

Norm Cates'

# CLUB INSIDER

CELEBRATING 27 YEARS OF TRUST

## Paula Neubert and Club Greenwood *Truly Creating a Sense of Belonging*



PRSR STD  
U.S. Postage Paid  
PERMIT #3592  
ATLANTA, GA

---

## OCTOBER 2020

Read This Month's Edition and Archive Editions Online at [www.clubinsideronline.com](http://www.clubinsideronline.com)



# GET IN ON THE GYM FLOOR

Be a part of the hottest and fastest growing full size fitness franchise.

- Most competitive and progressive model in the \$32 billion fitness industry
- #1 ranking for franchisee satisfaction ratings in the category
- Highly recognizable fitness brand with a 20-year history
- Over 900 franchise rights awarded
- One of the largest member bases in the worldwide fitness industry

Inquire at [Crunch.com](http://Crunch.com) for more info or call John Merrion at 800.669.7162.



# CLUB INSIDER

CELEBRATING 27 YEARS OF TRUST

## Paula Neubert and Club Greenwood *Truly Creating a Sense of Belonging*

By: Justin Cates

If you are reading this, I have to assume you make your living in the health and fitness club industry. Well, what is a club? Simply defined, a club is an association or organization dedicated to a particular interest or activity. For our industry, that interest or activity is health and fitness. And, in this year of years, that is more important than ever!

At **Club Greenwood** in *Greenwood Village, Colorado*, the word "Club" is purposefully front and center, and everything revolves around creating that cohesion of interest, and thus, a sense of belonging. As **Paula Neubert, President/General Manager of Club Greenwood**, said of the name change to create this effect, "It was one of the best decisions we have

made. It further simplified our name and encompassed everything we do versus just being an athletic facility."

As you will read in this Cover Story, and why it is in the title itself, creating a *sense of belonging* is the core principle of Club Greenwood and its *Key Marketing Differentiator*. And, that is coming from a club that truly has it all in terms of its offerings! As we all experienced during lockdown in the early months of 2020, we thirsted for human connection. It was torture to be away from friends, family, team members and customers. Today, we are nowhere near back to normal. We are working towards it, though, and during this time, creating and/or rebuilding that sense of belonging will be crucial to survival and future success.

Before we move along to an in-

depth interview with Paula Neubert, *Club Insider* again wants to apologize to and thank Paula for her flexibility as this cover story had to be delayed two months in a row, from August to October, because of breaking news and subsequent cover stories addressing that news during those months.

Without any further delay, I invite you to read on as *Club Insider* interviews **Paula Neubert, President/General Manager of Club Greenwood**.

**An Interview With Paula Neubert,  
President/General Manager of  
Club Greenwood**

**Club Insider (C.I.)** - Where were you born?  
Where did you grow up?

(See *Club Greenwood* Page 10)



Paula Neubert

## IHRSA Announces New Dates and Location for IHRSA 2021

**BOSTON, MA** - The International Health, Racquet & Sportsclub Association (IHRSA) has announced that the Annual IHRSA International Convention & Trade Show (IHRSA 2021) will now take place **September 20 - 22, 2021**, in Los Angeles, CA. IHRSA 2021 marks the Association's 40th anniversary.

IHRSA's Annual International Convention & Trade Show brings world-class business keynote speakers together and offers dozens of education sessions. Attendees will hear from leading operators in the health and fitness industry, enabling

them to share and take away new ideas to elevate their health and fitness clubs. The IHRSA Trade Show is traditionally where the industry's latest innovations, products and services are launched, showcasing the exciting global fitness world for all to see and experience.

All in all, the IHRSA International Convention & Trade Show is the premier annual gathering for the global fitness industry. IHRSA 2021 will mark the fourth time that the Annual IHRSA International Convention & Trade Show will visit Los Angeles, a popular destination for IHRSA

and its members. The global fitness industry has convened there in 2012, 2015 and 2017. Historically, the event brings together club owners, operators and suppliers from more than 70 countries.

Due to the Coronavirus Pandemic's ongoing implications, the Association began exploring options for rescheduling the event this summer. After consulting the IHRSA Board of Directors, its club and supplier membership and key industry stakeholders, September 20 - 22 in Los Angeles, CA, was determined to be the best possible event location and timeframe.

"The consensus we heard is that there is too much uncertainty right now to commit to a large in-person event in March. Companies are still managing their way through this crisis. The industry will be in a much stronger position in the Fall of 2021 to come together for the first major in-person event since the crisis began," said **Brent Darden, IHRSA Interim President and CEO**.

IHRSA 2021 had initially been scheduled to occur in Las Vegas, NV, March 10 - 13. Further details about IHRSA 2021 will be announced as they are finalized. Visit [ihrsa.org/convention](http://ihrsa.org/convention) for updates.

### Inside the Insider: Edition #322

- How to Properly Complete Your Personal Financial Statement - **By:** Paul Bosley
- Representatives Quigley and Fitzpatrick File Health & Fitness Recovery Act
- Bounce-Back Strategies From The Industry's Front Lines - **By:** Gary Polic
- Crunch Franchising Named One of the 2020 Top Growth Franchises by Entrepreneur Magazine
- Digital Workouts: Sustainable Solution or Expensive Experiment? - **By:** Jeffrey Pinkerton
- ABC Fitness Solutions Unveils Rebranding
- Do You Operate Your Gym with a Sense of Urgency? - **By:** Jim Thomas
- And, of Course, *Norm's Notes*

## Norm's Notes

■ **Hello Everybody!** This is your **Club Insider Founder and Tribal Leader Since 1993** checking in with our **322nd** monthly edition! Folks, I'm **hoping** and **praying** this finds **you, your family, your employees and your members** making it through this wild time in our world today and having been able to **avoid the coronavirus!** **GOD BLESS YOU ALL!**

■ **Is America a GREAT COUNTRY or what?** It's **encouraging** and **amazing** to see how **Americans** across the land are coping with the **Pandemic of 2020**, which may go down in history as one of the worst threats to our country in the entire history of our America since she was **Founded in 1776.** **GOD BLESS AMERICA!**

■ **TAKE 5!** Today, I lead with a **Norm's Note** about the excellent job that **BRENT DARDEN, IHRSA's Interim President and CEO**, and his **IHRSA Team** did with the **launch of the new IHRSA TAKE 5 Report**. And, let me tip my hat to Brent and his great IHRSA Team in Boston and say, **"Well Done,"** on all fronts as ya'll deal with

the tough hand that you've been dealt! On **October 7**, the very **SPECIAL Inaugural TAKE 5** included the following news:

● **Legislation to Save the Health and Fitness Industry - *The Health and Fitness Recovery Act of 2020 (H.R. 8485)*:** Now is the **first time** we have actually had a **"Stand Alone" Industry Relief Bill**. It's a great Public Relations move, and it will also open the necessary doors to get the Federal Government to help our industry survive financially in these difficult times. We hope you will support us with that. **We're excited about this and urge you to write to your Congressmen** and urge them to support this new Legislation sponsored by **Republican Congressman, BRIAN FITZPATRICK (R-PA)**, and **Democrat Congressman, MICHAEL QUIGLEY (D-IL)**. Check out the **Press Release on Page #6**.

● **Become Involved in a State Alliance:** Currently, there are **16 State Alliances** across the USA, and if you do not have an Alliance in your State, we encourage you to

step up and lead an effort to do that. If you want to start a State Alliance, we support that, and IHRSA will help you. Right now, IHRSA is sort of the **"Collection Point" for all U.S. State Alliances** and is **servicing as kind of the hub of the wheel** for U.S. State Alliances. We've developed a **"How To Build A State Alliance Toolkit,"** and it's now available to provide guidance by contacting **IHRSA's Meredith Poppler** at **mpoppler@ihrsa.org**.

● **Announcing a Strategic Partnership with the Medical Fitness Association:** We're also announcing a new Partnership with the **MFA, a/k/a The Medical Fitness Association** and **The Medical Health and Science Advisory Council**.

● **Research Study out of the University of Florida Tests Air Quality: JOE CIRULLI's Gainesville Health and Fitness Clubs** in Gainesville, Florida are participating in an ongoing study with researchers at **University of Florida**. More on this is available at **ihrsa.org**.

● **Industry Leadership Council Renamed National Health & Fitness Alliance:** More **BIG NEWS** is that we're changing the name of the **Industry Leadership Council (ILC)** to a new name: **The National Health and Fitness Alliance**.

● **IHRSA 2021 Is Moving:** Last, and really **BIG NEWS** is the announcement that **IHRSA's 40th Anniversary Convention and Trade Show will be held September 20 - 22, 2021 in Los Angeles**. Brent commented: "Collectively, we all decided that, by September 2021, it will definitely be about time to get everybody back together, and that date will actually be **exactly 40 years** from the **first IRSA Convention** held in Las Vegas in **September, 1981!**"

Brent Darden commented on the launch of TAKE 5, "Every Wednesday, we will be sharing the latest info on what's going on at IHRSA and elsewhere in our industry. We invite you to tune in every week on Wednesday, when we will give you highlights, and then, you can go to **ihrsa.org** for details."

**Stay Tuned Folks, and AMEN BROTHER BRENT!**

■ These **IHRSA news items** were announced by **BRENT DARDEN** and **Team IHRSA** before the launch of **Take 5**, so I'm covering it here for anybody who may have missed them:

● **IHRSA Announces 2020 European Congress Virtual Edition Dates:** The 2020 IHRSA European Congress is moving to virtual and celebrating its **20th**



Norm Cates

**anniversary, November 18 - 20, 2020.** The event will build on the popular elements of the in-person gathering, such as offering six language translations and tours of some of the most interesting health clubs in the world. The event, structured over three half days, will consist of two days of approximately four hours of programming, with global club tours complete with interactive Q&A. On the third day, sessions and discussion groups will be translated from English into six languages: Spanish, Portuguese, French, German, Italian and Russian. Given the nature of virtual events, this year's edition will not only allow us to connect with our European members but also our global audience, which reflects IHRSA's vast international membership from over 70 countries and multiple language offerings.

**ANASTASIA YUSINA, IHRSA Board Member and Founder and CEO of FITSPACE Studios and Strata Fitness Holding in Moscow**, and a former recipient of **IHRSA's European Club Leadership Award**, notes, "As we experienced with the recent **IHRSA Innovation Summit**, club operators and industry suppliers really appreciate the opportunity to come together to exchange ideas and share best practices."

**ALAN LEACH, IHRSA Board Member and CEO of West Wood Clubs in Dublin**, agrees. "The IHRSA Congress has always been a great return on investment. Our managers and staff value the vast amount of knowledge and experiences that IHRSA offers. Best of all, there are no travel costs, and we can send more managers and staff!"

IHRSA's experience with virtual events, combined with the Association's relationship with **MCI Benelux**, the hosting platform, will ensure that the Congress is a high-caliber affair. The event will be user-friendly and easily facilitate global  
(See **Norm's Notes** Page 7)

### About Club Insider

## CELEBRATING 27 YEARS OF TRUST

**Club Insider** is a product of Cates Media, LLC. in Marietta, Georgia. Those wishing to reproduce any portion of this publication may do so, provided it is not for resale. Reprints for commercial use are available for a fee by request.

**PUBLISHER** - Justin Cates

**FOUNDER & TRIBAL LEADER SINCE 1993** - Norm Cates, Jr.

**CONTRIBUTING AUTHORS** - Bill McBride, Bruce Carter, Casey Conrad, Daron Allen, Derek Barton, Donna Krech, Eric Durak, Gary Polic, Jim Thomas, Joe Moore, John McCarthy, Jon Butts, Karen Woodard-Chavez, Kristen Deazeley, Mark Williamson, Melissa Knowles, Michael Gelfgot, Michele Wong, Mike Alpert, Nancy Trent, Paul R. Bedard Esquire, Paul Bosley, Rick Caro, Stephen Tharrett, Sumit Seth and Thomas Plummer

**PRINTING and MAILING SERVICES** - Walton Press

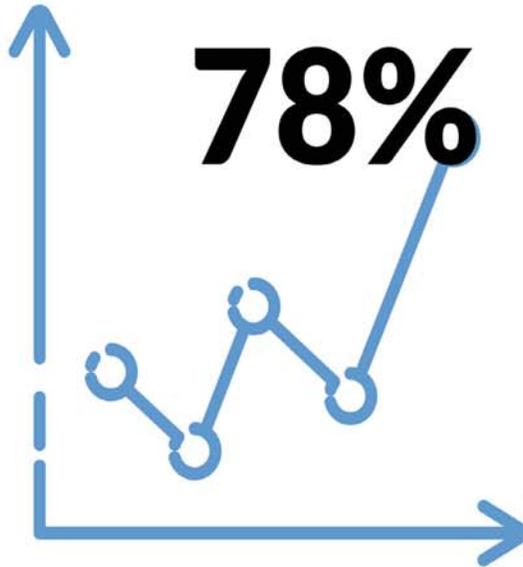
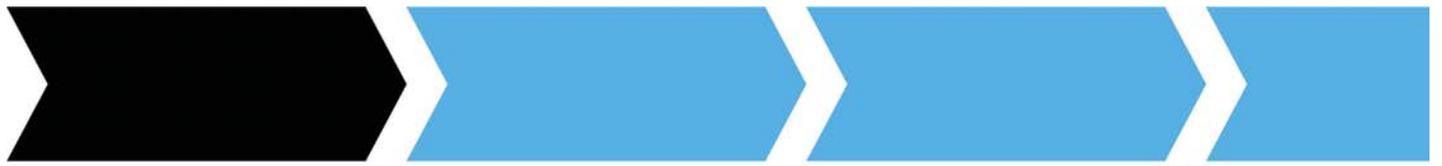
**Club Insider**  
P.O. Box 681241  
Marietta, GA 30068

(O): (770) 635 - 7578  
(F): (678) 826 - 0933

[www.clubinsideronline.com](http://www.clubinsideronline.com)

Proudly Published in The United States of America





**78%**

**OF CUSTOMERS BUY FROM THE COMPANY THAT RESPONDS TO THEIR INQUIRY FIRST.....**

## **WIN AT LEAD CONVERSION**



**NEW TECHNOLOGY REACHES LEADS FASTER GUARANTEED**



# **HOT LEAD NOTIFICATION**

LEARN MORE AT [VFP.US/HOTLEADNOTIFICATION](http://VFP.US/HOTLEADNOTIFICATION)

## Representatives Quigley and Fitzpatrick File Health & Fitness Recovery Act

**BOSTON, MA** - Since previous government programs have not been sufficient for all the health and fitness facilities affected by COVID-19, U.S. Representatives **Michael Quigley (D-IL)** and **Brian Fitzpatrick (R-PA)** have filed the *Health & Fitness Recovery Act of 2020*.

IHRSA, the International Health, Racquet & Sportsclub Association, and IHRSA Board Ex-officio, **Jim Worthington**, of the *Newtown Athletic Club* worked with Fitzpatrick to draft the bill. Then,

**Gale Landers** of *Fitness Formula Clubs* was brought on board to gain Quigley's endorsement so that the bill would have both Republican and Democratic representation.

Loss in revenue, massive layoffs, permanent closures and substantial bankruptcies drag on and take their toll on the fitness industry. In order to address the pressing needs of the industry, IHRSA is encouraging everyone involved or connected with the fitness industry (club owners, operators, fitness professionals,

industry suppliers, etc.) to reach out to their member of Congress and ask that they co-sponsor the Health & Fitness Recovery Act (H.R. 8485) and support its inclusion in any future COVID-19 relief bill.

To ensure the fitness industry's survival and to battle the significant loss of revenue, fitness industry owners and employers can use this campaign to contact their member of Congress, and industry employees can use this campaign to fight to save jobs.

The Health & Fitness Recovery Act creates a \$30 billion fund to provide grants to affected health and fitness businesses. Grant amounts are capped at actual business loss up to 10% of previous year's revenue or \$10 million, whichever is less. Eligible expenses include:

- Rent payments;
- Utilities;
- Maintenance, including construction or reconfiguration to accommodate social distancing requirements;
- Supplies, including protective equipment and cleaning materials, and more.

**Brent Darden**, *Interim President and CEO of IHRSA*, fully supports the inclusion of the Health & Fitness Recovery Act in a relief bill. "We are grateful to Representative Fitzpatrick and Congressman Quigley for bringing this much needed relief bill to Congress; it's nice to see that our industry has bipartisan support. Now, we urge anyone and everyone in the fitness industry to do their part and contact their lawmakers to bring attention to the Health & Fitness Recovery Act and include this measure in any future COVID-19 bill."

- Payroll costs;

**21 YEARS!**  
**THAT IS HOW LONG**  
**WE'VE BEEN THE**  
**LEADER IN THE FITNESS**  
**INDUSTRY.**

**WE ARE THE**  
**NUMBER ONE**

**premier, executive search**  
**firm in the fitness &**  
**wellness industry,**  
**with a network of over**  
**14,000 candidates!**



**JLR ASSOCIATES**

HAS PLACED OVER 300 SENIOR-LEVEL CANDIDATES FOR CLIENTS SUCH AS:

- PLANET FITNESS
- CRUNCH
- ORANGETHEORY
- EAST BANK CLUB
- CHELSEA PIERS
- VILLASPORT

FROM CEOs TO GENERAL OR STUDIO MANAGERS, AT JLR ASSOCIATES, WE WILL FIND TOP-PERFORMING TALENT THAT FITS YOUR CULTURE.

[www.jlrassoc.com](http://www.jlrassoc.com)

## Crunch Franchising Named One of the 2020 Top Growth Franchises by Entrepreneur Magazine

**NEW YORK, N.Y.** - Crunch Fitness, the health club brand known for making serious fitness fun through innovative programming and an inclusive atmosphere, was named one of the top-ranking growth franchises by *Entrepreneur Magazine*.

The *Entrepreneur Magazine* survey ranks the top 150 franchises with the most consistent growth over the last three years. The list was compiled by looking at each company's U.S. and Canadian franchise numbers over a three-year period (from July 2016 to July 2019; given the rapid changes, COVID-19 impacts weren't considered). To qualify, companies had to have positive growth of at least five units each year.

Crunch Franchise, for the eighth consecutive year, was also included in *Entrepreneur's Franchise 500* ranking. More than 1,100 companies apply for this ranking, and those that rise to the top reveal the latest trends and the companies that continue to evolve to keep going strong year after year.

Crunch is one of the most innovative and exciting brands in the fitness

space. The Crunch Fitness franchise concept is the most progressive and competitive fitness model in the industry, one created by a seasoned management team that helped build the industry from the ground up, giving franchisees a competitive advantage. While the fitness landscape continues to be one of the most competitive sectors, Crunch remains one of the top-ranked full-size gym brands. With group fitness and HIIT training as a standard systemwide offering, Crunch also offers state-of-the-art cardio equipment, expansive free weight areas with multiple Olympic training platforms, Squat and Smith racks, Relax & Recover services, and more.

"We are thrilled to be honored on this list as one of the top and fastest-growing franchise businesses by *Entrepreneur Magazine*," says **Ben Midgley**, *CEO of Crunch Franchise*. "We want to sincerely thank our great network of franchise owners for the hard work they put in each day to help make Crunch such a successful brand."



## ...Norm's Notes

continued from page 4

networking opportunities. *IHRSA's Interim President and CEO, BRENT DARDEN*, commented, "It was great to see the participation of so many industry leaders and stakeholders in the development of this year's Congress program. I'm really looking forward to it!"

Additional details of the IHRSA European Congress Virtual Edition will be announced over the coming weeks. To register or learn more, please visit [ihrsa.org/congress](http://ihrsa.org/congress).

### •IHRSA Foundation, ACE Obtains Funding to Improve Exercise Inclusion for People with Intellectual Disabilities -

The *IHRSA Foundation* and the *American Council on Exercise (ACE)*, supported by the *UNESCO Chair in Inclusive Fitness, Sport & Recreation, PE*, have had a first joint project approved by Special Olympics with funding through their Inclusive Health Innovation Grant. The grant, supported by the U.S. Centers for Disease Control and Prevention (CDC), aims to support organizations in making practices more inclusive and tip the balance toward a fully inclusive world where people with intellectual disabilities (ID) are fully and intentionally included in mainstream fitness programs and services.

"The IHRSA Foundation is excited to advance this project with the support of the Inclusive Health Grant," says **Brent Darden**, *Interim President of the IHRSA Foundation*. "Physical activity is a key factor in promoting physical and mental health and wellbeing. This funding will enable us to help facilitate the inclusion of more people with intellectual disability in mainstream fitness, exercise, and physical activity opportunities."

■ This news from my friend, **PETE BROWN's Athletic Business Online Report**, written by **JASON SCOTT**, and I quote Jason:

Hundreds of owners of fitness studios in New York City have joined together to sue mayor Bill de Blasio for his decision to bar them from reopening, even as other gyms were allowed to do so last week. *The New York Post reports* that the lawsuit, filed by members of a newly formed group called the **Boutique Fitness Alliance**, as well as the **New York Fitness Coalition**, argues that they have been stripped of "their liberty and property interests without due process."

CNN reports that gyms that followed **New York Governor Andrew Cuomo's** coronavirus safety measures were given the green light to reopen last week, but de Blasio intervened to say that group class facilities were excluded, citing a higher risk of spreading the virus. Leaders of the Boutique Fitness Alliance and the New York Fitness Coalition argue

that there's no evidence to support the notion that group fitness classes spread the virus more than standard gyms and that de Blasio's order gives an advantage to larger, corporate-owned gyms as opposed to smaller studios run by small business owners.

A spokesperson for de Blasio's office said that city public health experts identified indoor fitness classes as a high-risk activity, and that the mayor's top priority was preventing the virus's resurgence in New York. "Other cities have shown us how quickly COVID-19 can return, and we're determined to heed those warnings," *de Blasio's Deputy Press Secretary, Mitch Schwartz*, told CNN. "For now, that means avoiding high-risk activities that involve concentrations of people, breathing heavily, in small spaces."

■ This item is also from our friend, **PETE BROWN's Online Report**, written by **JASON SCOTT**, and I quote Jason:

Quoting the the original article from *The RUTLAND HERALD: Judge Tosses Gym Owner's Lawsuit Over COVID Closure* - A civil court judge dismissed a gym owner's lawsuit against the State of Vermont seeking damages over Governor Phil Scott's order that his business be closed as part of the state's response to the COVID-19 pandemic. According to the *Rutland Herald*, **Sean Manovill**, *Owner of Club Fitness*, sued the State, the Governor and **Attorney General T.J. Donovan**, arguing that they should pay for damages his business incurred when he was forced to close from March through June. The suit argued that the closure was "unconstitutional" and represented "unlawful taking." **Judge Robert Mello** upheld the state's action in a September 24th ruling, writing, "COVID-19 swept the country in a short period of time, forcing Governors and health officials to act quickly and diligently to protect the population. In a Tennessee case, the court determined that the COVID-19 closure 'was not for a public use but was instead a valid exercise of the broad police powers bestowed upon State and local officials to prevent detrimental public harms by restricting plaintiffs' use of their property. It is unlikely such action would require compensation under the 'Takings Clause.'"

Scott ordered that certain businesses be closed amid the pandemic in order to slow the spread of the virus. Manovill opened his gym in defiance of the Governor's order in May and was subsequently sued by Donovan's office and the subject of a preliminary injunction. **Ella Spotswood** of the Civil Division within the Attorney General's office pursued action that would both close the gym and seek penalties for its defiance of the Governor's order. Manovill said at the time that he was seeking to reopen for the sake of health and wellness. After the ruling, Manovill said he planned to meet with his lawyer to discuss

his options. "This is just the beginning," Manovill told the *Rutland Herald*.

■ I appreciated recently being in touch with my long-time friend, and *Club Insider Contributing Author, THOMAS PLUMMER*. Thom is truly one of our industry's greatest educators. Every year, for many years now, Thom has conducted numerous club business workshops all across the country. I've attended several of Thom's super two-day events here in Atlanta, and the ones I've attended had 55 - 60 attendees. I can tell you all firsthand that Thomas Plummer's two-day workshops are

truly world class, and he teaches in-depth lessons on our industry from the ground up. Thomas recently informed me that his in-person seminar program has pretty much dried up due to the pandemic. Out of the 20 workshops he had scheduled for this year, he's had only one so far. And, he said it's looking like he will not have any next year. Thom also reminded me, as always, he's booking consulting opportunities by telephone for club owners/operators who need help, and he provided me with his contact information for that purpose. We've placed that at the end of the following brief (See *Norm's Notes Page 8*)

TIME ON  
YOUR HANDS  
DUE TO  
COVID 19?



**Take Advantage  
and UPGRADE  
Your Club  
Management  
Software  
to iGo360.**

»
\$500 OFF SIGN UP FEE
«  
NO SOFTWARE PAYMENT DUE UNTIL YOU REOPEN  
[sales@igofigure.com](mailto:sales@igofigure.com)  
866-532-9588  
[igofigure.com](http://igofigure.com)

## ...Norm's Notes

continued from page 7

message from Thomas to club owners:

**If You Are Hurt in Business, Reach Out and Ask for Help...** There is someone you can talk to about your business who can get you the answers you need to stay in business and to go forward in the ever-changing gym industry. The year 2019 is gone. The gym business is never going back. How you have to do business going forward is entirely a new path you need to prepare for now. You adapt, evolve and embrace the new way of doing business, or you fail... get ready now for 2021 and the way business will be for the future. This has been a tough year in the fitness industry. Thirty percent of all the gyms in this country will fail. But, there is a way forward for your business, and there is someone you can talk to who will listen and guide you to the next step. Please contact [marian@teamnfa.com](mailto:marian@teamnfa.com), or you can call directly at (508) 776 - 8940.

■ **CONGRATULATIONS to KEN McALLISTER, a USPTA Master Professional and 45-year member**, who on October 2, was presented with the **GEORGE BASCO LIFETIME ACHIEVEMENT AWARD at the 2020 USPTA World Conference Virtual Event**. "We are honored to present Ken with this award in recognition of his incredible contributions to our sport and Association over the last 50 years," **USPTA CEO, JOHN EMBREE**, said. "Ken's indomitable spirit and enthusiasm for tennis has touched countless lives across multiple generations."

McAllister was instrumental in developing the original **USPTA Certification Exam in the 1970s**. McAllister was the **USPTA Head Tester in Texas** for just under 20 years before becoming the **Executive Director of the Texas Tennis Association**, which eventually became **USTA Texas**. McAllister details these stories and more in his book, **Cattle to Courts: A History of Tennis in Texas**. In 2008, McAllister created the **Community Tennis Association** plan to give power of running tennis in Texas to local communities. McAllister also served on the **USPTA National Board of Directors** in 2016 and '17. He is an accomplished **USTA Adult League player** and also served as a **USTA Chair umpire**, including as a base linesman at the 1973 "Battle of the Sexes" between **BOBBY RIGGS** and **BILLIE JEAN KING** in Houston.

■ Here's a really good one for those of you who are, or aspire to being, a "BOSS." These **Seven Traits of Truly Horrible Bosses** were written by **JACK FEHR**, and the article was originally published on **October 27, 2015** and updated on **August 26, 2019**, courtesy of **The Hartford**. So, here goes:

**Seven Traits of Truly Horrible Bosses -**

If you own a small business, chances are you're not only a business owner but a Boss. Whether you have employees or are managing vendors, managing people is part of your job description. If you're striving to grow your business or reevaluating how to manage one, you can increase your chances of success by avoiding these **Seven Traits of Truly Horrible Bosses**:

1. **They fail to communicate.**
2. **They refuse to get the help they need.**
3. **They are insecure.**
4. **They are bullies.**
5. **They micromanage their employees.**
6. **They overwork everyone. And...**
7. **They don't acknowledge employee success.**

If you would like to learn more about each trait, you can read the full article at [bit.ly/clubinsider103](http://bit.ly/clubinsider103).

■ Folks, I'm writing this **Norm's Note** in order to follow-up on a **PLEDGE I made to MYSELF, and to YOU ALL... just a few months ago**. My **PLEDGE** was that, after getting my eyesight back after the **COMPLETELY HORRIFIC EXPERIENCE OF GOING BLIND and STAYING BLIND in BOTH EYES for two and a half months**, an experience I would not recommend to anyone, I was going to do *anything and everything* I could possibly do to help people who're blind or who've already been suffering from being blind.

I was recently watching the **CBS Network's 60 Minutes**, and one of the items on the show that night was truly amazing to me. It was about a fellow named **CHRIS DOWNEY, AIA** in San Francisco, California who suffered brain cancer ten years ago, when he was 45. Fortunately, the 10+ hour surgery on his brain rid him of the brain cancer. But, unfortunately, one day later, the surgery robbed him entirely of his ability to see in either eye, leaving him totally blind for the rest of his life!

**CBS News'** longtime anchor, **LESLEY STAHL**, reported this story, and they interviewed Chris, who shared some amazing feelings about this bizarre experience that started ten years ago. Produced by **CBS' SHARI FINKLESTEIN** and **JAIME WOODS**, this 13-minute piece follows Chris' journey through his brain cancer surgery, the subsequent total blindness it caused, and then, the truly amazing story of how he regained his confidence and his status as a veteran working architect!

This story is nothing short of incredible. The video's first action scene showed Chris with three other crew members rowing a boat in unison with them, such as you would see athletes in the Olympics do. It also showed Chris, even though he was blind in both eyes, playing baseball with his son. And, to continue his career as an architect, Downey found a Braille printing machine that would produce documents where he, via the feeling in his

fingertips, was actually able to mentally see the drawings he needed to see in order to continue his profession as an architect! The video went on to illustrate how, when he would go outdoors walking, he had begun to "hear" buildings and that he knew exactly where he was because the buildings walls and the sidewalks below them would actually transmit sounds back to him as he touched their wall surfaces and sidewalks to "mentally see" where he was going.

Here's a special quote from **Chris Downey**: "When I lost my vision, the first thing I had to learn was non-visual coping skills. Rehabilitation teaches you about things like how to travel on mass transit, but there was *no training* on how to be a blind architect. *But, why not?* After all, **Beethoven** wrote some of his best music after going deaf. We're not shut out of architecture."

Folks, I sure do hope that, someday, there is a movie about **Chris Downey**. And, I from this still half blind man, a **TRULY GRATEFUL MAN WHO'S HOPING and PRAYING** to get his vision back in his right eye on **October 27** via another surgery done by the one and only **DR. JOHN COBB** at *The Thomas Eye Group* in Sandy Springs, Georgia, urge you all to see the story about the **AMAZING MAN** named **CHRIS DOWNEY!** I promise that you will be amazed, and you will really be glad you did. So, to close this Note, let me suggest to any of you who're interested in the amazing story of how 55-year old blind architect, **Chris Downey** is living life, go to [bit.ly/chris-downey](http://bit.ly/chris-downey), and you will find the entire 13-minute **60 Minutes** story.

■ I hope and pray that **ALL of you, your family, your staff and your members are all doing well and have not been afflicted with the Coronavirus.**

■ **JUSTIN** and I want to say **Thanks for reading Club Insider!**

■ **Are you a Paid Subscriber?** *Club Insider* is a **Paid Subscription-based Publication**. If the words "**PROMOTIONAL COPY**" appear above your name and address on the cover of this month's edition, *you are not a Paid Subscriber*, so you are not enjoying the *full benefits* of a **Paid Subscription to Club Insider**, which includes new print and online editions and online access to **all 27 years of Club Insider's monthly editions**. So, *don't delay*, subscribe today for just **\$89 for one year, \$149 for two years** or **\$10 a month** by going to [www.clubinsideronline.com/subscribe](http://www.clubinsideronline.com/subscribe).

■ **God bless our troops, airmen and sailors worldwide and keep them safe. Thank you, Congratulations and Welcome Home to all of our troops who have served around the world. God bless America's Policemen and women and Firemen and women; keep them safe. God bless our EMTs, first responders, nurses, doctors, lab technicians and anyone who is helping make Coronavirus a thing of the past. You and your families are our warriors. Finally, God bless you, your family, your club(s) and your members. God Bless America! Laus Deo!**

(*Norm Cates, Jr. is the Founder of Club Insider, now in its 27th year of publication, and its Tribal Leader Since 1993. He is a 45+ year veteran of the health, racquet and sportsclub industry. As IHRSA's First President and a Co-Founder of the Association with Rick Caro and five others, in 1981; the 2001 DALE DIBBLE Distinguished Service Award Recipient, one of IHRSA's highest honors; and Club Industry's Lifetime Achievement Award Recipient in 2017, Norm Cates, Jr. is a highly decorated veteran who cares about you. And, he wants to hear from you. Norm can be reached by phone at 770-635-7578 or email at [Norm@clubinsideronline.com](mailto:Norm@clubinsideronline.com).)*

## Thanks and Appreciation

At *Club Insider*, we are excited to be in our **27th Year** of this home-based health and fitness club trade publication! The thought that this publication was *founded to serve an industry I truly love*, and so that *I could become a Mister Mom for my son, Justin*, is still *intriguing and amazing* to us. So, I wish to extend my most sincere **Thanks and Appreciation** to everyone who has made this amazing 27-year run possible.

A very sincere **Thanks and Appreciation** go to **Rick Caro**, the late **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. **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 monthly editions! And, of course, **Thanks and Appreciation** to the **United States Postal Service** for sending those editions to our readers! **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. **Thanks and Appreciation** to all of our **Club Insider Contributing Authors**, past and present. **Thanks and Appreciation** to **IHRSA** for all it does for all of us. And, sincere **Thanks and Appreciation** to my son, **Justin**, who has become our **Publisher** and is a truly great partner. Now, you name it and Justin does it each and every month!

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. And, he would like to give his 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.*

# **100K in New NET Profit through Wellness, Weight Loss & Essential Health With Zero Financial Risk**

**Sounds too good to be true, right?  
Yeah, well, try us! Because, we don't promise results...  
we prove them!**

Our clients see instant income of \$11,000 in the 1st 30 days and, instant net profit of \$5,000 in that same amount of time. Plus, they're creating residuals, to net profit over \$100,000, annually. AND, while you were shut down, our clients were still making money.

If you live anywhere on the planet, you know the following is true... if you're in the fitness industry, you REALLY know the following is true... we're living in uncertain times and experiencing uncertain income as a result. However, essential health and wellness business systems, like we provide, create certainty. We know this because we've owned companies in this arena since NINETEEN EIGHTY SIX and are the BEST at bringing you new net profit through wellness and weight loss.

So, we made it our #1 focus to create a new model with NO financial risk! It comes with a fully refundable investment, that allows anyone who wants to do well in wellness the guaranteed ability to do so.

Additionally, in that first 30 days, we do all the work for you.

Again, it sounds too good to be true, right? Like we said, TRY US! We don't promise results, we PROVE them!

Why are we offering this No Risk Model? Because your club needs to be one that doesn't lose money during disastrous times. Your club needs this system and we decided to make it as easy as humanly possible to get it to you.

In a time where it can feel like so much is out of our control, this is something you CAN control... building essential health for others, and creating an increased income for yourself, due to providing essential health.

**➡ Text NO RISK MODEL to 903-277-2709 ⬅**

**for a FREE Wellness Business Strategy call with a Predictable Profit Coach and to talk with clients who use our system to increase profit every day. We get it, you're in crisis mode. But crisis mode will not get you results. It's time to operate with the certainty of offering Essential Health.**

**➡ Text NO RISK MODEL to 903-277-2709 ⬅**

## ...Club Greenwood

continued from page 3

**Paula Neubert (PN)** - I was born in Lincoln Nebraska, and I grew up in Fremont, Nebraska, a small town, just north of Lincoln.

**C.I.** - Where did you go to school, and what did you study? Did you play any sports?

**PN** - I went to school at the University of Nebraska-Lincoln, so I am a die-hard cornhusker fan, born and raised. I earned a degree in Exercise Science from the University of Nebraska. I was a four-sport athlete in high school (basketball, softball, track and field and volleyball), and I played softball for the University of Nebraska. We won the Big Eight Championship back when the Huskers were still part of the Big Eight, and we almost won a National Championship in my freshman year. We got beat by UCLA in the ninth inning of the College World Series.

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

**PN** - While I was in college, I decided to stop playing softball and get a job. It was time for me to focus on school and some new things. So, of course, the very first thing I decided to do was start teaching. Now, it is called Group Fitness, but back then, it was Aerobics. So, I became an Aerobics instructor, and I got my free membership to the local health club. I had to learn how to teach, so that is how I got involved in the industry.

**C.I.** - Please take us through some of your career highlights prior to coming on board at Club Greenwood.

**PN** - When I was in college, I was dating my then-to-be husband who was drafted by the New York Jets. He moved to New York to play football, and I quit school to be with him. I continued teaching group fitness while in New York and later decided I needed to go

back to school, so I went back to Nebraska and finished my degree. When his football career ended, we moved to California, and I got involved in the fitness industry there, which was so much bigger and broader. I was teaching at *Martin Henry Fitness Studios* and other little fitness studios across Southern California. I also taught for what was then *Spectrum Clubs* (now *The Bay Club*) and was the *Office Manager* for a personal training business. Shortly after moving to California, I was hired by *Beach Cities Health District*, and it was my first salaried full-time job. I ended up building and designing fitness facilities in the South Bay.

**C.I.** - When and how did you become involved with the Club Greenwood?

**PN** - We had three children while living in Southern Cal, and as they were getting older, we asked ourselves if we wanted to raise them in California. We didn't necessarily want to move back to the Midwest, so we tried to think of a very active and beautiful state. We ended up choosing Colorado, and we picked up and moved. When we moved to Colorado, I actually had the intention of staying home and raising the kids. That lasted for about two months, and I told my husband I have to go back to work (laughing).

At that time, I knew about Greenwood—from their reputation in the industry. I contacted them and said, "I'm looking for any position." I was given a full-time position as a *Program Coordinator*. That lasted about six months, and I was then hired as the *General Manager*.

**C.I.** - What a cool journey! That is a really great story.

**PN** - It has been fun, and it has definitely been a very adventurous and wonderful journey.

### Club Greenwood

**C.I.** - A little bit later, we will of course talk



Welcome to Club Greenwood!

about Club Greenwood today, but I know there is a lot to discuss related to the evolution of the club over time. So, please take us through a few of those key moments that you feel were important to the history of Club Greenwood.

**PN** - One of the big things was our rebranding to *Club Greenwood*. When I arrived 18 years ago, we were called *Greenwood Athletic Club and Tennis Center*. One of the very first things we did was change the name. It was long, and it made the Tennis Center sound like an afterthought. So, we changed it to *Greenwood Athletic and Tennis Club*. It at least brought both clubs together. That was the name for years before rebranding it to Club Greenwood in 2019. It was one of the best decisions we have made. It further simplified our name and encompassed everything we do versus just being an athletic facility.

Another important thing has been significant remodels over time. It was a big, beautiful facility when I got here, but it was getting old. We, of course, have continued to age. So, over the past 18 years, we have remodeled and added onto the club to stay fresh and remain the leader in the community.

One of the most significant remodels we did was in 2006 when we built a 24,000 square-foot outdoor pool area. It encompasses three pools and a cabana. This includes a 25-meter, six-lane outdoor pool that is open year-round in Colorado! We are absolutely the swimming Mecca in the Denver Metro area. Anybody who wants to swim comes to us, and it is purely

because they can be outside in Colorado and swim any time of the year. It's snowing and is absolutely breathtakingly beautiful. Once you get a little taste of swimming outdoors all year long, you will never swim indoors again (laughing). Our swimming community is enormous at our club, and we are proudly home to three of the last four years Masters State Champions in Colorado. They have a tan year-round!

We've added a thermal yoga studio, Barre studio, and two Pilates studios, because our program is so significant. That took over a huge addition that we did on the north side of the building. We also added on to our weight room on the south side of the building. Those have been some of the more significant changes that have happened over the years.

**C.I.** - Well, that's fantastic. Let's talk about the tennis building. When did that get added? Related to that, how did the two buildings relate to each other on the overall campus? How do you manage the two buildings, address duplicate staff, etc.?

**PN** - The indoor tennis club was built in 1995, before my time here. We have two buildings on 13 acres. One of them is the main club, and one of them is the tennis club. They are run as completely separate buildings but under one company. So, for a membership, customers can have a membership to just the main club, or a membership to the tennis club, or a membership to both clubs. If it's a membership to both, there's a slight discount, and it's all under the Club  
(See *Club Greenwood Page 14*)



# CLUB GREENWOOD



Club Greenwood Exterior



**STILL THE  
INDUSTRY  
HEAVYWEIGHT  
AND STRONGER  
THAN EVER.**

There's a reason Iron Grip is the biggest name in commercial free weight equipment worldwide. But being the biggest means much more than just size alone. It means more production capacity and shorter lead times. It means greater industry expertise and a greater ability to implement product innovations. And it means the industry's best customer service.

Follow the leader and our full product line  
at [IronGrip.com](http://IronGrip.com).



**IRON GRIP**  
BARBELL COMPANY

AMERICAN TO THE CORE.

# More members

Call 888.597.5611 for your

## Free Marketing Assessment

*+ save \$100 on your 1<sup>st</sup> campaign!\**



### The UpSwell Difference:

- ✓ Free Call Tracking Numbers
- ✓ Analytics Dashboard
- ✓ Custom Designs
- ✓ All Inclusive Pricing
- ✓ No Contracts
- ✓ Financing Options Available

\*New clients only. Valid on any \$1k+ campaign. Contact UpSwell for details.

Hyper-local Fitness Marketing 

# rs. Period.



We offer over 20 print & digital marketing solutions to help you grow your fitness center!

Social Media

Direct Mail

Mobile Geofencing

Email Marketing

SEO

Website Design

Display Ads

Paid Search / PPC

Reputation Management

Guest Passes

Analytics Dashboard

Business Listings

Grassroots Marketing

Brand Development

Call Tracking

Promo Items

Key Tags

Lead Boxes

....and more!



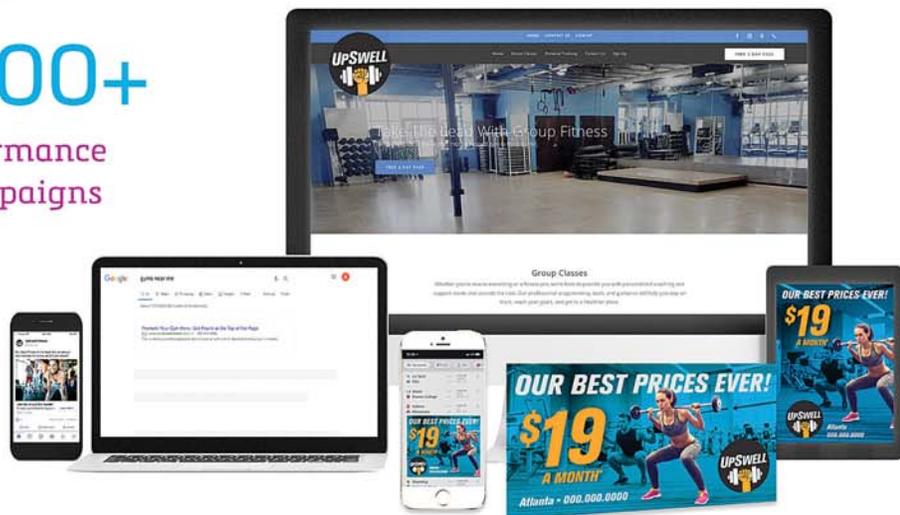
12+

years of experience



25,000+

high-performance fitness campaigns



[fitness.upswellmarketing.com](http://fitness.upswellmarketing.com)

888.597.5611

## ...Club Greenwood

continued from page 10

Greenwood umbrella. All of our financials are under Club Greenwood.

The tennis club is a niche for us, something very different. We are the only full-structure indoor tennis facility west of the Mississippi. It has been an award-winning facility. We have seven indoor clay courts, which is a differentiator for us. It's definitely something that is unique. You can play tennis so much longer. It is easier on your joints and your bones, so we have members who are well into the 80s playing tennis because of those courts.

**C.I.** - That is great. If you could, please tell me the square footages of those two buildings you already mentioned being on 13-acre campus.

**PN** - Yes, we are on 13 acres. The main building is 101,000 square feet, and the tennis club is 52,000 square feet. So, whenever I submit our data, we post 153,000 square feet in total.

**C.I.** - Wow, that's a large place! Please tell us more about Club Greenwood today (amenities, services, programming, etc.).

**PN** - It is definitely big, and we are situated in a perfect community as well, which I know we will get to in a little bit.

**Outdoors** - In addition to our indoor tennis facility, we also have five outdoor tennis courts. Those are hard-surface courts that are at the main club. Members who are part of just the tennis club can play on the clay courts and also play on the outdoor courts. Our main club members can also use the outdoor courts.

We have four pools: a 25-meter eight-lane indoor lap pool; six-lane 25-meter outdoor lap pool, splash pool for the kiddos and an adult pool, which is just for our 18+ members.

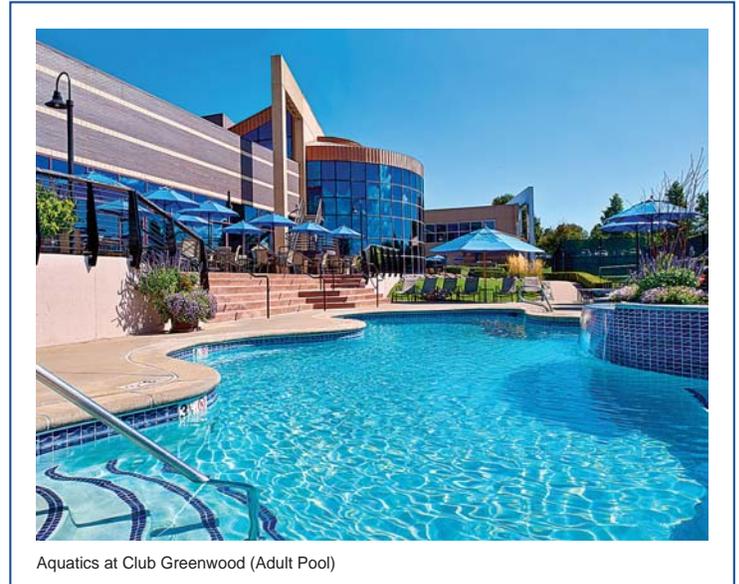
**Indoors** - We have a basketball court, and we still have squash and racquetball. We are down to one racquetball court and one squash court, but we will keep both of them because we still have a group of players who love to play.

As mentioned, we do have a Thermal Yoga studio, and we trademarked Thermal Yoga. That studio has a heated floor and can heat up to 105 degrees and 55% humidity. It is an absolutely amazing studio. There is never any condensation on the mirrors or condensation on the walls because we heat up the mirrors ahead of time before putting the humidity into the space, so it keeps the mirrors from fogging up. It is an unbelievable system, and we had it engineered specifically for us.

As mentioned, we have a Barre studio and two Pilates studios. We have actually expanded our Pilates program four different times over 33 years because it just keeps growing, so we now have two separate studios. We also have a cycling studio where we offer Stages bikes and Stage Flight. It is a really productive and well-received program, especially here in Colorado. We have so many people who are cyclists outdoors, and they really want to know how hard they are working. So, with as many avid cyclists as we have, Stages was the best direction for us to go inside.

**Weight Room** - In 2011, we expanded our weight room to 9,700 square feet. It was something that I had looked at from the time that I got here in 2002 because it was dark with no natural light. We expanded, added some windows and popped out the sidewall to have some doors going in and out. It has made the entire space so much better. There's a lot of space, which has been really helpful during the COVID Pandemic.

We have free weight equipment, selectorized equipment and an area for functional training. From an equipment



Aquatics at Club Greenwood (Adult Pool)

standpoint, we have not really picked one particular brand to use. We like picking the best pieces from different brands, so we have Life Fitness, Matrix, Technogym and quite a few other different companies and brands. We get our platforms from Eleiko. We absolutely love them! They are the best. We have tried different ones, and they are the ones that make the least amount of noise. We are seeing more Olympic lifting, and we wanted to make sure we could provide that in our weight room. Dropping weights can be loud and scare some of your members who are not familiar with that type of lifting. You do not have to put things in different areas if you have the right equipment, and thankfully, we have had vendors that have worked with us and provided us with the resources and tools necessary so that we could put it all in the same space.

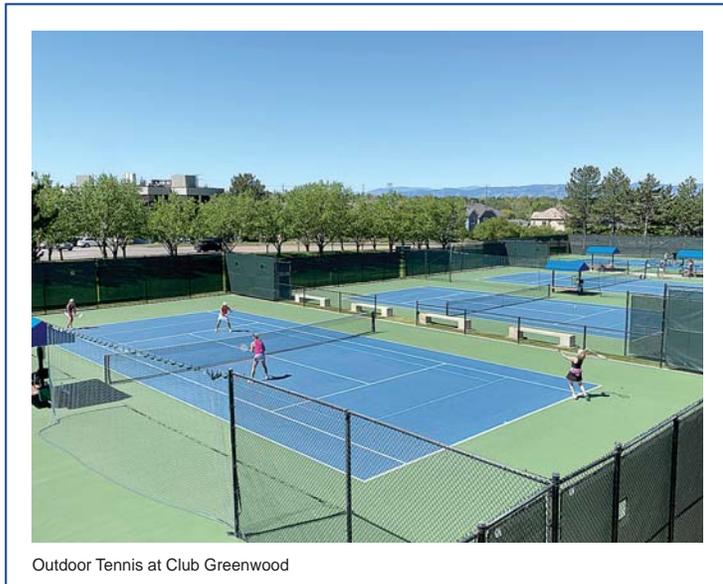
**Cardio** - We have two cardio rooms, upper and lower. They are comprised of the same equipment, including Life Fitness, Precor, Stages, Star Trac, Technogym, Woodway, etc., so there is something for everyone on the floor. But, the atmosphere and the environment of each is very different. And, our members are very specific about which area they use. The upper cardiovascular area has much higher ceilings and no TVs. Everything is on individualized screens, so you can watch what you want. It is very quiet and more of a peaceful area. Downstairs, the feeling is a little bit livelier. It is closer to the weight room, so members who want to do some super sets between weights

and cardio can do so. We also have public viewing TVs where the sound comes out over the TV. We have long-time members who like to read the paper, visit with their friends and watch the TV, so this area suits them. They are really completely different areas depending on what it is you want to do that particular day. And, our members really like having the choice.

**Programming** - We offer all of the personal training amenities that most clubs offer. For our small group personal training, we have Tribe Team Training, which we launched in January. We were just getting things going. It was going super well, and then, of course, the pandemic occurred. We restarted it again as we reopened, and it is ramping back up. We truly believe it is going to be an excellent program for us. We also have custom small group personal training programs that we offer ourselves; our trainers and group fitness instructors have designed them.

We offer bootcamp programs and have a martial arts and boxing studio that offers BJJ, JKD, Kali, kickboxing, boxing and more. I've mentioned Pilates and aquatics previously, but let me add that we have a swim team, a masters' swim team, lessons and a ton of kids programs.

We have a great summer camp program that just came to an end. Now, we are kicking off our School Days In camp program, which is something new and a trend that we are seeing across the (See *Club Greenwood* Page 15)



Outdoor Tennis at Club Greenwood

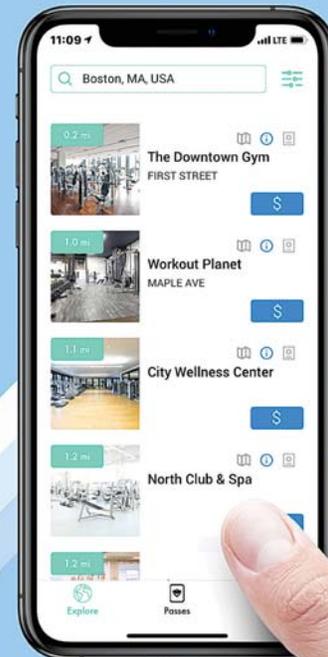




## Reach the Unreachable

Zeamo makes it easy for gyms and clubs to attract employees and health plan members with money to spend on fitness via their company-sponsored wellness subsidies and reimbursements

- A secure platform that generates additive revenue from users who are not joining gyms
- Generate higher quality guest traffic
- A marketing channel that pays YOU every time a lead is generated
- Seamless check-in experience for the end-user and the club staff
- Total transparency-access user information to market to them for membership



[zeamo.com/gym-owner](https://zeamo.com/gym-owner)

### ...Club Greenwood

continued from page 14

country because of the way that schools are currently operating.

Many of our programs are kicking back into gear as we are feeling a little bit more comfortable putting more groups together. And, as you can see, we have a wide array of programs and services available to members regardless of age and regardless of fitness level. We provide something for everyone.

**Other Services** - We know what we do well, and we know what we do not do well. For the things that we do not do well, we bring somebody else in to do it, and one of those is food and beverage. We leave that to a local company that originated in Aspen called *Ink Coffee*, and they do all of our indoor and outdoor cabana food and beverage. We also lease space to our Pro Shop, Physical Therapy Clinic and Ethereal Day Spa. Doing this allows us to concentrate on the fitness portion while leaving other services to the people who do it much better than we can.

The interesting thing, though, is our members do not really notice a difference because of the partners we have chosen. Our tenants are truly our partners in the business. We want them to succeed; they

want us to succeed. We have absolutely no problems with our relationship with them or communication. We work well together as one unit, and even though they are owned and operated by somebody other than us, they are our team. They have been our tenants for years and years.

**C.I.** - I'm sure this might have changed because of COVID, but was there anything in development then or is there anything in development now?

**PN** - As I mentioned, our Tribe Team Training kicked off in January, and that is ramping back up. We had also just opened up our Recovery Zone, which was gaining membership as a new revenue-generating area. The Recovery Zone includes HydroMassage, NormaTec Boots, True Stretch cages, Hyperice, and more. It is a beautiful area, and members have to use a key card to get in. Our members were loving it, and of course, we had to shut it down. We are slowly ramping back up, and people are slowly coming back. Again, I think it is going to be a really beneficial service to our club and will differentiate us from our competitors, because we are the only one, locally, that actually has a full recovery zone with all those different amenities.

### The Membership

**C.I.** - Let's us talk about your market, your community and your membership. So, first, please take us through the demographics of your community, and then, how does that translate into your target member?

**PN** - Our average age is 47, and our biggest group is actually 18 and under, which is surprising for members. We have a big group of 18 and under because we serve a lot of families who are located in *Greenwood Village* and *Cherry Hills Village*. Those two cities have the highest income per capita in Colorado outside of Aspen. I don't know if our ownership group knew that when they built the club, but they built it in pretty much the best location imaginable.

Not only are we located in those neighborhoods, but we are right in the heart of the Denver Tech Center, which has become the work hub of the Denver area. So, during the work week, we have a huge population of thousands of people who work in the Tech Center and become members of our club. The Tech Center has developed around us, so I think we got a little bit lucky.

We have a very devoted and loyal membership that has been with us for a number of years. We were built on referrals without a doubt. For years, we did not spend a lot of money on marketing and

promotion because it was our members wanting to refer the club to their friends and their family. This led to having like-minded people belonging to the club, and that creates an absolute sense of belonging.

We have had to market and promote a little bit more just based on the industry and how things have changed, but we are still absolutely built on referrals.

**C.I.** - That's fantastic! Does Club Greenwood charge an Initiation Fee? If so, how much is that?

**PN** - Yes, we always charge an initiation fee, and we do not discount. The lowest initiation fee that a member can pay is **\$250**, up to **\$800**, depending on what the member is joining. If it's an *Associate Membership*, which is our youngest membership, 18 to 27 single, it's \$250. If it is a *Family Tennis Membership*, it's \$800. The regular fee for just the main club is **\$350**.

We are a high-end luxury club, and members know they are going to have to pay for that when they get here, but the experience we are able to deliver is all value-based. That is why we are the highest-priced in the area, and we have no problem being that because we know we can deliver on that promise. Even if somebody were to quit, they would still have to pay an initiation fee if they came back.

(See *Club Greenwood* Page 16)

## ...Club Greenwood

continued from page 15

Now, they would be considered alumni, so they would be paying half of it, but they are still going to pay an initiation fee.

**C.I.** - Based on everything you have described about Club Greenwood so far, that makes sense. What are Club Greenwood's Membership Options, and what are the prices for those?

**PN** - As mentioned, we have an *Associate Membership* option at the main club, for 18- to 27-year-olds; our *Young Professional Membership* is 28 to 37; and 38 and above is our normal main club rates. So, it goes anywhere from an associate single paying **\$113 per month** to a regular single member at **\$193 per month**.

Our Tennis Club is actually a bit more expensive at \$207 per month for a single, and that can go all the way up to **\$374 per month** for a family tennis membership. There are many options given the age you are when you are joining; whether you are joining as a single, duo or a family; and if you are joining both clubs or just one of the clubs. Our average dues are **\$194 per month**.

**C.I.** - Pre-COVID, how many membership accounts did Club Greenwood have? How many members did that translate to? How about now?

**PN** - Billable memberships at the end of March was 3,566. Billable memberships at the end of July was 2,969. So, 597 fewer memberships from March to July. If you compare July of 2019 to July of 2020, we are actually down 784 memberships. That is about \$2 million annually. It is definitely a lot of money, so it is hurting. As far as individual members before closing, we were around 8,000, and now, we are down to around 6,000. So, it has been a trying time for the past five or six months.

**C.I.** - Absolutely, as we all hope, may 2021 turnaround for everybody.

**PN** - Praying every day.

### The Year 2030

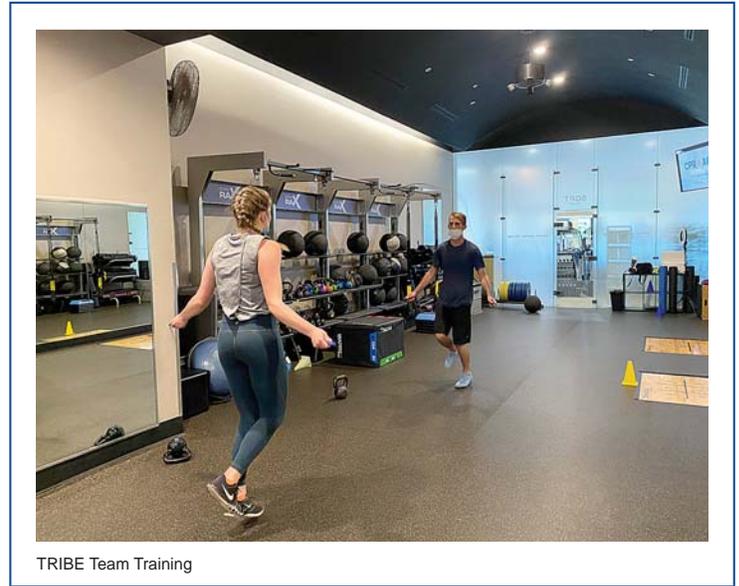
**C.I.** - Something unique about Club Greenwood is that the club was sold to the local community years ago. Please explain that deal's structure. What's the current status, and when does it turn over to the town?

**PN** - We have always had an ownership group. They were partners in a limited partnership with the majority ownership being the Madden family (not of football fame): **John**, who is a developer; his wife, **Marjorie**, who has passed; and their children, **J, Scott** and **Cynthia**. John is a very well-known businessman in Colorado and owns a number of buildings and businesses, especially in Greenwood Village.

The club is a passion of his, and it has always been a very successful part of his portfolio. He is 91 now, but back in 2005, he asked himself, 'How do I ensure the club is going to be here for me, my family, my kids, my grandkids, my great grand-kids for years and years to come?' John and J (Managing Partner and my immediate boss) worked with the Greenwood Village Mayor on a plan to turn the club into a special district. In Colorado, special districts can be created to do different things, hence, the creation of the *Greenwood Athletic Club Metropolitan District*. The owners sold the club to the Metropolitan District in exchange for revenue bonds. A caveat to forming the special district was to create a time, years to come, where the club would turn over to the City of Greenwood Village. In 2030, the City of Greenwood Village will gain ownership. And, this will actually become the most profitable entity for the City of Greenwood Village. Now, the tricky thing will be: How will they run it?

**C.I.** - Yes, that was my next question.

**PN** - If they allow us to run it the way we have



TRIBE Team Training

been running it for years, it will continue to be a very profitable entity for them. It just depends on what they choose to do. But, in all the conversations that I have had with them, they've said, 'We do not want to run a club. We are going to continue to contract with you as a management company to run the club the way you have been running it for years and years.' We do not want anybody to even know that the ownership has changed hands, but we will have to see what happens when the year 2030 comes along. It is a really unique situation.

### The Key Market Differentiator

**Club Insider (C.I.)** - Paula, we have talked about so much already, and I am so glad I have gotten to learn about Club Greenwood. If you can boil it all down, what do you say truly defines Club Greenwood in your community and in the industry?

**Paula Neubert (PN)** - We talked about the amenities and everything we do, but if I really, truly was going to define what makes us different, it is a **sense of belonging**. And, that is part of the reason that we rebranded to make sure the very first thing in our name was *Club*. Because, if you look up the word 'club' in the dictionary, it is a place where like-minded people belong and gather. That truly is the definition of who we are. It is probably the one thing that our members are missing more than anything because of the restrictions on our capacities and the physical distancing.

You can use a treadmill anywhere. You can buy a treadmill and put it in your

basement, or you can go to any single facility and get on a treadmill. Our treadmills are no different than the treadmill that you will find down the street or might find in somebody's home. But, what makes Club Greenwood different is absolutely the social component of belonging to this family. It is our reputation in the community. It is a reputation of who we have become over 33 years and a want and a need for a person in our community to say, 'I want to belong to that.' It really is what makes us different, it makes us unique, and it's why people seek us out.

We know that there are like-minded folks who belong to our club, and who we are and who we serve is well known in our community. The networking that happens at Club Greenwood is truly amazing, whether it is work-related or whether it is personal. The things that people share with one another here is in a family sense. And, when I walk by a closing room, and I introduce myself to a new member, I always say, 'Welcome to our Greenwood family.' Because, we really are a family.

**C.I.** - I love it. That is beautifully said. That is what it is all about, right there.

**PN** - It really is. As a side note, Justin, I will tell you that our members who are a little bit older and have not been able to come back into the club because they either are scared; or their doctors told them they cannot; or they may live in a senior living facility that would not allow them to because they do

(See *Club Greenwood* Page 17)



Team Club Greenwood (Pre-COVID)



# CLUB GREENWOOD

## ...Club Greenwood

continued from page 16

not want to bring something back, are very sad. They call us regularly. They cry on the phone. They miss everything. It is not the fitness. I would love to say we have the best fitness around because I think that we have an unbelievable group of fitness professionals who provide the best, but it is not the fitness. That is not what makes us so different. It is the sense of belonging.

The two members I am thinking about right now are people who have lost their husbands in the last five years, and we have become so much more for them. They are depressed. They are upset. They cannot come in because their doctors have told them they cannot. It is absolutely hurting them not being here. I just cry when I talk to them. Our *Assistant General Manager, Barbara Lubbers*, will talk to them and say, 'Oh, my gosh, I just had the nicest conversation, but they are so upset.'

We have actually created a program, for lack of a better term, called *Pen Pals*, where we call them just to check in. Many clubs have done this. We call to check on them and to figure out what we can do to make them feel better because they miss the club so much.

**C.I.** - Everything you just said is the absolute proof of that sense of belonging. That is the human proof of it. And, beyond the loss of life, the saddest part of this entire pandemic has been that emotional toll on the most vulnerable of our population. It is so sad.  
**PN** - Yes, absolutely.

### Lessons From the Pandemic

**C.I.** Paula, you have been kind enough to contribute to our previous stories on club responses and teachings during the COVID-19 pandemic. Can you please provide an update of how things are going now?

**PN** - Yes, one thing that has changed since I last submitted information is that we have been able to go to 50% capacity in every single room. We are still on a reservation system, but our members have the reservation system down! It does not even faze them anymore.

I think the biggest change that has happened is the mask mandate, even while you are exercising. That put a little bit of damper on things for a while. Our check-ins were averaging about 55% of our normal check-ins, and we started getting into the 60% when the Governor issued an Executive Order requiring masks be worn at all times even while exercising. We dropped down to about 49% for a few days, and I think people were just mad. We went right back up to 50 - 55%, and it is just taking some getting used to. When we are talking to members we say, 'Do you want us to be open? If you want us to be open, wear your mask.' It is really that simple. People are getting used to it, though and are complying. The folks who were coming in are still coming in. The ones we are working

on now is the other group and how to get them back into the club.

We update and promote the fact that we have had 83,000 visits with one one reported case of COVID-19 in our membership base (a tennis member). Thankfully, due to our restrictions and regulations, no further spread of the virus occurred. We also report the MXM metrics data that 'out of 49.4 million visits to 2,877 locations, 1,155 cases have been reported, a 42,731 to 1 visits ratio or a .002% occurrence rate.' The data and statistics are amazing, and of course, IHRSA has reported not one spread in the entire state of Colorado among fitness facilities! So, as an industry in Colorado, we are doing an amazing job, and our members are doing a great job.

We still have the restrictions; we still have safety measure in place. Now, it is about figuring out how to get people to give it a try. Every day, we are trying to talk them into just coming in and taking a walk through the club. We teach them to use the app to make reservations, or we can even do it for them. It is hard, but it is okay. And, every day, we get a compliment from somebody, 'Thank you for everything you guys have done. Thank you for continuing to do everything you can to keep us safe. Thank you for helping us get back into the club.' All you need to carry on is knowing that your membership is happy with what you are trying to do, and they recognize the hard work that we as a company have done during the closure and since we have opened. Never before have compliments ever felt as good as they do right now, that is for sure.

**C.I.** - That is very inspiring! I hope your comments help anyone out there who is going through a tough time as they have re-opened or are waiting to finally re-open. What are some of the lessons you can offer other large, multisport clubs as we continue to battle the COVID-19 Pandemic?

**PN** - Be flexible. Be patient. Plan for the future because there will be a future. It may look a little bit different, but there is no reason to stop planning. As a special district, we have to file a 2021 budget by October 10th, so we are in the planning phase. It is going to be a little bit different, but we are going to have to work our way through it.

I think the thing that has made the biggest difference over the last few weeks is that we formed the *Colorado Fitness Coalition*. If your state does not already have an alliance or a coalition, form one. If you already have one, make sure you join it. We currently have 30 different brands and 170 different locations represented in Colorado. It is a big help because you need one strong voice at the state level. IHRSA does a great job, but they simply cannot address each State's specific restrictions, mandates, etc. As much as they want to, they just simply cannot. They do not have the funds and the resources to be able to do that.

We need conversations at the

State level, and IHRSA will help us as much as they possibly can. Being united with other fitness facilities gives you strength in discussions with the Governor, State Senators and Representatives and the local Health Department. That is what you need, and they need to know that you are working together with them, not against to them. That is the big difference.

**C.I.** - I can't help but think of the ramifications for that post-COVID in terms of future lobbying efforts related to all the different things we have talked about and advocated for as an industry. And, eventually, if another pandemic does occur, and keep in mind obesity is a pandemic, all the states will know health clubs are part of the solution and not the problem!

**PN** - Absolutely. You said it right, Justin. That is absolutely the message that we need to get across, and it is long overdue. It is unfortunate that something like this had to happen in order for so many states to form them. But, we have, and that is the difference that is going to ensure our future success for many years to come regardless of whatever the next big crisis is. We will be ready and better prepared next time!

### IHRSA's 2020 Woman Leader Award

**C.I.** - Speaking of IHRSA, Paula, congratulations on being the recipient of IHRSA's 2020 Woman Leader Award in honor of **Julie Main**. She was so kind and inspiring, and through my experiences with you, I can see why you are so deserving of this award. What does this award/recognition mean to you?

**PN** - It was a huge honor, and it was a surprise. I appreciate it very much. I got to meet Julie early on in my career, and she truly was inspirational, motivational and set the stage for so many women. When I look back at past winners, I am just pleased and honored to even be in the same sentence

with them. They have done so much. When you look at each of them individually, what they have done in their community, what they have done in their personal lives and what they have done in their businesses, it really is exceptional. I hope to do the best I can to make sure women in our industry are being well represented, professionally and personally, and try to keep our legacy moving forward.

**C.I.** - Congratulations, Paula. Thank you for your service to this industry. And, thank you for your time today and the opportunity to share your incredible story and that of Club Greenwood!

**PN** - Justin, thank you so much. Thank you for sharing the Club Greenwood journey. It has been great talking to you.

■ ■ ■

Thank you to **Paula Neubert** for her time and willingness to share her story and the story of Club Greenwood. And, thank you again for the flexibility as some delays occurred in the sharing of those stories. Finally, thank you to **Tiffany Levine** for her assistance with photos and graphics.

*(Justin Cates is the Publisher of Club Insider. Having been born into a club business family in 1985, Justin grew up in the health and fitness club industry. He has lived and breathed this industry for 35 years, since his own day one, and he loves it dearly. Graduating from the Terry College of Business at The University of Georgia in 2007, Justin has run day-to-day operations of Club Insider for 12 years. Justin was elevated to Publisher of Club Insider on April 5, 2020. Justin's Dad, Norm Cates, continues to serve as Founder and Tribal Leader Since 1993. You can reach Justin by phone at 423-314-4310 or email at Justin@clubinsideronline.com.)*

## Updated COVID-19 Pandemic Statistics

### Key Statistical Measures

YTD August 2019 vs. 2020

- **Total Revenue:** August 2019: \$9,372,410 vs. August 2020 - \$6,169,191
- **Total Paying Members:** August 2019: 3,751 memberships vs. August 2020 - 2,915 memberships
- **New Member Sales (#s):** August 2019: 77 vs. August 2020: 41
- **Member Cancellations (#s):** August 2019: 73 vs. August 2020: 201
- **Total Check-Ins (#s):** 2019 through August 31: 310,016 vs. 2020 through August 31: 152,090 (this represents three months of being closed)
- **Total Non-Dues Revenue:** August 2019: \$3,731,854 vs. August 2020: \$1,956,224
- **EBITDA:** August 2019: 29.8% vs. August 2020: 5.5% (represents paying our entire staff their full salaries the entire time the club was closed).
- **Total # On Freeze:** 139 on Medical Freeze

# Business Finance Depot Video Series: How to Properly Complete Your Personal Financial Statement

By: Paul Bosley

Preparation when launching a new privately held business or a franchise is key to the success in securing the financing needed to properly capitalize a new business enterprise. The following article describes Video #2 of our three-part series that outlines a key step to prepare for financing a new business.

This month's video can be watched by going to [bit.ly/clubinsider102](http://bit.ly/clubinsider102).

In Video #2, entitled *How to Properly Complete Your Personal Financial Statement*, we review how to properly complete this important form, which is required by all SBA loans and most lease applications for amounts in excess of \$50K. The personal financial statement provides a lender with a snapshot of an applicant's assets, liabilities, net worth and family income on a specific date. Over many years of processing loan and lease applications, I estimate that a significant percentage of these forms are submitted to me with errors. In speaking with my colleagues who work at various lenders, they echo this fact, so it is important that applicants learn how to properly complete their personal financial statement.

The key concepts of the video are as follows:

■ **Date** - List the date for the document. All dollar amounts entered are based upon this date.

■ **Married Couples** - This is a joint form for all married people, so both spouses sign the form even if only one of the spouses is requesting the financing. Both spouse names should be on top of Page #1, and both spouses sign at the bottom of Page #3.

■ **Liquid Assets** - A typical lender will consider personal and business checking and savings accounts, marketable securities and retirement accounts from a previous employer liquid asset since the money can be liquidated and available in cash in a short period of time, if needed.

■ **Life Insurance** - The only dollar value that can be entered into this column is the cash value of a whole life insurance policy since the funds are available in a short period of time, if needed.

■ **Real Estate** - The current estimated value of all real estate owned. If a percentage is owned in an investment property, enter the real estate value X the percentage owned.

■ **Automobiles** - The current estimated

value of all automobiles owned.

■ **Other Property** - Any tangible assets owned with some value, such as antiques, jewelry, etc. These assets are listed in Section 5 on Page #2.

■ **Other Assets** - The current value of Shareholder's Equity on the most recent balance sheet for an existing company. For a startup business, list any significant investment(s) made to launch the business, such as franchise fees or security deposits. These assets are listed in Section 5 on Page #2.

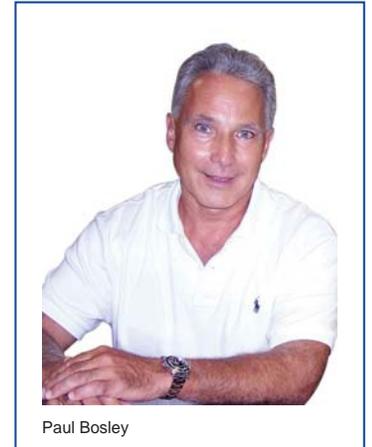
■ **Total Assets = Total Liabilities and Net Worth**, so both Totals should be the same dollar amount.

■ **Accounts Payable** - List money owed if operating a business as a sole proprietor.

■ **Installment Auto** - The total outstanding owed on auto loans and the monthly payment.

■ **Loans Against Life Insurance** - Loans taken against a whole life insurance policy.

■ **Mortgages on Real Estate** - The current amount owed for all real estate owned. If



Paul Bosley

a percentage is owned in an investment property, enter the percentage of the mortgage owed.

■ **Net Worth = Total Assets - Total Liabilities**. This is one of the most important dollar amounts viewed by most lenders.

■ **Section #1 - Sources of Income** - List the sources of all income on an annualized basis. Lenders look closely at this section to evaluate if the applicant(s) have secondary sources of income. If married, include income from both spouses.



In Video #3, entitled *How to Properly Complete the Sources and Uses of Funds Form*, we will review the proper completion of the sources and uses of funds form. This form is required by many SBA lenders because it lists the dollar amount anticipated to be spent, including organizational costs, franchise fee (if any), construction costs including a percentage contingency for cost overruns, equipment, closing costs and working capital. It also lists where the money is coming from, including the owner(s) equity injection, gift letters, money being transferred from retirement accounts and debt financing.

For more information, contact Paul Bosley at (800) 788 - 3884 or [paul@businessfinancedepot.com](mailto:paul@businessfinancedepot.com) or visit [www.businessfinancedepot.com](http://www.businessfinancedepot.com).

(Paul Bosley is the Managing Member of [Healthclubexperts.com](http://Healthclubexperts.com) dba Business Finance Depot. Paul can be reached at [paul@businessfinancedepot.com](mailto:paul@businessfinancedepot.com).)



## WE SPECIALIZE IN FITNESS FINANCING!

**SBA 7(A) LOANS UP TO \$5,000,000**  
Consolidate existing debt and lower your monthly payments.  
Finance a startup business or expand your existing business.

**SBA EXPRESS WORKING CAPITAL LOAN**  
Secure up to \$150,000 with no personal collateral required!

**EQUIPMENT LEASING**  
Finance fitness and non-fitness equipment up to \$500,000.  
*The equipment is the collateral!*




Paul Bosley, Managing Member  
[paul@healthclubexperts.com](mailto:paul@healthclubexperts.com)  
[www.healthclubexperts.com](http://www.healthclubexperts.com)  
(800) 788-3884

## Bounce-Back Strategies From The Industry's Front Lines

By: **Gary Polic**

In my previous article, I listed a number of bounce-back strategies. This month, we will take a look at those strategies in action on the industry's front lines. Through testimonials from industry leaders in different clubs around the country, we will learn what they are doing to stay positive, sell, retain members and promote their brand by being more proactive, subsequently "seizing the day" and being successful one day at a time!

### Sparrow Michigan Athletic Club East Lansing, Michigan

**Robert Diamond**, Executive Director  
**Nicole Brillantes**, Membership Services Director

**Retention:** The leadership team engaged the MAC Members while they stayed at home with Zoom group exercise classes; Les Mills group exercise classes; email blasts; stay home, stay safe messages; text messages; Facebook themes daily; tips from the group exercise team, the tennis team, the basketball trainer and leadership; mind and body, mediation, stress relief and much more.

#### Sales:

■ **July - First Tier Sales** - The MAC opened the unique "Resort Membership" to the MAC members only. Discounted the monthly fee and offered the members to opt in. This membership includes lap lane pool, leisure pool, 250-foot water slide, kids play area, outdoor tennis, pickleball, outdoor group exercise classes, water group exercise classes, lounge area, adult bar, outdoor grill and HEAT hair salon. Amazing customer service and hospitality service. We called it Resort because it really is a resort style atmosphere. This is social distanced with a COVID-19 etiquette and screening format, reservation system.

■ **August - Second Tier Sales** - The MAC opened the Resort Membership to Sparrow Hospital employees, our Heros, and their families to join. These are new members to the MAC and are key to our community for the work they do at the hospital.

■ **Media Day** - The MAC had a Media Day and asked the press to come and get a tour of the club to see the measures of screening and safety we have taken. The local news came out, and the MAC had over 3.5 million views nationally in less than 24 hours.

■ **September - Third Tier Sales** - The MAC has a waiting list of potential members that we will invite to join for an enrollment fee, a

12-month contract and Resort Membership dues until open inside and regular dues kick in then.

**Marketing:** The MAC uses email blasts, Text messaging, Facebook, social media, website, phone calls, snail mail, videos and zoom platforms:

■ We hired a drone to take photos of the Resort Membership from 450 feet up to show the 72 pods of social distancing seating and the beautiful outdoor area.

■ Screening all members with use of the MAC Screening App to show us they have been screened. They then go through our screening process at the entrance and have a temperature check at the door. Masks are provided to members, and they must be worn in commons area.

■ 1,000 MAC Members have opted in for the Resort Membership, and some MAC Members are still on hold at no charge since March 16.

■ The MAC continues to offer complimentary zoom group exercise classes and Les Mills classes at no charge to the members to keep retention strong. The MAC continues to provide a Facebook page full of messages to the members and tips, videos, recipes, etc.

**Community Outreach:** The MAC leadership team met with local lobbyists and are working with the Fire Marshal on a proposal to open an "Indoor Kids Online-School Day Care" for hospital employees' children ages K-12. This would provide a safe, COVID-19 free structure, as well as an online learning format for the children while their parents work at the Hospital and keep the community healthy (Most schools are closed and are online only during this fall).

### Wellbridge Athletic Clubs New Mexico Region

**Jim Gay**, Regional General Manager

#### Retention:

■ We put most of our members on a no-charge hold during this time.

■ We needed to show them there were other options that would make it easier to breathe.

■ We have several options for sale at the desk (at cost) to try to offer solutions to members who are challenged by lesser mask options.

#### Sales:

■ Positioning ourselves as the safest in town.  
■ Every member gets a bottle of sanitizer

and a cleaning towel when they come in.

■ Every member and associate has their temperature checked before coming into the club.

■ Touchless check-in system.

■ Club App to make reservations for general usage, basketball, racquetball, classes and swim lanes.

■ Mid-day shutdown from 1:30 - 3:30pm for sanitizing and club reset.

■ Cleaner, safer, more spread out.

■ One of the, if not THE, only club in town enforcing mask usage (yes, OVER the nose).

#### Marketing:

■ eBlasts to members on hold and recent cancels.

■ Posts to social media.

#### Other Profit Centers:

Blast Academy - Spin off our summer Blast Camp program:

■ Classroom environment with teacher oversight.

■ Also provides swimming and other fitness and fun activities.

### Five Seasons Family Sports Club Burr Ridge, IL

**Aaron Pankau**, General Manager

#### Sales:

■ Group exercise virtual membership.



Gary Polic

■ Renting out outdoor pool facilities by local swim clubs during non-peak times.

■ Purchasing bubble for outside pool to rent in the fall/winter/spring and to attract swimmers.

■ New Home Sales up 21% so we partnered with real estate firms for new movers.

#### Marketing:

■ Renting out space in club to local merchants, physical therapists.

#### Retention:

■ Sending videos of club cleaning services to all members.

■ Calls/emails/text to all members.

(See **Gary Polic** Page 21)



**POLIC CONSULTANTS GROUP, LLC**

*Experienced - Affordable - Supportive*

Our primary mission statement is to train and develop your employees to CREATE EFFICIENCIES, SERVICE and SELL. Creating an environment to make it possible for your employees to have the tools & education necessary to support themselves and their families. In doing so, maximizing profits for your Club(s) and creating a WIN/WIN atmosphere for your employees and members alike!

When you work with Polic Consultants Group (PCG), we don't just tell you what to do, we SHOW you by HELPING you! We work in the trenches right along-side your employees, teaching, coaching "live" and leading by example to DEVELOP their SKILL LEVEL. Our proven and Award-Winning leadership style also consists of MOTIVATING, EMPOWERING and INSPIRING your teams to have FUN and WIN again through personal goal-setting and visualization!

**(630) 410 - 1120**

**www.policconsultantsgroup.com**

# Digital Workouts: Sustainable Solution or Expensive Experiment?

By: **Jeffrey Pinkerton**

As health and fitness clubs continue to adjust to social distancing guidelines and even the possibility of future closings, many operators are searching for digital solutions to keep members moving at home. Developing and delivering a platform of high-quality digital workouts can be a challenging and costly venture, so when everything does return to normal, was the effort a sustainable solution or just an expensive experiment?

## Platform, Programming, People and Production

The initial investment and ongoing expenses of building your own digital platform can quickly outweigh the return, especially if production quality is below par and the business model is not properly scaled to reach a large audience. The expense of video platforms, monthly bandwidth charges, ongoing programming costs for new content, capital expenses for cameras, lighting, sound, space and staging, music and music licensing costs, additional payroll and personnel costs, marketing costs to promote the new offering, and the production and post-production costs of creating video workouts can quickly overshadow the potential revenue. If the quality is too low and the financial investment too costly, the venture into DIY digital workouts will prove to be nothing more than an expensive experiment.

In order to compete in the digital workout space, every element of the product (the platform, programming, people, production and price) need to compete head-to-head with the likes of *Peloton*, *Beachbody*, *Apple's new Fitness+* and others. As more companies enter the space each month, and more free YouTube workout videos are uploaded every day, the more sustainable solution is to find a partner who can provide professional content, ideally one that complements the live experience at your facility.

## Streaming Workouts Vs. Social Experiences

It should come as no surprise that the adoption of streaming at-home workouts has been on the rise. Club shutdowns and the COVID-19 pandemic aside, streaming workouts have been gaining in popularity for years. Imagine the mildly-content member who shows up at a health club, only to work out alone on a machine with headphones and with little to no personal

connection or social interaction. Even pre-pandemic, for this member, the idea of saving a little commute time and gas money for the convenience of being able to work out "anytime anywhere" was a strong proposition.

However, for those members who are socially connected to your facility, specifically those who are accustomed to working out in groups, the energy, the connection and the shared experience is impossible to replicate. In addition to the enthusiasm and coaching of a great instructor and the music from a great sound system, the live experience has social and psychological benefits that are impossible to duplicate through an app and a screen. As authors **Chip** and **Dan Heath** discuss in their book, *The Power of Moments*, creating experiences that are both "meaningful and memorable" often involves social connection, because quite simply, the most impactful experiences are "strengthened because we share them with others."

## Complementing the Live Experience

I am a huge *Atlanta United* soccer fan. I registered for season tickets as soon

as Major League Soccer announced there would be an expansion team. I have been part of the record-setting, chanting and screaming crowds in the recently built Mercedes Benz Stadium. With 50,000+ other fans, I have shared the experience with both friends and family and the strangers who have seats nearby. And, although I don't know most of their names, we have high-fived often enough that I consider them close fellow fan friends. No matter the quality of my TV or sound system at home, these shared experiences cannot be remanufactured at home. It's not the same. For now, and for a time, watching on television is a necessary substitute. For the *Atlanta United* organization, it's a great way to keep fans connected when they can't make it to the game. And, it is a good way for people to be introduced to the team. But, it is no replacement for the real thing.

## The MOSSA MOVE Affiliate Program

We launched the *MOSSA MOVE* digital workouts on Xbox Fitness in 2013 with the goal of getting people off the couch and getting people moving (See *Club*

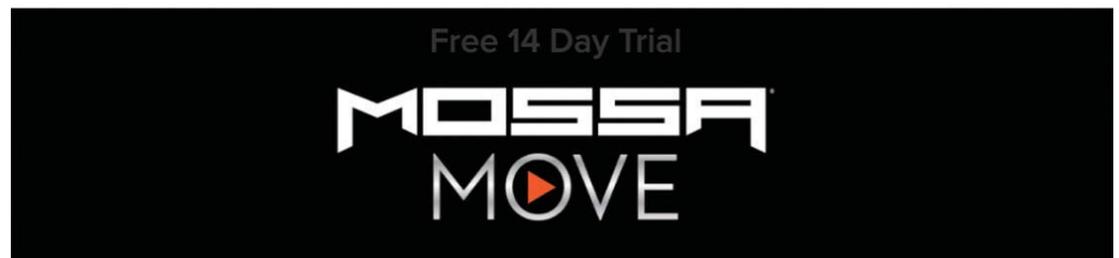


Jeffrey Pinkerton

*Insider's November 2013 Cover Story* by going to [bit.ly/clubinsider105](http://bit.ly/clubinsider105)). We knew that, if we helped people get started in the safe space of their own homes, they would gain confidence. From there, we could help them find one of the hundreds of facilities that offer our live, instructor-led group fitness workouts. In 2018, we moved the programs to a dedicated platform and (See *Jeffrey Pinkerton Page 22*)

**JERSEY STRONG**

Group Classes Studio Classes Personal Training Locations [BOOK A TRIAL](#)



## VIRTUAL WORKOUTS

Access 14 days of free digital workouts courtesy of your Jersey Strong team.

# Do You Operate Your Gym With A Sense of Urgency?

By: **Jim Thomas**

A quick check shows the definition of urgency to be: (1) to act promptly; (2) act with intention to make things happen; (3) doing what needs to be done immediately. Here's what I see frequently in gyms... Many times, there are a lot of good things going on, but the business and staff have become stagnant because of a lack of urgency. Here's the deal. Without urgency, it simply doesn't matter when something is done... it could be tomorrow, the next day, next week, next month or even next year. However, acting with urgency can make all the difference in getting your business back on track or maximizing the opportunity.

**Here are some things to consider if your gym needs a kickstart with urgency:**

1. As an owner, manager, department head, salesperson, make your own smart, quick decisions with confidence. It all starts with you, right? This is a way of thinking you want to act on immediately, and your behavior will help train your team to act accordingly.
2. Identify obstacles to your staff's progress and quickly remove them. Take a look around for obstacles that are getting in your way of acting with urgency. In many cases, I have seen the commission schedule or the lack of one being an obstacle. In the end, a simple process is usually a successful process.

3. Establish a culture that is focused on outcomes, not individual tasks. Here's the bottom line on this: effort without results is meaningless.

4. Communicate consequences for inaction; clarify what happens if desired outcomes aren't met. Too many managers think consequences means they fire someone. This is not so. My favorite is to role play the telephone inquiry script in front of the group. If we're not setting phone inquiries or not getting shows, this will normally get them to memorize the script. Or, in the sales process, many times, we will roll out a *Love at First Sight Offer*.

5. Identify what systems work for your gym, and eliminate the systems that no longer serve you. Don't keep old, tired ways of doing things in place just because, "that's the way you've always done it."

6. Announce and celebrate small successes to demonstrate what happens when desired outcomes are met. For example, break a sales record and the entire team goes out to dinner together to celebrate. Or, celebrate when members sponsor a new member and receive their gift before the deadline.

7. Agree on deadlines and provide reminders. Final day for a membership special. Final day to sign up for a class. Final week on the referral contest. You get the idea. Then, be sure to communicate

across many different platforms: in-club signs, email, phone, social media, etc.

8. Keep meetings short by always providing an agenda. Always have a planned, crisp agenda for each meeting. Don't allow the meeting to drag from the original intent.

9. When speaking, get to the point quickly; encourage your team members to communicate in a similar manner. Say what you want, when you want it and get to work. No long, drawn out explanations necessary.

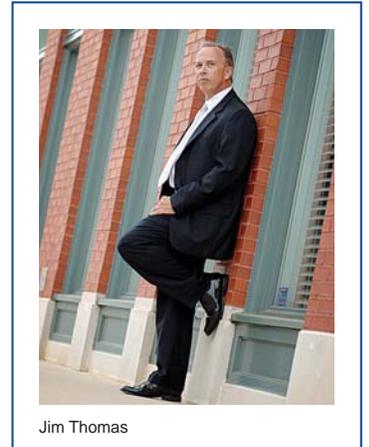
10. Demonstrate leadership by example by meeting your personal deadlines. This one should be simple enough.

11. Hold one-on-one meetings to secure each staffer's buy-in to the team. Meet with EVERY team member and communicate the expectations and their understanding of each. You must get 100% acknowledgement and buy-in before you can get started, then be sure to follow up.

12. Follow up. It will not be good enough just to express your expectations; you must continue to follow up and train where necessary. The culture of urgency will never be important to you staff until its first important to you.

**Now, go get it done... now!**

(An Outsourced CEO and expert witness,



Jim Thomas

*Jim Thomas is the Founder and President of Fitness Management USA Inc., a management consulting, turnaround and brokerage firm specializing in the gym and sports industry. With more than 25 years of experience owning, operating and managing clubs of all sizes, Thomas lectures and delivers seminars, webinars and workshops across the globe on the practical skills required to successfully overcome obscurity, improve sales, build teamwork and market fitness programs and products. In addition, his company will buy gym equipment from gyms liquidating or closing. Visit his websites at [www.youtube.com/gymconsultant](http://www.youtube.com/gymconsultant) or [www.fmconsulting.net](http://www.fmconsulting.net).)*

## ...Gary Polic

continued from page 19

### Franklin Athletic Club Southfield, Michigan

Jim Martin, Membership Director

#### Four Crucial Steps to Rebuild Your Draft... The Holy Grail!

1. The most important step you can take during these unprecedented pandemic times is to make prospective members and members totally comfortable coming into your club. You need to video your safety protocols and send it to your database and your members to assure them you have a clean and safe environment.

2. Eliminate all barriers that will slow your sales down:

**A.** Eliminate Initiation Fees. Maybe later but not now.

**B.** Month-to-month memberships... 12-month memberships could be offered, but it needs to be a good deal.

3. Set up an aggressive onboarding system. Whatever services you sell, it is especially important to let them experience as many as possible and reward them for it. Let us assume that you sell Personal Training, Tennis Lessons, Massage and Facials. In my system, if they experience two of those services, they will receive \$75 in club cash. They bring a card signed off by the departments that they experienced. When they come to pick up their club cash, you can price present your special and allow them to apply their club cash to the special!

4. The number one source of sales in our industry is member referrals... hands down. Implement a strong referral program with valuable rewards:

**A.** \$100 Club Cash for sponsoring a new member. This gets the member involved in your services. Club cash is used to purchase club services, not free months. I strongly suggest that you do not give them a free month for sponsoring a member; that lowers your draft. Referral programs, if designed properly, will greatly increase your draft. Your draft is the holy grail; do not touch it.

**B.** Have a great prize give away to enter sponsoring members only. One of the best prizes I have given away is a Platinum Membership for the family that wins. The more people they sponsor, the more entries they get. I give members 30 entries for every membership they sponsor. I give ten entries for every \$100 that is spent on club services.

**C.** Platinum Prize Winner Receives:

- No dues for one year;
- One Personal Training Session a week for one year (or massage);
- Unlimited guest privileges;

- Platinum Parking Spot for the year;
- Unlimited small group personal training sessions for the year;
- Unlimited guest privileges for the year;
- A private locker for the year.

**Note:** It is also good to have second and third place prizes).

(Gary Polic is the Owner of Polic Consultants Group, LLC. Gary can be reached by phone at 630-410-1120 or email at [gary@policonsultantsgroup.com](mailto:gary@policonsultantsgroup.com). You can also learn more by visiting [www.policonsultantsgroup.com](http://www.policonsultantsgroup.com).)

# Make It Fun!

## ABC Fitness Solutions Unveils Rebranding

SHERWOOD, AR - ABC Fitness Solutions, formerly known as ABC Financial Services, has unveiled a corporate rebranding that reaffirms the company's commitment to the health and fitness industry, supported by powerful, new club management and member engagement capabilities atop the market-leading billing and payment services that ABC is known for.

ABC Fitness Solutions offers the most integrated, configurable solution for health clubs and fitness businesses of all sizes. The comprehensive solution has six modules that make up holistic club management: Member Acquisition, Member Management, Member Engagement, Club Administration, Reporting and Analytics,

and Revenue-cycle Management.

ABC's expanded offering includes the introduction of its next generation Revenue-cycle Management (RcM), which has been reimagined to manage any kind of subscription or payment model, whether session-based, one-time, bundled or usage-based. ABC's RcM 1.0 was generally released in July and RcM 2.0 aims to be ready later this year.

ABC also continues to expand the partner network and introduced ABC Door Access by Openpath as part of the Club Administration module. An integrated access control solution makes it possible for health clubs to implement important hands-free entry that improve safety and sanitation.



## ...Jeffrey Pinkerton

continued from page 20

created an affiliate program and revenue share for partnering health clubs. As members needed flexibility, were traveling for business or away on vacation, or even if life was just too challenging to make it to the facility on a regular basis, MOSSA MOVE workouts provided a great supplement for the live workouts they loved.

As health clubs were forced to close their doors in March, we launched a massive effort to help clubs keep their members moving, and most importantly, connected. Through the MOSSA MOVE Affiliate Program, facilities can offer professional digital workouts to members and potential members and receive a portion of the monthly subscription. After a webinar on Friday, March 13, many of our customers were up and running the very next day.

"The MOSSA MOVE Affiliate Program was there for us and our members when we needed it most. Our members LOVE their MOSSA programs, and not being able to experience live workouts at the club (during our mandated club closure) was really, really hard for them. We launched the MOSSA MOVE App and immediately reconnected with our members; it helped them get their favorite

workouts in at times that were convenient for them, which is especially valuable during a time when everyone's schedule needs to be flexible," said **Stephen Roma**, CEO of Jersey Strong.

We are so proud of the work that our partners have done to navigate the challenges of 2020, and we are thankful that the MOSSA MOVE platform could provide a solution to an unimaginable challenge. As we look to the future, we know digital workouts can play a bigger role in reaching more people, getting more people moving and helping people find connection and community at the best (social) health clubs around the world. Of course, we are looking forward to the day when we can high-five again with our fitness friends because there really is no replacement for the real thing.

### Let's Move!

To learn more about the MOSSA MOVE Affiliate Program and how your facility can offer digital workouts to your member and potential members, please visit [www.mossa.net](http://www.mossa.net).

(Jeffrey Pinkerton is the Business Development Manager for MOSSA. Jeffrey can be reached by phone at 770-989-4737 or email at [jeffreypinkerton@mossa.net](mailto:jeffreypinkerton@mossa.net).)

## Thank You to Our Advertisers



The excellent companies below bring *Club Insider* to you every month, so please take a minute to see what they can do for you. To learn more about them, or about joining **The Club Insider Advertising Team**, go to [www.clubinsideronline.com/advertise](http://www.clubinsideronline.com/advertise) today!

### Premium Positions:

- Crunch Franchising** - Page 2 [www.crunchfranchise.com](http://www.crunchfranchise.com)
- Visual Fitness Planner** - Page 5 [www.vfp.us/hotleadnotification](http://www.vfp.us/hotleadnotification)
- MOSSA** - Page 23 [www.mossa.net](http://www.mossa.net)
- UpSwell - Center Spread** [fitness.upswellmarketing.com](http://fitness.upswellmarketing.com)
- Workout Anytime** - Page 24 [www.workoutanytime.com](http://www.workoutanytime.com)

### Regular Positions:

- Health Club Experts** - Page 18 [www.healthclubexperts.com](http://www.healthclubexperts.com)
- iGo Figure** - Page 7 [www.igofigure.com](http://www.igofigure.com)
- Iron Grip Barbell Company** - Page 11 [www.irongrip.com](http://www.irongrip.com)
- JLR Associates** - Page 6 [www.jlrassoc.com](http://www.jlrassoc.com)
- Polic Consultants Group** - Page 19 [www.policconsultantsgroup.com](http://www.policconsultantsgroup.com)
- Wealth of Wellness** - Page 9 [www.fitbizstimulus.com](http://www.fitbizstimulus.com)
- Zeamo** - Page 15 [www.zeamo.com](http://www.zeamo.com)

### Online Positions:

- Augie's Quest Club Industry** [www.augiesquest.org](http://www.augiesquest.org)
- IHRSA** [www.clubindustry.com](http://www.clubindustry.com)  
[www.ihrsa.org](http://www.ihrsa.org)



Download the Club Insider Media Kit at [www.clubinsideronline.com/advertise](http://www.clubinsideronline.com/advertise)

## Thank You to Our Contributing Authors

- **Rick Caro** - President, Management Vision, Inc. - (212) 987 - 4300
- **John McCarthy** - 25-Year Executive Director Emeritus of IHRSA
- **Joe Moore** - former IHRSA President & CEO
- **Bill McBride** - Founder, BMC3 - [BillMcBride@bmc3.com](mailto:BillMcBride@bmc3.com)
- **Bruce Carter** - President, Optimal Design Systems International - (954) 888 - 5960
- **Casey Conrad** - Communications Consultants - (401) 932 - 9407
- **Daron Allen** - President & CEO, Visual Fitness Planner - [dallen@vfp.us](mailto:dallen@vfp.us)
- **Derek Barton** - Owner, Barton Productions - [derek@bartonproductions.com](mailto:derek@bartonproductions.com)
- **Donna Krech** - Founder/President, Wealth of Wellness - (419) 991 - 1223
- **Eric Durak** - President, Medical Health and Fitness - [www.medhealthfit.com](http://www.medhealthfit.com)
- **Gary Polic** - Owner, Polic Consultants Group - (630) 410 - 1120
- **Jim Thomas** - President, Fitness Management USA - (800) 929 - 2898
- **Jon Butts** - President, Muscle Up Marketing - [jon@muscleupmarketing.com](mailto:jon@muscleupmarketing.com)
- **Karen Woodard-Chavez** - Premium Performance Training - [karen@karenwoodard.com](mailto:karen@karenwoodard.com)
- **Kristen Deazeley** - IRS - [kristen.k.deazeley@irs.gov](mailto:kristen.k.deazeley@irs.gov)
- **Mark Williamson** - Co-Founder and Principal, ClubIntel - [markw@club-intel.com](mailto:markw@club-intel.com)
- **Melissa Knowles** - VP of Gym HQ, A ClubReady Company - [mknowles@gymhq.club](mailto:mknowles@gymhq.club)
- **Michael Gelfgot** - Anytime Fitness - [mike.gelfgot@gmail.com](mailto:mike.gelfgot@gmail.com)
- **Michele Wong** - COO, Active Wellness - [michele.wong@activewellness.com](mailto:michele.wong@activewellness.com)
- **Mike Alpert** - COO, Smart Health Clubs - [mike@smarthealthclubs.com](mailto:mike@smarthealthclubs.com)
- **Nancy Trent** - Founder, Nancy Trent & Company - [nancy@trentandcompany.com](mailto:nancy@trentandcompany.com)
- **Paul R. Bedard, Esquire** - Crunch Fitness Connecticut - [paul@crunchct.com](mailto:paul@crunchct.com)
- **Paul Bosley** - Owner, Business Finance Depot - (800) 788 - 3884
- **Stephen Tharrett** - Co-Founder and Principal, ClubIntel - [stevet@club-intel.com](mailto:stevet@club-intel.com)
- **Sumit Seth** - Co-Founder, Naamly - [www.naamly.com](http://www.naamly.com)
- **Thomas Plummer** - National Fitness Business Alliance - (800) 726 - 3506

# MOSSA MOVE

OFFER **DIGITAL WORKOUTS** TO YOUR MEMBERS



**KEEP YOUR MEMBERS MOVING.  
KEEP YOUR MEMBERS CONNECTED.  
EARN ADDITIONAL REVENUE.**

*Join the MOSSA MOVE Affiliate Program*

MOSSA delivers a business system of professionally developed, field-tested, innovative group fitness programs focused on *MOVEMENT HEALTH*. Offer digital workouts to members. Reach new members. Become a MOSSA MOVE Affiliate.



   [mossa.letsmove](https://www.mossa.letsmove)  800.729.7837

 [www.mossa.net](http://www.mossa.net)  [www.mossamove.net](http://www.mossamove.net)

# FROM FOOD TO FITNESS

## Aaron Davis's story...

Aaron is a serial entrepreneur and experienced multi-unit franchisee owning 17 Little Caesars. He was looking for an opportunity to diversify his portfolio and has always been a fitness nut, so branching out into the fitness franchise segment was the logical next step. Food service operators know firsthand the challenges of the restaurant industry, which include high labor costs, extensive employee turnover and skyrocketing operating costs. Aaron was very impressed with the ease of operations and the need for only 3-4 employees to operate the club. After speaking with Workout Anytime franchisees, he was equally impressed that 73% own multiple units. Aaron leaned on Workout Anytime's proven franchise model to 'hit the ground running' and opened two locations within one year with a third on the way. Workout Anytime has more than tripled their club count over the past 5 years and have averaged 38% growth in new club openings.

**"Adding fitness was a very profitable way to round out my business portfolio."**

Aaron Davis, Owner  
Boiling Springs, SC & Duncan, SC

- SIMPLE BUSINESS MODEL
- RECURRING REVENUE
- EASY TO RUN (3-4 EMPLOYEES)
- UNWAVERING TRAINING & SUPPORT
- OVER 180+ LOCATIONS IN 22 STATES
- TERRITORIES AVAILABLE NATIONWIDE



### FOR FRANCHISE INFORMATION, CONTACT:

Terri Harof, Director of Franchise Development  
O: 770.809.1425 | M: 404-786-7410  
terri.harof@workoutanytime.com



[WWW.WORKOUTANYTIMEFRANCHISE.COM](http://WWW.WORKOUTANYTIMEFRANCHISE.COM)