Get full participation.
 - Listen.
 - Keep correct pace.
7. Assign meeting jobs:
 - Decider: clarifies task, educates, pushes for results, has authority to decide.
 - Facilitator: sets agenda, helps team follow the rules, leads the process.
 - Administrator: covers all detail; preparation, follow-up minutes, calls breaks, etc.
8. Take public minutes on a

flip chart to:

- Record progress.
 - Focus team's effort.
9. Use a common decision making process.
 - Build involvement.
 - Summarize and check for readiness to move on frequently.
 10. At end:
 - Summarize decision, assignments and future agenda.
 - Schedule next meeting: Date, Start and end time, Place, Who will attend.
 - Evaluate the meeting.
 - How can you make the next meeting better?

AFTER THE MEETING:

11. Publish minutes:
 - 1 page.
 - Within 48 hours.
12. Follow-up-on:

- Decisions
- Assignments.

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...Porter

continued from page 3

drive because the Y officials had promised them three new regulation handball/racquetball courts in the branch. Carl and his team of handball players surpassed their fund-raising goals and the drive exceeded its \$1 million mark. However, once the fund raising was finished, the Y officials betrayed their faith and confidence. Instead of including three air-conditioned, championship courts, the YMCA decided to build three outdoor, wooden-walled courts instead. (Imagine the Arizona heat!)

Porter and the other handball players were rightfully upset with the YMCA and set out to do something about it. He and six friends formed a partnership to design and build a club of their own, which would include 8 handball/racquetball courts and locker rooms. As the club design process proceeded, it became evident that each partner had his own personal interests beyond just handball. Carl believed in fitness and urged his new partners to include a fitness area complete with the latest rage-Nautilus equipment. Another partner wanted to have a swimming pool for his family. One partner wanted tennis courts and still another wanted to include a bar/lounge for post-game relaxation, TV and camaraderie. The partners began horse trading with each other and the project grew like wild fire.

Neither Porter nor any of his partners realized it at the time, but in 1973 they had dreamed up the fundamental model for the multi-purpose clubs that are being built all across America today. The original 28,000-square-foot Tucson Athletic Club contained a mix of facilities and services that satisfied the needs and desires of a great cross section of the Tucson population. The seven partners, with their diverse interests, turned out to represent a microcosm of the community and the club was wildly successful. It was held up as a prototype for the development of early multi-purpose clubs. Three years later, in a 10,000-foot addition, the Tucson club added a gymnasium, aerobics area and more courts to give it even more market appeal. The same year, 1977, the partners combined with a Phoenix-area developer to open the Arizona Athletic Club in Tempe, a 45,000-square-foot complex that carried the multi-purpose theme yet a step further and resulted in even greater acclaim.

Off to Australia

The successes in Tucson and Tempe generated the opportunity for Porter's group to go to Australia in 1985 to open the King Village Club in Warrirna, a suburb of Melbourne. That 55,000-square-foot club was the

first serious introduction of racquetball Down Under, and, conversely, introduced the Americans to squash and got them much more involved with tennis. Like the Arizona clubs, it was a smash hit.

First Hospital-Based Club

In 1986, Carl came to Grand Rapids, Michigan, to launch and operate what was to become his first hospital-based club and one of the first in America. The Michigan Athletic Club in Grand Rapids was originally 95,000 square feet (since expanded to 110,000 feet) and, as in the previous Porter creations, includes an excellent mix of multi-purpose facilities and services. In the club's first year, Carl struck up an affiliation with Saint Mary's Health Services, a subsidiary of the giant Mercy Health System in Michigan, Ohio and Iowa. In the second year, Saint Mary's bought a minority interest in the business and subsequently has bought out most of the partners to become the majority stockholder. The success of the Grand Rapids club caught the attention of Joe Damore, then CEO of the Mercy System, and Art Kneuppel, President of a Sister Mercy facility, St. Lawrence Hospital, and the present East Lansing Mega-MAC was born.

Originally 170,000 square feet, the MAC in East Lansing has just completed a 100,000-square-foot, \$8.5 million expansion that will position the club to continue to dominate the market there for years to come. In short, the expanded MAC is overwhelming. Every detail has been carefully planned and built and Porter has assembled and directs a team of terrific managers, headed up by General Manager Michael Combes.

Lansing MAC-A Prototype For Now and the Future

Porter has a great passion for balance in his clubsmedicine, health and fitness on the one hand vs. sports, fun and recreation on the other. That concept is clearly defined in the world class East Lansing MAC. It offers an environment in which families can come and literally spend the day. Designed with Carl's input by Hervey Lavoie of Ohlsen Lavoie Corporation, one of the top club industry architectural firms in the country, the floor plan of the gigantic club provides a visual inter-relationship between areas and activities so that while members are in one area working out or playing, they are visually exposed to many other areas of the club. The ambience, looks and energy of the club is ter-

rific. Porter has an unusually keen vision and understanding of the club business and its customers, and the MAC is clearly an expression of that vision.

What does Porter think is more important, fitness or fun? "It's ironic to me," says Carl, "but 25 years ago when everyone was rushing to build court clubs for tennis and racquetball and make a profit by charging court time, I was preaching the need for expanding into exercise and fitness and the greater profit potential of monthly dues with no court time charges. Today, most operators are over-reacting to fitness and health care and taking out courts to make way for stair climbers and treadmills."

"They also are taking the fun out of membership," he continues. "With the exception of a small hard core of exercise fanatics, people can't live by sweat alone. They'll burn out on climbing stairs and pushing iron after three to six months and slowly disappear. That's the fatal mistake made by many hospital-based facilities that enter the industry from purely a clinical approach. It's all work and no play. Those clubs are impressive looking and can cite clinical successes, but they often are marginal business successes and fail to attract, retain and impact significantly large populations in their communities. We believe in giving our members both rich (fun) and rewarding (results) exercise experiences. As a result, our Lansing MAC is serving 4,700 households and 7,700 members, and our annual attrition rate is currently only 14 percent. The irony, for me, is that a quarter of a century after I was preaching fitness, I'm advocating getting back to some sports and recreation basics. The pendulum has swung to the other extreme. I believe the most successful clubs of the future will find a balance in the middle."

The MAC-A Highly successful Business Venture

If it is anything, the Lansing MAC is a business success. In 1996-97, its last fiscal year before taking on the cost of the new expansion, the MAC in Lansing generated some \$6.5 million in revenue with a bottom line profit before taxes of \$1.2 million! Porter projects that this expanded for-profit hospital club will do over \$8 million in gross revenue in 1998, and ultimately will do \$9 million to \$10 million. Those figures put the MAC in the top echelon of clubs in the world and are truly amazing when you consider the club's prime market in a 5-mile radius is a population of about 150,000.

The attached Medical Science Building includes Michigan State University Sports Medicine practice, a large branch of St.

Lawrence's Physical Medicine and Rehabilitation Department, a pharmacy, laboratory, nationally prominent rheumatology practice, optometrist and various other practices. When it opened in 1991, St. Lawrence was doing about \$1 million of physical therapy at its main campus annually. Within two years, it was doing an additional \$5 million next to the popular MAC.

The investment for the original 230,000-foot Health Science Pavilion (170,000 club and 60,000 medical) on 20 acres was about \$20 million in 1991. Recently, the Sparrow Health System (of which Joe Damore is now president and CEO) purchased the now 340,000-foot pavilion from the Mercy System for \$34 million. And it all started with Porter's vision-and, as he is quick to point out, the equal visions and courage of Damore and Kneuppel to ramrod that joint vision through the health care hierarchy to become a reality.

Managing The 'Magic of the MAC'

Porter has defined and refined his management approach to two easy principles: 1) The planning and creation of facilities that are designed to be user-friendly and virtually without "Moments of Misery"; and, 2) creating a culture within his organization in which every staff member from top to bottom has been inculcated with the philosophy of delivering as many "Moments of Magic" to the members as possible. Borrowed from Scandinavian Airlines Chairman Jan Carlzon's book, Moments of Truth, the formula is predicated on the theory that every time a customer (member) has an opportunity to form an impression of the club is a moment of truth. During that moment, you can fall short of expectations (moments of misery), meet expectations (neutral moments) or exceed expectations (moments of magic!). Every time a member visits the club, he or she may experience five or six moments of truth between being greeted at the reception desk, the condition of the locker rooms, availability of towels, contact with staff and instructors, condition of equipment, etc. Porter points out that since the expansion, the MAC averages 2,100 member visits a day in the winter months and has had as many as 2,500 in a day. That adds up to trying to manage 15,000 moments of truth in a single day!

"We like the service magic approach because it is simple and easy to instill in staff," explains Porter. "We don't have to send anyone to grad school to understand it. We can take teenage high school or college students who have never worked, or

mature persons who have no background in customer service and indoctrinate them in a two-hour orientation. Our battle cry is 'The Magic of the MAC'. Our MAC team knows that it is what we are all about."

A Programming Vision, Too

Porter has not only created facilities that are designed to be very complete, user friendly and that are priced so that they represent a great membership value, he also has a programming vision for the future. That vision is to provide programs and services to the Grand Rapids and Lansing metro areas through outreach educational health and fitness programs of all kinds.

"Our clubs in Grand Rapids and Lansing together are having a positive lifestyle impact on almost 11,000 members," he says. "But there isn't enough room in our two clubs, or even all the clubs in both communities, to really make a major health care impact on our total markets. We believe the next frontier in the club industry is to begin reaching out to managed care populations, primary care physicians practices and corporations, to provide education programs such as introductions to exercise and nutrition, weight management, etc., which can be presented in our clubs or taken right out to the work place or health care facility. These kinds of classes can be short-term, inexpensive and exciting for the fitness and health layperson. Right now we are impacting thousands of lives. Over time, we can help our hospitals meet their mission goals by influencing tens of thousands of people."

Carl Porter-America's Top Hospital Club Operator

Carl Porter has designed and operated great clubs and built a terrific career for himself. He also has found time to help others through his service in the 1970's as a member of the founding Board of Directors of the National Court Club Association (a predecessor to the International Health, Racquet and Sportsclub Association), as a member of the IHRSA Board for the last three years, and his decades of service to the United States Handball Association.

Carl is a guy who is talented, quiet and unpretentious. He is very creative and, as we said before, a true visionary for our industry in general and the hospital-based segment of the club business in particular. He is one of America's true club pioneers who has blazed a trail with his vision and leadership. Carl is America's leading hospital health club operator with a great track record and equally great expectations for the future.

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Making Headlines Without Tagging Along With A Non-Profit Fun Run

By Amy Redfearn

It's that time of year again. "Fun Run Galore," as I like to call it. It starts in March and literally runs through August. Every non-profit organization seems to have some kind of fun run during the summer and your club is always one of the first businesses they call for sponsorship. After all, you are in the business of keeping people fit and what a wonderful opportunity for you to receive some "free publicity," right?

This year, take a stand, save your money and don't sponsor another relay, run, walk, jog, bike or whatever the case may be.

Now, if you are truly interested in the fun run "cause," you should definitely sponsor it, but if your motives are strictly to get some publicity, try something different this summer.

Make your own news.

There may have been a time when sponsoring a run along with a non-profit organization gave your club quite a bit of publicity. But now there are just so many sponsors and so many runs, that there is no guarantee the media will even cover it. And if they do, there are so many sponsors, that typically the most publicity your club will receive is a part of the walk-a-thon banner that has your club's logo on it along with twenty-nine other logos.

So, this summer journey "outside of the box" with me if you will, and create your own news. I know you will be quite pleased with the results. Here's how to make your own, exclusive feature story come alive in your local newspaper.

Your health club is just bursting with wonderful headlines

of dedication, ambition, motivation and sacrifice. You see it everyday, so you probably don't think too much about it, but these are the types of stories the media loves to use as feature stories. For example, perhaps one of your members is a diabetic. He comes to work out at your club because he is required to. It's part of his medication and what helps him feel good.

Perfect feature story.

Take this member aside.

Ask him if it is okay if you interview him and pitch his story to the media. You will find that most people will be quite flattered and very willing to help out. After interviewing him you find the story is even better than it appeared on the surface. Not only is your member coming to workout for medical reasons, he is also working-out so he can stay alive long enough to watch his children grow up to be adults. And he also wants to be a positive role model of health so they may never have the same problems he has.

Now find out who his nurse or doctor is and get an interview from them over the phone. The story gets even better when you learn that your member is a model patient in your community because he keeps his exercise regimen regular by coming to your club.

Great. Next arrange an interview from your central person in your article and from a credible authority on diabetes. Now write the article.

After you complete the article take some pictures of your member exercising on the equipment in your club and write a brief cut-line for each picture. The cut-line explains who the person in the picture is and what they are doing. Cut-lines are written in the present tense, for example, "James

rides the recumbent bike for forty-five minutes before beginning his resistance training."

You are now ready to present your feature story. Place your article, along with the pictures in a nice folder. Be sure to include your business card and contact information on the news release. Then deliver your media kit to the appropriate reporter at the newspaper and the television station. This reporter may have a title such as the Health Beat Reporter. After delivering the media kit, make sure you conduct a follow-up call just to insure that the reporter received your package.

Since feature stories are not pressing news with a time element like your special event might have been, don't anticipate immediate coverage. Reporters have more flexibility with feature stories since they don't have a time element and therefore they can run them anytime. This is where your patience will pay off.

It is not uncommon for a reporter to hold your story for even three months before running it; therefore it is okay to follow-up from time to time in order to remind him or her of the story. Just be careful not to cross the line of pestering the reporter.

It is also not uncommon for the reporter to want to rewrite your article and interview the same people that you interviewed. If the reporter requests to do this, don't get offended; take it as a compliment. You should feel that way because the reporter was so impressed by your story he or she wants to take the time to rewrite it. This is great and the most ideal situation for you because when the reporter writes the article, then you know it will get prime space in the newspaper. He or she may

also want to bring the newspaper's photographer to re-shoot your pictures. Again this is great news for you because the space allocation in the newspaper should be more significant.

If this request comes to you, your next priority is to accommodate the reporter and make it as easy as possible for him or her to come into your club, take the pictures and conduct the interview. If you make it easy for the reporter, your efforts will not be forgotten and he or she will look forward to working with you in the future.

Another point to mention here is that you are bringing the reporter into your health club and into your environment when they come to write the story. You can't do that at a fun run.

This gives the reporter a chance to meet you on a professional level and opens the door for future stories he or she may wish to write relating to fitness. Since the reporter is now familiar with your club and knows who owns it and where it is, he or she will come to you first when writing fitness related news stories in the future.

The result? You have received free publicity with a new and unique story without spending a dime on a fun run. But you have also accomplished something else in your efforts to receive publicity.

The member that you arranged to have featured in the newspaper or on the nightly news is now a celebrity in your com-



Amy Redfearn

munity. The member feels an even greater sense of pride when walking through your club doors and feels a little more ownership with his or her membership. You recognized your member's dedication to your club, and that is something he or she will never forget.

So, don't run out of your club to find publicity. You are already at the finish line, and wonderful headlines are just waiting to be uncovered.

Writer's Note: The example used in this article was actually a true example of a feature story I wrote for a Gold's Gym in Florida. For a free copy of the news release, send a self-addressed envelope to Innovative Concepts & Consulting, P.O. Box 142335, Gainesville, Florida, 32614-2335.

(Amy Redfearn is the President of Gainesville, Florida-based Innovative Concepts & Consulting. She may be reached at: (352) 379-8301 or E-mail: Redfearnam@aol.com)

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...Bally Total Fitness

continued from page 3

the end of 1999," Mr. Hillman said.

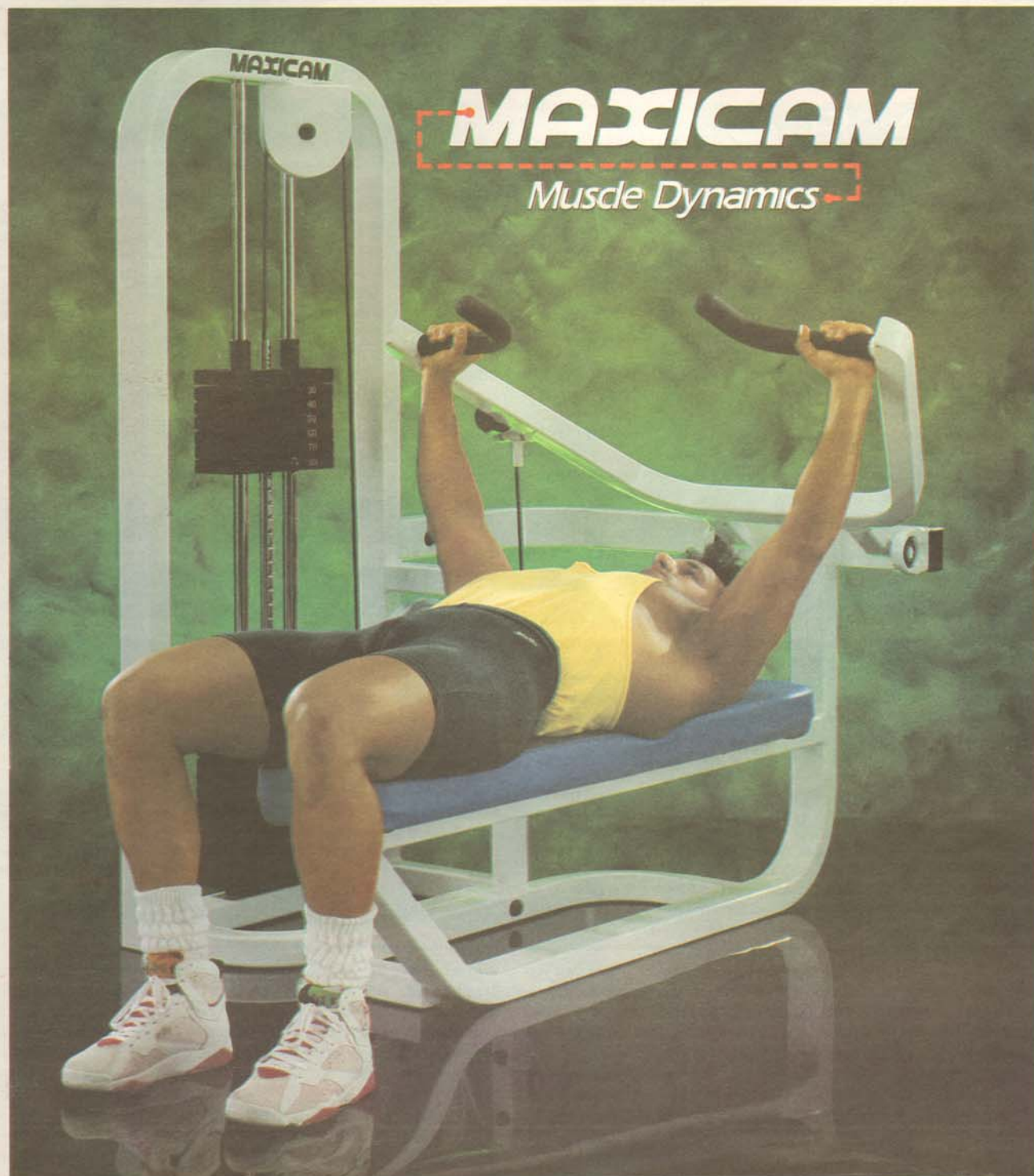
In describing the new acquisitions, Mr. Hillman noted that Pinnacle Fitness is an operator of upscale fitness centers, focusing on a wide range of personal fitness needs, complementing the Company's new Bally Sports Club brand. Gorilla Fitness is an

innovative fitness provider offering group fitness classes in spinning, boxing, kickboxing, Tackwando, Pilates and yoga to people who are interested in tough, serious, motivating fitness programs in a no-frills environment.

In concluding his remarks, Mr. Hillman characterized Bally Total Fitness as a "marketing and distribution catalyst for a multitude of business entities. Natural synergies exist with many industries from healthcare to financial services, hospitality and

entertainment to name just a few. We are beginning to seed relationships for what could become powerful strategic and financial alliances. With the basic strategies we now have in place, we are focusing on the best way to grow the Company in the future."

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MAKE IT FUN!

AUGUST BIRTHDAY CELEBRATIONS

By Sandy Coffman

The end of August and the beginning of September offers programmers opportunities for grand finales, special celebrations and new beginnings with the onset of a new season. I think this is an especially fun time for a special event for your senior membership or mature population. Here's how to "MAKE IT FUN!"

The special event is a giant "BIRTHDAY PARTY!" The birthday party, of course, is the promotional tool to bring this market into your

club.

First, send a special invitation to your senior membership inviting them to "their" party. You can use this day to honor every birthday within the year or only those who had birthdays over the summer. The special day should include special activities such as a chair exercise class, circuit training class, aqua aerobics, or a walk. The activity should not be a regular class that you do all the time. Offer something new, bring in a guest instructor, or plan a variety of activities to choose from.

The club should be

decorated with balloons and birthday fare, the staff should certainly get together for an enthusiastic "Happy Birthday" song..... probably 3 or 4 times during the day's events. Be sure to have many sing the answer to "How o-o-ld are you?" I would suggest recording their singing and videos of the faces. And don't forget to take snapshots of everyone to display on the bulletin board. There are plenty of fun opportunities for birthday gifts too. None of the gifts have to be expensive- T-shirts, water bottles, birthday ribbons, little flowers - all go a long way. Gifts can be given to the old-

est, the youngest, the one whose birthday is closest to the day of the event, etc.

As they enjoy the cake with candles, punch and lunch, this special fun day will probably be a springboard for many to get active in other programs at the club, and yes, of course, they can all bring a guest to their party!

Make this fun event an annual tradition and you will see it become a great retention program as well. Just remember to "MAKE IT FUN!"



Sandy Coffman

Kid's Fitness (How Old?) The Parents Will Follow

By Rande LaDue

"Kid's today have sedentary lifestyles with TV and video games; you almost have to trick them into fitness." This is a quote from a club owner who bought a PACE Circuit a few years ago primarily as a kid's program; however, it has now turned into one of his most popular group exercise programs for adults as well as adolescents.

Controversy continues as to what age to start children on a fitness program. Our answer at Pro*Fit Enterprises has always been: "Since there is no fixed load with PACE and

it is extremely safe, start them as soon as they can fit on the PACE machines." This usually means about 12 years old, or 5' tall. It has been very common to see parents/grandparents work out in PACE classes alongside their teenage sons or daughters. But what about the prepubescent child who does not fit on the standard PACE machines? Do they play with the 3-4 year olds in the babysitting room?

Now with advanced technology available, Henley Healthcare, the manufacturers of PACE Group Exercise™ equipment are making a line of fitness equipment called Kids' Pace™ for Kidzfit International in

Temple, Texas. In conversations with Nobuo Togami, Vice President & COO of Kidzfit, we expressed those concerns. Togami cites a research study sponsored by the American Orthopaedic Society for Sports Medicine in Indianapolis, Indiana, which concludes that children in this age group who participate in a fitness program can increase muscle strength, improve motor skills, protect against injury and increase muscle endurance. It is important to note that the study stressed proper supervision and emphasized dynamic concentric (positive) muscle contractions as opposed to eccentric (negative) overload exercises.

Safety must be the primary feature of a kid's fitness program. Fun and proper supervision are also key factors or they will get bored easily and drop out. PACE meets these requirements and more. With its unique double-concentric accommodating hydraulic resistance, the resistance can never be more than the user's effort: thus no peer pressure- nobody can see how much weight you can't lift. PACE is like a "musical chairs" fitness program- they think they are having fun, but they are also getting the exercise that is lacking in too many young people today. Since PACE does not cause muscle soreness, it's a program even the

most intimidated child can do- and get results.

Pro*Fit Enterprises and Kidzfit International are pleased to announce a limited joint sales effort in selected territories across the country in which both Kids' Pace™ or The PACE Group Exercise Program™ can be purchased through either organization. Both programs include complete marketing packages as well as on site training (ACE Certified in the case of adult PACE). For a free video or more information call Pro*Fit Enterprises at: (888) 604-2244 or visit our website at www.paceprofit.com.

...Cybex

continued from page 3

customers with superior solutions to improve human performance.

"There are a number of tangible benefits that the acquisition of Tectrix brings to Cybex's customers and stock holders," said Peter Haines, Cybex President and Chief Executive Officer. "With the addition of reliable, easy-to-use and superior performing climbers and stationary cycles to our product line, we are able to meet a wider variety of customer needs. The union brings a sizable dealer, distributor and direct network. This will give us a greater reach to assist our customers with their sales and service needs."

Tectrix Fitness Equipment,

with 1997 revenues in excess of \$30 million, is a leading manufacturer of stairclimbers under the name of "ClimbMax," and stationary bicycles recognized under the name of "BikeMax." Founded in 1988, Tectrix sells to both the consumer and commercial markets through a global network of 156 dealers. The company has a broad distribution channel, with 26% of its revenues generated from international sales. With its head office and manufacturing facility in Irvine, California, Tectrix employs 105 people worldwide and has subsidiaries in the U.K. and Germany.

"Cybex and our customers benefit from the managerial and development expertise which

has pushed Tectrix to be a leader in innovative, electronic-based products," said Haines. "Our ability to bring innovative products to the market quicker is increased. By having a manufacturing facility on the West Coast we have not only expanded our manufacturing capability, we have also ensured the shortest lead times and best delivery flexibility in the fitness industry."

"The acquisition of Tectrix allows Cybex to provide a very complete selection of cardiovascular, strength training and human movement equipment. "Bringing Tectrix into Cybex will allow us to realize synergies as they relate to consolidation of general, administrative, and sales and marketing functions," said

Haines. "By eliminating redundant costs and focusing our expenditures in areas that result in meaningful advantages to the consumer, we will enhance our competitive position within the industry."

With the acquisition, Cybex now has three manufacturing facilities. The Medway, Massachusetts facility manufactures cardiovascular and human movement products. The Owatonna, Minnesota facility manufactures strength training products. The Irvine, California facility manufactures cardiovascular equipment and is Cybex's West Coast development, warehousing and distribution center. Initially, Cybex's customers can place orders through their normal chan-

nels. Cybex will continue to sell its products through a network of specialty fitness dealers, international distributors and direct sales.

"Acquiring Tectrix continues us on a path that we began in May of 1997 when Trotter and Cybex merged," said Haines. "It bolsters our company values of product leadership, innovation and customer gratification. We have enhanced our ability to become the recognized leader in helping our customers meet their objectives. This strategic consolidation keeps us on mission, which is to manufacture, engineer, market and service the finest human performance products in the world. And we have sharpened our vision which is to provide superior solutions to improve human performance."

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Responsible Managers Get Results

By Gerry Faust

Years of work on creating great strategies, reengineered organizations and improved processes and systems have led us to realizing the importance of the following question: "When the strategies, structures, processes and systems are redesigned and improved, what are you left with?" The answer: people. And, how responsibly people implement and follow through on all the redesign will truly determine its value and an organization's success over time.

In fact, we believe that responsible workers, managers and leaders are the ultimate competitive advantage in today's business world. We also believe that all too few people truly understand responsibility, how to recognize and develop it and how to manage each day so that responsibility flourishes.

The following are just a

few of the important insights about responsibility that can be found in the powerful new book, "Responsible Managers Get Results" which is now available at your local bookstore.

1. Responsibility means no excuses.

2. Responsibility is a choice. People can choose whether to be responsible and who to be responsible to and what they will take responsibility for. Therefore, business leaders must ask the questions, "What kind of organization will people choose to be responsible to? And how do we create that kind of an organization?"

3. Effective responsibility in organizations starts with a clear understanding of what people should be responsible to and for.

4. People have so many responsibilities (e.g., family, friends, community groups, church, mosque or synagogue)

that business leaders must work hard to focus their attention at work to being responsible TO customers and the organization.

5. Building responsibility among workers and managers to the customer and the organization is critical for success in today's competitive business environment.

6. Most managers manage as though they want people to take responsibility for activities. When what they really want is for people to take responsibility for results.

7. Responsible people are results-oriented problem solvers. Responsible workers focus their problem solving on producing results that are desired by both the customer and the organization.

We will be exploring these and other aspects of responsibility in more detail in future articles.

(Dr. Gerry Faust, is the

Founder and CEO of San Diego-based Faust Management, Inc., a management consulting firm. Faust Management has developed four Executive Roundtable Groups consisting of leading club industry veterans. Dr. Faust is an international speaker, renowned author and consultant with a vast clientele base, which includes the club industry and numerous other industries as well. Dr. Faust, Richard Lyle and Will Phillips co-authored the book Responsible Managers Get Results.)



Dr. Gerry Faust

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HELPING MEMBERS SUCCEED

By Tom Cotner

The process of changing from a sedentary person to an active one involves three steps that are common to all behavioral modification programs:

Antecedents are priorities or precedents that must occur before a next step can be taken. To antecede means to precede. Antecedents for exercise include appreciating the benefits of exercise, seeing how it can fit into our daily schedule, making the decision to begin, and finding the right facility.

Adoption is to accept formally and put into effect. The adoption phase is the early stage of a new behavior and is when most people quit exercising.

Maintenance is the ongoing inclusion of a new behavior into our life. The "new" behavior becomes an "old" behavior. Most frequent club users are in the maintenance phase. Exercise is part of

their daily routine.

Of the three, adoption is the most important. Why? The antecedent phase occurs prior to the member joining. And the members in "maintenance" don't require much of our time. If our facilities are clean, up to date and available, they'll likely "maintain" their exercise regimen at our clubs for years to come. Most of our work in membership retention, therefore, occurs in Phase Two-adoption.

The adoption phase is one to four months long. The attention members receive during this period is critical. A lot is at stake: the member's success, your reputation as a club, the longevity of the member/club relationship. So what's a club professional to do? Simply put - **spend adequate time with new members.** I haven't seen any research to support this (other than my own observation) but I believe there is a direct relationship between time spent with new members and their ex-

ercise compliance. The more time and attention we provide, the greater the new member's knowledge, appreciation and skill in carrying out exercise. The primary responsibility for spending time with new members belongs to the fitness staff. They design the exercise program, supervise the exercise process and follow up member progress. If members aren't receiving enough help from the fitness staff, either they or club management...

• Do not understand the importance of fitness instructor/member interaction and the necessary supervision (teaching, modeling, reinforcing) to move a new member from adoption to maintenance.

• Do understand but don't care. The staff or management lack the vision, commitment, and/or enthusiasm to make membership retention happen. The club may be "a numbers treadmill" focusing on high sales with little thought given to turnover. We've learned from our

industry's short history that this model is short-sighted and back fires in the long run.

• Do know and do care but are fatigued, over committed, and overwhelmed to the point where they don't have the resources (time, energy, money) to make member retention happen.

The solution to these problems is one in the same; begin spending more time with your customers. Simplify your schedule to free up more time to spend with members. When simplifying, ask these questions: does this activity increase the bond between our members and the club? If we were to delete this activity, what impact would it have on our business? Personally, I have spent many hours fretting over this and that, writing goals and business plans, and over-preparing for staff meetings where little was



Tom Cotner

accomplished. Reflecting back, I honestly feel my time would have been better spent simply getting to know my customers.

Still not convinced? O.K. Try this. Think of all the administrative duties you've performed (See Cotner page 27)

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by Gerald W. Faust, Richard I. Lyles and Will Phillips

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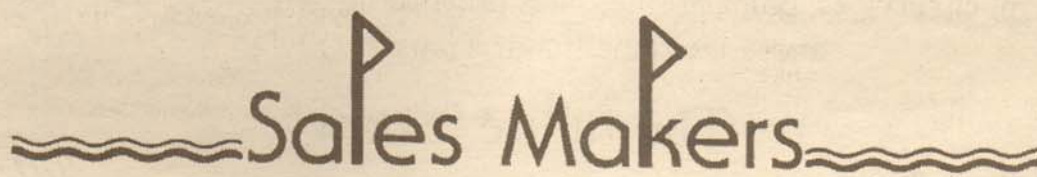
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...Woodard

continued from page 8

PT Consultation Questions

___ What would you like to accomplish over the next 45-90 days with your fitness program?

___ What is working for you now?

___ Most people get involved with Personal Training for one of four reasons;

medical, performance (as in wanting to improve endurance or a particular sport), appearance, or fitness (just wanting to look and feel better).

___ Which one of these would you say is your main motivation?

___ Tell me more about that.

___ When was the last time you felt really good about your fitness level?

___ What's changed?

___ Would you like to go back to that same level or somewhere in between?

___ What would make you feel that Personal Training would work for you?

___ Will there be anyone else who will need information on this deci-

sion? (Insurance, doctor, physical therapist, spouse, etc.)

___ When would you like to get started with Personal Training?

___ Picture yourself being trained - 6 months down the road - ideally, what would be different with your fitness?

___ What have you budgeted for training?

___ Where are you in your decision making process?

___ Tell me about your current program?

___ What do you like most about it?

___ What did you like least?

___ What recreational activities are you planning on incorporating into your fitness program?

___ How many days would you like to train? What time of day works best in your schedule?

___ Is there anything that would hold you back from getting started today?

Notice how the questions are "open ended" questions that elicit more conversation from them. Here's where you're going to really need to practice good listening skills and be able to put this information to work to move them from interested to client.

Tip #4 Build desire into your presentation.

As mentioned in tip#3, as part of your consultation you should give a short sample of what a session would be like. Do not give an entire session. Take the information they gave you, focus on one muscle group and show them a bit of "what it would be like to work together". This is definitely a combination of your technical knowledge but mostly of your interpersonal and motivational skills. Make it exciting, fast paced, high energy, customize it based on their needs and use "trial closes". Trial closes are questions that test the waters, tell you how you need to re-direct and will affirm enthusiasm for the prospective client during your time together. A few trial closes:

"Is this what you expected?" "How is this working for you?" "Can you see how this would rocket you toward your results?", "Is this the kind of energy you want from your work-outs?"

Can you see how trial closes test the waters, tell you

how to re-direct and build enthusiasm?

Tip #5 Ask for the sale - everytime.

Earlier in this article we mentioned that one of the reasons people don't buy from us is because we don't ask them to. Here's where we change that. If you've done all the previous tips, they've come this far with you and have given you every indication that they're interested, why wouldn't you ask them to buy? There is no need to get nervous here. The following are closing questions that allow you to be relaxed, confident, direct, simple and increase your business:

"Bob, I'm confident that we can accomplish your goals together—let's get you started today."

"Bob, let's do it. Let's get you started with 10 sessions...or do you want to go ahead with 20?"

By the simple act of asking for the sale everytime, you are guaranteed to increase your business. Congratulations!

Tip #6 If they don't say yes, don't get discouraged. Deal with it.

The best way to deal with it is to have a simple formula such as the following:

1. Listen to them — hear them out.

2. Paraphrase their concern back to them —do this so you're clear on what they've said and they are as well. It would sound like this: "Bob, it sounds as though you're concerned about the money".

3. Isolate the concern — you want to clearly understand that this is the only thing holding them back from starting today. It would sound like this: "Other than the money, is there any other concern you have?"

4. Question the concern — "If we could find a way for you to feel comfortable with the dollars, would you want to start training?"

5. Provide the solution — here's where you come up with a way for it to work for Bob. This may be a simple task or it may take a little creativity on your part.

6. Confirm the solution — Once you have offered the solution you would ask "Bob, does that work for you?"

7. Ask to buy again — (See Woodard page 26)

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Cardio Or Weightlifting First? How To Weigh The Differences

By Bill Evans

How many times have you heard these training tips from experts or friends in the gym: always ride the "Stairclimber" before you lift weights.... always work out with something in your stomach.... it doesn't matter what type of cardio exercise you do, as long as you are in your proper target heart rate zone. These are just a few of the topics we will look at in this special report.

To establish my point, I wanted to conduct an exercise experiment on someone who had both a strong educational and athletic background. My volunteer, Roy Cammarano, holds a B.S. in physical education and has qualified to compete in the U.S. Olympic Judo Trials.

The subject was programmed to modify his work-outs and follow two main points:

- (1) Lift weights first, then do cardio.
- (2) Minimize the intake of carbohydrates at dinner.

I'll get back with the results of the experiment in a few minutes. I'm not sure who started the fitness rule that we should always do our cardio training first. If I may,

I would like to supply some of my own "fitness rules" and appeal to your common sense. Speaking from a physiological standpoint, we all know that our bodies have four main energy "pools" to retrieve its energy needs:

- (#1) stored muscle sugar called glycogen
- (#2) recently ingested foods: carbohydrates, fats and proteins
- (#3) amino acids from skeletal muscle
- (#4) stored body fat.

Here's my number one fitness rule to build a lean, hard body: If you reduce the amount of ingested foods at dinner time (mainly carbs), then when you exercise the following day, you'll have less available for your body to burn. If you ate an adequate amount of high quality protein at your last meal, you'll probably have enough amino acids to protect your skeletal muscles. If you exercise with weights for about thirty minutes you can burn a couple hundred calories from stored muscle sugars. If you follow the first three steps and assuming that we can do so at an optimal level, then your body had one last choice (which is its last choice anyway,) of trying to re-

trieve stored fat to meet its caloric expenditure needs.

Imagine that your muscles are sponges and are full of water. You don't put a sponge back on the shelf while it's still full, do you? Well, when you begin to do your cardio training, you don't want your muscles (sponges) full of muscle sugars as you begin to exercise; otherwise your thirty minutes of cardio will burn that muscle sugar and then your body won't have much time to burn any body fat. The experts say that it takes the average person about thirty minutes to get into the fat burning zone. Based on what I've seen while watching thousands of exercisers at my health club, I would say forty minutes might be more accurate. Here's why: Most of my members work out one hour per day, three to four times per week and watch what they eat. But they look slightly worse each year. When I asked several of them the order in which they did their weight training, almost every one of them said last, and only for a few minutes.

It appears to me that if you do thirty minutes of cardio at the beginning of your workouts and work out three to four times per week, you might be fortunate enough just to maintain your cur-

rent body shape, and show little if any improvement. I thought I would comment on one other aspect of proper training to achieve a lean, hard body. This one covers your heart rate during cardio training. Some experts claim that as long as your heart rate is within "your" target zone, your body will burn fat, regardless of the type of activity. That never made sense to me. Does that mean that if my heart is beating 140 beats per minute, and I'm nervously sitting in the dentist's chair for thirty minutes, I have the same chance of burning fat as compared to my riding a stationary bike under water with scuba gear for thirty minutes? It seems logical to me that if your cardio exercise involves squeezing and contracting your leg muscles, like riding a recumbent bike, you'll be burning more calories than if you were playing ping pong.

Well, the results of the experiment are in, and Roy said that he could definitely see and feel a difference in his workouts. He noticed that he looked leaner and felt like he was getting more out of his fat-burning workouts. The next experiment is up to you. If you would like a copy of

Roy's exercise program, just send us a self-addressed - stamped envelope and we'll send one out to you.

(Bill Evans is a "Guinness Book" World Record holder having played racquetball for 76 hours with a partner and handball for 54 hours. He also holds over 20 world records including 32 hours riding a stationary bike while curling dumbbells at a rate of 1,000 per hour, riding an underwater stationary bike for 60 miles (5 hours with 11 scuba tanks), 10 million pounds lifted on a 45 degree leg press in 8 hours, 1 million pounds lifted in 30 minutes, 5 million pounds lifted in 24 hours involving three different exercises. In October, 1996 he did 100,000 situps in 24 hours and in January, 1998 he lifted over 750,000 pounds of weights with bench presses in 12 hours, bench pressing 2,000 pounds every minute for the first four hours. Evans now owns Vita Design, a health food company which produces the Revitalize Shake and the "Whey Cool Cookie" which has the Revitalize Protein Shake in it. The "Whey Cool Cookie" is used as a meal replacement and a Power snack. To receive a copy of Roy's workout program mail a self addressed, stamped envelope to Bill Evans c/o The CLUB INSIDER News, P. O. Box 681241, Marietta, GA 30068-0021.)

...Woodard

continued from page 24

here's where you ask Bob to buy again. Make sure you don't ask with the very same question you used the first time or you'll end up sounding like a parrot.

Take the time to practice this formula and use it every time you don't get a "yes" when you ask. It will definitely pay-off for you. Remember, it's OK if not everyone buys the first time we ask them to. What is not OK is to not know why. This formula will tell you why and if you know why, you more than likely will be able to work through it and get to yes.

Tip #7 Wow them with after-the-sale service and follow-up.

Now is your opportunity to do the work you really love to do. You get to be the "Results Master". In addition to providing them with the best, safest, most motivating

program the following will help you to keep the client longer and get referral business: 1) Always send a notecard within 24 hours whether they bought from you or not either thanking them for their business or thanking them for the opportunity to discuss business with them. 2) During and after every session always ask if the session is going the way they want it to and if it is meeting their expectations. If you don't ask —how will you know? Most clients won't tell you unless you ask. 3) Mail them articles/relevant information. When you mail it, it creates more impact versus handing it to them after a session. 4) Ask for their continued business on the second to last session. If you wait until the last session, you've lost your opportunity to WOW them again. By asking on the second to last session, if there is any trepidation on their part, you have time to work through it before the sessions come to an end. You keep the momentum going.

Tip #8 Create a follow-up system and data base.

For those prospective clients who didn't say yes to you when you asked them to buy — don't write them off; write them down. You should be creating a data base of every person you've spoken to about personal training whether you had a consultation with them or simply introduced yourself to them. The reason being is that you are going to want to follow-up with a card or a call to re-introduce the idea of training with you. Every day, go through your data base and see who you should contact to stir up the interest. You should have some kind of directed conversation every few weeks with the leads in your data base.

Tip #9 Start exposing yourself to more selling skills opportunities.

There is a plethora of ex-

cellent sales tools available to assist you with your success. Partner with some of the membership reps at your club and have them help you, start listening to sales tapes, read sales books and practice your new skills. The more you practice, the more you sell. The more you sell, the more you get to train clients and the more clients you train, the more money you make. Everybody wins — you and the client.

Tip #10 Use all the tips in combination.

Each tip will help you improve your selling skills and to get the most impact you possibly can, you need to put them all together. If you do just the introduction and lead generation and not the other tips you will end up with a lot of leads but no success in turning them into clients. If you work on your closing skills and ask everyone you work with to buy, it will help you

but will be more effective if you have more people to ask. The tips are designed to be a "system" for your success.

By implementing the tips in this article everybody wins. The client wins because they get to train with you and get the results they've longed for. The club wins because revenues increase as well as retention. You win because you start increasing your income and you get to do more of what you love to do — personal training. All this success comes from mastering something you didn't think you could do or wouldn't like to do. If you invest the time to develop your selling skills (which you probably possess more than you think) the return will reward you many times over.

(Karen D. Woodard, President of Premium Performance Training, works with clubs on successful sales programs, service training and management programs. Call her today at 303.417-0653 for information on seminars, books and audio tapes.)

...Cotner

continued from page 22

over the years. Think of everything you've done in your club. What made the greatest impact? What did your members appreciate the most? If the members are in the "maintenance" phase, it's likely facility

maintenance and improvements, or the lack thereof. But if they're in the "adoption" phase the answer is quite different. They need time, our time in helping them move from inactivity to activity. The only thing that will move members from "adoption" to "maintenance" is people- living, breathing, flesh and blood human

beings who develop relationships with members.

Your club is a reflection of the people who own, manage and staff it. You are the club, not the building. The only retention program that will not fail is a loyal, passionate devotion to the benefits of others, forgetting not that to accomplish this goal means

doing the same for ourselves.

Follow this one rule and the behavioral modification phases will take care of themselves.

(Tom Cotner is the President of Employee Health Management, Inc., a consulting firm specializing in worksite

health and wellness. Excerpts of this article are taken from his book *Helping Members Succeed*. It may be ordered through Employee Health Management, Inc. and/or you may speak to Tom Cotner by phone at: (605) 692-2071.)

...Norm's Notes

continued from page 5

pool while on vacation in Hawaii. He broke his neck and was told by doctors he would never walk due to spinal cord damage. Casey rejected the diagnosis and after extensive surgery and two months in hospitals in Hawaii and Long Beach he was back in the gym working out in

a wheel chair and training his clients. After a great deal of therapy and exercise Casey learned to walk again and opened his facility with Lisa in April, 1997. What a great story of determination and dedication!

•Apologies to **MIKE CAMPELLE** for misspelling his name in our May issue.

•Word I get out of West Palm Beach, Florida is that the

Universal Gym Equipment Chapter 11 bankruptcy was changed to a Chapter 7 April 2, 1998. That is bad news for Universal because it will most likely all end in a liquidation sale if it has not already. Stay tuned for updates.

•StairMaster Sports/Medical Products, Inc. has acquired **Quinton Treadmills** according to our sources. We have not been able to confirm the report through StairMaster officials

but will provide updates on this continuation of the merger movement on the supplier side of the industry as soon as more information is available.

•The California Governor's Council on Physical Fitness and Sports, chaired by **ARNOLD SCHWARZENEGGER**, recently hosted the **Great California Workout** at the State Capitol in Sacramento. More than 2,000 people joined

Arnold, Jazzercise founder and CEO, JUDI SHEPPARD MISSET, JACK LALANNE, city and state dignitaries, Olympians and other fitness and sports performers for the event.

•**RAY BALADAD**, the General Manager of TCA's **Bannockburn Club**, has appointed **ROGER MITTEN** to head the club's tennis department.



TO: Mr. Norm Cates (Club Insider News)
FROM: Bob Beals
DATE: 6/3/98
RE: The Enhancements Network (T.E.N.)

Dear Norm,

I am responding to your question: "What advantages does involvement with The Enhancements Network provide the club owner?" Basically T.E.N. provides free marketing to thousands of potential members with credit cards.

As you know T.E.N. is developing a "Fitness/Wellness package". It will include a free week at a local fitness center and a small discount on initiation fees or dues as well as discounts on nutrition products, home exercise equipment and videos, weight management programs, spa resorts, and other fitness related products. Our marketing partner (Encore International, Inc.) has committed to mail a minimum of 1,000,000 solicitation pieces per month to credit card holders of participating banks beginning in September. The clubs in T.E.N. will be the representative for their area. There is absolutely **no cost** for the clubs to be involved.

We have approximately 700 clubs in T.E.N. Some of the companies included are: 24 Hour Fitness, Tennis Corporation of America, New York Health & Racquet, Australian Body Works, Sport and Health, Lifestyles Family Fitness, Racquetball & Fitness of San Antonio, Lifestyles 2000, Women's Workout World, Spa Health Clubs and numerous independent clubs including Gold's Gyms and World Gyms.

If clubs are interested in being a part of T.E.N. and their area is still available, they can call me at (540) 774-4440, or fax 774-4446.

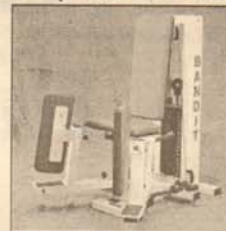
Yours in fitness,

Bob Beals

P.S. I want to thank **Club Insider News** for the press release and ad in April. It really helped T.E.N. get started.

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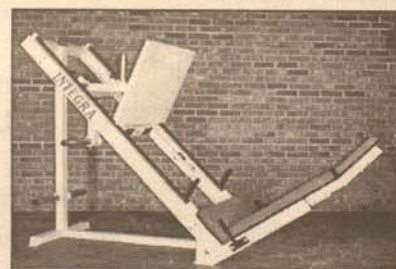
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LIFE FITNESS NAMES HERMAN RUTGERS EXECUTIVE VICE PRESIDENT OF GLOBAL MARKETING, SALES AND SERVICE

Franklin, Park, IL—Life Fitness has announced that it has named Herman P. Rutgers executive vice president of global marketing, sales and service. In this newly created position, Rutgers will oversee all of Life Fitness' worldwide customer-related functions.

Rutgers, formerly served as executive vice president, international, for Life Fitness. As executive vice president of global marketing, sales and service, he will be based in the company's world headquarters near Chicago and will report directly to Augie Nieto, Life Fitness president. Reporting to Rutgers in his new position, which took effect June 1st, will be Jeff Loebbaka, vice president of global marketing, Jay Magna, vice president of North American commercial sales, Jerry Dettinger, vice president of U.S. consumer sales, Dennis Pickrel, vice president of global customer service and support, and the general managers of the company's international subsidiaries.

"Herman's extensive business experience and proven track record in Life Fitness' international operations make him ideal to head all of our customer relations functions worldwide," said Nieto. "By consolidating marketing, sales and customer service, we'll be able to better coordinate our global customer efforts and address the needs of all our customers as we continue to expand our business around the world."

Rutgers also serves on Life Fitness' Operating Committee, which is chaired by Nieto and is comprised of the four company executives who report to him. Others serving on the Committee include Allen Fuller, executive vice president of manufacturing and engineering, Andy Maduza, executive vice president and chief financial officer, and Homer Stewart, vice president of human resources.

An International Track Record of Success

Armed with 20 years of international operations and management experience, Rutgers joined Life Fitness in May of 1994 as vice president of European operations. The next year he was put in charge of the Asia/Pacific region and in January of this year he was promoted to executive vice president,

international, with added responsibility for the Latin America region.

Life Fitness' international business tripled under Rutgers' leadership. Other accomplishments include the development of a Life Fitness regional headquarters in Hong Kong, a subsidiary in China and a European headquarters and distribution

center in The Netherlands, as well as the acquisition of the company's Benelux distributor.

Previously, during a seven-year tenure as vice president of European operations for Prince/Benetton Sport Systems in The Netherlands, Rutgers developed a distribution and logistics center for racquet-sport products in Europe, Africa, the Middle East

and Rotterdam, and organized the company's European subsidiaries. Before that, Rutgers spent nine years at Sheaffer Pen Textron, The Netherlands, where his last position was general manager of northern Europe.

"This is a global industry, and with more and more customers expanding across the borders, it is even more important to

have a customer interface that is coordinated worldwide," state Rutgers. "We have an excellent marketing, sales and service team already in place, and I am proud that Life Fitness has given me such a phenomenal opportunity and challenge to head up this new global, customer-focused organization."

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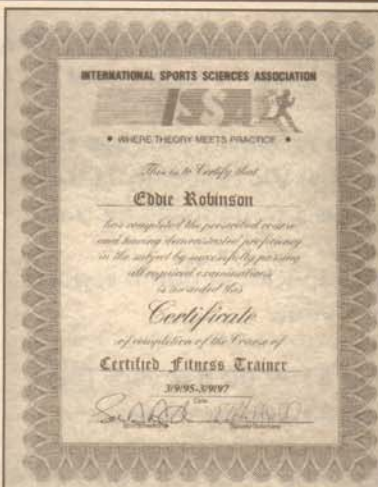
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Life Fitness Seeks Oldest Lifecycle Exercise Bikes As Part of 30th Anniversary Celebration

Frankline Park, IL.- In honor of the 30th Anniversary of the Lifecycle exercise bike, Life Fitness announced it is searching to find the oldest Lifecycle exercise bikes in the contiguous United States. "The Search for the Oldest Lifecycle Exercise Bike" categories include Oldest Lifecycle Exercise Bike in Existence, Oldest Lifecycle Exercise Bike Still in Operation in a U.S. Fitness Facility, and Oldest Lifecycle Exercise Bike in a Unique Setting.

A grand-prize winner and runner-up will be selected for each category. The three grand-prize winners will each receive a Lifecycle 9500 HR exercise bicycle

and a trip to the 1998 Club Industry Conference in Chicago this October. They will also be invited to attend the Lifecycle Exercise Bike 30th Anniversary Party to be held October 16, 1998, at Club Industry. The three runners-up will each receive a Lifecycle 9100HR exercise bicycle and will be invited to attend the Lifecycle Exercise Bike 30th Anniversary Party.

Life Fitness is hosting The Search for the Oldest Lifecycle Exercise Bike to commemorate the creation of the exercise bike that set the standard for computerized fitness equipment and motivating programs 30 years

ago. The company is seeking entries from: owners who believe their Lifecycle exercise bikes, regardless of working condition, may be among the oldest Lifecycle bikes in existence; owners who believe they have one of the oldest Lifecycle bikes still in use at a fitness facility today; and owners whose Lifecycle exercise bikes are used in unique settings, such as on cruise ships, submarines or aircraft carriers.

The Lifecycle exercise bike is currently the No.1 preferred bike in commercial facilities across the country. It also ranks first in its category among consumers worldwide. Nearly 400,000 Lifecycles have been produced since its introduction 30 years ago.

"We really pioneered the computerized fitness equipment industry with the Lifecycle exercise bike, and we want to celebrate with those who have enjoyed its features and benefits for years," said Augie Nieto, president of Life

Fitness. "In the past three decades customers have seen us improve the Lifecycle exercise bike's numerous innovative features. Building on that success we will continue to expand its functionality and help users improve their exercise effectiveness and meet their exercise goals."

Developed by Dr. Keene Dimmick in the late 60's, the Lifecycle exercise bike was one of the first exercise bikes available for use in U.S. fitness centers. Realizing the potential of aerobic and strength training equipment for the emerging fitness market, health club pioneer, Ray Wilson, bought the rights to the Lifecycle bike, and with partner Augie Nieto, established Lifecycle, Inc. in 1977.

Over the years, the Lifecycle exercise bike led the emerging trends in fitness equipment. In addition to Heart Rate Zone Training programs, belt drive and electronic message center enhancements, Lifecycle re-

cumbent exercise bikes were introduced, and Life Pulse Digital Heart Rate Monitor features were incorporated to provide a more efficient, simple exercise experience.

More About The Search

Life Fitness will award grand prizes to three qualified winners and runner-up prizes to three qualified winners. Only one entry per appropriate category will be accepted per fitness facility. Facilities that have more than one location may enter once per category per location.

The Grand Prize trip to Club Industry in Chicago, October 15 through 17, 1998, includes registration fee (not to exceed \$300), round-trip coach class airfare (not to exceed \$500) and hotel accommodations including room and tax from October 14 through 16th, 1998, (not to exceed \$600). The trip may be used by the winner or another designated person. If a facility technically

owns a winning Lifecycle exercise bike, the owner of the facility will determine who receives the trip.

The Search for the Oldest Lifecycle Exercise Bike complete rules and entry forms are available by calling: (800) 735-3867, ext. 3512 or by visiting the company's Web site at <http://www.lifefitness.com>. Entries must be postmarked no later than August 14, 1998. Winners will be notified by September 1, 1998. Employees of Brunswick, Life Fitness, Hammer Strength or ParaBody and their immediate families are not eligible.

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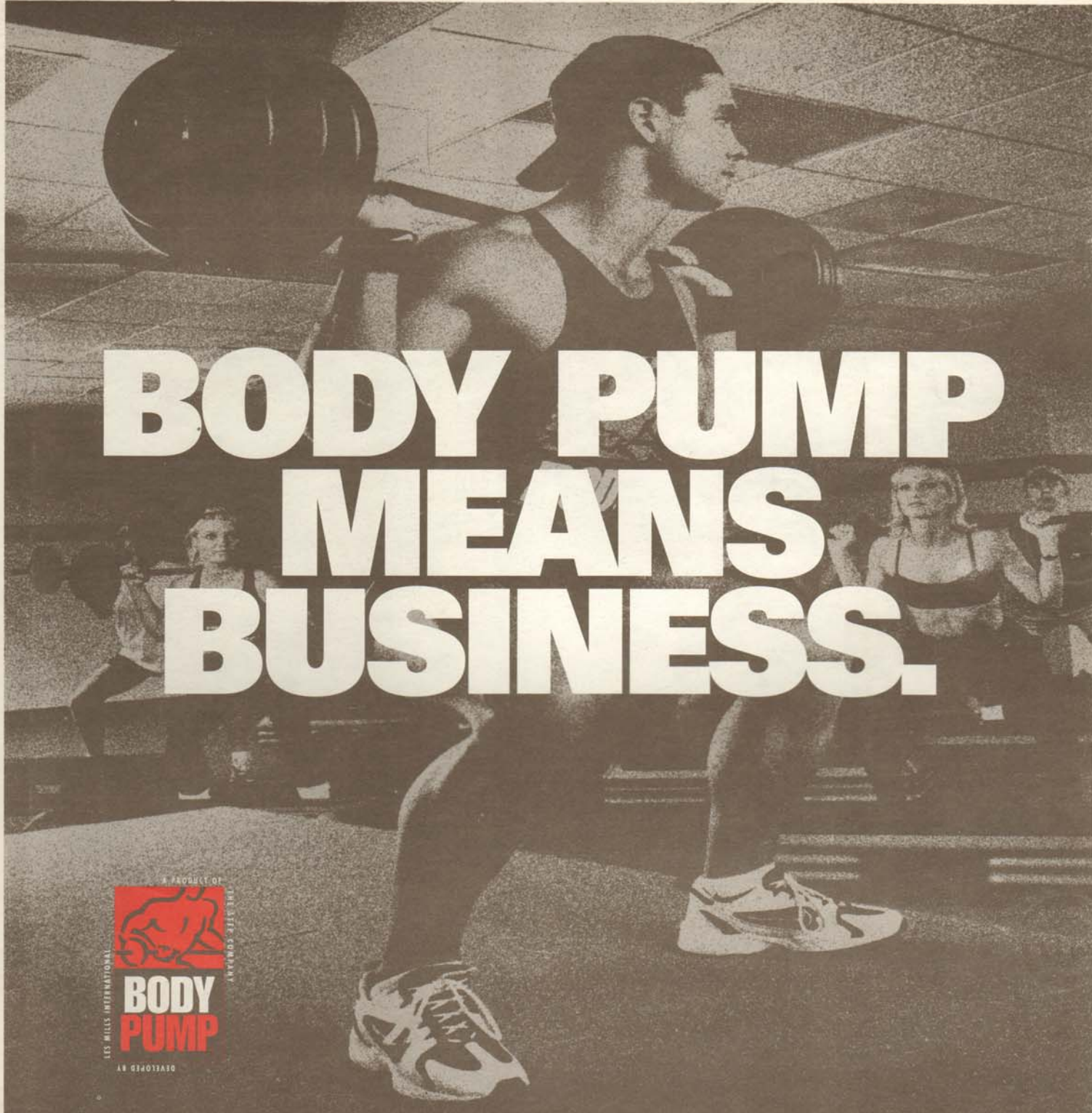
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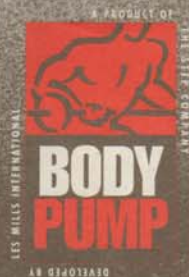
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