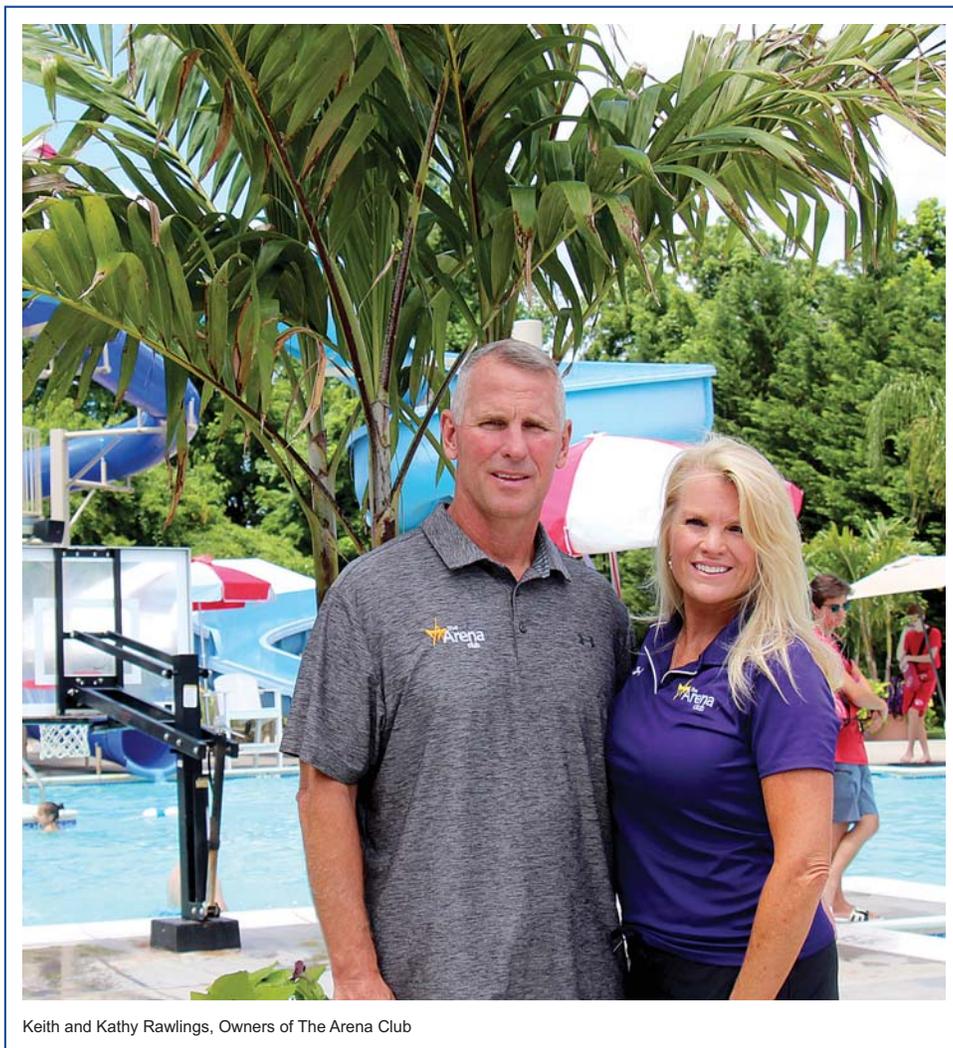


Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry

Keith and Kathy Rawlings' Arena Club *Making It FUN for Every Family*



Keith and Kathy Rawlings, Owners of The Arena Club

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Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry

Keith and Kathy Rawlings' Arena Club *Making It FUN for Every Family*

By: Justin Cates

For years, CLUB INSIDER has published at least one ad each month that simply says: **Make It FUN!** The reason for this is quite simple; it is our way to remind our readers that the health and fitness club industry is supposed to be **FUN!** Sure, there is the daily, weekly, monthly and yearly pressures of successfully running a business in ever-increasingly competitive markets. But, without **FUN**, the product of health and fitness is a hard one to sell. Our industry's top challenge is that it is easier for people to sit around and live an inactive lifestyle. They know the consequences, but creating action is still difficult. A key way to combat that is to sell fun, in addition to the benefits of a healthy lifestyle. Throw

in a focus on the family unit and you have the formula that serves **The Arena Club** in *Bel Air, Maryland*.

The owners of The Arena Club, **Keith and Kathy Rawlings**, did not start their professional careers in the health and fitness club industry. Keith, in commercial real estate, and Kathy, in sales of surgical instruments, came across an opportunity to purchase an old racquetball club, Harford Health and Fitness, and they dove in head first. The early times were challenging, but they found their niche in two keys areas: (1) Truly listening to the needs and wants of their community, and (2) the focus on family.

Today, The Arena Club is an 80,000+ square-foot facility with an (See *The Arena Club* Page 14)



Keith and Kathy Rawlings, Owners of The Arena Club

A Tribute to Brother Michael Scott Scudder

By: Norm Cates

This **Tribute** to club consultant, former club operator and fitness industry veteran, **Brother Michael Scott Scudder**, age 75, was completed on the 4th of July, the day Brother Scudder was buried at a small, Jewish and non-sectarian cemetery affiliated with the Taos Jewish Center. Brother Scudder had suddenly died at his home in Taos, New Mexico on Friday, June 30th from complications related to his June 7th hip surgery. Michael's wife of many years, Phyllis Landis, wrote that doctors believed her husband had died from a pulmonary embolism. An autopsy was being done.

CLUB INSIDER's January, 2004

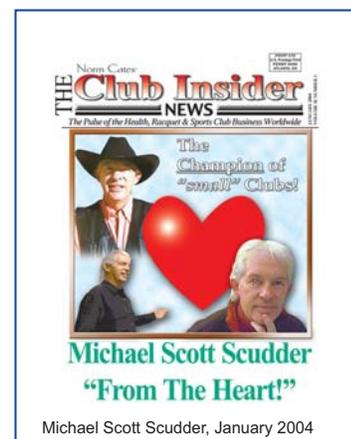
Cover Story featured **Brother Michael Scott Scudder**, and I began that story with a reference to one of the world's most beautiful songs ever: "RETURN to INNOCENCE" by Enigma.

I referenced "RETURN to INNOCENCE" because it's a mesmerizing Indian song that I thought was appropriate because Michael Scott Scudder, and yours truly, many years ago had shared with each other the fact that we were both part **Cherokee Indian**.

If you Google the beautiful song and play it while you follow these words, you will more clearly understand my lead-in comments published in Brother Scudder's January, 2004 Cover Story, that I'm now quoting directly from at

the beginning of this **Tribute to Brother Michael Scott Scudder**.

First, the amazing verses of the song: "RETURN to INNOCENCE" - "Love... Devotion... Feeling... Emotion... Don't be afraid to be weak. Don't be too proud to be strong. Just look into your heart, my friend. That will be the return to yourself. The RETURN to INNOCENCE. If you want, then start to laugh. If you must, then start to cry. Be yourself, don't hide. Just believe in destiny. Don't care what people say. Follow your own way. Don't give up, don't give up. To return, to RETURN to INNOCENCE. If you want, then laugh. If you must, then cry. Be yourself, don't (See *Michael Scott Scudder* Page 6)



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- And, of Course, *Norm's Notes*

Norm's Notes

•**Hello Everybody!** This is your **CLUB INSIDER Publisher and Tribal Leader** Since 1993 checking in with our **283rd monthly edition!** This is a *sad time for all of us*, as you will see when you read on.

•**Is America a great country, or what?** I write these words the day after the **4th of July**, and I say to you all: **God Bless America, and let's be thankful for our great country!**

•I sit here with *great sadness in my mind and heart* because we've lost two really fine guys from our industry in the past five weeks. They are **BOB KUCHEFSKI**, who suddenly passed away on **May 26th** with **no warning or explanation of why**, and **MICHAEL SCOTT SCUDDER**, who passed away on **June 30th** due to complications from his June 7th hip surgery. Both were great guys and terrific contributors to our health and fitness club industry! Bob and Michael Scott are already greatly missed. To that end, the following two **Norm's Notes** appear in the chronological order of their deaths.

•**JOHN McCARTHY** was kind to forward the sad news that **BOB KUCHEFSKI**, a long-time industry leader in the insurance field at **Hoffman Insurance Company**, passed away suddenly with no warning, on May 26th. Bob was the beloved husband of **JANE (WETTAW) KUCHEFSKI** and devoted father of **KATHRYN KUCHEFSKI**,

also of Boston. Bob is survived by his Mother, **JACQUELINE (HAMILTON) KUCHEFSKI** of Danville, Illinois, and brothers **KENNETH, LAWRENCE, RICHARD** and **JAMES**. John McCarthy wrote this about Bob: *"He was on his way to work, and simply died in his car as he parked it in front of his office. Bob insured dozens of clubs in the Northeast, and was a 30-plus year veteran in the industry... a warm, friendly and social man who never missed an IHRSA or NEHRSA event."* Thanks to Big John for passing this sad news on to us. **May BOB KUCHEFSKI Rest In Peace.**

•**And, I sit here today still totally stunned**, on **Saturday, July 1st**, writing an article entitled: **A Tribute to BROTHER MICHAEL SCOTT SCUDDER**. Sadly, this **Tribute**, which begins on **Page #3**, is a very special writing in which I go back to share my lead-in writing for our **January 2004 CLUB INSIDER Cover Story** about Michael with you all, in addition to telling the story of Brother Scudder's passing on **June 30th**. I hope you will read my **Tribute to Brother Michael Scott Scudder**. And, to the spirits of **BOB KUCHEFSKI** and **BROTHER MICHAEL SCOTT SCUDDER**, I say: **REST IN PEACE, BOB and MICHAEL!**

•**We must move on...**

•**WOW! What a great Cover Story** Justin wrote about **The Arena Club!**

•**And, here's some GOOD NEWS!** I want to welcome and introduce **STEVE STRICKLAND, Workout Anytime CEO and Co-Founder, and JOHN QUATROCCHI, a/k/a "JOHN Q", President and Co-Founder**, as they're our new **Outside Back Page Advertisers starting this month**. These two long-time veteran club developers, owners, operators and franchisors of **Workout Anytime** have an enormous amount of experience in this industry, and they are sharing it very successfully with the now 140-location **Workout Anytime Franchise** organization. Recently, I had a chance to catch up by phone with **Steve Strickland** and **MARK de GORTER, Chief Operating Officer (COO)**, and my report with their comments appears on **Page #30**.

•**HYPOXI's JEFF STOKES and JUDI MERRICK** share some thoughts with us on **Page #10** about how **HYPOXI** is both an *income producer*, and of course, a *terrific results-producing exercise machine*. **GREG OLIVER, Chief Group Executive of Fitness & Lifestyle Group**, shared his vision for **HYPOXI**: "Our vision and intention is to continue to grow throughout Asia-Pacific and to follow the success of the Australian **HYPOXI** model of both stand-alone sites and the studio in-club model in the U.S. and Canada." Oliver indicated that he wants to take advantage of the significant opportunity that he sees for **HYPOXI** in the USA. He added that he intends to partner with leading health



Norm Cates

and fitness club and weight-loss brands to increase profitability of their existing sites via increased relevance and appeal. Check out the comments by **Jeff and Judi** about **HYPOXI** on **Page #10**.

•I want to welcome and introduce **SAM JOHNSON** and his company, **GoalPostPro**, as a new member of our **CLUB INSIDER Advertising Team!** **GoalPostPro** provides club owners and operators, such as **Apple Athletic Club**, a premier health club in eastern **Idaho**, with the ability to create an online community via **GoalPost**. Sam's company provides fitness clubs with their own private online community centered around *betterment* via *setting and accomplishing goals*.
(See Norm's Notes Page 7)

About Club Insider

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24 Years and Counting!

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Why Not Start Today!?

By: Antonette Mara

I have heard many times from people, even my doctor, that they are too old to exercise, they just don't like to exercise or they don't have time. There are many things in life that we don't like to do or have maybe put off until a later date even though we know its something we need to do right away. What keeps us from doing the things that we know will make us better? And, what is the secret sauce to get us doing those things? How many of us know now what we need to do and still choose not to do those things? Putting off until tomorrow, next Monday, next week, next month or even next year the things that will make us feel better today...

One of the groups I have worked with for over ten years has been a 12-week program for cancer survivors. At the point that I had begun to work with them, I wasn't sure what to expect, and not having had cancer myself, I wasn't sure how I was going to relate to them. What I found was that they were these amazing women who, by no fault of their own, had been diagnosed with an awful disease and their

life had been forever changed.

What I also found is that they were all there because they wanted to feel strong and take back some of what the cancer had taken away. Overall, as a group, their strength was weak from treatment or inactivity, their self-esteem was low, and they had a desire to get back to feeling normal again.

In just a few weeks of eating better and exercising at least two days of moderate exercise a week, they all began to see strength gains, better balance, improved cardiovascular endurance and confidence in the gym setting. Those who chose to do more than our scheduled two days a week saw even better results. I can't tell you how amazing it is to see their confidence build when they relearned things that many of us take for granted, like getting up out of a chair without holding on or getting up off the floor without assistance. Their cancer treatment saved their life, but exercise and healthy eating, along with a fighting spirit, gave them their lives back. Our bodies are meant to move, and the more consistently we do that, the better off we are. I see that in myself, in my clients, in my coworkers

and in my family.

People are fooling themselves by thinking that we still have time because we aren't on meds or haven't developed a life-threatening disease, but they are not realizing they've accepted a new normal with less energy and stamina, lowered self esteem, additional body fat and deteriorating health. They allow their health to diminish for no other reason than they stopped exercising and caring about what kind of calories are going into their bodies. Not even mentioning that the stronger we are, and the better health we are in, the better we are able to fight back if we do get sick.

No matter our age, ability or fitness level, exercise matters, what you eat matters, how much you sleep matters and eliminating stress in your life matters. It matters today, and it will matter tomorrow. *Making excuses* does not change things; actions change things. After more than 20 years in the fitness industry, and having worked with many different people with different ages and abilities, the one thing that has hit home for me is that **attitude and actions matter**.



Antonette Mara

(Antonette Mara has been in the fitness industry since 1997. She has been employed at the Claremont Club since 2004. She now serves as the Group Exercise Director. Here certifications include: ACE Group Exercise, NSCA CPT and STOTT Pilates Level 1 Certified.)

...Michael Scott Scudder

continued from page 3

hide. Just believe in destiny."

I then followed the verses of this amazing song with my lead-in comments to Brother Scudder's January, 2004 Cover Story, which now follow:

"Let me state now that this Cover Story truly was written **"From the Heart!"** as the title of his Cover Story on the cover indicates: **Michael Scott Scudder - "From The Heart!"** (See the **January, 2004 CLUB INSIDER cover image on Page #3**). The words from the beautiful Indian song **"RETURN to INNOCENCE"**, summarized the wonderful career and contribution one Michael Scott Scudder has made to the health club industry during his 30-year career. This man has followed his heart, and he has believed in destiny."

My lead-in comments continued:

"The Michael Scott Scudder Cover Story that I wrote does come **'From the Heart,'** and because of that, he, as a teacher, brings the most important ingredients there are to his club business clients: **LOVE... DEVOTION... FEELING... EMOTION. Michael followed his heart at all times.**"

The "Story of Elizabeth"

Take, for example, over 20 years ago when Michael was working in a club on a Saturday night and was just about to

close for the evening. A large, significantly overweight woman entered his club, obviously, *to him*, hesitantly. She said to Michael, "It looks like I may be here too late." His response, "Why no, how may I help you?" She said, "I am way overweight. I am tired all the time. I am embarrassed to go out in public. I don't feel good anymore. I don't have any confidence in myself, and I want to try to do something about my condition." Her name was Elizabeth.

Michael invited Elizabeth into his office, and for the next hour, he heard her life story. It had been a sad life, and she truly poured her heart out to him. But, at the end, Michael enrolled her as a member in the club, and the next day, she began her comeback. She became devoted to her daily exercise and began to show results as the weeks went by. She persisted and lost a significant amount of weight and was getting a feeling of success as she was *evolving into that different person she wanted to become*. One day, months later, Michael saw Elizabeth at the door to his office. She came in and said to him, "Michael, I just want you to know how much I appreciate what you have done for me and how much my exercise has done for me. I have lost 35 pounds and three dress sizes, and I feel SO, SO much better! People I know everywhere are remarking about how good I look now! I met a man here at the club, and he and I are seeing each other regularly. Michael, *you truly changed my life*, and I just wanted to thank you."

The "Story of Elizabeth" is one

that Michael told one day at the World Gym University he conducted at Wally Boyko's National Fitness Trade Journal Conference. **It was such a moving story that it stuck with this writer as if it was yesterday.**

The truth is, **The "Story of Elizabeth"** is one that should be repeated in our industry all over the world as people who have succumbed to the despair, depression and sadness of being obese and out of condition *need to find their Michael Scott Scudder*. Those that do **"Make the Break"** are the *winners*.

And, **YOU** out there are the winners, too, because there is no amount of money, no material thing on this earth that is more valuable, more of a treasure... than **saving and changing a life!** You ALL are helping people change their lives to include happiness, joy, renewed energy, productivity and accomplishment. You ALL are helping their families and their employers as well. No other person in any business in the world receives the honor and the satisfaction that all of you working in the health club industry receive. And, don't forget this. This article was entitled **"From the Heart"** in honor of *Michael Scott Scudder's deep dedication to helping people succeed*.

And, we entitled **"From the Heart"** in **YOUR HONOR, TOO**. We selected this title in **YOUR HONOR for it is "From Your Heart"** that you get out of bed every day and go to work at your club. If you ever have a tough day in your club, and *the Good Lord*

knows we all do, just remember this: **You ALL are BLESSED to be doing what you are doing for people, and they are BLESSED to have you and your club in their lives!** Go forward everyday with that joy... that confidence... that reward in life because **you are the member of a very small segment of the world's population. You are GOD's messengers because you are a member of a fraternity that brings joy, happiness, confidence and renewed energy to millions of people around the globe. And, you should always have a deep sense of pride and satisfaction in what you do because no one can ever take this deep sense of satisfaction of what you do for your people away from you. Never. Ever. Ever.**

It is with a great sense of **"Love... Devotion... Feeling... Emotion..."** that I bring you this in-depth interview with a man who has **"Listened to his heart. A man who believes in destiny. The one and only Michael Scott Scudder."**

Okay folks, you've just read my introduction to **Brother Scudder's Cover Story interview** published in **January, 2004**. If you are a **Paid Club Insider Subscriber**, you may access the entire Cover Story in our **CLUB INSIDER Archive Library**.

If you are **NOT a Paid Subscriber**, and *you really want to read his entire Cover Story Q&A Interview*, then send an email to me at: **Norm@clubinsideronline.com**, and I will send the PDF with his Cover Story to **(See Michael Scott Scudder Page 12)**

...Norm's Notes

continued from page 4

"With **GoalPost**, we can actually create our own private '**Invitation Only**' online community, and our trainers work directly with our members in helping them set and accomplish their goals," says **RAY GORDON, Director of Sales at Apple Athletic Club**. "GoalPost helps provide focus and direction, and we all know that goal-setting works." Check out **GoalPostPro's New Ad on This Page**. And, for more information about GoalPost Pro, please visit www.GoalPostPro.com. And, be sure to check out the info on the cool YouTube link at bit.ly/clubinsider35.

• **Sincere THANKS and APPRECIATION to BILL BECK, MOLLY KEMMER and ALLISON FLATLEY** for their service as they left the **IHRSA Board of Directors on June 30th** after their terms concluded. And, welcome to **New Board Members CARRIE KEPPLER, BRAD WILKINS, ALAN LEACH and BRYAN O'ROURKE**, as they became **new IHRSA Board Members** as of **July 1st**. **CBI Magazine** has a note in it this month reaching out to IHRSA Members who might want to consider serving on the Board. If you are an IHRSA Member Club Owner, and you would like to learn more about serving on the IHRSA Board, go to www.ihrsa.org/governance.

• **JONATHAN JURISEVIC** wrote this email to me on July 6th:

"I stumbled upon your article in the **CLUB INSIDER**: the '*Oldest Health Club in America*.' The gym/health club you referenced was established in 1960. I belong to a health club in **Euclid, Ohio** called **Miller's Athletic Club** that was **established in 1959**."

Thanks Jonathan... I contacted the **current owner of Miller's Athletic Club, MIKE KARBAN**, and this is what Mike wrote:

"Miller's Athletic Club first opened its doors on September 1, 1959 to provide affordable weight-training. Now under the ownership of my company, **Totally Toned Personal Training**, we strive to continue this local institution! If you're looking for a motivating, fun and traditional gym, Miller's is the place for you. With a variety of free-weight and cardio equipment, we have everything you could need to get where you want to be."

Based on this information alone, we may have a **new record longest-running gym/health club**. But, I will be following up so... **Stay Tuned!**

• **My long-time friend, BILL HIGGS**, has been the **General Manager of Shula's Athletic Club in Miami, Florida for 35 years**, and he's retiring in **August**. So, given Bill has had such an amazing 35-

year run at Shula's, we thought it would be great to honor and recognize him for his service with our **August Cover Story**. So... **Stay Tuned!**

• It was *very nice* to see the terrific article about **CECIL and JEAN SPEARMAN** and their **Spearman Club Group of California**, written by **CHUCK LEVE** and presented by **Club Insider** in their "**Next Generation Fitness Families**" feature. Cecil, whom I nicknamed "**Daddy Rabbit**" long ago because of his *very large and absolutely wonderful family* and his *amazing achievements in this life*. And, he was one of those **in the room in Chicago the day our Faust Roundtable #1 created CLUB INSIDER in January, 1993**.

• **IHRSA** has announced the *winner* and *recipients* of two scholarships to attend **The IHRSA Institute, August 1 - 4, 2017**, at **The University of North Carolina at Chapel Hill's Kenan-Flagler Business School**. The **John McCarthy Merit Scholarship** has been awarded to **MELINDA TEMPEST, Owner of Ballarat Body & Soul Health & Fitness Studio in Ballarat, Australia**. And, the **CURT & JANE BEUSMAN Jane Beusman Scholarship** has been awarded to **MATTHEW WRIGHT, Senior Director of Fitness for Healthtrax Fitness & Wellness in Glastonbury, Connecticut**. **Congratulations Melinda and Matthew!** Check out the full **Press Release on Page #29**.

• **CRUNCH**, the health club chain best known for making *serious fitness fun* through unique programming and cutting-edge training, opened its newest franchise location on **July 3 in Van Nuys, California**. The brand new, 20,000 square-foot club brings its "**No Judgments**" philosophy and fusion of fitness meets entertainment to the diverse Van Nuys community. "*We are thrilled to open our newest California club here in Van Nuys*," said Owner **DAVID HARMAN**, who owns and operates 22 other Crunch Fitness locations in California, two of which are in the San Fernando Valley. "*The clubs in this area are some of our highest attended, so we wanted to give our fantastic and loyal customers another option here. The community is a great fit for a fun, affordable high-quality fitness facility with options for any lifestyle and we look forward to serving our members for many years to come.*"

Crunch is known for its innovative group fitness programming and will offer a full roster of 50+ classes per week including **BodyWeb with TRX, Zumba, Cardio Tai Box, Yoga Body Sculpt, Fat Burning Pilates** and more in their dedicated group fitness studio. Those looking for guidance or motivation at the gym can join **CAMP CRUNCH**, an exclusive program that gives members the opportunity to work one-on-one with an expert trainer to drive results. Trainers develop personalized plans to help

members meet their individual fitness goals through signature small group training, cutting-edge personal training and unique nutrition programs. Harman brings with him decades of experience in the fitness industry, and with the Van Nuys gym has a total of 36 Crunch gyms around the country, including four in Colorado, six in Idaho, three in Illinois and 23 in California. Check out **Crunch's Ad on Page #5**.

• **Retro Fitness** has announced the appointment of **MIKE ROGERS**, as the company's first **Chief Operations Officer**. Rogers had recently served as **Director of License Store Operations for Starbuck's**

Coffee Company. Good luck Mike in your new health and fitness club industry role.

• This **NORM's NOTE** is **way past due**. It is about **death... All of us are going to die**. It's not a matter of **IF** we are going to die; it's only a matter of **WHEN**. The events of this year in my life, where seven friends, both in my private life and in our business/industry, have passed away, has made me realize that *time's a fleeting. Time's a fleeting*, and the last thing I want to do is wake up in **Heaven** one day not having written this to you all. **I've decided to write this after a great deal of consideration of** (See *Norm's Notes Page 8*)



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...Norm's Notes
continued from page 7

about whether I should speak out now, or not. I am not sick. I do not expect to die anytime soon; I just want to say this. So, I hope you all will bear with me. Here's the situation...

As you know, we lost two more great industry veterans recently, BOB KUCHEFSKI and BROTHER MICHAEL SCOTT SCUDDER. Plus, I have lost five other friends in the Atlanta area this year. Contemplating all of these

great people passing away got me to thinking about communication. And, to be specific, **the lack thereof**. What I realized is that I've been cruising through life without being in touch enough with people I love and greatly care about, except for my contact with you when I write here in CLUB INSIDER. Brother Scudder's sudden passing, literally the day after I'd sent him a get well email as he was suffering in his recovery from hip replacement surgery, made me realize that I need to speak up and tell you all how very much I love and appreciate all of you out there. I'm

very, very **Thankful** if I have personally known you and had you in my life. And, if I have only known you via you reading my CLUB INSIDER writing, then that is okay, too. I am very **Thankful** for that relationship, and I thank you very much for reading CLUB INSIDER.

All of you should remember this: Someday, should I go to the **Happy Hunting Ground** before you do, I want you to remember these words: *I'm enormously appreciative of our relationship, should it be a personal friendship or should it be a professional relationship. I'm Thankful, I very greatly Appreciate all of you, and I always will.* Let me close with this: **God Bless You All!**

Norm Cates,
Publisher and Tribal Leader Since 1993

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(Norm Cates, Jr. is a 40+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of CLUB INSIDER, now in its 24th year of publication. Cates was IHRSA's First President, and a Co-Founder with Rick Caro and five others, in 1981. In 2001, IHRSA honored Cates with its DALE DIBBLE Distinguished Service Award, one of its highest honors. Cates may be reached by phone at 770-635-7578 or email at Norm@clubinsideronline.com)

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Drive Revenue and Memberships with HYPOXI

Over the past 10 years, HYPOXI has increased revenue and memberships for Goodlife Health Clubs in Australia, while remaining an untapped opportunity in the United States... until now.

What is HYPOXI?

HYPOXI pioneered an all-natural training method that targets fat loss during

exercise. Its science-proven program combines patented technology, exercise and nutrition to accelerate fat loss in the stomach, hips, thighs and bottom.

How It Works

Using advanced vacuum and compression technology, HYPOXI machines increase blood flow to common

areas of stubborn fat. This increased circulation accelerates the body's natural fat-burning system, thereby enabling targeted fat loss.

Independent studies have shown HYPOXI training is up to three times more effective than traditional exercise at targeted fat burn.

There exists four patented HYPOXI machines (three exercise machines and one passive treatment machine):

S120 - This upright bike targets fat loss in the lower stomach, hips, thighs and bottom. It's loved for its table-top feature that easily enables multi-tasking on laptops or reading magazines.

L250 - This recumbent bike targets fat loss in the lower stomach, hips, thighs and bottom. It's preferred by a more deconditioned consumer or those with lower back pain.

Vacunaut - Used in conjunction with a cardio machine, most commonly a treadmill, this device targets the stomach and "love handle" areas. It's perfect for men, new moms and others who primarily hold excess fat around the mid-section.

HYPOXI-Dermology - This passive treatment machine promotes circulation and lymphatic drainage while reducing fluid retention and the visibility of cellulite. It's used as a primer to any HYPOXI exercise machine, and it also accelerates fat loss results.

About Vacuum and Compression Technology

Vacuum technology has been in existence for many years, most notably in the form of "cupping." Cupping has received increased recognition due to high-performance athletes, including Michael Phelps, sporting the familiar circular markings left behind after treatments.

Regardless of the vacuum method used, the fundamental intent remains the same: increase blood flow to targeted areas of the body. The vacuum pressure in HYPOXI machines is a lower intensity compared to cupping that is neither painful nor leaves long-term marks on the body.

Compression technology, and specifically compression clothing, has been gaining accolades in recent years. To improve circulation, limit lactic acid build-up and aid in post-workout recovery, compression technology is used for both athletic and medicinal purposes. Consequently, some sports organizations,

International Cycling Union included, either regulate or ban compression clothing from usage in competition.

Combining the power of both vacuum and compression technology, HYPOXI expedites fat loss in specific, stubborn areas of the body during exercise. While individual results vary, customers lose 6 - 10 inches, on average, in as little as four weeks. This is based on a program of 30-minute training sessions, three times a week, while incorporating the recommended nutrition guide.

HYPOXI in Health Clubs

With the explosive growth of the boutique fitness market and a renewed demand for all-natural weight loss methods, HYPOXI provides health clubs with a timely and unique profit center opportunity. Customers love HYPOXI for its ease of use, low impact on joints and great results. Health clubs love HYPOXI for its low cost, small space requirements and additional revenues generated.

HYPOXI reaches an inactive consumer who is often intimidated by large health club settings. The boutique atmosphere and easy workout create an inviting space for this new market. Most popular among middle-aged and retired females, HYPOXI also appeals to fitness enthusiasts seeking low-intensity recovery training options.

With the recent addition of a HYPOXI licensing model in the United States, health clubs now have an opportunity to incorporate HYPOXI into existing facilities. To date, there are 21 HYPOXI studios within the Goodlife Health Clubs network, and its success has driven plans for further expansion within both Goodlife Health Clubs and Fitness First Australia networks.

Globally Proven and Growing

HYPOXI is active in more than 50 countries and is a household name within Europe and Australia. Secured by patents and providing an all-natural fat loss training method with no comparable alternatives, HYPOXI provides an unprecedented opportunity to existing health clubs, wellness centers and spas.

HYPOXI USA is part of Fitness & Lifestyle Group, a family of successful brands including Goodlife Health Clubs, Fitness First Australia and Jetts Fitness Australia. For more information, visit www.hypoxibody.com or email info@hypoxibody.com.

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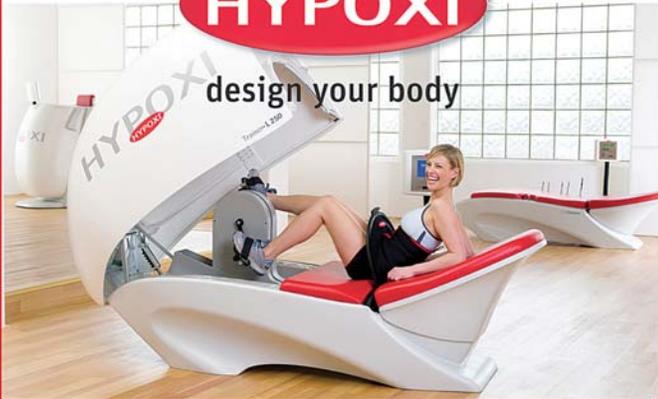
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...Michael Scott Scudder

continued from page 6

you at no charge with Brother Scudder's compliments. I know he will want you to have it.

Now, comments from some of our industry's special people, all folks who are long-time friends of Brother Scudder...

Rick Caro, President of Management Vision, Inc. in New York City: I have known Michael for over 30 years, maybe over 35. He committed himself early to the club industry and stayed with it all of those years. He first got involved as a club staff member (in sales and then fitness). This led to a role as a GM. But, after

many years of working in the fitness industry, he was given the opportunity to be a speaker at Club Insider. This led to many years of sharing his insights, teaching the industry fundamentals in such areas as sales and marketing, developing management sessions aimed at club General Managers and Owners and thinking 'big picture' with his trends and predictions. He went on the road and taught clubs in a variety of road shows. He presented to diverse audiences. He consulted to clubs and took a special interest in small, independent ones.

Later, Michael became interested in industry research and did his own surveys. He fell in love with technology and made efforts to bring it to the club industry. He enjoyed

challenging industry norms, taking contrary points of view and offering new ways to succeed in an industry he loved.

His passing is extremely sudden and much too soon. All expected his voice to continue, and hopefully, make us all smarter and more successful. He left a mark, and many are thankful of his contribution to them.

I wish his wife, Phyllis, and family, my deepest sympathies.

John McCarthy, IHRSA Executive Director for the first 25 years, now IHRSA Executive Director, Emeritus and leader with Augie and Lynne, of Augie's Quest: Norm, That's terrible... What a shock... Such a very good guy... Always supported Augie's Quest... and always sided with the 'little guys' in our business. I met him almost 40 years ago when he had a small tennis club in Connecticut. He was one of the first guys in our business to adopt all the new technologies... I remember him showing me how to operate a strange new thing called a 'computer.' And like you, Norm, he had a great and natural gift for journalism. Whatever he wrote was interesting and engaging... What a good guy... very sad and totally unexpected... Like you, I say **'May Brother Scudder Rest in Peace.'**

Paul Schaller, CEO and President of ABC Financial Services: I met Michael in 1993. He and I were heading to the same club, Jack Wadsworth Gold's Gym in The Seattle area. As soon as we met, there was an immediate respect for him, and as the years went by, he became sort of a surrogate uncle for me. While we had a professional relationship, it was often the private and personal discussions Michael and I had regarding family and he and Ms. Phyllis' various adventures they would embark on that I will most fondly remember. Michael Scott Scudder was a legend in the fitness industry, but he always continued his efforts to be innovative and attempting to bring education and support to hundreds of club operators using modern technologies and his unique charm and wit to assist in moving the industry ahead! He was always an enthusiast for the independent gym owner and impacted so many lives over five decades. The best thing I can say about Michael Scott Scudder is that he was a good friend and someone who I always considered family for ABC and me personally! He will be greatly missed, and I know Ms. Phyllis has lost her best friend and soulmate. **Rest In Peace, Michael.**

Daron Allen, CEO of Visual Fitness Planner: Michael was a man of deep character qualities that have become rare. He passionately loved and cherished his wife and life-long best friend, Phyllis, in visible and tangible ways. He was fiercely loyal to those friends who were fortunate enough to be called such by him. If Michael Scott Scudder was your friend, you knew he was committed, and you were blessed. He was a futuristic maverick to the health and fitness industry to which he is considered a pioneer, leader, visionary and protector. Michael was truly one of kind. He will be greatly missed. And, like an incredibly rare and precious coin, his void will not easily find replacement.

Pamela Kufahl, Director of Content and Engagement for Club Industry: Michael was a passionate advocate for the fitness industry. That often meant praising the good things that people in the industry did, but it also meant pointing out where the industry fell short. His presentations for the past 30 years at the Club Industry Show were some of our most popular, partly due to his enthusiasm and partly due to how provocative many of the topics were. He was a big advocate for small- to medium-sized club operators. As a person, Michael was also very passionate. You never had a short conversation with Michael. His curiosity about the industry, business and life were evident in all interactions with him. I feel lucky to have known him and learned from him. He will be missed greatly by all those who knew him.

Norm Cates: To say that Brother Michael Scott Scudder was a very special guy whom all of us who knew, have worked with him and held in high esteem, would be a *real understatement*. Brother Scudder was a walking, talking book of knowledge in our club industry, and from that depth of knowledge, and a lot of very hard-earned experience, he helped many people in their chosen endeavors in the health, racquet and sportsclub industry.

The Nickname "Brother"

The nickname "**Brother**" came up when Michael, who was part Irish and part Cherokee Indian, found out that *I also* was part Irish and part Cherokee. I'm not sure which one of us started the "Brother" nickname for the other, but I know Brother Scudder has gone to his grave with that nickname because, even as late as June 29th, the day before he died, I wrote an email to him about his hip surgery and how fortunate we all are to have the medical help our world provides now. I began that email with "**Goodday Brother Scudder. First, CONGRATULATIONS on still being among us Geezers who're still Kickin'!**" and I went on to encourage him to hang in there and get well soon. *Little did I know when I wrote that email to Brother Scudder on June 29th that it would be my last communication to him.* When he didn't reply *I wondered why.* Now, *I know.* He had gone to the **Happy Hunting Ground**, a comment I know he will approve of because of our history.

• • •

Brother Michael Scott Scudder, from all of us in the health, racquet and sports club industry worldwide, let me say, "Rest In Peace."

(Norm Cates, Jr. is a 40+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of CLUB INSIDER, now in its 24th year of publication. Cates was IHRSA's First President, and a Co-Founder with Rick Caro and five others, in 1981. In 2001, IHRSA honored Cates with its DALE DIBBLE Distinguished Service Award, one of its highest honors. Cates can be reached by phone at 770-635-7578 or email at Norm@clubinsideronline.com)

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...The Arena Club

continued from page 3

amenities list that reads like an amusement park as much as it does a health and fitness club. Focusing on constant improvement and reinvention, and leading an incredible team of loyal staff members, Keith and Kathy's Arena Club has *made the break* to become a premier facility in their community. All the while, they have listened to that community and made it *FUN* for anyone who comes through their front doors.

I welcome you to read on as we interview Kathy Rawlings, Co-Owner of The Arena Club.

An Interview With Kathy Rawlings, Co-Owner of The Arena Club

CLUB INSIDER (C.I.) - Please tell us a little about your personal background: Where were you born and where did you grow up? And, where did you go to school and what did you study?

Kathy Rawlings (KR) - I was born in Hollywood, Florida, and I grew up in Towson, Maryland. I went to Towson University and played Field Hockey there. I studied Mass Communications and had a minor in Health and Natural Sciences.

C.I. - What was your professional background prior to entering the health and fitness club industry?

KR - I got into medical sales and worked for Johnson and Johnson selling medical instruments for the operating room.

C.I. - How about your husband, Keith?

KR - Keith was born in Baltimore, Maryland and raised by his grandmother. He played football at Towson University, and that's where we met. During his time at Towson, he was stabbed and almost died. When he recovered, he couldn't get clearance to continue to play for Towson. But, he transferred to Salisbury University,

where he was able to play, and he graduated in Fine Arts.

Professionally, he started out in residential real estate and was offered part ownership with Bob Ward. He was then offered an opportunity to join a commercial real estate company out of Baltimore. He worked in real estate until around 2010, when he focused on working at The Arena Club. Now, we both work at the Club. I am more back-office behind the scenes, and he is more the face of the club, focusing on sales and marketing. He also does a lot of our Sports Performance coaching. That is his passion, and it's definitely his gift.

C.I. - When and how did you become involved in the health and fitness club industry?

KR - My husband, Keith, was selling commercial real estate, and that is how we ended up in the health and fitness club industry. There was an old racquetball club for sale in Aberdeen, Maryland, in which he had put together a deal for a couple. In the 11th hour, the wife got cold feet, and they backed out. Keith came home and said, 'I think we should buy this club.' I was thinking there is no way in heck we were going to get financing, because we both came from a limited background, had student loans, etc., so I said, 'Sure,' thinking we wouldn't get financing. Well, a couple of weeks later, we became owners of a racquetball club, Harford Health and Fitness.

We converted half the courts to cardio and strength. We also put in a little daycare/nursery and a group exercise studio. Later, we had someone who grew up with Keith manage it, but that turned out not to work out as well as we hoped. We were really struggling. At the time, I was traveling a lot, so we knew one of us had to become more involved. You just can't be hands off; we made that mistake. Because we had two small children, I ended up becoming the one getting more involved with the club.



The Arena Club in Bel Air, Maryland

C.I. - Please tell us a little bit about how the experience with Harford Health and Fitness led to the opening of The Arena Club in 2003.

KR - We were in Aberdeen, which is a very transient, Army-based area, so there is a lot of coming and going. And, it is not a very affluent area, so this made it a difficult marketplace in which to retain members. We knew that, to be successful, we had to be different than all the other facilities out there. Family was basically what our community was about. It was like Norman Rockwell, so we knew we had to offer more things for the family. We ended up bidding on the managing of the city pool and got that contract. And, we got licensed for a summer camp. Fiscally, we did better in those three months than we did with any other twelve months in the club. So, we knew that, to survive and thrive, we really needed to be more diverse and offer more for the family. Eventually, we ended up closing the Aberdeen location. When we sold the building, that helped us invest in The Arena Club.

At the time, we had a partner on another property, Bob Ward. He owned land next to Harford Community College in Bel Air, which is about four miles south of Aberdeen. But, in those four miles, we went from one of the lowest economic areas per household to one of the highest. Though we had talked about trying to offer more, we couldn't at our location in Aberdeen because we were landlocked. So, Bob built the club, and we paid him rent for years. It was a great thing for us because we would not have been able to

get conventional financing and build the club. In building the club, he took a chance on us, and we ended up being pretty successful with it. Three years ago, we finally bought the building from him, and we went from paying rent to our mortgage being almost half of what we paid in rent.

The Arena Club

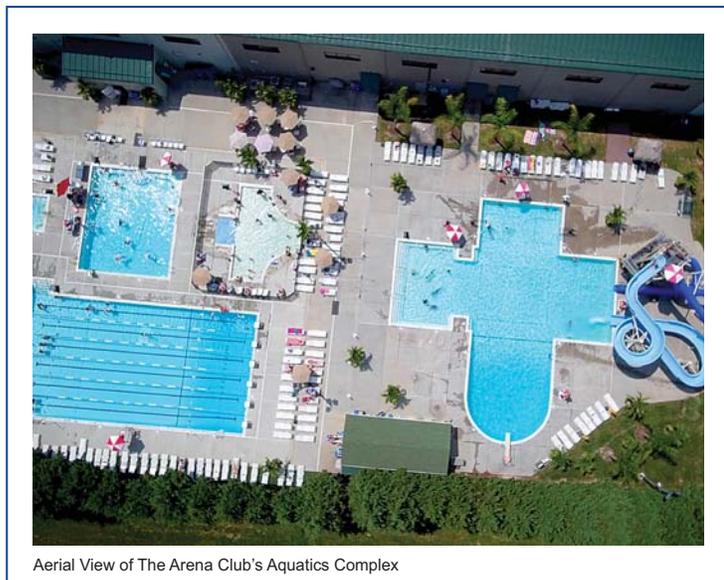
C.I. - The Arena Club has an impressive list of facilities, amenities and services. Can you tell us about those?

KR - The main club is around 80,000 square feet, including the aquatics complex in which four of the five pools are domed for the winter. Inside, we have a large cardio area, a 13-station Olympic weight area with customized Sorinex equipment, Vertimax, free weights, strength, three circuits, a functional training area, a Pilates studio, hot yoga/mind-body studio, two multipurpose studios and a cycling studio. We offer My Zone throughout the club and around 100 free classes a week. Inside, there is also an indoor basketball court, track, face off climbing wall and a dodge ball trampoline park.

We have two preschool rooms and a multipurpose room for before- and after-school programs etc. We also have a large nursery with a play center maze. Of course, we have full locker rooms with saunas, family changing areas, etc. Outdoors, we have an outdoor regulation field where we offer soccer, flag football, lacrosse, field hockey, etc. Also outdoors, there is an outdoor basketball court, sand volleyball court, picnic pavilion, outdoor playground and a smoothie bar.

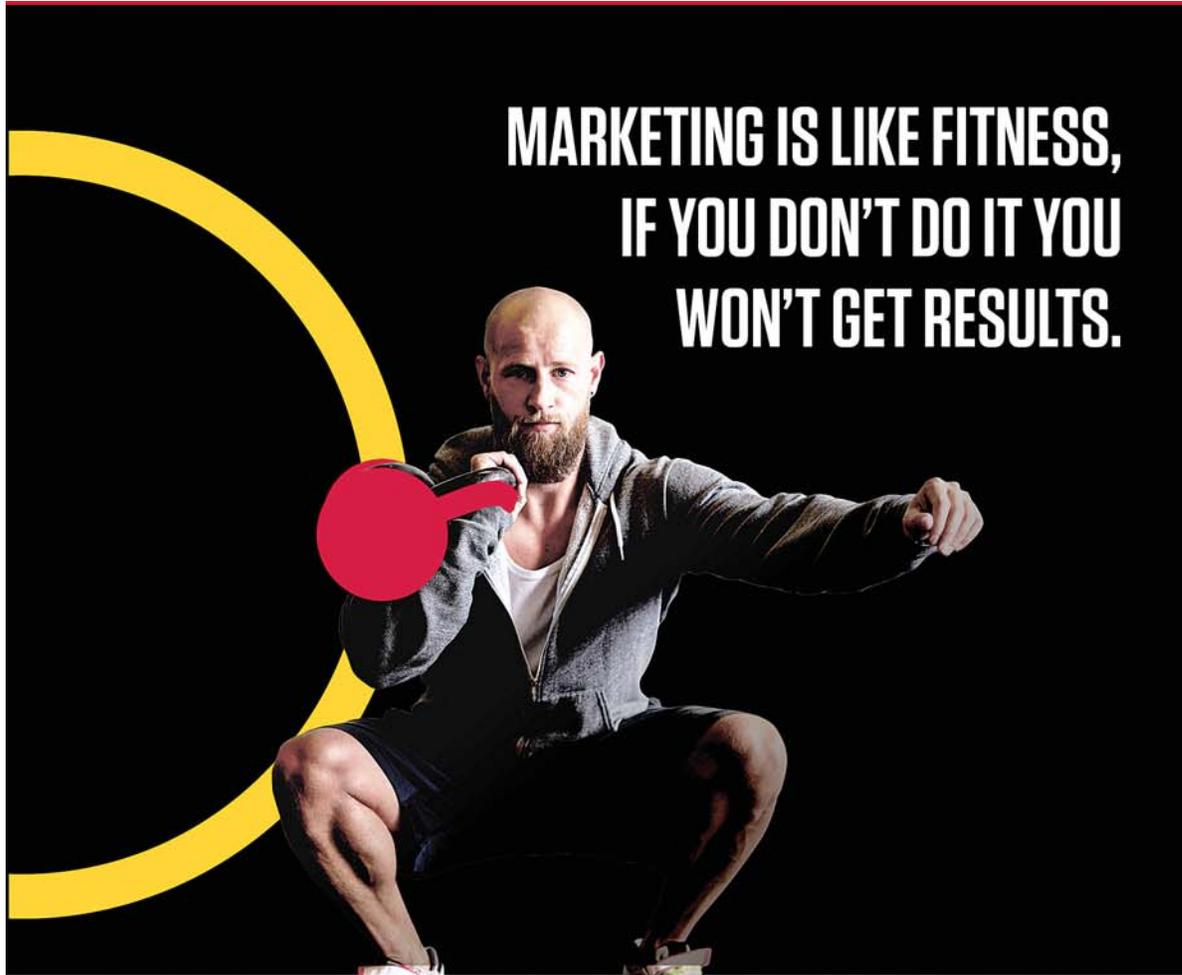
The Sports Factory, which we will talk more about, is around 26,000 square feet, and it has an observation mezzanine, a conference room for team meetings and chalk talks, a large indoor turf area that has retractable screens to divide for lessons, practice space, speed zones etc.

We try to offer things missing
(See *The Arena Club* Page 16)



Aerial View of The Arena Club's Aquatics Complex





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**Youfit Health Clubs
COO J.J. Creegan
Receives "40 Under
40" Honor**

DEERFIELD BEACH, FL - The South Florida Business Journal has selected Youfit Health Clubs Chief Operating Officer J.J. Creegan as a 2017 "40 Under 40" award recipient. South Florida Business Journal's 40 Under 40 program recognizes outstanding executives under the age of 40 who have made a significant impact in their field of expertise, their community and at their companies. This year's honorees were selected from hundreds of nominations and represent some of the region's most entrepreneurial and influential young leaders in Miami-Dade, Broward and Palm Beach Counties.

"The entire Youfit family is joining me in celebrating J.J. and this prestigious honor," says Rick Berks, Founder and CEO of Youfit Health Clubs. "I have witnessed him first-hand develop as a professional, and he has truly been an integral part of growing this company. His genuine passion for helping people feel better and live better is seen and felt throughout the Youfit brand."

Creegan began his Youfit career when he was just 15 years old, working as a part-time employee. From his minimum-wage position, he has risen through multiple management positions, while also earning a dual-degree in Marketing and Management from Florida Atlantic University. Reflecting on his early Youfit experience and his educational background, Creegan created many of the systems and services that exist in the company today. Additionally, he is also responsible for molding strong leaders and engaged teams throughout the company. His efforts have made a lasting impression on individuals, local communities and the fitness industry as a whole.

At the time Creegan joined the Youfit team, there were just three locations. Now, the national brand boasts 115 locations extending across 14 states.



J.J. Creegan, COO of Youfit Health Clubs

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...The Arena Club

continued from page 14

within the rest of the community. Everyone has basketball. Every elementary, middle and high school, they all have basketball. Churches now have basketball courts, too. So, the one thing in our area that was missing was offering an indoor turf field. There was one, which was on the Southside of town, and it was old. So, that's something our community really needed and wanted. That's how we came up with the 'Arena Club,' with the emphasis being on that.

C.I. - Please tell us about The Arena Club's best-in-class aquatics offerings/pool deck.

KR - From there, knowing what we did in the few months in which we managed the city pool in Aberdeen, we knew aquatics was huge. So, when we first opened, we had a 25-meter pool. Then, we added the first warm salt water therapy pool in the area. Then, the spa, and of course, the baby pool. Years down the road, we added the rec pool, which has the water slide, aqua basketball, diving board, etc. With our own children, we asked ourselves: *what do they like?* Our kids loved water slides, so it was something I could do, my husband could do and the kids could do. It has been that way for many other families as well. And, we also have a year-round USA swim team with a Level 5 coach!

C.I. - Please tell us a little bit more about child programming and any other offerings you'd like to mention.

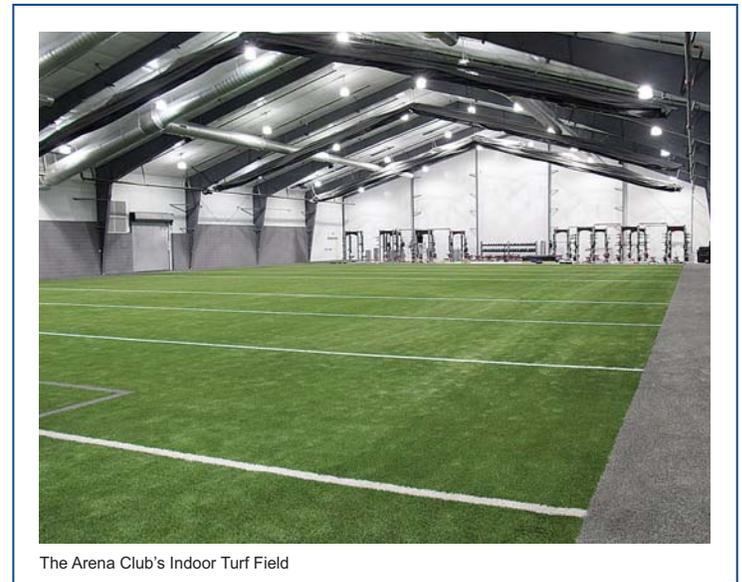
KR - With day camps, we offer before and after school programs, so we have the buses that go to the local schools, pick kids up and bring them here. We have a licensed pre-school in the building, so we truly offer everything from infant to grandparent. We have a medical fitness program that we offer, and we work with some of the local doctors to provide that. We have aqua arthritis classes, gentle yoga, etc., so again, we offer a lot to our senior population, as

well as the kids. With everything we do, we just try to see what our community needs and wants and try to give that to them.

C.I. - Wow. Well, among everything we have discussed, what would you consider The Arena Club's key market differentiators and why?

KR - People - As mentioned, our focus is on family and kids, but our people are what really set us apart. Anyone can have equipment, but we feel so blessed with our team. They are awesome! Now, when we leave for a vacation or something, we have peace of mind knowing the club is in really great hands. Yes, before I said you can't be hands-off owners, but when I say that, I mean more along the lines of needing to know what is going on and being able to trust your people. Our *General Manager, Andrea Gebhard*, started out working in the nursery 14 years ago. In fact, just about everyone who is in a director or managerial role has been with us for a long time, many from the beginning. That's incredible! They know our culture, they know how we would handle things, and they have our backs. We've hired people from outside the industry before and people from other clubs, but I have to tell you that the ones who have been the best for us have been homegrown.

Athletics - Harford county has been a hotbed for athletics for kids, which has been a huge focus for us. We have soccer teams, lacrosse teams, baseball teams, a year-round USA swim team, and we train the kids. They are mostly tournament teams, traveling around the East Coast to various tournaments, and there are some who participate in leagues. We actually have a couple of alumni players that are in the MLB now, which is pretty cool! Again, our children were very athletic growing up, and they were involved in all kinds of sports, including baseball, ice hockey, basketball, lacrosse, football, just about anything they could get their hands on. I



The Arena Club's Indoor Turf Field

believe that really helped them develop into leaders, and it pretty much kept them out of trouble growing up. When we originally started the teams, it was really because our children wanted to be in competitive baseball, but where they were going to school, there were no local tournament teams. So, we saw a niche and something the community needed, and that's how we started out with these tournament teams. And, as mentioned before, our USA swim team is coached by **Betsy Graham**, who is a Level 5 coach. That's huge.

The Sports Factory - My oldest son will be a senior at Bucknell University, and he plays baseball. And, my youngest is the quarterback for Yale and was the first freshman to beat Harvard since 1945. When our kids were growing up, they were probably average athletes. But, through friends, we knew Chip Smith, and with our own children training with him, they went from average athletes to the collegiate level. Now, they have amazing educational opportunities because of it. My husband is also a high school football coach, and he trained under Chip on the M.O.R.R. principles (Movement, Overspeed, Resistance and Reaction). Because of those experiences, we put together a team of trainers here, and in January, our latest expansion was the opening of the Sports Factory. We felt this was another huge opportunity our community could take advantage of. It's our hope that we can help kids make a team and be able to contribute. Some of them will make high school teams and some college or even beyond that.



The Membership

C.I. - Please describe your local area demographics as well as your target member.

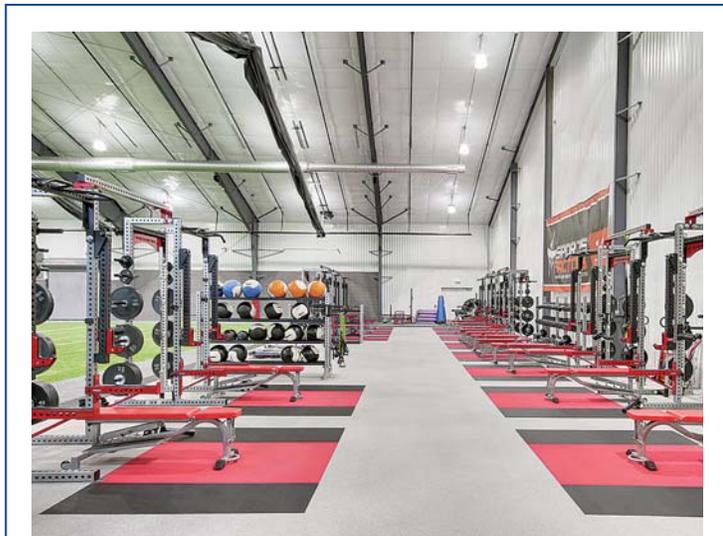
KR - Our area is suburbia. We are about 20 minutes north of Baltimore. It is a very family-oriented market. And, we have a few target members: seniors, families and athletes. I guess everyone, really.

C.I. - What are your dues rates for your various membership types?

KR - We offer memberships for singles, couples and seniors. We offer month-to-month with a 4-month commitment. That's our standard, and it's \$42.50 biweekly. Then, if you add a spouse or child, that is around \$27 - \$30 a month more. And, for our seniors, we provide a discount. We also have a Lifestyle Commitment Membership, so at point of sale, if someone commits to twelve months or longer, it is still paid month-to-month, but we offer a discount. We also offer corporate discounts, and we are also huge supporters of civil servants. We love police officers and having them in our building, as well as firefighters, nurses, teachers, pastors, anyone who gives back to the community, and we offer huge discounts to them.

We also have weight loss memberships. As you know, it's what you eat that helps you lose weight, but it's your movement that keeps the weight off. So, there are different levels for that. We have been with **Thin & Healthy** for about three years. The industry knows about 15% or so of your population will work out in a club. About four times that population will search for a weight loss program, never wanting to ever set foot in a health club. Thin and Healthy is a business within the club, and we are reaching people who wouldn't have considered a club. It's a win-win (See the **Thin & Healthy Ad** on the **Opposite Page**).

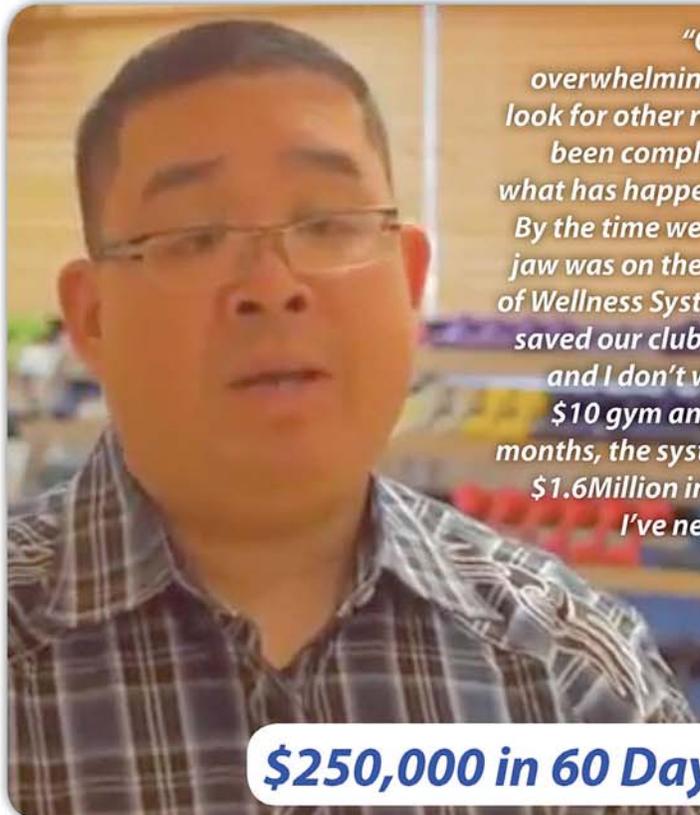
Additionally, we have a member-
 (See *The Arena Club Page 18*)



The Sports Factory at The Arena Club

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-Aaron Stafford
Longview, TX

\$250,000 in 60 Days



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\$92,000 in 60 Days



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...The Arena Club

continued from page 16

ship to the Sports Factory, and that's for our athletes. With that membership, they can get training every day (an hour of speed and an hour of weight training). Of course, there are different body parts on different days, resistance days, etc. They get hands-on training with that membership, and the club is also included with that option. So, if they want to take Yoga for Athletes or they want to use the therapy pool, use of the club is included. We also offer physical therapy in the club.

Finally, we offer a Platinum Membership at \$179 a month, and with that, they have unlimited access to all of our Small Group Training, in addition to everything else at the club.

So, we offer quite a few options to utilize our offerings.

C.I. - How many membership accounts do you have, and how many members does this equate to?

KR - Throughout the course of the year, there are more than other times. We offer a lot of non-member programs, so in those cases, we do not consider them a member, but I can tell you that we have about 8,000 - 10,000 people who regularly use the club. Of course, in the summer, there are more because families typically add their children on. And, this does not include our youth and adult leagues, as well as the Sports Factory, which is separate.

Extended Family

C.I. - How many staff members does The Arena Club have? Please tell us about some of your key staff members.

KR - We have around 180 employees, and add another 75 for summer.

We have one trainer, **Kim Kellagher**, who's been with us the entire time, almost 21 years. Then, **Candace Ripken, Glenna McGuire, Gretchen Salkowski, Susan Nichols, and Alicia Palmere** were from our original club Harford Health and Fitness and are still with us today at The Arena Club (15 - 20 years). Let me also mention:

Glenna and Renee, Accounting, 15 years;
Rodney Sample, Operations, 15 years;
Andrea Gebhard, GM, 14 years (started as a childcare worker);
Erica Lesniewski and Darlene Williams Childcare, 13 years;
Nicole Bosley Smith, PT and Athletics Director, 11 years;
Angela Saccenti, Marketing Director, 8 years;
Dawn Clayson, Front Desk Supervisor, 8 years (She knows every members name);
Jen Masquelier, Aquatics Manager, 7 years.

And, I could go on with over 50 employees with over 10+ years.

C.I. - In my research about The Arena Club, I found that the word 'Community' is used often. Please tell us what community

means to The Arena Club: What do you do to connect with/give back to the community as a whole? And, how do you go about creating community within the club?

KR - I sat on the Board of the Boys and Girls Club, and as I mentioned, my husband is a high school football coach and has volunteered many hours. He also sits on the Board of a hospital. He was the President of the Board of Realtors. And, we are currently both part of Healthy Harford, which is an organization that tries to help our community get healthier.

We have fundraisers throughout the year. *Kids for Hope*, is a mud run obstacle course, and we had approximately 700 kids raising over \$50,000 for the Cancer Center. We just had an adult mud run obstacle course for the *Fallen Police Officers Benevolent Fund*. We have indoor triathlons, 5K races, group exercise fundraisers and *A Jody Messina Concert for ALS*. We have donated memberships to local schools and organizations. And, we have donated over a million dollars in funds and in-kind gifts since our inception.

The really cool thing is that our team LOVES giving back; they all volunteer their time and treasure. Another cool thing about our membership and team is that they are a very accepting group. Some of our team members have special needs, and both our members and team love them. They are the rock stars.

What community means to us is that it's our extended family. We live in Harford County. Our kids went to school in our community. The members are our friends. They are our extended family. So, it's very important to us to have a strong community. We are pretty strong with our faith, and we believe in having a servant heart and giving back. So many people in just our local area need that, and it should just be part of life.

Lessons Learned and Continued Learning

C.I. - Coming into the health and fitness

club industry from other professional backgrounds, what were some of your biggest challenges at the start and the lessons learned?

KR - We made a lot of mistakes, and we learned that we really had to be involved. We aren't a big corporation, so we didn't have deep pockets. Essentially, I worked for free for many, many years, but that is what we had to do. At one time, we did take our eye off the ball and got into some financial trouble. Our bookkeeper called me in a panic and explained what was going on. At the time, Keith was still in commercial real estate, and he had a big property that was supposed to close but had been delayed several years. Well, the property actually ended up closing that week, so he literally took that check, signed the back of it and put it in the club. So, the biggest thing we have learned is you need to be involved.

C.I. - How about some recent challenges?

KR - It used to be that you would charge enrollment, then you had a player come to market not charging enrollment and then everyone doesn't charge enrollment. So, the last few years, the competition in the area has gotten crazy. There are 40-something clubs in our market alone. I won't bash any other facility because there is a place for everyone. But, so many people have joined a club or bought an exercise video or underneath their laundry right now sits a treadmill, and it didn't work for them. I feel what they needed was encouragement and help, and you are not going to find that in facilities that do not have people. That's just my personal feeling from our community. I know a lot of people who have not had success with clubs, and it might be because it just wasn't the club for them because they didn't have that help, encouragement or support, or maybe, the program that would have helped them reach their goal.

Another recent challenge is that our State raised the minimum wage 30% in the last couple of years. Even though we

didn't have a lot of employees at minimum wage, it still affected us by \$300,000. As you know, that directly affects the bottom line. With the increased presence of budget clubs, it is becoming more difficult to raise dues. So, we have had to be more creative on offsetting the increased expenses.

C.I. - Please tell us about your involvement with the REX Roundtables.

KR - I'm a huge, huge fan of REX. It's been a really cool thing to be part of, and it's actually very humbling to sit around a group of incredible individuals who have vast arrays of knowledge. You learn so much and you get different perspectives because everyone's club is a little bit different in some way. To be able to discuss things in a way where you feel protected with confidentiality is really great. It has been a huge blessing.

C.I. - And, how about the Mid-Atlantic Club Management Association (MACMA)?

KR - With MACMA, anytime you can get continuing education of any kind, it's a good thing. I think that, in life, you never stop learning. To be able to send our team to MACMA, IHRSA and other things for them to learn more is great. It keeps them excited, interested and motivated, and it helps them think creatively into what our community needs and wants and how we can satisfy those needs.

C.I. - Speaking of IHRSA, what benefits has your organization received from membership in the Association?

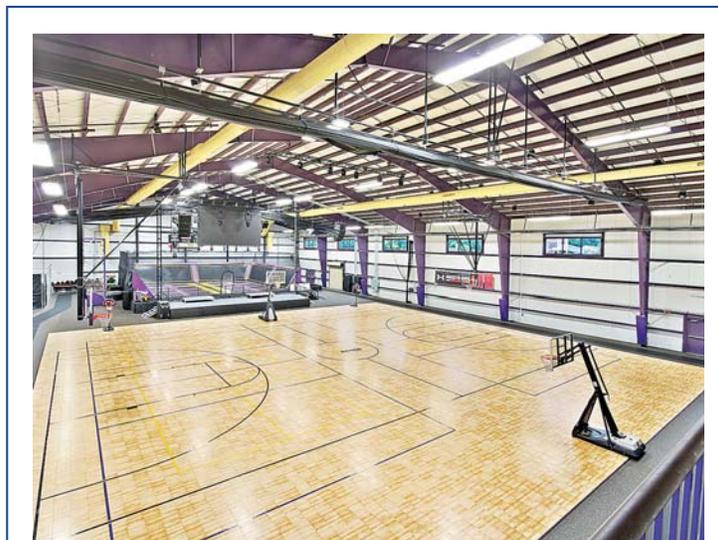
KR - We try to go to the convention every year. And, they have some really great reports and resources that, if you are not utilizing them, you should. You can learn a lot. Also, I believe the ILC is very important to help with PHIT and other legislative issues. I believe it's really important for us to have a presence, whether it be lobbying or having our ear to the ground in Washington, even locally.

C.I. - Please tell us about some of your key mentors over the years.

KR - There have been a lot of mentors in our lives. Outside the industry, we are very active with our church and have met several strong Christian business people. In the industry, Rick Caro has been great to work with, and of course, our REX Roundtable friends. There are 13 of us, all club owners. Will Phillips was our first leader; now it's Brent Darden. They are all our mentors. As I said before, the brain power sitting around the table is humbling. They are all very successful, creative, intuitive leaders. And, they are all really nice, genuine people who really care about their employees and members.

C.I. - Please tell us about two or three of The Arena Club's greatest accomplishments to date.

KR - I believe our story in and of itself is an accomplishment. My husband is from
 (See *The Arena Club* Page 19)



Gymnasium and Trampoline Park at The Arena Club

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...The Arena Club

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Edgewood (Baltimore), Maryland, and it's not the easiest place to grow up, so his story is also a huge accomplishment. While he was growing up, coaches meant the world to him and helped him stay in school and go on to college. Now, he is doing the exact same thing. I believe the fact that our employees and their families have an extended family in the workplace is an accomplishment. We are all very close and would do anything for each other. And, what we offer our community and continue to offer is a blessing and a huge accomplishment.

As far as the facility itself, we continually work to make improvements and update our facility. By reinvesting in the facility, we make sure that it continually meets and exceeds expectations of members. In the past few years, this has included a new dome, resurfaced pools, renovated locker rooms, sport court renovations and new stage and sound system/jumbotron.

Also, we work hard to stay on top of the fitness trends. For example, we saw a need in the market for activities for the 10 - 14 age group and brought in an indoor trampoline and climbing wall so that kids would have more variety and options to stay active and healthy. Addressing our aging population, we brought in pickleball

and more variety of yoga and fitness classes (gentle yoga, aqua classes, etc.). With the trends towards HIIT training, shorter and more intense workouts, we brought in Tabata, GRIT, and now, Rise & Grind and myorangezone.

The things we do have had an impact on our member's lives, allowing members to come off of medication; reverse the effects from diabetes; members who have been given a terminal diagnosis

have been able to extend their lives; having a member tell us for the first time in her 50 years of life she was told she is 'beautiful' after losing 60+ pounds and feeling good about herself. The impact that the club has had on individual lives and helping to reduce the obesity rates in the county is a huge accomplishment.

C.I. - To close this great interview, what is on the horizon for The Arena Club in the

next 3 - 5 years?

KR - That's a really good question... Who would have thought there wouldn't be much need for brick and mortar for shopping malls? And, now, Amazon is the kingpin. So, that's a good question. My children are way smarter than my husband and me, and they are very interested in the business, which is exciting. Knowing them and how technologically savvy they are, I think they could do huge things. We will see where that goes. And, of course, as mentioned before, we will continue to reinvest in and improve the facility, never resting on our laurels and continually working to enhance the club experience and provide value to our membership.

• • •

Thank you sincerely to **Kathy Rawlings**, who took time out while on vacation to interview with me, as well as **Angela Saccenti** for her assistance with photos and graphics for the story. Thanks for reading, and remember to **Make It FUN!**

(Justin Cates is the Assistant Publisher of **CLUB INSIDER** and grew up in the health and fitness club industry. Now, he is an integral part of the "Story" of Norm Cates and **CLUB INSIDER**. Justin can be reached by phone at 423-314-4310 or email at Justin@clubinsideronline.com)



Kathy and Her Sons: Kurt, 20 (Left), and Keifer, 21 (Right)

Club Industry 2017 is on The *Horizon!*

A Focus On This Year's Educational Tracks

It's that time of year again; the **2017 Club Industry Show** is on the horizon and will take place in *Chicago, October 4 - 6* at the *Chicago Hilton Hotel*. We want to take a moment to inform you about this year's educational tracks. Every year, the educational value of Club Industry cannot be understated, and this year is no exception. This year's tracks include:

Active and Personal Training - *The Active and Personal Training Track* focuses on two parts of training. The more active sessions focus on the hands-on mechanics of training. The rest of the sessions focus on the business and personal development of trainers and creating better training departments.

Business Basics - *The Business Basics Track* includes sessions about operations and the three levels of doing business. Developed by **REX Roundtables**, the sessions focus on how staff and management are adapting their operations to trends related to sales, marketing, retention, managing by the numbers, cost savings, staffing and facilities.

Leadership Mastery - *The Leadership*

Mastery Track is for individuals already in leadership positions who want to increase their leadership skills. But, it's also for individuals looking to move into leadership who want to develop those skills. The focus will be on how to strategize and focus on macro issues.

Marketing - *The Marketing Track* will help fitness staff members who are overwhelmed about how to create a brand message and market that message (via social, media, direct mail and new mediums) to the right segment of the market so they can generate the right leads that translate to the right members.

Programming - *The Programming Track* offers sessions on creating the best programming possible for the membership base at each club, including how to determine which type of programming "speaks" to membership needs and how to create year-round programming that keeps members and staff excited.

Retention - *In the Retention Track*, sessions focus on ways to increase retention, including improving customer service, creating rewards programs, developing

better member integration programs, building relationships and even learning how to measure retention rates.

Sales - *The Sales Track* sessions offer insights and real-world applications for membership sales staff, directors, managers and trainers for how to increase membership sales, non-dues revenue sales and retention for fitness facilities of all types.

Fitness Studios - *The Fitness Studios Track* encompasses four sessions developed by the Association of Fitness Studios (AFS) to address studio best practices and market research that will help studio operators increase retention, grow revenue and expand their market share.

Wellness - *The Wellness Track* offers sessions for commercial club operators and hospital wellness center operators who want to move onto the next phase of their wellness focus. The track will also share best practices and considerations for operators just starting to dip into this market.

Technology & Trends - *The Technology*

& Trends Track offers insights into the technology and trends that are affecting the fitness industry, how health club operators can adapt to each and what the technology and trends mean for the future of the fitness industry.

As you can see, no matter what facet of the health and fitness club business you are involved with, there is something for you at the 2017 Club Industry Show in Chicago. And, of course, be sure to make plans and allocate time for the Club Industry Trade Show, which will feature manufacturers and vendors from all parts of the industry.

• • •

Save The Date! The 2017 Club Industry Show will take place in *Chicago, October 4 - 6*, and we hope to see you there. As a reminder, **CLUB INSIDER** will be celebrating its **25th Anniversary** at the show! If you have not already registered, now is the time to do so. Go to www.clubindustryshow.com/register and use the *Promo Code: INSIDER25* for a **25% discount!** See you in the Windy City!

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Protect Your Confidential and Proprietary Information, Knowledge and Materials with Non-Disclosure Agreements

By: Paul R. Bedard, Esquire

A non-disclosure agreement, also known as a confidentiality agreement, is a legal agreement that is made between at least two parties that details the information, knowledge and materials being shared between the parties and the legal obligations created by the agreement. Among other uses, a non-disclosure agreement can be utilized within an employment agreement to safeguard company-owned confidential information or to protect knowledge, information and materials shared with an outside party for the purposes of exploring a potential business relationship. Non-disclosure agreements can be mutual or unilateral. A *mutual agreement* is utilized when both parties are sharing anything that is considered confidential. A *unilateral agreement* is used when only one party is making a disclosure.

The most critical elements of a non-disclosure agreement are the *definition of confidential information*, the *exclusions from confidential information*, the *obligations of the receiving party* and the *time periods covered* by the agreement. Various, yet useful, *miscellaneous provisions* inevitably round out most non-disclosure agreements. This article is intended to provide an overview of these agreements. **However, this article is not intended as legal advice. Widely varying laws, specific to each jurisdiction, prohibit one-size-fits-all recommendations. Please consider these comments as merely an educational guide to assist you when you consult your own attorney for specific direction.**

Definition of Confidential Information

Defining what is being protected from disclosure is fundamental. When I represent a client who is disclosing information, I draft and/or negotiate the broadest definition possible. Conversely, a receiving party in a non-disclosure agreement will typically attempt to narrow the scope of what is being protected. A sample broad definition of confidential information includes *“any and all information or material, oral or verbal, that has or could have commercial value or other utility in the business in which the disclosing party is engaged.”*

Exclusions From Confidential Information

Just as defining what is being protected from disclosure, establishing what is *not* covered by the agreement is important. For instance, information discovered or created by the receiving party before disclosure by the disclosing party or publicly known information that has become public through no fault of the receiving party are just two examples of what may be excluded from the definition of confidential information.

Obligations of the Receiving Party

Clearly detailing the obligations of a receiving party is essential. For example, establishing prohibitions against publishing, copying or further disclosure, or determining whether the receiving party can reasonably share the protected information with necessary key employees, contractors and third parties, and whether these additional parties must sign non-disclosure agreements before receiving any information, is vital. When I represent a client who is disclosing information that may be reasonably shared by the receiving party with key employees and/or any parties outside of the agreement, I advocate to establish that these key employees and/or outside parties are required to execute non-disclosure agreements that are at least as protective as the original agreement. The obligations provision will also typically specify how and when any records, notes or any tangible materials pertaining to confidential information in possession of the receiving party must be returned to the disclosing party.

Time Periods Covered

Regarding the amount of time the confidential information, knowledge or materials is protected, the disclosing party will seek to establish that the non-disclosure provisions of the agreement will survive the termination of the agreement itself. The disclosing party may desire to further stipulate that the receiving party must hold any confidential information in confidence until the disclosing party sends the receiving party written notice releasing them from the agreement or until any applicable trade secret no longer qualifies

as such.

Miscellaneous Provisions

As with any legal contract, the more that can be clearly defined and established within the four corners of the agreement, the lower the likelihood that the agreement will become the subject of litigation. For instance, the contractual relationship can be limited by a *relationship provision* expressing that the agreement does not constitute either party a partner, joint venture or employee of the other party for any purpose. Should a court find any provision of the agreement unenforceable, the remainder of the agreement may be salvaged by a *severability provision* declaring that the remainder of the agreement shall be interpreted so as to best effect the intent of the parties. An *integration provision* will evince that the agreement expresses the complete understanding of the parties, superseding all prior proposals, agreements and understandings, and that the agreement may not be amended without a writing signed by both parties. Finally, a *waiver provision* will indicate that a party's failure to exercise any right provided by the agreement shall not be a waiver of prior or subsequent rights. Although these miscellaneous provisions are not the cornerstones of your typical non-disclosure agreement, all of these provisions play an important role within a sound agreement that is tailored to the type of disclosure and the business relationship at issue.

In Conclusion

Whether conducting current operations or exploring new business opportunities, a non-disclosure agreement is a critical tool that can protect valuable information, knowledge and materials given to employees or outside parties. Although a confidential relationship can be created by oral agreement, or even implied by the conduct of the parties involved,



Paul R. Bedard, Esquire

establishing a confidential relationship and obtaining the resulting legal protection is far easier with a properly written non-disclosure agreement. The agreement can be mutual or unilateral. Either way, the agreement should include several critical provisions as detailed above. Engage an experienced attorney who will address your specific needs and who will draft and negotiate each and every provision to your maximum advantage. Once a suitable non-disclosure agreement is executed, you will gain valuable protection for your shared information, knowledge and materials while also minimizing the prospect of costly litigation.

(Paul R. Bedard, Esquire has nearly twenty years of management, leadership and operations experience in the health and fitness industry. As a practicing attorney, Paul's health and fitness industry experience provides him with a unique perspective when advising on or litigating matters involving health club handbooks, policies, contracts, disputes or injuries. Paul strives to be active in his local community and has served on the Southington Zoning Board of Appeals and the Board of the Central Connecticut Regional Planning Agency. He also volunteers his time and contributes to various local charities. Paul can be reached at pbedard@smddlaw.com)

Make It FUN!

Minimize Hiring Mistakes and Increase Success with the Criteria for Success

By: Karen Woodard-Chavez

I recently was onsite with a client doing sales training for their membership team. As many of my clients, they had just hired a new team member who will likely not be successful in the position based on a few very limiting qualities. This is such a common and costly issue that this article will offer tools to minimize this experience for you.

Interestingly, I did some phone interviews with this candidate and recommended that my client *not* hire this person. However, they *did* hire the person. OUCH!!! Bad hires mean the following: (1) The training won't work, (2) It is expensive for the business in terms of start-up costs and lost revenue and (3) A bad hire is frustrating for the other team members.

The qualities that will limit this person's success include being uncomfortable asking questions, difficulty building relationships with strangers, having proxemic issues and not being coachable. Does this sound *familiar*?

Prior to interviewing, I always give clients the **Criteria for Success** for the position they are hiring. The Criteria for Success are the 6 - 8 qualities that a person must possess to be successful in the specific job the organization needs done and done well. You develop these qualities by first designing a complete job description. Once that is done, you can then start creating your list. Let me give you an example for a membership salesperson:

First: The Job Description:

Primary Purpose: To create and deepen relationships with members that we know and do not yet know, which will add value to their membership, enhance their sense of belonging and community within the club.

Secondary Purpose: To contribute and generate revenue to the club through honest and enthusiastic membership sales and service and to participate in advertising and promotions.

Reports to: Membership Advocate Director

Game Plan:

1. Provide effective membership tours to prospective members and guests, determining their needs and wants, and then, matching those needs and wants with membership.

2. Follow up by phone/text/email with those who don't join today and do not have an appointment to engage in the club within 24 hours with a relevant reason for the prospect.

3. When not touring, generate new sales leads through prospecting: two new corporate accounts per month, continue to work current leads, member referrals, renewals, former members, old leads, community outreach, etc. You are expected to make a minimum of 75 phone calls per day and have a minimum of four appointments per day.

4. Make approximately ten calls per day to current members to stay in touch, assist with member retention and engage members in NDR programs.

5. Listen to and read relevant sales materials as well as attend and participate in weekly sales meetings to enhance performance.

6. Meet and exceed established goals monthly to maintain employment. Goals are both in membership and non-dues programs. If you miss your goals in any three months through a 12-month period, you may be terminated, or at a minimum, taken off the up system.

7. Complete all membership paperwork accurately and completely and promptly submit for processing.

8. Complete membership sales reports accurately and submit on a weekly basis. You are expected to utilize your sales reports to accurately analyze, adjust and manage your business by the numbers so that we, as a club, can accurately manage the business by the numbers.

9. Work as a team member with other staff to provide a high level of service to members, inspiration and leadership to staff and assist in directing the flow of the club for smooth and profitable operation.

10. Required MBWA (management by walking around) twice per day for 15 minutes each time to build relationships and generate guest traffic.

11. Attend all member mixers and monthly social functions.

12. Participate and assist in the planning and implementation of all promotions and

member socials/mixers by having a lead generation plan for both new member sales and non-dues revenue done by one month ahead of the start of each quarter.

13. Schedule to equal minimum of 40 hours per week and always work the last two days of each month if team goals have not been met by that time.

Now that you have clearly articulated the job to be done, you can develop the qualities that one must have to be successful in this position. The **Criteria for Success** for this position would include the following:

Position: Membership Sales;

Educational Requirements: Minimum High School Diploma, preferred Bachelor's degree;

Experiential Requirements: Some sales experience, service experience, volunteer experience and proficient computer skills.

1. **Wants a sales position and enjoys persuasive conversation** - It is not just that they want to work in your great club for a fun job.

2. **Strong listener** - They are not always talking about themselves or just talking about how great the club is.

3. **Articulate** - They can communicate the relevant benefits and differentiation of your business effectively in an informative, inspiring and persuasive manner.

4. **Charismatic Leader** - People want to be around them and follow their direction.

5. **Curious** - They are comfortable asking questions to learn more, which allows them to sell specific solutions to the prospect.

6. **Achievement/Goal-oriented** - They get a rush, feel pride and importance in reaching goals.

7. **Does Not Personalize Issues** - They are resilient and do not take rejection personally.

8. **Outward Focus** - They are more interested in what others have to say than in talking about themselves.

9. **Sense of Urgency** - They understand the



Karen Woodard-Chavez

importance of moving the sale forward.

10. **Sense of Expertise** - They learn as much as they can and own what they are selling.

As you read through the list, you can see there are ten qualities, and earlier in this article, I stated that 6 - 8 is ideal. What will happen in this thoughtful process is you will start listing numerous qualities and will need to pare them down. Otherwise, you will simply have dilution. Choose the 6 - 8 that are most important to the position. **This process can and should be used for every position in your organization.**

Now that you have the **Criteria for Success**, what do you do with it? You will develop probing interview questions that reveal whether or not the person in front of you possesses any of these qualities. When you are interviewing them, if they show signs of having 75 - 100% of these qualities, then they also possess a high propensity for success given that you have strong skills training, a framework for success in the department and a leader who inspires as well as creates accountability to the Primary and Secondary Purposes.

(Karen is President of Premium Performance Training in Boulder, Colorado and Ixtapa, Mexico. Karen has owned and operated clubs since 1985 and now consults and trains staff throughout the world on sales, service, management and leadership. These services are offered on-site, online and through her books, manuals and DVDs. Karen can be reached at karen@karenwoodard.com or 303-417-0653.)

The Basic Rules of Reinvention

How to Move the Health and Fitness Industry From Infancy to Adulthood

By: Thomas Plummer

Look! Look! It's bright and shiny! I want it! I want it! I want it!

Oh, now look over there! Brighter and shinier, and I have to have that now, too.

In the health and fitness world, chasing bright and shiny is our industry's way of instant gratification. Curves introduced the 30-minute circuit about a hundred years ago, and we all had to rush out and buy one for our own gyms, because obviously, the 30-minute circuit was the missing secret to financial success in the health and fitness universe.

But, wait! Bright and shiny attacked again with the inception of CrossFit, which shook up the health and fitness world almost 20 years ago now, and then, multitudes of chain gyms in America converted a 1,000 square-foot dead space in the back, proudly screaming on social media, "We, too, have functional training! We don't know what this training really is, or what it really does, but we too have functional."

But, wait! Now, \$10 memberships must be the answer because look at all those new gyms offering a \$10 so bright and shiny meets a universal price drop. Then, there was the era of the cycle... and now is the time of repetitive, *overly scripted functional training and their imitators...* and *next week*, who knows...

The problem is we seldom understand what we see when it comes to bright and shiny. When every new trend is seen as programming then everything is always just another bit of programming that can be copied, or stolen, in record time.

The "new, next big thing" is always perceived as *magic* by most in the business and is like the trapped explorer who flashes his light in front of the natives in the old jungle movies. The natives shudder in terror, but they just have to have one of those lighters, even though they have no idea as to what it is, why it works or who can use it.

If you want to understand what you see, you need to understand the difference between micro and macro trends in the industry.

The Difference Between Micro and Macro Trends

Micro trends are **short-lived affairs** that usually run their course in about 12 years. Cycling is the perfect example. In the late '80s through the mid '90s, cycling-only studios ruled the health and fitness world. Then, the streak was done, the consumer moved on and

these businesses were gone. In 1990, there were over two dozen of these alone in San Francisco.

But, micro trends *get reborn* a few times before, ultimately, fading away completely (insert tanning here). Cycling has been recycled again (pun intended) with the rise of SoulCycle, the imitators will imitate, and for about 12 years, cycling will be a must have; it must be the secret, how do they get \$35 per ride, can't live without it bit of programming. Then, they will be gone again as our more sophisticated clients move on to *what is next, and what is hot*.

On the other hand, we have **macro trends**. Macro trends force us to rethink what we think we know about what we are doing. CrossFit was a macro trend. Greg Glassman forced us to consider the *coaching experience*, which so many successful training gyms have since used as a base to far exceed the old-school, one-on-one, shrunken mainstream training concept of that era and to push us to rethink how the client has to be trained to get results. Enter holistic, full body training and death to the circuit, fixed plane lines of equipment.

Imagine standing on railroad tracks. It is *not* a train coming. It is *not* a train. It is *not* a train. *Damn, it is a train*, and it just ran over me. Macro trends are like the train. We can see them coming from a long ways away, but we deny the train even exists because *accepting the train would mean we have to actually change how we think about the business we own*.

We deny macro trends because they are inconvenient to our lives. We own, for example, successful gyms built upon a sea of fixed plane, circuit equipment, and therefore, we deny, ridicule and bad mouth anything that might make us think for a moment about what we own being dated and not sustainable into the future.

In the early 2000s, owners yelled, "That CrossFit stuff is so stupid," and "How many people will they hurt doing that stupid stuff? My members would never do anything that crazy." Then, two years later, those same owners had a 1,000 square-foot room in the back with a rig and sled on turf not understanding *it isn't the equipment people want, it is the coaching experience and the community that drove CrossFit's early success*.

How we coach today is a macro trend. The equipment we use is a micro trend. The value gym is a *micro trend* that has run its course. The modern training gym that averages over \$300 per client based upon advanced coaching techniques is a *macro trend*.

The "Next Big Thing" is just a

tool we embrace now and sell as long as we can... *then, we move on*. The *macro trend forces us to change and think about how we will do business for the next 20 years*.

Embracing big change, or facing the possibility that everything you are now doing isn't going to work any longer, is almost impossible for any business owner... and for several reasons. But, perhaps the most important is that we build infrastructure in our businesses to *protect what we have rather than creating structure to increase or grow our business*. We hire just enough people, do just enough marketing, take little risk in upsetting current members and do everything we can to just keep it going in the right direction one more day.

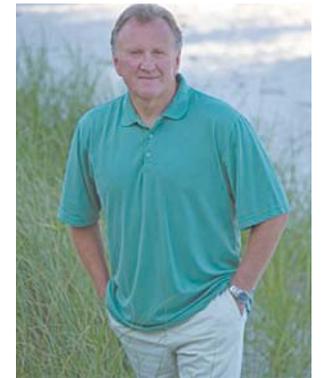
This is why big chains are hurting so badly these days. All of them have vast infrastructure that supports a business plan that is 20 years out of date. Making change in a few hundred gyms is a hard thing when everything you are currently doing exists for no other reason than to protect the clients you already have in the business but who are leaving you in big numbers for the very same reason: *failing to innovate and failing to evolve the business*.

This is also why there are so few innovators in the health and fitness industry. If one is drowning, it is so much easier to hang on to that small chunk of wood wrapped in his arms than it is to swim 50 yards to the lifeboat. Few have the courage to break down their own infrastructure and rebuild from the bottom up, even though the structure they are protecting is what is killing their business.

The old adage in this case is correct: **What made a business successful years ago might be the very thing that is killing the same business today**. For example:

- Many chains are still using the hardcore 1995 sales system and price-driven marketing with training revenue hovering around 5% of their business plan. This worked in 1995, but it is death today.

- There are former category killers, some of the most recognizable brand names on the planet, that used to be the source of coaching in the entire gym world, now searching for an identity against the very same training gyms they could have become. Are these players big mainstream gyms? Are they a serious training gym? Will they be able to compete against a gym a fifth of the size that does the same revenue with a tenth of the membership? How do some of the most storied names in health and fitness redefine themselves decades after their peak days?



Thomas Plummer

- Curves captured the female market who would never have set foot in a mainstream gym and ruled for years. But, how do they reinvent that concept against so many other small, niche gyms? How would you evolve? How frustrating would it be to be so right then, but now, see thousands of smaller, concept gyms sprout up every year chasing what you started?

- Planet Fitness changed a complacent fitness market, but almost 20 years later, what's next? How do they position themselves against the dozens of competitors they created, which are fresh and the next generation? And, can they defend \$10 when competitors are going to \$5? Reinvention is never easy, even for powerhouses such as this one.

So, why is reinvention so hard in this industry? Why do so many obviously bright people cling to the past when what they are doing today is failing? Here are a few basic rules of reinvention...

The Basic Rules of Reinvention

Is what you are doing still working? The question is simple, yet so complex. In business, it is easy to believe that those sliding numbers are only a small setback that can be explained as economy, new competitors, road projects blocking the street, a failed marriage, a bad CEO or anything else that makes us feel warm and fuzzy inside when *the numbers clearly state that we are getting crushed*.

The reality is this: Look back at your last 90 days. Compare those 90 days to the same period last year. *If, for 90 days, you are trending downward, that is not a short-term burp that is going to magically correct itself. You do not have a short-term trend. What you have is your new reality, and your new reality is that you are failing.*

(See Thomas Plummer Page 25)

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The first step in fixing any business is to *accept your current reality as it is, not how you wish it to be.*

You lost your magic hat! Sometimes, lucky is better than good. You had it going, it was perfect and you ruled the world. But, was it a great business concept... or was it your lucky hat that just made *being the right guy at the right time seem like magic?*

The health and fitness industry is full of one-hit wonders, those right guys at the right time who score big and become known as geniuses. *The problem is one should never believe their own press releases.*

When you are trying to reinvent a company, always look at the time period of success. What made you brilliant in 1995 might make you immensely stupid today. Most of the time, success is situational depending on factors that came together on that magic hat day, never to be repeated. *When you reinvent, always create a company for the world as it is today, not one that was perfect for a few years three decades ago.*

Everyone who works for you thinks you are a genius because you pay him to think you are a genius! Employees often have two goals. First of all, I have to keep this job, and that usually requires agreeing with the culture and leadership at the time. Secondly, if that employee has been there for more than a few years, his prime concern is to make sure nothing changes to create discomfort, usually stated as, *"Hey new guy, we have always done it this way, and there is no reason to mess with how we do things."*

Reinvention requires total destruction. If you want to reinvent a company, you often have to break it first to cut those threads to pass success that hold you so firmly. Ask yourself this question: *If you opened what you own today, what would you do differently?* Now... **do that instead of trying to make the '90s fit today's world and market.**

You are 50, fat and wearing the same band shirt you had on 20 years ago. Cool t-shirt dude! Too bad everyone in that band is now over 70 or dead. Some stuff just begs to be thrown away or get changed. Colors go out of style, even if you think those colors are your brand. Equipment changes, and those pieces you won't give up because you think you will lose clients are the same pieces that are so old and inefficient that *the mere sight of them in a gym keeps potential members out.*

Do not get married to a physical plant look. Do not get married to an operational system. Do not get married to set programming even if you still have old

hippie people doing step aerobics. *All of these have to end in an ugly divorce if you want to reinvent a struggling business into a player in today's market.*

Be willing to let go, and be willing to lose some members now... *in order to attract a wider range of newer clients tomorrow.* Equipment over ten years old is just old, even if it still works. Be willing to redesign space. The old school way was to fill every conceivable inch with equipment, but now, the modern client wants space, turf zones, sleds, long ropes and other tools that require openness, not dodging a bench press. Be willing to create for the future, not protect the past.

You sit at the café laughing at all the people as they walk by. We get caught up in people watching. Watching the characters of the world pass by is always fun and always entertaining, especially with a good glass of wine in hand. And we, for a small moment in time, are able to smirk, laugh and enjoy the uniqueness of the human race and how badly dressed they are today.

Sadly, we do this in our businesses, too. It is shocking how many owners laugh, ridicule and negate their competitors, yet they have never tried those offerings themselves. If you want to reinvent your business, spend a month trying everyone else's business. Drop in, do a functional workout, take a Barre class, cycle with the screamers, run the obstacle race, and in other words, learn what they do well and what they do poorly. *You can't beat any opponent if you don't understand how they make money and where they are weak.*

There are few good restaurants in the world not owned by chefs. Chefs understand the nuances of the product, which is the food and how it is presented (the delivery system). Financially successful training gyms are owned by coaches who understand the product, which is getting the max results, for the max people, in the shortest period of time (the coaching experience).

Mainstream owners often have never trained a client, never attended a coaching workshop, have no certifications, can't speak the trainer language, but *often feel qualified* to run a department that could generate over half the revenue of the company. These owners are in the *equipment rental business*, not the fitness business, as popularly thought in the industry.

Get certified even if you never coach a client. Attend the workshops and understand how coaches coach and what they need to be successful. And, most importantly, *understand that what we should be selling is results*, not renting treadmills for a few dollars per month. It is hard to run a good café if you can't cook. It is even harder to run a good health and fitness business if the CEO or General

Manager can't coach a client or understand the people who do.

Maybe YOU are the problem, not the solution you NEED to be... In the Anne Rice books, vampires could live forever, but most died after 400 years because they couldn't adjust to the ever-changing world and its evolving technology. Those who couldn't keep up just went and sat in the sun, turning to stone since they were born to be creatures of the night. Many owners and managers could do their businesses a great service by taking a walk on a sunny day, turning themselves into a cute lawn gnome and getting out of their own businesses.

Are you the solution, or are you really the problem? Talent is hired, but every new idea is blocked. Help is sought, but then, the right answers are considered wrong because they don't fit the mold of how things currently operate, even if that way is wrong and the right answers seek to fix those wrongs. One often refuses to change because they don't know what to do next, but instead of admitting they have no idea how to move forward, it is easier to posture, block and stop any new ideas from being put into place since they are so afraid of doing the wrong thing. So, instead, they do nothing.

When you did nothing, you did something, by doing nothing. Doing nothing is a business move. You decided to just keep the course even if you see other shipwrecks on the rocks coming your way.

Get your people together, get your consultants and just give it your best shot. You can fix the mistake if the new idea didn't work. But, you can't fix doing nothing since nothing ever changed. *Do something, even if it is wrong, because at least you moved the entire thing ahead and opened new idea possibilities.*

Current values are screwed up... Back in the day, it was nothing for an owner to take a cash deal one day before closing, and it was nothing for a slick salesperson to coerce a housewife into a contract she didn't want and couldn't afford... *That day is no longer.*

The employees in today's gyms are different. They want leadership; they want to work for someone who is honest and ethical and runs his business that way, and they want to grow in a system that supports them as well as the client. In other words, these people want nothing to do with the way we've run the industry for the last 50 years.

For example, idealistic young trainers are hired every day. In five minutes, they understand how the client was sold and when the client isn't cared about. For a time, the trainer takes the money but hates who they have to take it from and then fails to perform at a minimum level. A few months later, they open a gym down the street competing against who and what

they knew and hated.

People want leadership from strong owners with good values. When reinventing a company, *start with the values.* What does the company believe in, and how will the client, as well as staff, be treated? Are they just young, dumb and expendable or is hiring adults who respond to education and a sense of community the priority? *Bad people with low values* can make money for a few years, but *not many survive over time.* If you are struggling, maybe, just maybe, you need to reexamine your own values system and how it is presented to the team.

The big finish... *There is no bright and shiny; there is only a long-term business plan that evolves on solid business principles over time.* Trends within that plan can change. Cycle might be hot for a decade, fade and then return, but cycle isn't a mind-changing way to think. It is just another methodology that will come, evolve and then fade away... to magically reappear yet again.

Reinvention is painful, which is why so many ride the wounded horse to the ground, and so few seek infrastructure that keeps the business focused into the future as a leader of mindset rather than a follower.

The industry has changed over the last five years more than it has in the last 50 because we were hit by a macro trend that started over 20 years ago, which was the advent of holistic, upright, functional strength training. We all saw this train. But, *we denied it... yet again* thinking the world was wrong and there will be a time when all that fixed plane, single joint circuit stuff will come back.

The amazing thing is that macro trends are killers. The smartphone destroyed the pager forever. The laptop and tablet destroyed the old box computer. The Model T crushed the bicycle. And, full body, upright training crushed the circuit.

If your business isn't performing, then destroy it yourself before someone else does. This simply means that, if you don't change, the world will take it away from you anyway.

It's your choice, as always: grow and evolve or become another footnote in an industry littered with failures that simply refused to change.

(Thomas Plummer is one of the top gurus in the health and fitness club business world, and he often delivers messages to his clients, and to others he converses with, that they don't want to hear. But, his track record for results for his clients is excellent, and it has given him multiple decades of staying power. Thomas can be reached at thomasplummer@icloud.com)

Workplace and Medical Fitness Case Studies

Mike Feitelberg and The Edge

By: Dave Beadle

The first club to respond to our call recently issued in **CLUB INSIDER** was **The Edge** in *South Burlington, Vermont*. **Mike Feitelberg**, *Edge President* was excited to share what his club is doing to become a wellness hub in their community:

Dave Beadle (BD) - Why did you decide to target workplace and/or medical fitness in your market?

Mike Feitelberg (MF) - To differentiate ourselves from the marketplace, improve the lives of those who would not traditionally walk through our doors and immerse ourselves as a key stakeholder in preventative care.

DB - What does your market look like? Competition?

MF - We are differentiating ourselves from the market through our credentialed staff, evidenced-based programming, supported by our comprehensive outcome data, and the full body approach to overall wellness.

DB - What does your ideal workplace/

medical fitness prospect/client look like?

MF - We ultimately open the door to anyone looking to gain additional guidance and structure when it comes to overall health and wellness. Our target market, specifically, is the ~83% of the population who would not traditionally walk through your health club doors. We want to assist those who really need the support to assist in increasing their level of physical activity, improving their nutrition, and ultimately, increasing their quality of life through the tools we provide in our wellness programming.

DB - How do you find prospects?

MF - We do a lot of outreach with corporate organizations, which has helped to increase participation in our program. We also gain a lot of leads and interest via our website and online portal. We have also used traditional marketing tools to increase awareness (social media, newspapers, advertisements, etc).

DB - How did you develop products and programming for this market?

MF - We joined the Genavix Wellness

Network, which is where our programming and curriculum come from. We have also staffed Registered Dietitians and Exercise Physiologists with previous work experience in medically integrated programming. We have used their knowledge and experience to continue to drive our practice.

DB - Describe your approach to this market in terms of programs, services or other offerings.

MF - The versatility within our wellness practice makes us unique. We offer a flagship wellness program called the *90 Day Commit to Get Fit*, spanning 13 weeks and led by a Nationally Certified Wellness Coach. We also use this evidenced-based curriculum to create branches of services offered onsite at corporate organizations. We do 6-week lunch and learn or wellness series focused on nutrition, stress management, exercise, work life balance, along with a variety of other wellness related topics. We also provide one-on-one nutrition counseling with our Registered Dietitian. We do lifestyle coaching both in groups and one-on-one. Due to our variety



Dave Beadle

of services, we are able to target market all populations.

DB - Who do you partner with?

MF - We have many branches of wellness services, which we provide to corporate organizations. Our goal is to imbue our preventative care practice and services within the community, both onsite for
(See Dave Beadle Page 27)

Planet Fitness Honored For Excellence In Corporate Social Impact

HAMPTON, N.H. - Planet Fitness, Inc., (NYSE: PLNT), one of the largest and fastest-growing franchisors and operators of fitness centers in the United States, announced that the company has been honored with *Engage for Good's 2017 Gold Halo Award* in the social services category. The award recognizes the company's impact with its pro-kindness, anti-bullying initiative, *The Judgement Free Generation*, and was announced at the *15th Annual Engage for Good* (formerly

Cause Marketing Forum) *Conference*. The Halo Awards are North America's highest honor in recognition of organizations that have taken action and positively affected their communities with effective social and cause marketing initiatives.

"We are honored to receive this prestigious award and to be recognized for our *Judgement Free Generation* initiative, which is integral to our culture and vision for the future," said **Chris Rondeau**, Chief Executive Officer of Planet Fitness. "As the

home of the Judgement Free Zone, we have witnessed the amazing things that can be accomplished when people feel accepted and like they belong. We are committed to giving back by extending this philosophy of kindness and inclusion beyond our clubs to the youth in our communities, and we would like to thank our franchisees and partners for their dedication to this mission. We believe that, together, we can and will empower the first *Judgement Free Generation* of youth."

The *Judgement Free Generation* launched in 2016. Focused on spreading kindness and preventing bullying in the afterschool setting, Planet Fitness partnered with Boys & Girls Clubs of America, the nation's leading youth development organization supporting millions of kids and teens during the critical out-of-school time, and STOMP Out Bullying, the leading and most influential anti-bullying organization for kids and teens in the U.S. The company and its franchisees have donated more than \$1.5 million to its charitable partners in support of this cause,



Chris Rondeau, CEO of Planet Fitness

have funded evidence-based training for Boys & Girls Clubs professionals and teen leaders to help create judgement free environments in their clubs and have launched the first of a series of *Mini Judgement Free Zones*, which are welcoming gym spaces in local Boys & Girls Clubs.



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Please contact: KC Lee at (949) 255-7215

...Dave Beadle

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organizations and at our facilities.

DB - Where do you deliver programming?

MF - Within the health club setting. We have a private space that is beside the Front Desk in which members walk past to access the rest of the club. The space was reconstructed to feel more like a medical office with a reception desk, assessment room and classroom/exercise room. This allows for private access for the Genavix participants to increase their confidence and independence throughout the 13 weeks in the health club.

DB - What has worked best so far?

MF - The flagship program, *90 Day Commit to Get Fit*, has been the foundation to launching our evidence-based practice. We have collected outcome data on our participants who have completed the program, in which we have had over 200 participants enrolled in the 13-week program and currently have a 77% retention rate and a 92% transition rate into various maintenance programs.

DB - What has been your toughest lesson learned? And, what didn't work?

MF - Finding the right Wellness Coaches who have charisma, relate ability and knowledge was initially difficult and a learning process. Once we determined the exact candidate we were looking for, we were able to *find the right Wellness Coaches to lead the class and become the face of the program.*

DB - What has been the most difficult challenge to overcome?

MF - The challenge of having a fee for the program, as opposed to having the wellness practice be reimbursed through insurance, has been the biggest obstacle we have had to overcome. The wellness services are often an easy pitch to gain interest and participation for, but without the wellness practices being reimbursable through insurance, we hit barriers in affordability for certain populations.

DB - What business model are you using: membership, subscription, programming, contract?

MF - Programming is our recruitment tool to attract non-members to the facility. We use our flagship program to help guide non-members through the facility, group exercise classes, meet our staff and increase their confidence and independence

within the club. They then transition to membership upon graduating from the 13-week program.

DB - How do you measure the success of your programs?

MF - Our success is measured by our outcome data, which is taken in a health risk assessment, including biometric measurements, pre-and post-program. We also measure success through our retention of participants completing the program, along with transitioning into maintenance programs after the 13-week program. We have all participants complete a survey at the end of each program where we gain their feedback and testimonials based on their experience.

DB - What are your plans for the next 1 - 3 years in workplace/medical fitness?

MF - Our long-term goals are to continue to build a preventative care practice that houses all aspects of health and wellness. With insurance reimbursement on the horizon, we hope to create a full circle of preventative care between the patient, physician and health club. We hope to continue to add services such as mental health counseling and a smoking cessation specialist to our preventative care practice,

which currently includes Physical Therapy, Wellness Coaching, Registered Dietitians, Exercise Physiologists, biometric screening, evidenced-based programming and more.

• • •

If you are interested in sharing your story, contact me directly at dave@fithappensintentionally.com.

(Dave Beadle is the Founder and Chief Intentional Officer of Fit Happens Intentionally! A fitness and health innovator on a mission to help people Move More. Eat Better. Live Better - Intentionally! He brings over 35 years of fitness industry experience starting in clubs and equipment sales to over 20 years delivering workplace wellness programs at Fortune 100 employers. He is recognized as a thought leader who is not afraid to challenge conventional wisdom, a creative problem solver. Now, as an entrepreneur, he is helping to disrupt and reshape the fitness industry to better serve those who need it most. Dave holds BS degrees in Marketing and Exercise Science from Oregon State University and an M.S in Clinical Exercise Physiology from UC Davis.)

Why Entrepreneurs Should Open a Fitness Business

By: Jim Thomas

If you discovered this article, you are likely an entrepreneur considering an investment in a fitness business. In the United States alone, the health and fitness club industry generates over \$25.8 billion, with 55 million members. Many entrepreneurs, though, believe they need to be a personal trainer or have fitness experience to open a fitness business; however, that may not be true.

In fact, your business experience as an entrepreneur may give you some advantages. When a bodybuilder, personal trainer or other fitness professional opens a gym or fitness club, he often creates his dream facility. Many of these gyms will fail because they do not appeal to the broader market. As an entrepreneur, you understand the value of targeting the average person.

All that said, there are some tips we can share with entrepreneurs about opening a fitness business:

Ensure you do your research and develop a reasonable plan. Make sure to focus on the style of the gym, operating costs, employees needed and any unforeseen obstacles.

Ensure you have enough capital to

open a fitness business. Your overall startup costs will be determined based on the type of gym or fitness club you are opening. Regardless, it does take time to become profitable.

Pick a great location. Most gyms live and die based on their location. Moreover, your location and traffic flow will determine staffing requirements and hours of operation.

Hire trainers with an established customer base. You may need to provide an incentive to trainers with a core client base, but it is worth it. The more members you can attract at opening, the better.

Create multiple revenue streams. You have to think beyond just selling memberships. You can add additional revenue by selling supplements, leasing space to a massage therapist or offering group training packages.

Put customers first. A lot of fitness centers are difficult for customers to enjoy. Building a quality experience for customers is first on your priority list. There are many fitness options that your customers can choose from. If it is not fun for your customers, they will choose somewhere else for their

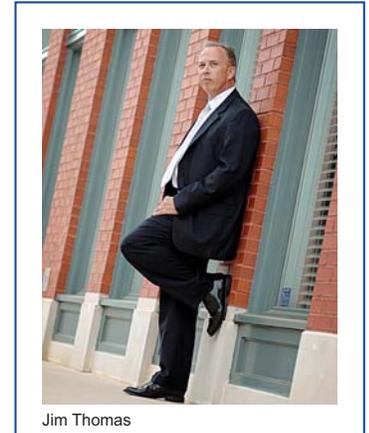
fitness needs.

Reduce expenses. When starting out in business, the expenses can increase quickly. As a business owner, reducing expenses leads to higher profits over time. Always make sure to think about the financial payback of every decision you make. It is tempting to upgrade your facility to be the nicest one in town; however, you really need to market to your core customers in your local area. Spend money where it matters, but never spend so much that you go out of business.

Market to new customers. Marketing is essential for any new business to have success. A lot of business owners struggle in this area. People who own a fitness center would rather be working with clients on their diet and exercise program; however, there are a lot of benefits to marketing. Especially when starting out, make sure to spend a considerable amount of time marketing to new clients.

Now, go open a gym.

(Jim Thomas is the Founder and President of Fitness Management USA Inc., a management consulting, turnaround and brokerage firm specializing in the



Jim Thomas

fitness and health club industry. With more than 25 years of experience owning, operating and managing clubs of all sizes, Thomas lectures and delivers seminars, webinars and workshops across the globe on the practical skills required to successfully overcome obscurity, improve sales, build teamwork and market fitness programs and products. Visit his website at www.fmconsulting.net or www.jimthomasondemand.com.)

Paul Grzymkowski Joins NutriMost Management Team

LOS ANGELES, CA - Fitness Industry franchise expert and veteran **Paul Grzymkowski** has teamed up with *NutriMost CEO/Founder Dr. Ray Wisniewski, DC*, in expanding the NutriMost weight loss franchise concept in North America and other global markets. "I am extremely excited about joining Dr. Wisniewski and the NutriMost team in introducing the NutriMost Wellness & Weight Loss franchise platform throughout the world. "NutriMost Wellness & Weight Loss is a perfect complement to the fitness industry. It's truly an amazing science-based weight loss and wellness concept," says Grzymkowski.

In April of 1980, Grzymkowski moved to Santa Monica, CA to join his brother as one of four managing partners of Gold's Gym Enterprises, Inc. With the titles of President and International Director (Gold's Gym Franchising, Inc.), Grzymkowski, during his 19-year tenure with Gold's Gym, redefined the business aspect of the fitness industry by developing the first comprehensive franchising system for facility operations. His efforts contributed to the opening of 535 franchised Gold's Gym fitness centers

in 47 states and 24 countries, with over two million members.

Paul Grzymkowski's background as the original driving force behind the creation, development and success of the Gold's Gym's Franchising program lends itself to the future success of NutriMost's development and expansion as a revolutionary science based weight loss franchise concept in the North American medical fitness/wellness/spa market place.

Dr. Ray Wisniewski, DC, is the Creator and Founder of NutriMost Wellness & Weight Loss. His passion for helping each person live their MOST beautiful healthy life was the foundation for developing the NutriMost programs. His appreciation for each person's unique wellness challenges led to the development of a truly customized plan that provides personalized supplementation and menus, professional supervision, an interactive 24/7 text guidance app and much more.

Dr. Ray has been credited time and again for transforming lives. Many clients have stated that NutriMost Wellness and Weight Loss is the first program that enabled them to successfully achieve their goals.

Wounded Veterans Gather for Wounded Warrior Project Fitness Training

SEATTLE, WA - One of the major challenges many wounded veterans face when returning to civilian life is maintaining a healthy and active lifestyle. That's why Wounded Warrior Project (WWP) hosts physical health and wellness expos around the nation, not just to get warriors moving again but to connect them with other local warriors who share their life experiences.

"Even though I may be nervous about meeting new people in the beginning, I quickly feel at home and at ease when I am around other veterans," said Army veteran Charlene Reilly. "Even if they are a different branch, we can all still relate in some way or another and have fun being ourselves. We can push each other to improve and be resilient. Once I got out of the Army, I stopped working out daily, for the most part. I would hike, kayak and walk my dog, but nothing like the daily physical training first thing in the morning in the service. I ended up gaining weight and found myself being more stressed in a negative way; my temper got shorter and shorter."

WWP's physical health and wellness programs play an important

role in helping warriors maintain positive mental health. In a WWP survey of the injured warriors it serves, 29.6% of survey respondents expressed physical activity helps them cope with stress and emotional concerns.

At the expo in Seattle, warriors were challenged to use their own body weight for resistance training with TRX workout straps. TRX, or total-body resistance exercise, is an increasingly popular workout method invented by a U.S. Navy SEAL. The exercises were difficult, but doable, because they were specifically designed to accommodate injuries. Warriors also learned modifications for home workouts.

"I am unable to use free weights due to my injuries, so I typically use machines, but the TRX straps are a great tool I can take with me on my bike rides and incorporate into my exercise routine," said Army veteran Bruce Cooper. "I am trying to do the things I did before I was deployed, and I've accomplished that with the help of Wounded Warrior Project."

To read the rest of this story, please go to bit.ly/clubinsider36.

2017 IHRSA Institute Scholarship Recipients Announced

BOSTON, MA - The International Health, Racquet & Sportsclub Association (IHRSA) announced the recipients of two scholarships to attend **The IHRSA Institute, August 1 - 4, 2017**, at The University of North Carolina at Chapel Hill's Kenan-Flagler Business School:

The John McCarthy Merit Scholarship has been awarded to **Melinda Tempest**, *Owner of Ballarat Body & Soul Health & Fitness Studio in Ballarat, Australia.*

The Curt & Jane Beusman Scholarship has been awarded to **Matthew Wright**, *Senior Director of Fitness for Healthtrax Fitness & Wellness in Glastonbury, CT.*

The John McCarthy Merit Scholarship, named for IHRSA's first Executive Director, and The Curt & Jane Beusman Institute Scholarship, named for two of IHRSA's most passionate founders, are awarded to individuals who demonstrate

The IHRSA Institute

August 1-4, 2017 • Chapel Hill, NC USA

a passion for, and absolute commitment to, the health club industry's future and leadership skills in club operations, sales, or service.

Each scholarship has a value of more than \$3,000 and includes a full registration to The Institute, program materials and handouts, social and networking events, lodging, meals, and a travel stipend.

Tempest, who opened her club in 2003, has succeeded in keeping it among the top three in a community where competition has grown from ten facilities to 70 facilities. Her application reflected her genuine love of the industry and of

positively impacting lives, and a superior level of dedication to her staff and clients.

During his time at Healthtrax, Wright has opened three new facilities and rebuilt the company's fitness program. His commitment to the industry, passion for learning, and for sharing his knowledge has fueled Wright's success.

The recipients were selected by a judging panel of highly experienced and dedicated industry professionals. The panel included:

Rick Caro, *President, Management Vision, Inc.;*

Bill McBride, *Co-Founder, President & CEO, Active Wellness and President & CEO, BMC3;*

Michele Melkerson-Granryd, *General Manager, BB Fitness Studios;*

Bud Rockhill, *Owner, CW Strategic Advisors.*

The IHRSA Awards Program seeks to "recognize, celebrate, and inspire." For more information about IHRSA's annual industry awards and scholarships, including prior recipients, please visit www.ihrsa.org/awards.

Advertising Directory

Norm Cates' CLUB INSIDERTM

The Pulse of the Health and Fitness Club Industry

The excellent companies below bring CLUB INSIDER to you every month, so please take a minute to see what they can do for you. To learn more about them, or about joining The CLUB INSIDER Advertising Team, go to www.clubinsideronline.com today!

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GoalPostPro - Pg 7	www.goalpostpro.com
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HYPOXI - Pg 10	www.hypoxibody.com/franchise
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Visual Fitness Planner - Pg 11	www.visualfitnessplanner.com
Workout Anytime - Pg 32	www.workoutanytime.com

Make It FUN!

Thanks and Appreciation

At CLUB INSIDER, we are excited to be in our 24th Year of this home-based health and fitness club trade publication! The thought that this publication was *founded to serve an industry I truly love*, and so that *I could become a Mister Mom for my son, Justin*, is still *intriguing and amazing* to us. I wish to extend our most sincere **Thanks and Appreciation** to everyone that's made this amazing 24-year run possible.

A very sincere **Thanks and Appreciation** go to **Rick Caro**, **Dr. Gerry Faust** and the **Faust Executive Roundtable #1** for helping me decide in 1993 what my home-based business would be. **Thanks and Appreciation** to my long-time friends, **Ron Hudspeth** and **Cathy Miller** of Atlanta's **Hudspeth Report** for the tremendous assistance they provided us during *our first eight years of publication*. **Thanks and Appreciation** to all of the folks at **Walton Press** in Monroe, Georgia. They've done an absolutely excellent job for us all these years and have printed every one of our 283 monthly editions! **Thanks and Appreciation** to all of our **READERS**. Sincere **Thanks and Appreciation** to our **CLUB INSIDER Advertisers**, past and present, for their kind and dedicated support of this publication. It's amazing to know that we have several advertisers with over 15 years of continuous advertising with us. Plus, we have one advertiser, **National Gym Supply**, with over 23 years advertising with us! We also want to say sincere **Thanks and Appreciation** to all of our **CLUB INSIDER Contributing Authors**, past and present, who've contributed *hundreds and hundreds* of excellent articles to help our readers with their Best Business Practices. **Thanks and Appreciation** to **IHRSA** for all it does.

Sincere **Thanks and Appreciation** to my son, Justin, who started working part-time for **CLUB INSIDER** when he was just 8 years old (helping with mailings). This young man, pretty much behind the scenes for 24 years now, has truly been a fantastic partner for his Dad in **CLUB INSIDER**. Justin does our editing, publication layouts, all of our website design and maintenance, all of our bookkeeping and subscription processing work, as well as archive management and anything else that needs doing, including writing eight cover stories per year.

Last, but surely not least, this writer who refused to fear failure when many told him he didn't have a chance of surviving the publishing business for even a year did survive. He would like to give sincere **Thanks and Appreciation** to the power that made that survival happen: **God**.

Very sincerely, with love in my heart for you all,

Norm Cates, Jr.

An Interview With Workout Anytime CEO and Co-Founder, Steve Strickland, and COO, Mark de Gorter

By: Norm Cates

CLUB INSIDER has chronicled the growth and success of health and fitness club franchises for many years, and one of the things we chose to do years ago was to limit the number of franchise groups we would accept as advertisers at any given time to three.

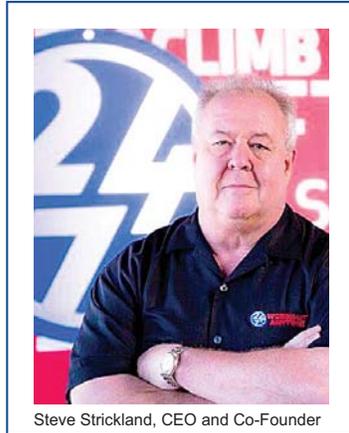
You may wonder why I made this decision long ago. The reason is that, for years, I've believed we have far too many franchises popping up, and as that has happened, I believe some, if not many, of them have been poorly prepared to do what they are doing and were not organizations I would be comfortable supporting and promoting to my friends who read CLUB INSIDER.

Trust me when I say that, when you see an advertisement in CLUB INSIDER, no matter what the product or service they are advertising is, **they will be an organization whom I TRUST.** Period. Without TRUST in the company, I will not accept their money to help them promote their products and services. You may color me *WEIRD*. Or, color me *DUMB*. But, that's my story with CLUB INSIDER Advertisers, and I'm sticking to it! So, when you see one of the ads from any of our CLUB INSIDER Advertisers, you can take it to the bank that I TRUST the company, and more importantly, I trust the people BEHIND the company! So, to say that I'm extremely careful with the choices of club franchisors with whom I will do business would be an understatement.

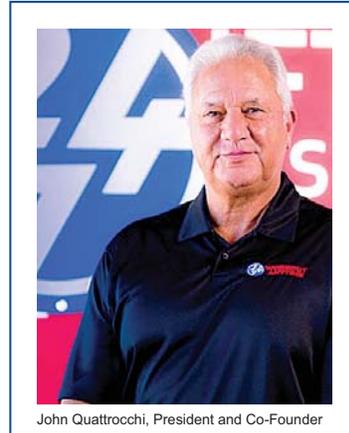
For the last three months, we've had only two club franchisors as advertisers in CLUB INSIDER, and they are the two great companies: **Planet Fitness (See Page #2)** and **Crunch Fitness (See Page #5)**. We have been at two club franchisors because World Gym International dropped out of advertising after two full years. Because we had three club franchisors for the past two years, the folks at **Workout Anytime** had been on a waiting list for two years before we installed them as CLUB INSIDER Advertiser Teammates. And, this is the first month of their advertising agreement because they also brought on board a company they do business with to advertise in CLUB INSIDER to help market and promote: **reACT Fitness**, which is why you have seen the **reACT Fitness Outside Back Page Ads** for the last three months.

Introducing Workout Anytime

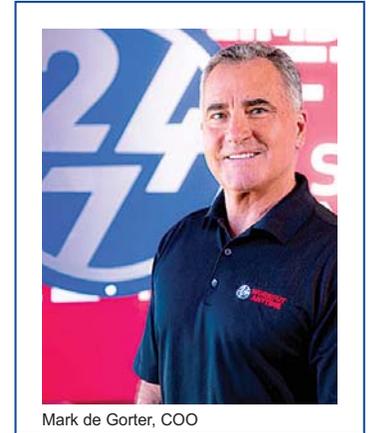
Steve Strickland, CEO and Co-Founder, and John Quattrocchi,



Steve Strickland, CEO and Co-Founder



John Quattrocchi, President and Co-Founder



Mark de Gorter, COO

President and Co-Founder, founded Workout Anytime in 1999 in Douglasville, Georgia, a suburb of Atlanta. The founders started with nine company-owned Workout Anytime Clubs. They started franchising in 2006 and reached 50 locations eight years later, in 2014. But, growth quickly accelerated; it only took two years to get from 50 to 100 locations. Now, at 140 locations, they're projecting to have more than 200 locations at this time next year.

It's important to note that Steve Strickland and John Quattrocchi have opened all of their company-owned stores and have grown their organization to 140 open locations with *zero* debt!

Mark de Gorter, COO, commented: "We've grown from Georgia concentrically out. We are big in Tennessee, Kentucky and the Carolinas. We're moving into Florida. We go as far northeast as Portland, Maine and as far northwest as Portland, Oregon and out to California. Plus, we're beginning to fill in through the Midwest with ten clubs open and slated for opening in Chicago, and the sunbelt with our first club opening in Dallas, Texas. We've got a couple of more following that. We've got some exciting things going on in the Pacific northwest, Idaho and Oregon. We've got some moving out into the middle of the country. And, we've got things going on in Arizona. We're starting to plant the flag in a lot of States, as we continue to fill in a lot around the markets that we have been

particularly strong here in the Southeast."

I asked the fellows, "What are some of the key differentiators of Workout Anytime?"

Mark de Gorter replied: "I think that, certainly, the first and foremost differentiator is we still believe that **we provide the best workout per square foot in the industry.** Our clubs are between 5,000 and 8,000 square feet. Every club opens with a minimum of ten treadmills and six ellipticals, and we fill the club with wonderful new Matrix equipment. And, we just introduced a small-group, high-intensity interval training program so that, when somebody comes into our club, they are greeted with a tremendous array of options to work out with at a relatively low price of \$15 per month. So, that **price/value relationship is certainly one of our keys.** I think one of the other keys we have is about 60% of our clubs are part of a multi-club ownership program, meaning that they are buying their second or third club based on prior success. We've got a lot of local ownership that goes into a market and establish themselves as pillars of the community, and they really do a lot to support their membership base as the owners. They care. They are investing in the community. We don't have a situation where we've got a lot of ownership groups that are multi-state and essentially buying huge territories. We've got a lot of single, double and triple location

owners that are just supporting members in their community... and that's a strength. Essentially, people that are working with a current chain, really delivering results and looking to go out on their own. We love those high performers. So, I think those are two of the biggest elements to our success. Certainly, those are two of the key strategic initiatives that we set out at our conference last December to really execute this year. Specifically, a solid value and a results-oriented, engaging member experience with owners that are committed to excellence."

Steve Strickland added: "One thing that I want to add to that is our goal from day one was to sell successful franchises. We weren't really interested in the number. We were more interested in the franchises we sold being successful. We felt like that would be where we ultimately really wanted to go. We're not interested in selling a franchise. **We ARE interested in selling a successful franchise.**"

• • •

So, ladies and gentlemen, it's our pleasure to introduce **Workout Anytime** and two of their leaders, **Steve Strickland, CEO and Co-Founder**, and **Mark de Gorter, COO. Stay Tuned!**

(Norm Cates, Jr. is a 40+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of CLUB INSIDER, now in its 24th year of publication. Cates was IHRSA's First President, and a Co-Founder with Rick Caro and five others, in 1981. In 2001, IHRSA honored Cates with its DALE DIBBLE Distinguished Service Award, one of its highest honors. Cates can be reached by phone at 770-635-7578 or email at Norm@clubinsideronline.com)



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Dianna's Story...

"With drive, moxie, and a passion for fitness, I decided it was time to open my own business. After 10 years as a PE teacher, I knew I was independent enough to not HAVE to work for someone else. Joining Workout Anytime was the best decision I ever made. I bleed red, gray and blue! This isn't my job; it's my life; it's my family and my club is my baby. I found my home with Workout Anytime."

Dianna Kaga, Owner
Kennesaw & Marietta GA

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