

# Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry



(L to R) Tony, Jake and Mike Wareing, Photo Credit: Carlos Sanchez Bonano

## Wareing's Gym...

*The Oldest Health Club in America*

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### OCTOBER 2015

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# Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry

## Wareing's Gym...

*The Oldest Health Club in America*

By: Norm Cates

During all of my travels across America, visiting literally thousands of clubs, I've never come across a situation like this one, in which the late John Wareing, Founder of Wareing's Gym, has been memorialized with a beautiful monument that was created and installed by members of his Virginia Beach, Virginia community in memory of Wareing.

John Wareing was a war hero, a Virginia Beach police officer and trainer, a strong man, a friend and confidant, a fitness guru and a comic... John Wareing was a man who changed the lives of thousands of Virginia Beach, Virginia citizens for the better, and he was memorialized with a larger-than-life statue on the beach at 17th Street and Boardwalk. He was also known as the unofficial strongest man in the Navy.

He also left a culture in his Wareing's Gym that caused him and his gym to be trusted by his community. Once you have read the commentary from Mike, Tony and Jake Wareing, it will be clear why that trust in their gym continues until this day.

If you're one of our long-time CLUB INSIDER readers, you may remember that we have repeatedly written about the importance of building "TRUST" in your community and with all of your customers. In fact, in August of 2009, I wrote a CLUB INSIDER Cover Story on this extremely important subject and entitled it, "TRUST." If you've been in this wonderful industry for a long time, you could probably write your own cover story with what you know about the topic of building TRUST

and lasting RELATIONSHIPS with the citizens of your community.

Without even reviewing my past writings on the subject of building TRUST in the community, I could not help but be reminded about the subject as I conducted the following interview with Mike, Tony and Jake Wareing, the owners and operators of this unique health club. These men continue their lifetimes of self employment at Wareing's Gym by employing a finely-tuned and well-executed focus on building and maintaining trust and relationships with their customers... yes... TRUST with their members and guests.

A good reputation is something that's not easy to earn in any realm. And, if your club doesn't have a good reputation in your community, you still have a lot of work to do before you will be able to make your club as great as you hope it will be!

IF your club already has a good reputation in your community... And, IF you ever lose it, it's even more difficult to regain it. Maintaining trust with people in your community is something that's not easy to do. To maintain a good reputation, a business owner/operator must do the right things for the right reasons over and over while at the same time coping with the trials and tribulations of a 7-day-a-week and almost 365-day-a-year operation in a business climate that's getting more over supplied every day of the year.

The story of Wareing's Gym, the oldest health club in America, is one of caring and producing results for members in such an excellent manner that the place has achieved the status of truly being legendary in Virginia Beach, Virginia,



The John Wareing Statue, Virginia Beach, Virginia

and after this story, beyond. Enjoy this amazing story and Thank You for reading CLUB INSIDER!

### The Wareing's Gym Mission Statement

**Mike Wareing of Wareing's Gym, commented:** In 1988, we created a Mission Statement that I would like Jake to read to you now.

**Jake read the Mission Statement over the phone during our conference call for the interview:** "Our Father opened his gym 55 years ago in Virginia Beach in 1960. The success of our Father and

Grandfather was because of their 'Always give more than you receive' attitude with their no thrills... no nonsense... just results approach to proper exercise.

When our Father turned the gym over to us in 1978, we maintained the commitment to these family traditions and beliefs. We have always strived to do the common things uncommonly well. It's not the QUANTITY of instruction that we do but the QUALITY of instruction we give that counts. Because of these feelings and beliefs, we know that there is no better advertisement than a good reputation. Our gym's reputation shows the integrity and  
(See Wareing's Gym Page 10)

### Inside The Insider

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- Want to Grow Your Gym? Here's How. - **By:** Jim Thomas
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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! Next month, we'll be celebrating the beginning of our 23rd year of CLUB INSIDER publishing, and we owe it all to YOU that we've made it this far! Thank YOU for reading CLUB INSIDER! Note please today that this edition is arriving a little bit later than normal, and that's because of the Club Industry Show where we had a booth and we met a bunch of old friends and a lot of great new folks for the first time. Our terrific Cover Story this month is about Wareing's Gym in Virginia Beach, Virginia, the OLDEST health club in America that we know of. The story features an in-depth interview with MIKE, TONY and JAKE WAREING, the gym owners and operators. It's very interesting and chocked full of multiple nuggets for you to take and improve your own club! Four generations of dedicated club success! Enjoy!

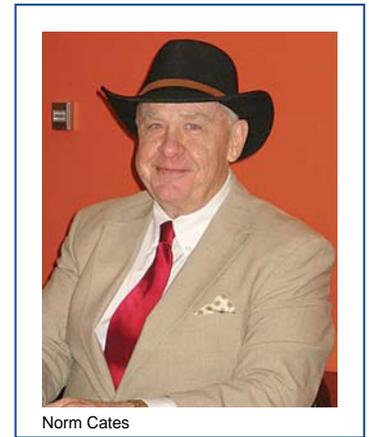
•Is America a great country, or what?!?!? Hmm... hmm... hmm!!!

•Here's a note all about Making It Fun! You're cordially invited to my 70th Birthday Party and to my son, JUSTIN's 31st Birthday Party! Our combo birthday party will be held on Saturday, January 16th at the fabulous Hudson Grille in Sandy Springs, a suburb of Atlanta. Yes, that's right. I'm coming up on the Big 70 in January, but I feel like

I'm going on 50, NOT 70! I can clearly attribute how absolutely great I feel every day of my life, how well I sleep every night and how much amazing energy I have to the single fact that I've walked 15,000 miles since I changed my life, stopped drinking forever, and have walked, on average at least three miles a day, since November 26th, 2000! Talk about changing and improving one's life. I did it, and I am PROUD to tell you I did it! Now at what I call "a mental age of 50." I say to you all Regular, Daily Exercise is The BEST Medicine on Earth! Period! And, you and your members are all are SO fortunate to be selling that product in your great clubs. Praise the Lord! THAT, my friends, says it ALL! Our combo birthday party will be held at the fabulous Hudson Grille in Sandy Springs, a north side suburb of Atlanta. My actual 70th birthday is Sunday, January 17th and Justin's 31st is Monday, January 18th. So, we thought it would be a real HOOT to celebrate both of our birthdays together on the Saturday Night preceding our actual birthdays! Plus, we're working on a plan that will help AUGIE's QUEST that night, and I'll report details to you next month after plans are finalized with the folks at the super Hudson Grille party location. So, STAY TUNED! And yes, I know most of you reading this live in far-away places. So, Justin and I are cooking up plans on how you can get in on this special Cates Boys Birthday Celebration anyway! Again, I say STAY TUNED!



Lynne Nieto at Club Industry 2015



Norm Cates

•Congratulations to PAMELA KUFAHL, MARTY McCALLEN and their entire Club Industry Team on their terrific event held in Chicago October 7th, 8th and 9th! My hat's off to Pamela, Marty and their Team for their fine event, which included a well-done educational component and a bigger trade show this year with many employees at their exhibits ready for the attendees. Now, the REALLY GREAT NEWS from the Club Industry folks! And, that is that next year's Club Industry Show will be moved from the gigantic McCormick Place where the show has been held for years (with a one-time shot at Las Vegas a few years back). The next Club Industry Show will be held all under one roof at the Hyatt Place Riverside Downtown in

Chicago, where everything will be more convenient, and I believe and hope the new location will attract more and more club business professionals.

•Congratulations to our Legendary friend, AUGIE NIETO, as he was honored with the Club Industry Lifetime Achievement Award! Augie's lovely and devoted wife, LYNNE, came in from California to accept the honor on behalf of her husband, Augie. See Photo of Lynne on This Page showing her giving the acceptance speech on behalf of Augie.

•The Club Industry folks have announced that they're now accepting nominations for next year's Club (See Norm's Notes Page 6)

## About Club Insider

# Established in 1993

## 22 Years and Counting!

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## ...Norm's Notes

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**Industry Lifetime Achievement Award.** Send your nomination to **PAMELA KUF AHL** at [Pam.Kufahl@clubindustry.com](mailto:Pam.Kufahl@clubindustry.com) and to **MARTY McCALLEN** at [Marty.McCallen@clubindustry.com](mailto:Marty.McCallen@clubindustry.com).

• Among other great things they presented, the Club Industry folks came up with two new events that I thought were *top notch* and *deserve your support* in the future if you didn't attend this year's show. The first was a special speaker lineup with three individuals who've experienced

incredible things in their lives, and Club Industry billed them as **"Inspired Insights."** The featured speakers were: **JEREMY STROM**, **Founder of Playgrounzd and Fitness Beyond Borders**; **MARTY WOLFF**, **former Biggest Loser Contestant and Founder of Square One, a health club targeted to the overweight population**; and **JOE CIRULLI**, who in my book, along with **RED LERILLE**, is one of the greatest health club owners in our industry anywhere. Another new event was the Thursday evening **After Hours Social**, held in the beautiful **Empire Room at the Palmer House Hilton**, which provided those who

attended with a beautiful environment, complimentary drinks, great food and terrific companionship. Additionally, there was quite a lineup of educational offerings programs that were well worth attendees support. They included: **RICK CARO's CEO Summit**; **BILL McBRIDE's new Fitness Leadership Program**, which provided a **Leadership Certificate**, plus a lineup including a **Training Insights and Techniques Series**, a **Marketing Series**, an **Operations and Trends Series**, a **Personal Training Series**, a **Creative Programming Series**, a **Sales Excellence Series**, a **Studio Business Series**, a **Wellness Works Series** and a **Customer Service and Retention Series**. To say that this year's Education Program at the Club Industry Show Educational Program was nothing short of extremely well done would be an understatement. And, I would urge all of you to take advantage of it next year if you did not this year. The truth be told, the Club Industry Show Educational Component this year, and especially the Trade Show, would have accommodated ten times the number of attendees than they actually served. As an industry, we've got to get back to work helping Club Industry boost attendance for this great event that's now very capable of accompanying a national audience, rather than the somewhat regional audience it actually drew. **So, Stay Tuned folks!**

• **Life Fitness** has announced their annual contest to pick the **World's Best Personal Trainer to Watch**. The winner will be chosen from nearly 1,000 nominations from a record breaking 49 countries and territories as 10 elite trainers will be chosen.

• Also, **Congratulations to PFP's 2016 Personal Trainers of the Year** who were announced at the **Club Industry Show!** The **PFP Trail Blazer of Year for 2016 Winner** is **TANYA SLUSSER** of **The Claremont Club** in **Claremont, California**. The **PFP 2016 Legacy Award Winner** was chosen from five Finalists: **JOLIE GLASSMAN**, **ROBERT LINKUL**, **STEPHEN HOLT**, **MARK NUTTING** and **MARK RULLO**. The Winner was **MARK NUTTING**, a 35-year fitness industry veteran and owner of **Jiva Fitness Studio** in **Easton, Pennsylvania**.

• **Planet Fitness, Inc. (NYSE:PLNT)** continues its international thrust following their **Puerto Rican and Canadian launches** with the recent announcement that they'll open their first Planet Fitness location in the **Dominican Republic** in the **City of Santo Domingo**. The new Planet Fitness Club will open in **mid-November** and will be located in the **Silver Sun Gallery Mall**. **Membership presales began on October 17th**. The company has a second club planned for **Santo Domingo to open in late 2016**. **Planet Fitness CEO, CHRIS RONDEAU** commented, "We are excited

to bring the Planet Fitness experience to the **Santo Domingo** community with the opening of our first club in the **Dominican Republic**. This international expansion is a testament to our strategy of capitalizing on new market opportunities where we believe that our innovative health club concept will be well received, in addition to building out existing markets. Working with our experienced franchise partners, we look forward to building on the success we have achieved in the U.S., **Puerto Rico**, and **Canada** and providing a judgement free, high-quality fitness experience that is affordable for everyone." Let me add: **Stay tuned, Folks!**

• **They say there are always at least two sides to every story!** Here's another side to the story we published last month in our **"Insider Speaks"** column on **Page #6**, written by our friend, **THOMAS PLUMMER**. With respect to the segment of Thomas' column where his comments on the current status of group exercise programs in our industry appear, there clearly is another side to that story and I'm sharing it here and now. Did you folks know that **MOSSA (formerly known as Body Training Systems)** customers who are running five or more of **MOSSA's programs average over 37% of all of their daily traffic to their facility for members attending MOSSA's great Group Fitness Classes**, with many *exceeding 50%*! So, when you consider the fact that these club owners/operators also get access to **MOSSA's programming and training system, the marketing system and the management system**, all for an annual price of *less than the cost of two pieces of cardio equipment*, group exercise is totally alive and very well for **MOSSA club clients**, in totally stark contrast to Thomas Plummer's comments. And, **MOSSA truly provides clubs with a value that's very hard to beat!** Be sure to check out **MOSSA's Ad on Page #31** and **The STEP Company Ad on Page #11**.

• *I'm very happy to report to you that, way back in the early days of CLUB INSIDER in 1993/94, when I started and published it during our first six months without advertising, and when I DID start selling advertising, I established a standard for CLUB INSIDER that Justin and I stick to until this day. My standard was that I absolutely WOULD NOT accept advertising from the following three industries: Food Supplements, Travel Agencies and Multi-Level Marketing Companies.* I bring this up today because I heard news on TV that it's been discovered that some food supplements will damage organs in your body. In particular, these recent TV reports said that **liver damage** was what's been happening. As it turns out after **Googling: Organ Damage Due to Supplements**, this is **OLD news**. But, it was **new NEWS to me** and *maybe it will be to you, too*. Regardless, I'm very  
 (See Norm's Notes Page 7)



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## ...Norm's Notes

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happy we set and stuck to those standards mentioned previously.

• I'd like to provide apologies to **CHUCK LEVE** and a correction here to one of my Norm's Notes last month. In that Note, I mentioned **The National Court Club Association (NCCA)**, and I named three guys who were early Board Members of NCCA, while erroneously naming them as **Founders**. In **FACT**, the **Founder of NCCA** was the late **MORT LEVE**, Father of industry veteran, **CHUCK LEVE** and Grandfather of **JOSH LEVE**. Chuck kindly reminded me at the **Club Industry Show** that his **Dad, Mort**, was the **original Founder of NCCA**. I had already realized my error after publication of our September edition, and I'd been planning on publishing this correction before I even spoke with Chuck about it in Chicago. So, for the record, I was in error last month, when I mentioned that the **Founders of the National Court Club Association** were my friends: **JOHN WINEMAN, JIM BRONNER** and **BOB FITZGERALD**. In fact, the **Founder of NCCA** was **MORT LEVE!** (See the **Photo Below of baseball Legend, BABE RUTH**, standing next to **Chuck's Dad, MORT**.) So folks, this was my **MISTAKE**, and it's now been corrected for the record. So, thanks to **CHUCK** for reminding me of this *important fact*. Of course, all of you know that the **idea of merging NCCA with NTA to create what's now IHRSA, was RICK CARO's**, and Rick and I merged NCCA with **NTA, the National Tennis Association, to create what we then called IRSA, The International Racquet Sports Club Association**. IRSA is now called **IHRSA** as the "H" for Health was inserted into the name at the **IHRSA Board Meeting in June, 1994** after the IRSA Board had attempted to rename IRSA to "**Exercera**," which is Latin for "To Exercise," and **CLUB INSIDER** published IRSA Member objections for three months before the Board rejected Exercera and instead inserted the word **Health**.

• On the afternoon of the Club Industry



(L to R) Babe Ruth and Mort Leve

Show on **October 7th**, my son, **JUSTIN** and I, had a brief but terrific visit to the **Franciscan's mega Omni Health and Fitness Club in Schererville, Indiana**, right before the **Opening Reception at Club Industry in Chicago**. Thanks very much to **MS. SHARON SPORMAN, GM**, for her hospitality and the time she spent touring us in their great club. **Omni is 200,000 square feet**, and the club tour took us about **45 minutes** in which we did not stop walking! So, you get the picture of the magnitude of this place. **Stay Tuned folks**, as we will feature the **amazing Omni Health and Fitness Club** as our **November Cover Story Subject**.

• Here's another **Top 10 List for you!** This one is from **JON LIEBER**, producer of **Thumbtack.com**, and it's a list of "**The Top 10 Cities for Personal Trainers**." Visit [www.thumbtack.com/blog/trainers](http://www.thumbtack.com/blog/trainers) to learn more about how local governments in these ten cities are providing the friendliest climates for entrepreneurial personal trainers.

• By the way... our upcoming **November, 2015 edition** will be the last edition of our **22nd year of CLUB INSIDER publication** and our **263rd monthly edition!** To me... this is **clear proof that there IS a GOD!** **WHY** do you say that, Norm? you may be saying to yourself. *Well then...* let me tell you. **Since I flunked English 101 Composition** when I was playing football at **N.C. State** way back in the 1960s, long before many of you were even born, for me now to have been a newspaper publisher for 23 years is clear proof **there IS a GOD!** A proud **Recreation and Parks Administration major at State**, I'm also very proud to tell y'all that I **also got two As** while I was matriculating at State! **My As were in: (1) Weightlifting** where I *scored the only perfect score* in the history of the weightlifting Physical Education course at State by that time, and **(2) Square Dance Teaching and Calling!** My A in that course was because I made it so much **FUN** for the folks in my class when I would teach a room full of people how to square dance, and then I'd call their square dances to recorded background music. And, if you are not laughing your head off by now, *then you might better check your own pulse!* Again, I say: **Make IT Fun, Folks!**

• **Special THANKS** to **TRACEY BOURDON**, one of **Susan K. Bailey's** excellent **Marketing Coaches** and **CLUB INSIDER Contributing Authors**, along with **DENEEN LAPRADE**, for Tracey's suggestion that we do this month's **Cover Story on Wareing's Gym** being the **oldest gym/health club in America**. And, let me say for the record... being the **OLDEST Gym in America** is a very high honor and a very well earned honor by the **Wareing Boys** after their Dad, the **Legendary JOHN WAREING**, turned the gym over to them in 1978. What a

• **A quick Note** about this month's **Cover Story: Wareing's Gym... The Oldest Health Club In America**. I have not included in my process of determining the oldest ""Commercial Health Club" in America what I call "**The Institutions**" in America as "**Health Clubs**." I call them **Institutions**, and they include such as **organizations as Downtown Athletic Club in New York City, The Los Angeles Athletic Club and The New Orleans Athletic Club...** as they are truly "**Institutions**" in America whose *components included some exercise facilities along with major dining, entertainment and even lodging facilities*. **Wareing's Gym, as far as we know, is the oldest "Commercial Health Club" in America**. We welcome your feedback on this.

wonderful story!

• I also want to say sincere **THANKS** to my long-time friend down in Florida, **RAYMOND LONG**, who also encouraged

me to do this month's **Wareing's Gym Cover Story**. Raymond has been in our great industry nearly as long as Wareing's Gym has been in business, and he knew (See Norm's Notes Page 8)



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### ...Norm's Notes

continued from page 7

about them and their gym from his early days living in their area while he was in the Navy. I also want to congratulate and wish Raymond well after his near-death experience from which he's now well recovered. God bless you, Raymond!

• **Long-time friend, JERRY NOYCE**, has informed us that, as of **October 1, 2015**, he's retired as CEO of the **HERO Healthtech Corporation**, and he's been replaced by **PAUL TERRY**. FYI, Jerry can be reached at [jvnoyce@comcast.net](mailto:jvnoyce@comcast.net), and **PAUL TERRY** can be reached at [paul.terry@hero.health.org](mailto:paul.terry@hero.health.org).

• **Sad news from September 22nd** is that the one and only **YOGI BERRA**, the New York Yankee Legend, passed away at age 90. As a student at Rome Free Academy in Rome, New York way back in 1962-64, a bunch of us would get on several school buses and go to Yankee Stadium in New York City for Yankee games. There, my friends and I had the joy of youngsters watching legends such as: **YOGI BERRA, MICKEY MANTLE, ROGER MARIS, TONY KUBEK, WHITEY FORD, BILL "MOOSE" SKOWRON, BOBBY RICHARDSON** and more! Get this. The highest salary on the Yankees team back then was that of Super Star Mickey Mantle who was paid only \$90,000 a year! Mickey got a raise the next year in 1963 to \$100,000, an

amount that today's baseball stars get paid for just a week. Yogi Berra was a catcher and a great hitter. But, before that, he served his country in the U.S. Navy. So, in my book, Yogi was a hero for that, too! On top of that, Yogi became famous for many things he said such as: "You can observe a lot just by watching." And, "When you come to a fork in the road... TAKE IT." And, "Always go to other people's funerals, otherwise they won't come to yours." As well as, "Nobody comes here anymore, it's too crowded!" And, "We're lost, but we're making good time!" And, my all time favorite Yogism: "It ain't over until it's OVER!" At Yogi's funeral, Archbishop **TIMOTHY CARDINAL DOLAN** paid tribute to the great man, Yogi Berra, by blending two of his most famous remarks. Dolan said, "There's no fork in the road to eternal life. In that respect, it ain't over." May the great YOGI BERRI Rest In Peace!

• **Three reminders for you all:** (1) **Don't forget** that Justin now also produces audio of all of our **Authored Articles** in every monthly edition of **CLUB INSIDER** on our website. So, visit [www.clubinsiderradio.com](http://www.clubinsiderradio.com), and you can listen to **CLUB INSIDER** instead of read it in print or online if that's more convenient for you. And, (2) is that Justin has created, launched and is producing **CLUB INSIDER Weekly** every **Thursday** except for the **Thursdays** when our monthly **Club Insider Online**

(See Norm's Notes Page 21)

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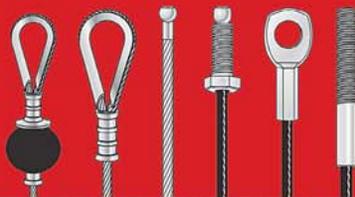
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## ...Wareing's Gym

continued from page 3

honesty of what our name represents. We truly believe the level of instruction we give to our members affects everything else in our gym and our lives. We must *never be satisfied* that our instruction is fairly good, pretty good or good enough. **Nothing short of the best is good enough.** Nothing short of the best will do because only the best is good enough to provide our members with the results and benefits they have paid for. *THEIR* success is *OUR* success. Helping a person realize his potential helps him, the gym, the community and even the world. But, just as importantly, it helps you as a person."

### An In-Depth Interview With Mike, Tony and Jake Wareing

This in-depth interview with three members of the Wareing Family, Father, Mike; Tony, Mike's brother and the Uncle of Mike's son, Jake, will amaze you. By the end of this in-depth interview you will understand why Wareing's Gym is worthy of being referred to as *legendary*.

**CLUB INSIDER (C.I.)** - When did Wareing's Gym open?

**Mike Wareing (MW)** - 1960.

**C.I.** - Who created and opened it in the beginning?

**MW** - Our Father, who has a storied history, John Wareing. But, my Grandfather was in the industry way before that as a physical culturist way back in the 1920s. His name was William Wareing. But, his real name was Dominick Guerrieri, and he was an Italian immigrant. When he came to this country, they asked him what his name was and he said, "My name is William Guerrieri. But, the immigration agent he was talking to said "Wareing?" So, he just said, "Yes." From that day on, he was known as William Wareing!

**C.I.** - What was John Wareing's background before opening Wareing's Gym?

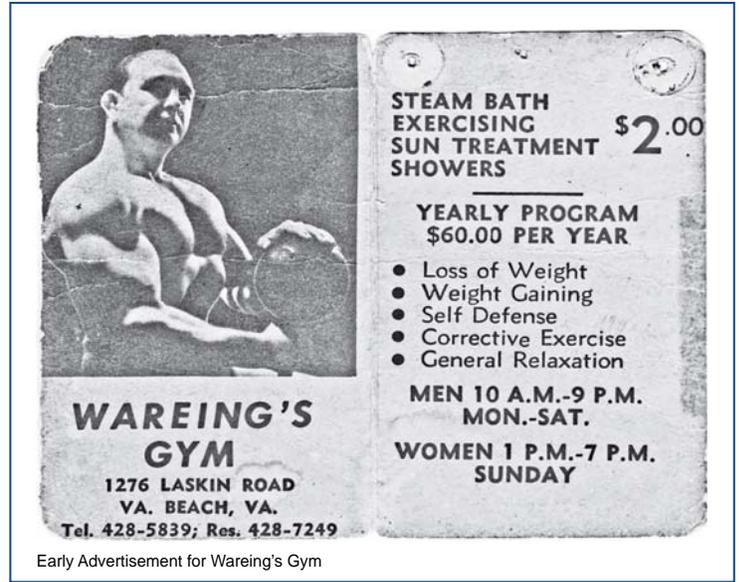
**MW** - He was in the Navy and was serving as the Athletic Director at the Oceana Naval Base. He was regarded as the strongest man in the Navy at one time. He was very involved with feats of strength, such as letting a truck run over his belly or holding back a motorcycle with his teeth. We have a bunch of photos of him doing his feats of strength. In those days, it was all about self-promotion. Bodybuilding wasn't really as big then, so he did feats of strength. He was a self-promoter, and he was that way until the day he passed.

**C.I.** - Based on what you know, please describe Wareing's Gym the day it opened in 1960.

**MW** - I was six years old at the time that it opened, but I do have a recollection that it was a small studio attached to a club with a swimming pool and tennis courts that were part of a new real estate development. So, he had a little studio there where he opened the gym. There were some interesting pieces of equipment in there. A couple of things that I have a recollection of were the vibration belts and the wood rollers where people would use the rollers to attempt to jiggle the fat off of their bodies. But, it's funny when you think in terms of today how we use rollers to do tissue work. They were doing tissue work back then, but it was more to shake the fat off. They were doing things to create a massage. I also remember that, for cardiovascular, they had two bikes on which they could compete with each other. It was archaic but pretty interesting.

**C.I.** - Did Wareing's Gym grow and/or go to a new space? How many different locations have there been over the years?

**MW** - In 1960, the studio occurred. Then, it evolved a little bit and there were some ownership changes with the club that was going through a metamorphosis. In 1967, my Father moved his business to Virginia



Beach Boulevard, otherwise known as 17th Street. He rented a building and moved his business there for three years. In 1970, he moved to another building right next door, partnered with an investor and they bought that building. So, we were there from 1970 to 1988 when we moved to our current location, which is 700 19th Street in Virginia Beach. When we first moved into this building in 1988, it was 12,000 square feet, as we had added another 3,000 square feet. We own the whole building here, and it's now 22,000 square feet. We rent space to a Pilates Studio, a restaurant and a salon, which offers hair services and massage therapy.

**C.I.** - What does your gym amenity list include?

**Jake Wareing (JW)** - We have a little bit of everything. But, I think our number one thing is to provide solutions for people. We have locker rooms with steam rooms, infrared saunas, a free weight area, a group exercise class room and a 1,500 square-foot turf for our Parisi Speed School. We also have 2,000 square feet with 25 cardio machines, a 2,000 square-foot yoga studio, plus the Pilates Studio, restaurant and the hair salon and massage therapy operation.

**C.I.** - Please describe Wareing's Gym financial structure as of today.

**MW** - We own the building, and we are also tenants in this building that we own. We have two corporations, *Wareing's Gym, Inc.*, which is our gym operation. And, we also have *Wareing's Investments, Inc.*, which owns the building. So, we pay rent to ourselves.

**C.I.** - What is Wareing's Gym known for? How did it survive all these years? How has it flourished and why do people join today?

**JW** - I have to say that there is one big thing and that is knowing people's names. To some in our industry, that is a small thing. I think we've done a very good job

of that. We're like the *Cheers* of the fitness business. People come here, and they feel comfortable. Our mission is to be the best part of their day when they come here.

**MW** - Let me add something my Father told me many years ago. He said, 'Personal service will be more important than it's ever been as the world gets bigger.' So, by keeping everything personal here, we have better success in growing our membership and retaining our members. *Personalization of our world* is what we are trying to do here.

**C.I.** - Well Mike, your Dad, John Wareing, was a *Prophet*!

**MW** - Yes, he was.

**C.I.** - Guys, if I were I to say, 'Wareing's Gym,' to a local resident, what would they say as a first-word association?

**Tony Wareing (TW)** - Family. Community. Wellness. We've been really lucky that we've been established in our community for a long time. I don't know if Mike or Jake told you, or not, but my Father was honored with a statue down on the ocean front. It really is an honor, and it was not done by us. The statue was created and installed by friends of our Father.

**C.I.** - Well guys, I must say this is a first for us! This is our 262nd monthly edition since we started almost 23 years ago, and we've never met or spoken to anybody in our industry who has been honored with a statue in their community! I'm sure that makes you guys very proud of your Dad!

**C.I.** - Mike, what are your first memories of the gym and how did you first get involved? Same question, Jake. Did either of you plan on a different career?

**MW** - As a youngster, I got my start earning \$5 a week cleaning the steam room!

**JW** - I don't remember very much. I (See *Wareing's Gym* Page 12)



Early Days at Wareing's Gym



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## ...Wareing's Gym

continued from page 10

remember when I was a toddler, my Mom dropped a dumbbell on my finger. I remember we had dogs around the gym then. I started to get involved in the gym when I was in middle school, around 7th or 8th grade; I was cutting weight and building muscle for wrestling when I really got started. The school I went to was about five blocks from the gym, and I'd walk over to the gym to work out after school. I wasn't allowed to hang around doing nothing, I'll tell you that. They made me work out!

**C.I.** - Mike, please tell us about your Dad. When did he pass away and how?

**MW** - He passed away in the year 2000 at 78. Before he passed, he said he was ready for his next assignment. He had developed throat cancer, and I think he's happy to be where he is at now.

**TW** - Just for the record, he worked out until the day he died. He was in great shape, and he never got off the horse, so to speak. He worked out until the very end, and he was a real physical specimen.

**C.I.** - What are the plans for the family component of the business? Is there a fourth generation in the future?

**JW** - I think I AM the 4th generation!

**MW** - My Grandfather was in the physical culture business back in the 1920s! We have some good photos of him. He was on the Cover of Muscle Builder Magazine in 1923! On the cover, you can see William Wareing in print by his photo. He was in the industry, but he didn't own a gym. Again, he was an Italian immigrant, and he never had citizenship. But, he was in the industry, and my Father was always compelled by it until he got enough money to make a living at a hobby. And, he wanted to be in this industry, he wanted a gym, so

he opened one. So, my Dad, John, would be the second generation; myself and Tony would be the third generation; and my son, Jake, would be the 4th generation. The 5th, our next generation of Wareings, is expected to come some day, but we don't know when. We've operated a lot by the seat of our pants on a day-to-day basis, but we continue to grow in the industry, and we want to keep evolving. Conversely, I see a lot of the evolution going back to the things my Grandfather was doing... from using Indian Clubs... to kettle bells... and body weight training. So, a lot of the evolution has gone back to what we did in the '20s.

This is how it all happened, and this is very important. When my Father turned over the gym to his family in 1988, it just happened that he had four sons who didn't have jobs at the time. So, we took over. It was me, Tony, Jack and Bob. Four of us in 1988 incorporated to create the current gym financial structure. Then, our brother, Bob, passed away suddenly from a cerebral aneurysm at age 50 in February of 2001. Bob was a boxing coach who attracted world class boxers such as Muhammad Ali, formerly known as Cassius Clay, and 'Smokin' Joe Frazier to our gym. Bob passed away eight months after our Father, John Wareing. His sudden passing stunned family, friends and people in the boxing world. One of us Brothers, Jack, retired. And, Tony and myself currently are in the gym, but it's pretty much operated by Jake and some of his cousins and other staff that are not members of the family.

**JW** - We've got a lot of people in here that share our views and values. We certainly consider them as part of the 'Family' here... they don't have to have the last name of Wareing in order to be considered as part of our family.

**C.I.** - What are the future plans for the gym?

**JW** - Keep surviving!



The Wareing Brothers Holding Up Their Dad

**C.I.** - Guys, what advice would you give about working together in a family businesses? The Dos and the Don'ts? What about succession planning? Have you done any of that yet?

**TW** - Agree to disagree! It probably helps in a marriage, too!

**C.I.** - Got it! What about Succession Planning? Have you all done any of that yet?

**JW** - No, we haven't done any of that.

**MW** - We have had dialogue with attorneys and estate planners. It's really hard to do. My three brothers and I have a corporation, and we basically did it on a handshake. So, everybody earns their way. We want to continue to grow. We want to be able to have something and feel like a part of it and be a part of it. But, we're having a hard time actually nailing things down. So, we just keep our nose to the grindstone, and hopefully, it will all work out. But currently, we haven't done enough to say we have an actual succession plan.

**C.I.** - What do you teach your staff about customer service?

**JW** - The main thing that every employee knows is that our members are our lifeblood. We're here because of them. They're not here because of us. We have that written on our Mission Statement. We have that message behind every desk and in every office as a constant reminder. I think that does a lot for customer service.

**MW** - Norm, starting in 1988, when we moved into this building, we had a meeting every Tuesday morning at 8AM for 27 years. It doesn't matter come rain, sleet or dark of night, we're going to have a meeting to discuss what it takes to keep improving.

**C.I.** - What equipment options do you offer your members?

**JW** - Norm, if we don't have it, you don't need it! We have all the functional training equipment you might need, We've got 16 spin bikes, plus 25 pieces of cardio equipment, two sets of dumbbells going up to 100 pounds each, barbells, kettlebells and we have Strive and Free Motion Machines. We have lots of mat space and a boxing ring in our gym. I think we mentioned that we also have a track for the Parisi Speed School. And, we have a door providing access to the restaurant we lease to next door. We also have the Best Bodies Massage Studio/hair cutting, etc.

**TW** - Norm, let me mention that it took us a while to get the tenants right, but we tried very hard to make it a health and wellness service center. All of our businesses are wellness related.

**MW** - This is interesting. We actually rent space to what you could think of as a competitor. We rent space to a Pilates Studio that offers a really fine product. So, we receive rent money, and even though it is kind of a competitor, they provide a great service. This is kind of a synergetic relationship where our members who are coming to our center get healthy choice foods, they get tissue work done and they get a specialty exercise in the Pilates Studio.

**C.I.** - Do you have an Enrollment Fee? If so, how much is it? And, what are your dues rates?

**JW** - We offer a couple of different types of memberships. We offer Team Training and Class Memberships at a higher price and for those we do have higher Enrollment Fees. For the open gym membership, just the regular membership, we charge a \$75 enrollment fee. Monthly dues range from \$39 per month to \$289 per month. Our average return per member is around \$70 per month.



A Wareing's Gym Workout

(See Wareing's Gym Page 14)

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## ...Wareing's Gym

continued from page 12

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

**JW** - As of August, 2015 we have 1,749 active memberships.

**C.I.** - What's your gym's annual revenue?  
**JW** - Last year, we did \$1.4 million, and that's what we're projecting for this year.

**C.I.** - Jake, how long have you been involved in the day-to-day management of the gym?

**JW** - I started working full-time when I graduated from Virginia Tech in 2006. I worked part-time when I was home for the summer months while I was in college. I really started getting a little bit more involved in understanding the management and the business side of things about three years ago when I saw Thomas Plummer speak live... you know Thom.

**C.I.** - Who are your primary competitors, and how far away are they from your gym?

**JW** - That's changed tremendously throughout the years. I just did a quick Crossfit search, and there are 15 to 20 Crossfit gyms within a 20-minute drive of us! That's just Crossfit. I also know there are two Crossfit gyms going up within a block of us! So, there's a WAR going on now! That's *just one* of our competitors. We're in a military town, but they're building a brand new One Life that went into a former a Gold's Gym, and then, there's a Planet Fitness opening up down the street; there also an Anytime Fitness and Inlet Fitness that has been opened by a guy who used to work for us. But, I think *the toughest competition is ourselves!*

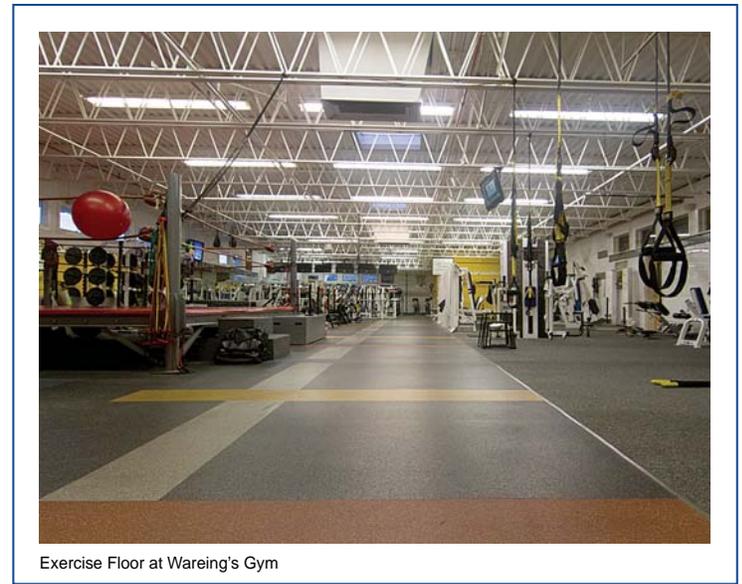
**C.I.** - Please tell us about your gym's relationship with the fine organization,

Parisi Speed School? How long have you had your Parisi Speed School? What benefits for your gym does it provide?

**JW** - We had our Parisi Speed School Grand Opening in February of this year. We had a need for training of our young athletes. It was interesting when you look at the dynamics of a gym; we talk a lot about family around here. When we looked at it, we do have a day care center here, too. We kind of needed an outlet for the kids after they get past the day care center age, so the Parisi Speed School is there for them. When they outgrow that, we've got group classes that they're going to love. Then, as they get a little older, age 35 to 55, we've got group personal training for them. And, as they get even older than that, we've got private training for them. So, we've got them covered from Youths to Seniors. We don't just get them exercising, we train them with a focus on safety.

**C.I.** - Since Tracey Bourdon, a Marketing Coach with Susan K Bailey, told me about your gym in the first place, I want to ask a few questions about your relationship with SKB, Inc. In what capacity do you work with Susan K. Bailey Marketing and Design? What do you believe is the best product or service Susan K. Bailey provides to your gym? Would you recommend Susan K. Bailey to other club owners, and if so, why?

**JW** - We love Tracey and the Susan K. Bailey company. We've been with them about three years now. They handle all of our website needs and our digital marketing. We set a budget every year, and we have a marketing plan to handle internal and external digital marketing. We talk with them at least once or twice a month. They do a lot of good things, but their best service is what we noted for and that is: Coaching. You know what? If it wasn't for them, I don't know if we would market! We probably would, but it



Exercise Floor at Wareing's Gym

wouldn't be as good. They give us guidance on what to do. We're not sophisticated businessmen by any means. We're trainers who have a passion, and they help us in that department!

**C.I.** - I think the balance between good word-of-mouth and member referrals in your community, along with an excellent marketing plan to keep the ball rolling is a great combination.  
**JW** - Absolutely! That's what my Grandfather, John Wareing always said: 'The best advertising is a good reputation.' But, we definitely recommend Susan K Bailey for other club owners out there (See the **SKB Ad** on **Page #21**).

**C.I.** - To close this interview, during the time you three have been involved since you took over from your Dad and Grandfather, John Wareing in 1978, what has been the most difficult time you can remember? What has been the greatest thing to happen at Wareing's Gym since you both have been involved?

**TW** - For me, it was when we suddenly lost our big brother, Bob. That was a very terrible time for all of us. And, it seems to me... you guys correct me if I'm wrong... in the last 5 to 8 years, there have been a lot of things perpetuated and there has been a lot of new competition coming in. It's tough out there now.

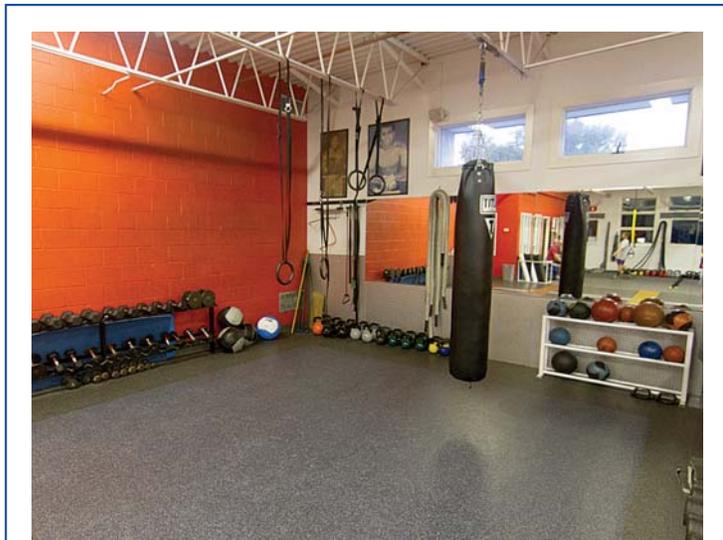
**JW** - I would say *constant fulfillment*. There's not too many days that go by that people don't express appreciation for what we do and the relationships that we've built with them. And, I think it's reciprocal of us to them. We all feed off each other from our members giving us energy and us giving them energy. So, I think *fulfillment of doing what we're getting paid to do, and that's changing lives*.

### Thanks and Sincere Appreciation to Mike, Tony and Jake Wareing

The Wareing Gym is a great example of what can happen to dedicated and determined folks. The Wareing men, Mike, Tony and Jake, own a wonderful asset to their community, and they operate it in such a manner that the business is virtually self-sustaining in and of itself. But, they have grabbed an true edge in their hyper competitive Virginia Beach, Virginia marketplace by employing our **CLUB INSIDER Advertiser, The Susan K Bailey Company**, based in Canada.

**CLUB INSIDER** would like to extend sincere Thanks and Appreciation to Mike, Tony and Jake Wareing for their time with this interview, their pre-publication review and their kind assistance with the photos. **CLUB INSIDER** is very proud to have been able to share the amazing story of the longest running health and fitness club in America. The Wareing Family has a great deal to be proud of, and certainly, the statue of John Wareing, the Wareing Gym Founder, helps place this family among the most elite and long-term successful fitness organizations in the world. *Way to go, guys!*

*(Norm Cates, Jr. is a 40+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of CLUB INSIDER, and will finish its 22nd year of publication next month. 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)*



Exercise Floor at Wareing's Gym

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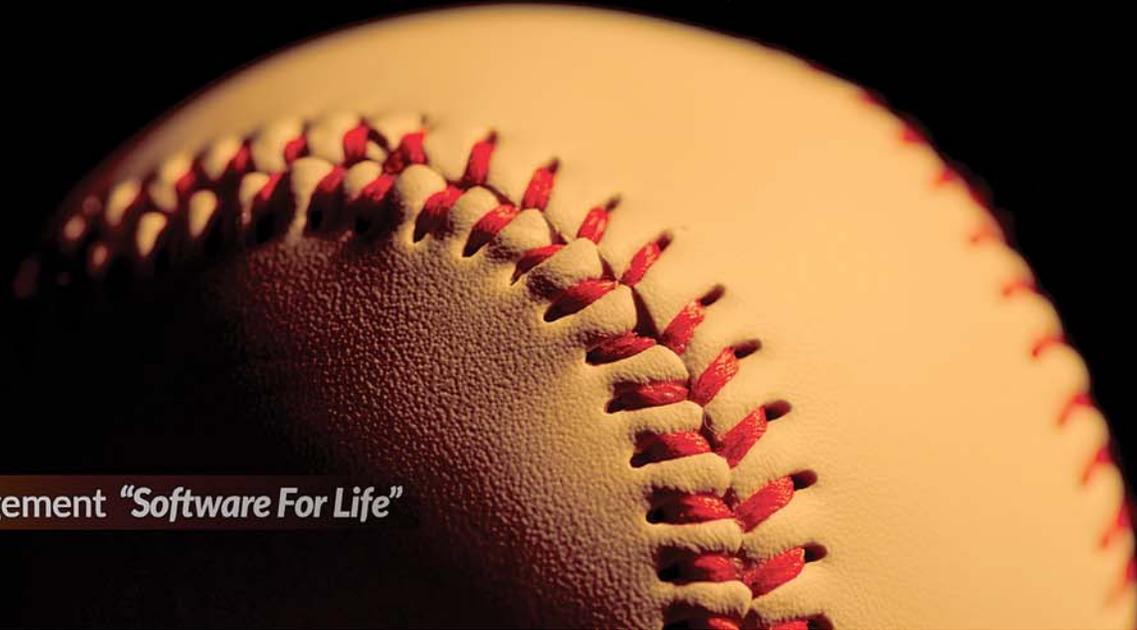
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# Motionsoft Unveils Summit Webinar Series

**ROCKVILLE, MD** - Motionsoft, a health and fitness member management software and billings pioneer, has unveiled a new webinar series entitled, *Digital Excellence: Insights and Innovation Spanning Data, Member Dialogs, Mobile, Privacy and Security, and Partnerships in the Health and Fitness Arena*, following on the heels of the successful Motionsoft Technology Summit held in Washington, D.C. in late September.

The multi-track Summit webinar series will address important fitness business topics, including: retention; analytics and data visualization as well as physical activity tracking; mobile strategy; website conversion; member management; digital health networks and connected fitness; and privacy and security.

This 8-week series will begin on Tuesday, October 20, 2015. Attendees may register to participate in any of the webinars or the entire series. Registration is free at [www.motionsofttechnologysummit.com/webinar-series.html](http://www.motionsofttechnologysummit.com/webinar-series.html)

Al Noshirvani, CEO of Motionsoft, noted, "The Summit Webinar Series is bringing together speakers that are trailblazers in their respective fields to support fitness executives in achieving digital excellence. The conversations the speakers will lead with webinar attendees will shape discussions concerning what fitness facilities can do right now to generate value from digital initiatives. This is a free opportunity for fitness industry leaders to gain insights and innovations by simply registering for a webinar."

Each session will provide attendees with the opportunity to engage

directly with industry thought leaders who will provide actionable tips and techniques important to transforming fitness businesses in the digital era. The webinar sessions, include:

## October Webinars

**Tuesday, October 20th at 2:00PM EST**  
**Mike Leveque, COO, MYZONE**

*Digital Fitness and Wearables: Friend or Foe to the Fitness Industry? Exploring physical activity tracking and how fitness facilities can effectively tap into wearable tech to motivate and engage members.*

**Track:** Physical Activity Tracking

**Thursday, October 22nd at 2:00PM EST**  
**Tim Davenport, CEO, MyBodyScore**

*Health Scores: Incentivizing consumers to adopt healthy behaviors*

**Track:** Convergence of Healthcare, Wellness and Fitness

**Tuesday, October 27th at 2:00PM EST**  
**Dr. Paul Bedford, Principle, Retention Guru**

*The VIPs of Retention: Visits, Interactions and Programming (VIP)*

**Track:** Retention

**Tuesday, October 29th at 2:00PM EST**  
**Houman Arasteh, President, h2 wellness**

*Connected Health: Understanding How to Leverage Technology to Influence Human Behavior*

**Track:** Connected Health and Member Engagement

## November Webinars



**Tuesday, November 3rd at 2:00PM EST**  
**Weidong Yang, CEO, Kineviz**

*Actionable Information From Meaningful Member Data in the Fitness Industry*

**Track:** Data Visualization and Analytics

**Thursday, November 5th at 2:00PM EST**  
**Greg Skloot, Vice President of Growth, Netpulse**

*Developing a Member-Centric Mobile App Strategy*

**Track:** Mobile Strategy

**Thursday, November 12th at 2:00PM EST**  
**Jafar Adibi, CEO, Reunify**

*The Science of Customer Engagement: realize incredible improvements in customer retention, loyalty and satisfaction*

**Track:** Retention and Customer Engagement

**Tuesday, November 17th**  
**Daron Allen, President and CEO, Visual Fitness Planner**

*Technology-enabled Sales Automation, Member Engagement, and Analytic Insights*

**Track:** Sales Automation and Analytics

**Thursday, November 19th**  
**Andrew Kolman, Director of Product Development, - Console Technology,**

**Johnson Health Tech. Co. LTD.**  
**Understanding the Impact of Fitness Technology Landscape**

**Track:** Digital Health Networks and Connected Fitness

## December Webinars

**Tuesday, December 1st at 2:00PM EST**  
**Sid Banerjee, CEO, Clarabridge**

*Driving High-Impact Member Experience Management Programs*

**Track:** Member Experience Management

**Tuesday, December 8th at 2:00PM EST**  
**Jill Thorpe, Partner, Healthcare Division Manatt, Phelps & Phillips, LLP**

*Personal Health Data: Understanding the Rapidly Evolving Use of Technology in Fitness, Healthcare and Wellness*

**Track:** Privacy and Data Security

**Thursday, December 10th**  
**Bill Besselman, VP of Integration and Digital Strategy, Under Armour Connected Fitness**

*Embracing Digital Partnerships with Under Armour Connected Fitness to Extend Your Reach, Influence, Profitability and Growth*

**Track:** Digital Marketing and Partnerships

# What's All The Rage?

## *Fitness Industry Trends Around the Globe*

**DALLAS, TX** - ClubIntel, The American Council on Exercise (ACE) and International Health, Racquet and Sportclub Association (IHRSA) released the extended version of the *International Fitness Industry Trend Report, What's All the Rage?* This report follows the recently released Executive Summary of the study and offers in-depth exploration and segmentation of over 90 industry trends across three broad categories: programs, services and training protocols; equipment and facilities; and technology.

The full report also takes a deep dive into the behavior of three key industry segments: U.S. versus international; club business models (e.g., commercial club,

non-profit, boutique, medical fitness, private club and independent professional); and organizational sizes (e.g., single club, 2 to 10 clubs, 11 to 100 clubs and greater than 100 clubs). This in-depth perspective reveals the influential segments that are truly impacting the future of the health and fitness industry.

"This is a first-of-its-kind report to measure the behavior outcomes across the entire industry, which gives fitness professionals around the world a better understanding of what their peers offer, what's in demand and what's projected for growth," said ACE President and CEO Scott Goudeseune. "Having access to data of this caliber can help professionals to

better understand the opportunities that exist within the industry and assist them in developing a competitive business strategy to grow their businesses."

"The *International Fitness Industry Trend Report* provides real-world feedback on what fitness club operators and professionals are actually utilizing in the marketplace," said IHRSA President and CEO Joe Moore. "The report provides an in-depth analysis of niche, emerging and mature trends based on comprehensive responses from leading club operators and fitness professionals."

"What's All the Rage?" is a one-of-a-kind trend report that sheds light on what's taking place in the industry today



but also offers a framework for projecting what trends will continue to evolve and exert influence in the near future. It is a must-read for any club and fitness professional wanting to create competitive differentiation for their business going forward.

To purchase either a hard copy or the digital version of the report, go to [www.club-intel.com/store](http://www.club-intel.com/store).



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# Align Technology Solutions With Your Clubs' Strengths and Avoid Technology Missteps

By: Daron Allen

Technology is everywhere. It is advancing at an incredibly rapid pace... and it is only getting faster!

There is a very interesting paradox about technology. Great technology is dramatically enhancing the world we live in and the health clubs we run. Poor technology, or the wrong technology choice, also has the ability to disrupt our lives and create detrimental "noise" in our clubs. Peter Drucker said that the most effective organizations "get their strengths together and make their weaknesses irrelevant." How does Drucker's insight relate to technology used in your clubs? I believe it is a critical link to ensuring your clubs remain focused on core functions. We all feel the pressure of new technology these days... a new technology pops up and triggers sudden feelings that we are being left behind... that our club immediately has inadequacies. But, it is rare that a technology is so revolutionary that only first adopters have such a serious advantage that later adopters cannot catch up.

So, before making a poor technology solution, it is important that we pause and ask a few questions. What is the core function of your clubs? What is your primary revenue generator? What key additional revenue streams drive your clubs? How do you reduce costs in the health club business? The answers to these questions are at the heart of ensuring alignment and success in technology implementation.

The key to ensuring successful implementation of technology solutions is accurate alignment to the opportunities and challenges within your club operations.

## An 8-Step Technology Guide For Your Clubs

Here is an 8-step guide (by no means an exhaustive list, but nonetheless, a valuable guide) on creating a systematic approach to successfully evaluating and implementing technology in your clubs:

**1. Understand what your clubs do well.** Does the technology support/enhance what you are already doing well? Clubs can get distracted by new technology that promises additional revenue streams. And, while this is possible and can enhance profitability, it could become a distraction. The very best health club operators sell memberships, personal training and small group training. And, they engage and retain their members. What is more profitable for your club? Focusing on your strengths

of selling memberships and PT/SGT... or trying to gain staff buy-in, training them, implementing and launching another potential revenue opportunity? Doing this math will help clarify decision-making.

**2. Review the core functions of your business.** What are you selling? How do you drive revenue in your clubs? What are you delivering? What are you trying to maintain? Every technology solution should address the core functions of your health club business. And, they should align specifically to the opportunity or challenge you are facing. Or, does the technology lead you away from your mission and create "noise," thus reducing positive momentum in our clubs?

**3. Make sure the technology is customizable to your club operation.** Is the technology solution truly focused on the needs of your club? Does the technology reinforce the culture and staff training in your organization? The implementation should not take your focus in a completely different direction. It should complement your existing staff training systems.

**4. Ensure the technology provider has a partner mentality.** You know your business better than anyone else. Technology providers should be listening to you and providing/adapting solutions that clearly address your opportunities and challenges. Be aware of solutions that lack flexibility.

**5. Ensure the technology partner has health club expertise on their team.** In an ideal world, the technology solution will also offer consulting and implementation services to ensure success. Intimate knowledge of the inner workings of clubs is key to conveying to developers and engineers the heart of the opportunity or challenge for which clubs need solutions. Again, if the solution lacks insight into the culture of health clubs, take another look.

**6. Clearly identify the opportunity or challenge that the technology being considered is supposed to address.** Beware of bright, shiny objects! Employees and members may bring technology solutions to your attention that are AMAZING for individual consumers... but may not be a fit for your club. It is easy to see the amazing technology that Apple, Samsung and Google deliver to consumers and get caught up in "coolness" that distracts from, rather than aligns with, the purposes of your clubs. Often, new technology solutions on the surface are "must haves,"

but in reality, the implementation and net effect are distractions from what your club does best.

**7. Integration and scale.** The solution must be able to integrate across platforms with other technology solutions, and it must easily scale as your business grows. The rapid advance of technology means new providers and great solutions will be appearing on the scene constantly. Technology must integrate for seamless transition.

**8. Adaptability is key.** Your technology solutions must be able to adapt, move and flex with your business as you navigate turbulent waters. In addition, the platform should connect you with the best practices of other operators. Trying to figure out solutions on your own is incredibly difficult. The best technology providers connect you with best practices from other operators that allow you to leverage the technology faster and more efficiently.

Don't go with the latest fad. There have been far too many technology companies that have come and gone from the fitness industry. Realize that great technology providers refine their solutions with customer feedback through many years. Your technology should give you insights for improvement and expertise to ensure success. Whether it is sales improvement or efficient



Daron Allen

equipment maintenance, the technology should enhance your ability to change and improve.

To wrap this article up, I want to go back to Peter Drucker's quote about the most effective organizations. These organizations "get their strengths together and make their weaknesses irrelevant." Use the items above to ensure you have a technology solution that supports and improves all of your clubs' strengths. And, just as importantly, employ technology to solve for human inconsistency and thus minimize the weaknesses of your club.

(Daron Allen is CEO and President of Visual Fitness Planner and can be reached at [dallen@vfp.us](mailto:dallen@vfp.us))

## Johnson Health Tech Acquires Stak Fitness

**COTTAGE GROVE, WI** - Johnson Health Tech (JHT), one of the world's largest and fastest-growing fitness equipment manufacturers, and producer of the brands Matrix, Vision, and Horizon, announced that it has acquired STAK Fitness, Canada's premier commercial fitness equipment distributor.

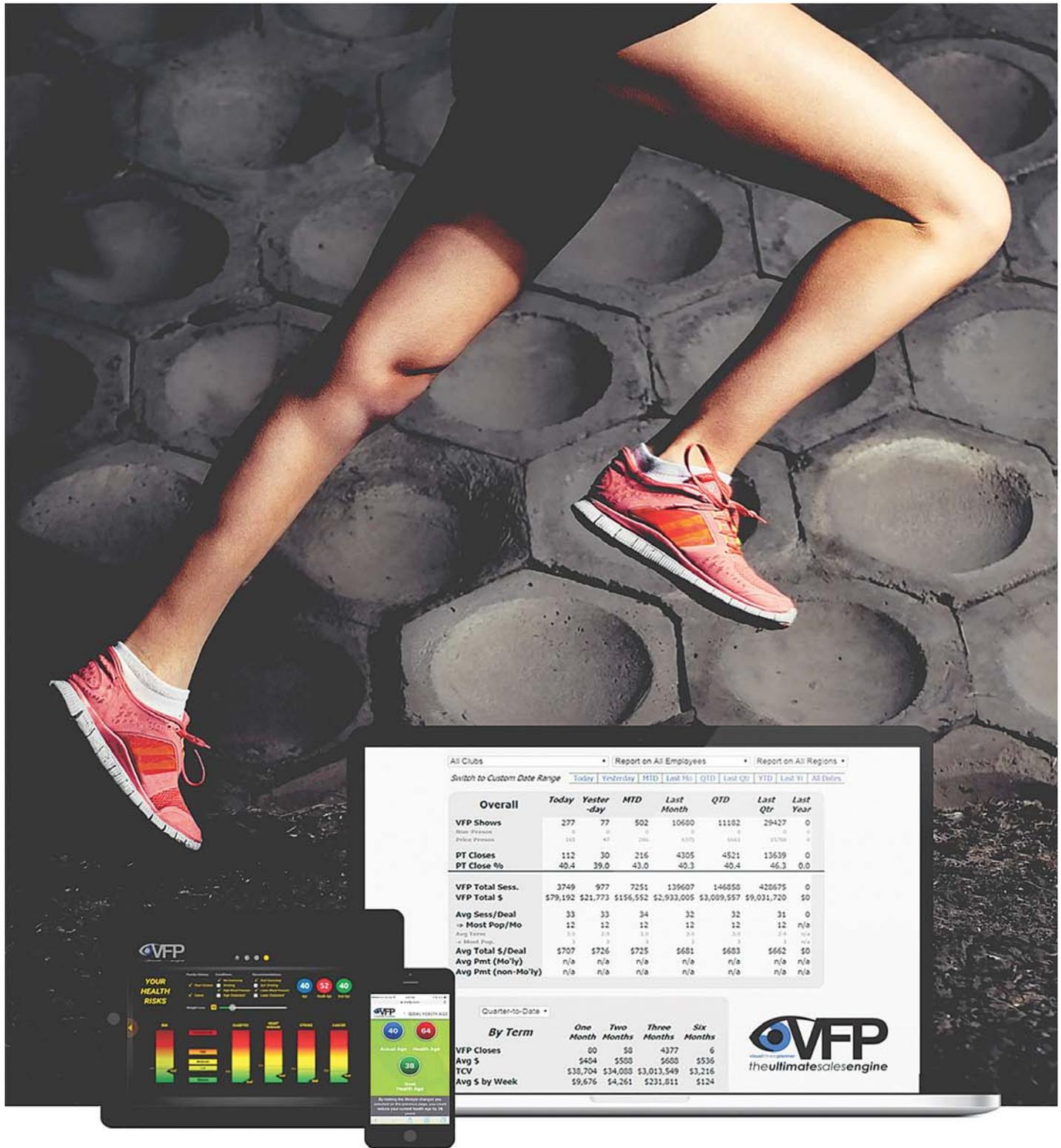
"STAK Fitness produces tremendous value for its customers. The team's commitment to its customers and its expertise in guiding them to find the right solutions complements our culture and philosophy at Johnson Health Tech," said Jason Lo, CEO of JHT.

"Johnson Health Tech and STAK are truly better together," said Nathan Pyles, President of Johnson Health Tech North America (JHTNA). "STAK complements and adds value to our current Canadian commercial distribution network by providing our dealers and

direct customers with increased local sales, logistics and service support. The STAK team is incredibly talented with in-depth knowledge of the Canadian market. It is a unique and important market deserving of dedicated resources."

With this acquisition, Johnson Health Tech will substantially increase its distribution reach in the Canadian commercial fitness market. STAK Fitness will continue to operate as an independent business unit with its existing management team continuing forward.

"We're excited to join the Johnson Health Tech group," said Karim Toupin-Chaieb, Founder and President of STAK Fitness. "It's a well-diversified company with a team of dedicated professionals who are passionate about fitness. It's an exciting organization to be part of, and together, we'll be able to provide unparalleled solutions for our customers."



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Overall	Today	Yesterday	MTD	Last Month	QTD	Last Qtr	Last Year
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Non-Press	0	0	0	0	0	0	0
Price Press	113	47	286	4375	5663	15768	0
PT Closes	112	30	216	4305	4521	13639	0
PT Close %	40.4	39.0	43.0	40.3	40.4	46.3	0.0
VFP Total Sess.	3749	977	7251	139607	146858	428675	0
VFP Total \$	\$79,192	\$21,773	\$156,552	\$2,933,005	\$3,089,557	\$9,031,720	\$0
Avg Sess/Deal	33	33	34	32	32	31	0
→ Most Pop/Mo	12	12	12	12	12	12	n/a
Avg Term	3.0	3.0	3.0	3.0	3.0	3.0	n/a
→ Most Pop	3	3	3	3	3	3	n/a
Avg Total \$/Deal	\$707	\$726	\$725	\$681	\$683	\$662	\$0
Avg Pmt (Mo'ly)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Avg Pmt (non-Mo'ly)	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Quarter-to-Date

By Term	One Month	Two Months	Three Months	Six Months
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Avg \$ by Week	\$9,676	\$4,261	\$231,811	\$124

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# Digital Marketing

## *Affordable, Effective, Necessary*

**By: Deneen Laprade**

Digital Marketing is all the rage. But, what IS it, really? Do you know what to do, when to do it, how and where? And, even more important than the answers to those questions, is the answer to this one: *How do you improve your business with it?*

Let's begin with an introduction of sorts: Mr. or Ms Club Operator, meet Digital Marketing. Digital Marketing is an umbrella term for the targeted, measurable and interactive marketing of your brand's products or services using digital technologies to reach and convert leads into members.

Digital Marketing's main objective is to promote your brand, build preference and increase sales through various digital marketing techniques. How great is that? A new member of your team dedicated to promoting your brand and generating leads. Digital Marketing works tirelessly for you, 24/7/365, holidays and weekends included.

Digital tools are fast becoming the primary means to promote any type and size of business imaginable. Each tool and technique has an intended purpose and best use, and as a business operator, you need to understand which are best suited for your brand, budget and goals. Dabbling in everything that crosses your path will net you nothing more than wasted time and money.

Another appealing aspect of digital marketing tools is that they can be less expensive alternatives to traditional marketing, *though they should not ever replace print ads, direct mail* and other types of printed vehicles. The idea behind marketing is to get in front of as many prospects as often and affordably as you can. When combined, these two powerhouses create a branding strategy that consistently nets your business the qualified leads you need to grow a healthy bottom line.

I've featured only a handful of options in this article, primarily those that have been around for a while but have not been consistently put to good use by many of us. My hope is that, by reading this, you learn how to improve what you've already invested in and that you gain the confidence and curiosity to seek new vehicles, too!

The simplest examples of digital marketing channels include your website, Landing Pages, E-mail campaigns and mobile ads. Let's start with your website.

Websites are high-functioning, integrated marketing tools that should be

working for you all day, every day. Each piece of marketing you produce, whether in print or digital, should begin and end with your website. *The main objectives of your website are to capture prospect contact information and drive traffic to your physical location.* Achieving maximum lead generation requires that specific elements be in place to inform and inspire viewers to action, to capture their contact data and compel prospects to want to know more.

Web development considerations center on the functionality of the site, and an effective design will have emotional and visual appeal to visitors. Your home page is statistically the most viewed page of your website. Ensure there are easily found interactive elements such as a dedicated blog space, Contact Us, Social Media icons, Schedules and Forms. This is the key information they came for, so serve it up in a great package!

Use dynamic content, a/k/a blogs, to ask questions, present special offers and showcase some of the highlights of membership. Inform, educate, engage and inspire people to want to know more. Stay current! If you're going to post news, events and schedules, make sure they are up to date. Nothing will send potential members away faster than seeing last summer's stale promotion prominently featured in November.

### **Mobile Friendly vs. Responsive.** Let's explore!

**Mobile sites** are designed to display only what can be viewed on a mobile device; large images and anything else that is not mobile friendly are stripped out (because most folks won't wait for them to load anyway!). You need only include the most crucial pieces of info and leave the fluff and fun for the desktop version of your site. It is crucial that a mobile version of your site is in place, considering that most research regarding buying decisions is conducted on mobile devices!

Examples of mobile friendly elements are location, hours, schedules, contact information, rates and trial offers.

**Responsive web design (RWD)** is an approach to web design aimed at crafting sites to provide an optimal viewing and interaction experience --easy reading and navigation with a minimum of resizing, panning and scrolling-- across a wide range of devices (from desktop computer monitors to mobile phones).

Responsive sites are gaining popularity for their convenient and enhanced user experience. For the website owner, having a single site that automatically adapts to various screen sizes means less of your time is spent on updates because this single version provides optimal experience across a wide range of devices.

**Landing Pages** serve two primary purposes, to warm up potential clients to you before sending them deeper into the sales funnel and to generate leads to market to in the future. Landing pages are critical elements to your overall marketing strategy and must be utilized in all marketing vehicles, including print.

**Best Practice Tip:** Never run a marketing campaign without a dedicated, matching Landing Page. Start with a clear call to action in the ad: "Click here to..." and they land on this very special page! The page itself must be clean and uncluttered with one, single call to action: "**Complete this form to...**"

The creative must match the ad that drove them there! Some operators try to save money by using the contact form on their website as a bucket for all leads, but that only confuses prospects. If you run a 30-day trial offer and the landing page is to receive your monthly newsletter, you will have lost that round. The correlation between what you offered and what they believe they're going to get doesn't match, and you have lost their interest and budding trust.

E-mail campaigns, when done right, can provide a wealth of information for both you, the sender, and the recipient. By using an email campaign that shares statistical results, such as opens, clicks and shares with you, you get a bird's eye view into what campaigns and information is resonating with our audience and can carefully craft offers and promotions to keep that interest rate up!

In addition to sending email communications to your internal database, there are also prospect e-blast products that help you spread the message to new prospects you haven't reached before.

**Mobile Ads** are yet another layer to incorporate into your digital marketing strategy. Of course, they are used in conjunction with landing pages to promote offers that generate leads and capture the interested parties' contact information.



Deneen Laprade

The ability of this technology to geographically target prospects is exciting! Think about the possibilities of using this dynamic tool to serve up perfectly timed ads to the right people, in the right place!

Technology has become an integral part of how we live our daily lives. It's a common means of communication and interaction between individuals and businesses. Start by understanding the purpose of the products you're currently employing to get the most out of them. Add technology to traditional pieces, like landing page URLs on direct mail and flyers. Learn to interpret the results at your fingertips and use that information to adjust and correct your message to ensure the best possible return.

*(Deneen Laprade is an accomplished, energetic leader in fitness and wellness with proven ability to create and manage effective marketing campaigns and programs that result in revenue growth, increased profits and member retention. As a Marketing Coach with Susan K. Bailey Marketing and Design, she consistently applies her years of experience at club level to meet the marketing needs of her clients. Her belief is that marketing is an all-encompassing strategy that combines careful planning with a consistent approach to net the results clubs need and want. Just as a carefully planned fitness routine, when combined with consistency nets results for members, an effective marketing plan will do the same for fitness professionals and their businesses. She can be reached at [deneen@skbailey.com](mailto:deneen@skbailey.com) or on her direct line at 888-349-4596. Go to [www.susankbaileymarketing.com](http://www.susankbaileymarketing.com))*

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## ...Norm's Notes continued from page 8

Edition is released. Stay tuned to CLUB INSIDER in ALL WAYS, folks! And, (3), book your IHRSA ORLANDO Convention and Trade Show, your hotel, and your airfare early to save Moola! Don't miss our 35th Annual IHRSA Convention and Trade Show. I PROMISE that you will be glad you did!

• Don't miss viewing this year's Club Industry Show photo slideshow! To view, go to: [www.clubinsideronline.com/clubindustry2015](http://www.clubinsideronline.com/clubindustry2015)

• JUSTIN and I want to say Thank you for reading CLUB INSIDER!

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• God bless all of our troops, airmen and sailors worldwide and keep them safe. Thank you, Congratulations and Welcome Home to all of our troops who have served in Iraq, Afghanistan and around the world. God bless you and your family, your club staff, your members and your club(s). God Bless America!

*(Norm Cates, Jr. is a 40+ year veteran of the health, racquet and sportsclub industry. Cates is the Founder and Publisher of CLUB INSIDER, and is now about to finish his 22nd 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)*

# Want to Grow Your Gym? Here's How.

**By: Jim Thomas**

It's the most commonly asked question that I get; "How can I grow my gym?" So, whether you're just getting started or you've been around for a while, *your gym must grow* (there's no other option that will work). There are three things we consider when getting a new gym started or helping to get an established gym back on track.

## We look at:

1. Guest traffic;
2. Conversion rates and;
3. Revenue per member. In many cases, gyms can see improvement with no additional or minimal monetary cost.

Here's are some *tips* to help get you started:

### 1. Increase club guest traffic:

**Follow up.** We find that most salespeople will only follow up with a lead 1 - 3 times. Yet, more sales are made between the 5th and 12th follow-up. For those who don't follow up, this is a BIG problem for gym owners. For those that do, it's a great opportunity. Based on our findings, we can improve any gym's sales production by 15% simply by improving their follow-up skills. **It's this simple:** If you want to close more membership sales (or personal training, etc.), you will need to follow up. You must be in it for the long-term and not give up if things don't come together for you right away. The key is to nurture your leads and not simply make every call an attempt to close the sale.

**Publisher's Note:** I had a membership sales guy named Peter Daane working for me at my Downtown Athletic Club way back in 1982 thru 1989, and this guy was the best I've ever seen or heard of in our industry. For example, I had encouraged and emphasized to him that to be persistent with his follow-ups is one of the true KEYS to membership sales success. One day, he stopped me outside his office and told me, "You remember when you encouraged me to always follow-up because it's crucial to sales success because you never know when they are gonna say 'Yes?'" I replied, "Yes, I sure do." He then said, "Well, I know you will be proud to know that I just sold a membership to a guy after I had called him back 27 times!" Peter had also developed a 3" X 5" index card follow-up system in

which he had a card going for every single prospect and member. So, every time he would follow up, he would write down what went on: Left a message... he wrote the date and time on his card. The person's dog died... it was on the card. The person got a promotion... it was on the card, etc. So, he never picked up the phone without having something personally important to talk with the prospect about. By the time he left, he had seven small filing boxes filled with 3" X 5" cards. Follow-up is THE golden door to sales success.

**Social Media.** Post on social media. This is a great equalizer in your marketplace if you're trying to compete with bigger operations. You must be seen, so you need to post often (a couple posts a week won't work). Don't make it just about selling. Be sure you're providing motivation, inspiration and education to your followers.

**Maternity Hospital.** Get with your local maternity hospital and offer a free gift to Mom (and Dad). This is typically a free program that the hospital will administer. But, be sure to nurture your contact person.

**Bridal shops.** The same premise as the maternity hospital. All new brides receive a free gift (personal training, etc.). Again, the key is the relationship you establish with the store owner or manager. The more engaged he is, the better the campaign will work.

### 2. Increase new member conversion rates:

**Sales Process.** Have a defined sales process that you stick with. We suggest: (1) Greeting; (2) Evaluation; (3) Tour; (4) Analysis; and (5) Presentation. You must be disciplined in the implementation of the sales process.

**Regardless of circumstance, everyone gets a presentation.** If you're not doing this one, *it's one to change immediately.* Everyone should register in and be given a membership presentation. Don't find yourself giving up key steps of the sales process.

**Treat everyone like a buyer.** Do not prejudice your prospects. Treat them ALL like they are interested and worth a million dollars.

**Always sit down with the prospect.** We make this mistake frequently, so be sure to

be prepared to do business by sitting down with each prospect.

**Use a pre-printed price sheet.** For added credibility and trust, be sure you have a pre-printed rate sheet... membership, personal training, etc. Don't just wing it.

**Ask everyone to buy.** Here's the bottom line: **You will not sell 100% of the prospects you don't ask to buy.** This is something that should be continuously taught to salespeople because many of them find this to be the awkward part of the process.

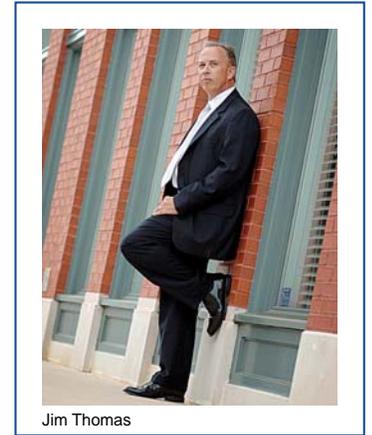
### 3. Increase revenue per member:

**The second sale.** Most salespeople don't do this, and it's one of the easiest sales you will ever make. After the membership sale has been completed, this is the time to present your second sale. Also, what other products or services does your gym offer? Do your members even know about them? I've seen clubs with full tanning facilities, but they were never promoted or sold it. Be sure to educate your members on everything you can do for them.

**An easy sales opportunity.** The highest level of service you will ever provide is when you successfully handle a member complaint. You have earned the right to ask for the sale. This could be a great time to discuss goals and the benefits of personal training or the new apparel that just arrived in your pro shop.

### But wait! There's more!

**Member referrals.** Many clubs seem to have given up asking for member referrals because it seems awkward. Instead, establish a gym-sponsored incentive program for your member to refer their friends and business associates. Be sure



Jim Thomas

to train on this. Remember, you must first be sold on this before your new member will be sold on it. This one source can make all the difference if done in a professional manner.

**Former members. Your Alumni!** If you are not conducting an exit interview to understand why your members are leaving (or have left), this would be a good place to start. Once this is understood, now you can create a marketing program revolving around this information to help bring your former members back in your gym.

### Now, go GROW your gym!

*(Jim Thomas is the founder and president of Fitness Management USA Inc., a management consulting and turnaround firm specializing in the 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 and workshops across the country on the practical skills required to successfully build teamwork and market fitness programs and products. Visit his website at [www.fmconsulting.net](http://www.fmconsulting.net) or [www.jimthomasondemand.com](http://www.jimthomasondemand.com))*

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# The Top 10 Keys For A Successful Club Design

By: Bruce Carter

Successful club design is the creative process of combining layout, facilities, mechanicals, materials, finishes, lighting and colors. There are key things you should and should not do to better insure success with design, whether it is a new design or renovation. What is described here can be looked at as a checklist to keep things on track for an optimal end result:

## 1. Design for people's positive experience.

What do people see when they come in to your club? Better yet, what do they *feel*? Are they inspired, excited and will they want to come back for more? Does the environment provide energy where it is needed, yet also provide relaxation where needed? Remember, people are not buying a club, they are buying an experience, and they want to be motivated and welcomed. Most people need all the help they can get in starting and sticking with exercise, and proper design can be a tremendous asset for this. Design creates an experience, good, bad or indifferent. Make sure your club provides an exceptional experience.

## 2. Don't go for "generic nice;" go for

a **WOW or OMG response**. Related to number one, many clubs end up looking nice or "Okay." The design choices may have some thought in them, but the extra work and experience needed to get a WOW or OMG is not there. Many think design is marginally important, and the club is mostly about the exercise and/or the price. Design should be looked at as an asset as much as any other component of a club. It is important to note that this can be achieved without having to spend a substantial amount of dollars.

**3. Don't do it yourself.** Successful club interior design requires many correct decisions and choices, and everything has to successfully interact with everything else. For example, when someone walks into your club, they will be seeing at least 30 different components of lighting, finishes, architectural features and colors. There are countless choices and prices available to choose from when deciding how your club will look and function. It is therefore best to consider using architects/designers that have extensive club experience.

**4. Design with revenue per square foot in mind.** The dynamics of club revenue have been going through a noticeable change.

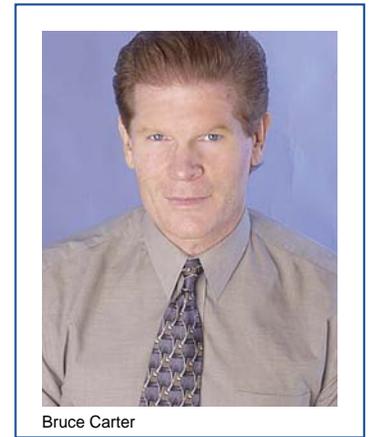
Many clubs are shifting from a primarily dues-based revenue situation to a better balance of dues and non-dues revenue (such as fee-based programs including group and personal training, hot yoga, barre classes, suspension training, etc). In addition, along with this trend is the need for the general membership to have more space for functional/core training and stretching so new designs may result in less space for traditional equipment and more space for functional and group training. Design should allow for the potential of maximum revenue.

**5. Design for a "green" club.** There are a number of choices available that will save you utility expenses, such as energy efficiency lighting, HVAC systems and plumbing fixtures. Also, make sure your clubs has an HVAC system that moves air adequately, including removing moisture from locker rooms and continually bringing in fresh air to exercise areas. You will spend a little more in the beginning, but it is the smart way to go. Also, keep in mind that many of the materials you buy nowadays are already "green," being made with fewer chemicals and using recycled materials. Take maximum marketing advantage of this by promoting your club as a "green" club.

**6. Don't make choices that will be difficult to keep clean and maintain.** A strong trend with clubs is to look at the areas that will have a lot of "wear and tear" and use certain finishes so the spaces can remain intact or are easy to clean. For example, locker room entries and functional training area walls that get a lot of wear work better with finishes such as vinyl sheet flooring, laminate, tile or carpet squares. Once again, these choices will require some extra expense, **but it is well worth it. Also, certain lighter color choices such as carpet will quickly look poorly.**

**7. Shop the competition before you design.** Your club typically is not the only option people have for exercise, so a successfully-designed club environment should stand out from your competition. Design can give you a strong and unique competitive advantage. It does not mean you have to spend more or be larger than your completion, but your design can make you look exciting and impressive.

**8. Your club should look like it is worth more than what you charge.** With the growth of low-price clubs, pricing for clubs has become more sensitive than ever. Since most people dislike exercise, their general deep down feeling about price is, "You want me to pay how much, to go through



Bruce Carter

some pain and discomfort?" So, your club should look like it is a good value. If you are \$10 per month, your club should look like it costs more. If you are \$39 per month, you should look a lot better than a competing \$10 per month club. If you are over \$50 per month, **your club should immediately look like it is worth it.**

**9. Don't design specifically for what you like.** If you are the owner, you obviously would not want to come to your club if you do not like the design and decor. However, you are designing for a target market, to attract and please as many people as possible. The design is a key part of your marketing program. Therefore, what you like best may not be at all what will favorably appeal to the broadest amount of people. A common mistake with owners is to assume what they like is what everyone will like.

**10. Don't design by committee.** When it comes to interiors, people have all kinds of "personal tastes." If you went to their homes, they all would be different. Trying to arrive at a consensus from a number of people (such as staff or owners) of what the final design, finishes and color choices should be will, without a doubt, result in a sub-par end result. It is okay to have some input from maybe one or two key people, but the architect/designer should finalize what the choices will be, insuring that everything will work together.

Club design affects how much revenue a club can generate, how it can retain members and how it will compete. It surely is not the only variable but an ever-increasing important component to a club's success. Being aware of certain key aspects of creative design will definitely add to your success.

*(Bruce Carter is the Founder and President of Optimal Design Systems International, a Florida-based design firm. Bruce may be reached at 954-385-9963.)*

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# A Gracious and Systematic Tool to Pursue Referrals

**By:** Karen Woodard-Chavez

Our industry is not very good at graciously creating referral business. Most, not all, membership sales staff are uncomfortable pursuing referrals largely due to the fact that we have not built and maintained valuable or helpful relationships with those whom we have enrolled. We ask our members for anyone who is interested in joining rather than graciously inviting our members to invite a friend to be a guest, have a terrific experience and enjoy the club, which will, in turn, make them want to join.

Additionally, most membership sales staff are not systematic about pursuing referrals; they are more reactive waiting for members to say they have a friend who is interested in joining, and then, they are happy, happy, happy to set the member's guest up with a guest visit to the club. I would also submit that the majority of members are unaware of referral opportunities because of points one and two.

This article will provide you with a simple tool to correct the dysfunctions described above. It is called the **A-Z Referral Program**, and it is a gracious and systematic way to pursue referrals on a monthly basis that also doubles as a relationship and retention builder. The *A-Z Referral Program* allows you to reach out to ALL of your members over the course of the year to connect and extend guest privileges to them. Here we go...

## The A-Z Referral Program

Start with next month; you will run a list of all members whose last names begin with A and B. You will divide the list up between all membership staff. Ask your staff to review the list and take the names of those they already have a relationship with. Be sure the list is divided equally. The plan is to compose an email similar to the following:

**Subject Line:** Club Privileges

Hello Bob,

*This is Karen with the \_\_\_\_\_ Club, I am your Membership Manager at the club and am reaching out to see how I can help you maximize your results here at the club. We have not yet met, and I would like to meet with you for 5 - 10 minutes to discuss this with you. I will call you this week to set up a time for us to connect.*

*On another note, we have not hosted a guest for you in a while, and we would like to do so for you this month. For the month of November, you will have guest privileges for up to five guests at no charge. I will be happy to take care of the guest fee for you.*

*Your guest privileges are not guest passes; instead, they are by appointment so we can create a terrific \_\_\_\_\_ Club experience for your guests.*

*Please note the Guest Privilege link below. You can simply copy, paste and post this on any social media account you have or copy, paste and include it in an email to a friend or friends. They will click on it, and it will come right back to me where I will arrange and host them for a terrific \_\_\_\_\_ Club experience, courtesy of you.*

*(Place link here.)*

*When we talk this week, we can discuss this club privilege available for you.*

*Looking forward to connecting with you.*

*-Karen Woodard*

You will send this email out on the very first day of the month and maximize the opportunity by a concentrated effort of following up with phone calls on days 2 - 10 of the month and then again throughout the month. Do not make the mistake of not following up with phone calls. *You will not get the return that you could if you choose to send only email.* The call sentiment should be the following:

*Hello Bob, Karen Woodard here with the \_\_\_\_\_ club. The reason for my call is twofold: (1) I am your Membership Manager at the club, and we have not yet met. I see that you typically come into the club for your exercise on Monday, Wednesday and Friday around 5:30. Will you be coming in this Monday?*

*(Let them respond)*

*Very good; how about if we connect for 5 to 10 minutes? I would like to meet you so I know who you are and you know who I am in the event you ever need anything at the club, see how we can maximize your membership results for you and also extend complimentary guest privileges for the month of November to you. We can discuss*

*getting those set up for you at that time. (They will respond)*

*Okay, I will be at the reception desk and look forward to meeting you on Monday at 5:30. Don't worry, I know you are here to work out, and I will make sure we do not delay that. I look forward to connecting with you on Monday, Bob.*

• • •

When making the phone calls, remember to come from the perspective of service, not sales. Do not make the mistake of only addressing "guest passes." Also, speak slowly, clearly, confidently and warmly. Practice this scripting five times before you make your first call.

The *A-Z Referral Program* is gracious because you are reaching out to connect and help your members maximize their membership. Please know that as a Membership Manager, this is your opportunity to build your database of members, build the referral base and build retention by building relationships. Avoid the tendency to consider this a one-off call and never call these people again. You may have members that you do not get in touch with during "their" month. But, do not give up. The smart Member Manager will realize that he is getting anywhere from 20 -100 warm leads each month in this program and find a way to connect with these members each month by hosting demos at the club, inviting these members to club events, etc. By doing so, you will start to build your relationship/referral pipeline.

The systematic nature of this is that the following month you will follow the same plan for all members whose last names begin with C and D. The following month will be E and F and so on until you



Karen Woodard-Chavez

have covered all of your club members.

Whatever your club membership numbers are, you will now be reaching out to ALL members to connect with them one on one over the course of the year. If your member numbers are smaller, then you could potentially reach out to them ALL four times over the course of the year with this program.

Set your goals with this initiative. If you have 2,500 members, can you create 800 guests? If you create 800 guests, can you create 200 sales? *Always begin with the end in mind* with any program you are implementing, and your results will be more certain.

*(Karen is President of Premium Performance Training in Boulder, Colorado and Ixtapa, Mexico. She has owned and operated clubs since 1985 and now consults with and trains club staff throughout the world. She provides her services on-site, online, by phone and through her books, CDs, DVDs and manuals. She can be contacted at 303-417-0653 or karen@karenwoodard.com)*

**Make  
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# Age Matters In Marketing

**By: Nancy Trent**

Throughout the history of time, the way we market and advertise has constantly evolved. While in the past you may have seen advertising that contained very specific words crafted to spell out the message clearly with precision, today you see things more imaginative that instantly grabs your attention. This alone being proof that different generations respond favorably to different marketing techniques, no longer can you bunch up messages in an attempt to win over every generation. Each group has different needs and wants, and marketing has to be tailored to each one.

How do we do this? We know that no generation likes to be knowingly sold. However, everyone wants to be seduced and think it was their idea. This requires a skilled marketer.

**Let's first start with Baby Boomers (51-69 years old)**

This is the wealthiest and largest

generation in U.S. history. This group is extremely brand loyal with 44% buying the same brands on a regular basis. An abundance of trust has to go into changing Baby Boomers' regular habits. Boomers realize their health will determine how they live for the next 20 to 30 years. An interesting phenomenon to note is that the healthier consumers are, the more willing they are to pay for more healthy services and products. Most know they need to make changes in their fitness routines. They are not interested in fad workouts, miracle remedies or deprivation of any kind. They make choices that give their bodies the best opportunity to live a longer and healthier life. While younger generations may seek out the opinions of peers before investing in a product, Boomers and X-ers are impressed with celebrity endorsements. Gen Y and Millennials aren't as much.

**Next up, we have Generation X (33-50 years old)**

This generation was born after the post-World War II baby boom (mid-

1960s to late-1970s). Some end the birth years of Gen X at 1976 while others place them around 1982, but one thing everyone agrees on is the fact that this group saw much uncertainty. This generation went through the biggest change of American life where they were forced to deal with issues. When selling to a Generation X, you have to use facts and be prepared to prove something. They are extremely evidence-oriented. They love their trackers and really want to genuinely understand their bodies. One of the fastest growing categories among Gen Xers who work out is post-baby bodies. Be prepared to show before and after photographs as well as testimonials and facts.

**Now, let's take a look at Gen Y/ Millennials (10-32 years old)**

There is much debate as to when Gen Y starts, but most researchers put it at the early 1980s to the early 2000s. This group is wired to try new things, break boundaries, push limits, change tradition and set new rules. Adrenaline is their



Nancy Trent

water. Pump up the workout and the music. Everyone is doing yoga, too. They are not only redefining the workplace, but they are redefining the gym as well. You will need a lot of digital toys to keep them engaged, selfie ops and plugs to keep them powered up. As they come of age, catering to this growing community and their  
*(See Nancy Trent Page 30)*

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# Programming For The “Fun Of It!”

## Develop a Budget For Small Group Training Management Success

**By: Laurie Cingle, M.Ed.**

Success with Small Group Training (SGT) is based on 7 Keys: (1) Leverage Your Offerings, (2) Hire and Retain Champion SGT Trainers, (3) Define Metrics, (4) Identify a SGT Manager, (5) Create a Space, (6) Outline a Marketing Plan and (7) Develop a Budget. The focus of this article is **Key #7, Develop a Budget**.

Developing a budget is about planning, creating a roadmap for the ultimate success of your SGT business by defining priorities. Skipping this element may cause struggles in growing the business. Basic steps include:

- Building an action plan using the tools in Keys 1 to 6 (discussed in previous articles).
- Prioritizing the plan, agreeing on the objectives and budget with the management team.
- Measuring success and report on it every month against budget and targets.

One essential thing to do to reach the goals is to create an SGT budget and give ownership of it to the SGT Manager. An easy way of creating a budget is to outline along the top what you want to achieve in terms of monthly SGT revenue. Then, break down the expenses in each of the Key Elements we have covered in this article series (See the **Budget Example Below**).

The benefit of this is giving clarity to the SGT Manager about what the goals are, what the priorities require focus and how much money he can spend to make things happen. And, it gives him/her the possibility of making decisions and taking action.

### Monthly Reporting:

The SGT Manager is responsible for reporting on a monthly and quarterly basis on the results of the business. Reports should be presented to management and to the team of trainers. Key Performance Indicators (KPIs) could be: SGT session

attendance (in comparison with last month), revenue, expenses and actual SGT visits as a percentage of total fee-based programming visits.

In summary, must-dos for developing a budget are:

- Agree on the goals for the year with the SGT manager and trainer team;
- Create a budget to document the plan;
- Give ownership of it to the SGT manager;
- Report on performance against targets to both management and the team monthly and quarterly and;
- Share information with the team so they can assist with ideas to grow the business.

*(Laurie Cingle, M.Ed., is a fitness business success coach, club consultant and a member of the Leadership Team at Akron General LifeStyles. Her specialties*



Laurie Cingle

*include creating successful club program champions through coaching, developing and operating non-dues revenue profit centers, establishing club market differentiation and designing programs that result in profit and retention. Contact her at [laurie@lauriecingle.com](mailto:laurie@lauriecingle.com)*

### Small Group Training Department Budget

No.	Key Element	Budget Category	January	February	March	April	May	June	July	August	September	October	November	December	Totals
3	Define Metrics	Revenue	10,250	8,550	14,950	5,600	11,000	6,900	5,700	5,150	12,300	7,330	7,500	4,970	\$ 100,200

1	Leverage Your Offerings	Licensing Fees	60	60	60	60	60	60	60	60	60	60	60	60	\$ 720
2	Hire and Retain Champion SGT Trainers	Commissions, wages, rewards	5,330	4,446	7,774	2,912	5,720	3,588	2,964	2,678	6,396	3,812	3,900	2,584	\$ 52,104
2	Hire and Retain Champion SGT Trainers	Training costs, recruitment actions	400	400	400	400	100	100	100	400	400	400	100	100	\$ 3,300
4	Identify a SGT Manager	Manager wages	1,425	1,255	1,895	960	1,500	1,090	970	915	1,630	1,133	1,150	897	\$ 14,820
5	Create a Space	Space costs: repairs, upgrades	6,000	100	100	100	100	1,500	100	100	100	1,500	100	100	\$ 9,900
6	Outline a Marketing Plan	Promotional expenses	575	200	200	575	200	200	575	200	200	575	200	200	\$ 3,900
		<b>TOTAL EXPENSES</b>	<b>13,790</b>	<b>6,461</b>	<b>10,429</b>	<b>5,007</b>	<b>7,680</b>	<b>6,538</b>	<b>4,769</b>	<b>4,353</b>	<b>8,786</b>	<b>7,480</b>	<b>5,510</b>	<b>3,941</b>	<b>\$ 84,744</b>

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## ...Nancy Trent

continued from page 27

idiosyncrasies has become a way of life.

Millennials are also changing their expectations of marketing. Their career choice is not about money, it's about building a life resume. They're not waiting to do their bucket list; they're doing it right now. They are also a generation that has watched their parents jump on fads and follow trends. Many no longer dream of climbing the 1-track corporate path, and the thought of a cubicle is restricting. Millennials are far more active and expect the unexpected.

If you get the younger audience, you keep them for life! They vote with their dollars and care about causes, so make sure your mission is clear and accessible to them. Every dollar spent by Gen Y influences another \$3.50. Millennials are social, and word of mouth is key. If you can earn their respect, it's worth it in the long run.

### Lastly, we have the Generation Z (0-10 years old)

They are almost the complete opposite of their immediate predecessors. I expect these digital natives to be more humbled and troubled than Millennials. While it's too early to know their fitness behavior, I believe they will be cautious and frugal and concerned with causes; at least I hope so.

*(Nancy Trent, The Trent Trend Spotter, is President of Trent & Company Marketing Communications. Nancy is a writer and speaker, a lifelong health advocate, a globe-trotting trend watcher and the founder and president of Trent & Company, a New York-based marketing communications firm. Trent & Company grew out of Nancy's personal commitment to helping people live longer and healthier lives. A former journalist for New York magazine, Nancy has written seven books on healthy lifestyles, serves on the editorial boards of several magazines and travels around the world speaking at conferences*

and trade shows on trends in the marketplace. She is a recognized expert in PR with more than 30 years of experience creating and managing highly successful

campaigns. Nancy can be reached at 212-966-0024 or through e-mail at [nancy@trentandcompany.com](mailto:nancy@trentandcompany.com). You may also visit [www.trentandcompany.com](http://www.trentandcompany.com).)

## Crunch Franchise To Open 100th Location In Mason, OH

**NEW YORK, N.Y.** - Crunch Franchise, a renowned gym chain best known for making serious workouts fun through innovative group fitness programming and cutting-edge training offerings, is proud to announce the opening of its 100th Franchise location in Mason, OH.

In addition to the highly anticipated opening of the Mason, OH club, Crunch has blanketed the country with more than 120 gyms currently in operation worldwide. More locations are planned to open over the next year, including new clubs in Chicago and Atlanta, and growth is expected to continue throughout 2015 and beyond. The Crunch brand serves more than 550,000 members, and Crunch has always strived to make fitness fun and exciting with unique and innovative group fitness classes, which may be a catalyst for this rapid expansion of both the Corporate and Franchise clubs.

"Opening our 100th club in only five years from the creation of the Franchise Company is a fantastic milestone for us and a testament to the strength of our model and our franchisees. Since our launch, we continue to transform the high value / low price segment of the health and fitness market to a level that has not been seen before. With almost half a million members and growing every day, nearly 20 additional clubs opening by year's end and approximately 500 franchise units sold, the future looks very bright for the entire Crunch family," says Ben Midgley,

CEO and Co-Founder of Crunch Franchise.

The new location in Mason, OH will follow the Crunch Franchise model boasting state-of-the-art cardio and strength training equipment, full-service locker rooms, tanning and HydroMassage. The location will house a designated group fitness studio where members can enjoy group fitness classes available at Crunch, including BodyWeb with TRX, Zumba, Cardio Tai Box, Yoga Body Sculpt, BOSU Bootcamp, Fat Burning Pilates and more.

Crunch members will have access to its CAMP CRUNCH program, which includes signature small group training, personal training and nutrition programs for all fitness levels. Expert personal trainers will work one-on-one with members to deliver personalized fitness and nutrition plans, helping them to meet their fitness goals.

"We are thrilled to open the 100th Crunch Fitness location in this area! We chose Mason, OH for our second location based on the needs of the community; we wanted to give the residents the opportunity to belong to a world class gym in which they can improve their health and lifestyle in a judgment-free environment. Additionally, being able to provide many people a place of employment and a chance to grow with us as we add additional locations is of great importance to us," says managing partner Daniel Caskey.

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## Thanks and Appreciation

At CLUB INSIDER, we are excited to be in our 22nd Year of this home-based health and fitness club trade newspaper! The thought that this newspaper 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 22-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 8 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 262 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 19 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 22 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.*

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