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THE Club Insider

NEWS

The Pulse of the Health, Racquet & Sports Club Business



Bonnie Patrick, Liz Neporent & Hannah Karass
Club Industry Distinguished Award Winners

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THE Club Insider[®]

NEWS

The Pulse of the Health, Racquet & Sports Club Business

CLUB INDUSTRY HONORS WOMEN

Hannah Karass, Liz Neporent and Bonnie Patrick Receive Club Industry Awards

Chicago, IL. Club Industry Magazine presented the 2nd Annual Distinguished Women's Awards on October 14 at a luncheon held at the Club Industry Annual Conference and Trade Show venue, McCormick Place.

The Club Industry Distinguished Women's Awards, the creation of two club industry veterans- Karen Woodard of Premium Performance Training, Boulder, Colorado and Janet Lossick of Club Sports International, Denver, Colorado honors women in three separate categories: Business Woman of the Year, Entrepreneur of the Year and Industry Enhancement Award. These awards are the only such North American club business awards honoring women. For the second year Life Fitness has served as the sponsor for the Distinguished Women's Awards. A panel of industry experts served as judges for the awards and included: Karen Gregg, Marketing Manager Fitness Facilities, Life Fitness, Dan Horan, part-

ner, Keystone Health & Wellness Group, Donna Loyle, former Managing Editor, Club Industry Magazine, Frank Margarella, President, DEMAR Consulting and owner/operator, Imperial Lakes Country Club, Howard Ravis, Program Director, Club Industry Trade Shows. The judges narrowed the field of nominations to three per category and the Club Industry Magazine readers voted to select the winners. The nominees were: BUSINESS WOMAN OF THE YEAR- Hannah Karass, Judi Sheppard Missett and Debra Siena; ENTREPRENEUR OF THE YEAR- Desima Dawdy, Angela Monteleone and Liz Neporent; INDUSTRY ENHANCEMENT AWARD- Karen Demski, Bonnie Patrick and Linda Wright.

The stories of these ladies are all different and intriguing:

HANNAH KARASS -1998 CLUB INDUSTRY BUSINESS WOMAN OF THE YEAR

Hannah Karass grew

up in Marblehead, Massachusetts and graduated from UMASS at Amherst in Exercise Science in 1984. She is now a 14-year club veteran and the Vice President of Boston-based Healthworks, a group of four-upscale women's-only clubs. Hannah began her career right after college working in the first Healthworks in Salem, MA as a receptionist. She has since worked her way up the corporate ladder at Healthworks and as Vice President, serves as the 'right-hand-person' for owners Mark and Patti Harrington. Healthworks has facilities ranging in size from 11,000 square-foot to a premier and posh 35,000 square-foot facility in Back Bay at Copley Square. The Harringtons have also just opened a brand new-19,000 square-foot replacement facility at Cambridge, MA that will provide members there with an additional 8,000 square-feet. The four club group serves 13,000 Boston area women at rates of \$60 per month for prime time and \$46 per month non-prime. The prognosis for growth is for one or two new Healthworks loca-

tions in the next few years.

Healthworks Sued By Local Male Attorney

In 1996, the new Back Bay Healthworks was sued by a local male attorney to gain access for males. After a tough legal battle, Healthworks lost the case and in the Fall of 1997 was ordered by the Court to admit men to the club. Healthworks immediately appealed the case. Shortly after the appeal was filed, Healthworks owners, Mark and Patti Harrington, teamed with IHRSA and 30 other Massachusetts women's-only clubs to set in motion fast-track Massachusetts Legislation legalizing the operation of women's-only health clubs. Karass was the point person for Healthworks and the Harringtons, along with lobbyist, Al Minehan. After much effort, the Massachusetts Legislature passed Bill #5124 legalizing women's-only clubs in Massachusetts and in effect, offsetting the Court Order to admit men into the Healthworks Back

Bay-Copley Square. The new Massachusetts law, passed through the efforts of IHRSA and Healthworks, should set a precedent nationwide for other states to follow and will probably significantly influence similar legislative efforts across North America. We congratulate all of the parties involved for this precedent-setting effort, especially the male lawyer that filed the lawsuit at Healthworks Back Bay - Copley Square! Hannah Karass, upon receipt of the Club Industry Business Woman of the Year Award commented, "I am truly honored to receive the 'Club Industry Business Woman of the Year Award' I would like to thank a number of people. First and foremost, I would like to thank both Life Fitness and Club Industry for sponsoring this award. It is wonderful that both of you recognize the achievements and importance of women's leadership. Recognition such as this is what inspires the leaders of the future for our industry. A special thanks also to Renee Cocchi for organizing these awards. I am sure it took a tremendous amount of work to conduct the competition and put this event to-

(See Club Industry page 17)

Burnette Donoho Named As Chairman and CEO of Club Sports International

30 - Year Veteran Retail Executive To Provide Leadership With Public Company Experience

Denver, CO. The nation's leading upscale club opera-

tor announced on November 3rd the appointment of Burnette Donoho as interim Chairman and CEO of Club Sports International. Burnie comes to CSI with a 30-year history of operating large retail companies, and acted as CEO for Marshall Fields, Macy's East,

Broadway Department Stores and Montgomery Ward. "We believe that the club business is a retail business, and we are very excited to capture the management expertise that Burnie can bring to this industry and CSI," said Tom Lyneis, President of Club Sports International. Over the past year, CSI's operating income has increased 86% primarily through aggressive acquisi-

tions in the upper end of the industry. "The significant growth we've experienced, coupled with the fact that we are positioning the company to go to the next level, requires that we bring on leadership with public company experience to guide us through the next few years." Tom Lyneis, one of the founders of CSI, will remain as President and concentrate on new development,

as well as new business opportunities to fuel CSI's continued growth plans. The company is actively seeking growth and acquisition opportunities in its core business of upper end large athletic clubs, as well as development of its spa business and third-party management business. Club Sports International owns and operates 40 athletic clubs and spas in 14 markets with 200,000 members and 4,000 associates.

LATE BREAKING NEWS!

Nautilus Under Contract To Be Acquired By Direct Focus, Inc. - Bowflex Makers

Inside The Insider

- The Importance Of Fair Competition
- Early "Prospect Identification" Helps Increase Sales Effectiveness
- Western Association Of Clubs (WAC) Files To Dissolve The Association
- Lifecycle Announces Oldest Lifecycle Contest Winners
- Bally Total Fitness Announces Strong Results

Bollinger Acquires Retail Products Division of The Step Company Second Acquisition in Recent Months

Grand Prairie, Tx. "This is a combination of two excellent brands," comments Bollinger President, Bob Bollinger. Bollinger, a major brand in fitness, announced recently that it had purchased

Multi-Grip, another maker of fitness products. It followed that announcement on October 22nd with news that it had completed an agreement for asset purchase and licensing with The Step Company. The Step Company started the explosion of Step

aerobics worldwide with the launch of the Original Step in 1989. Bollinger immediately began distribution of Step Company products to retail. The Step Company will continue to serve the commercial market. "We're excited about this tim-

(See Step Company page 17)

THE INSIDER SPEAKS

• EDITORIALS • "INSIDER MAIL" • COMMENTS •

The Importance Of Fair Competition

By Ramiro Galindo- Chairman of Texas Health, Racquet & Sportsclub Association (THRSA)

It is impossible to grow a company that has to give a fair return to stockholders, pay commercial rates of interest on borrowed money, contribute all sorts of taxes to local, state and federal governments, receive no operating subsidies from anybody, and provide for future growth with internal cash generation when the competition across the street is not affected by some, and often none of these circumstances. Competition on even playing grounds is the seeding ground for quality improvements and greater affordability. THRSA welcomes fair competition. It makes our member clubs more responsive to the market place, better at customer service and more accessible to the public. But competition on an

uneven playing field spells disaster for the long term prospects of our industry as a whole in an environment of fair competition; our individual abilities and dedication determine our success. With unfair competition, however, ability and dedication give no assurance of success, as legally sanctioned, unfair competition from tax-exempt and tax-subsidized entities devastate our local fitness marketplaces, depriving our taxpaying businesses of market share and access to capital to fund our growth.

IMPOTENCE AND FRUSTRATION

Most of us have experienced the impotence and frustration associated with a case of unfair competition. Our industry is fraught with examples of abusive behavior by privileged organizations. We have all learned that in these cases we cannot do much individually. To

achieve success in creating a legal environment in which we, our investors and lenders, and our management teams can feel confident to operate, we must join together and educate our lawmakers about the importance of fair competition.

HISTORIC MOMENT

Unfair competition in many small businesses, not just our industry, is becoming an insurmountable wall stopping our hopes for growth and maturation and, in many cases, for just survival. Benjamin Franklin's admonition during the Constitutional Convention of 1787 "We either hang together now or they will hang us together later" should become THRSA's motto during the upcoming session of the Texas legislature where we intend to pass a "Small Business Fair Competition Bill". Will we be able to create a legal environment in which our entrepreneurial ef-

forts can succeed in creating a thriving industry capable of attracting the capital necessary for sustained growth? This is the crucial question we must answer at this historic moment in the evolution of our industry.

OWNERS AND MANAGERS RETREAT

I urge all owners and managers of Texas health and fitness clubs to join us in Austin next week, on November 18 at Barton Creek Conference Resort to become more informed about the economic and political environment in which we operate in Texas, and to learn how each of you can play a role in protecting our industry. We are privileged to have a distinguished group of lawmakers and political analysts that have agreed to come speak with us and coach us to be suc-

cessful in our efforts to pass fair competition legislation this session.

TWO WAYS TO HELP

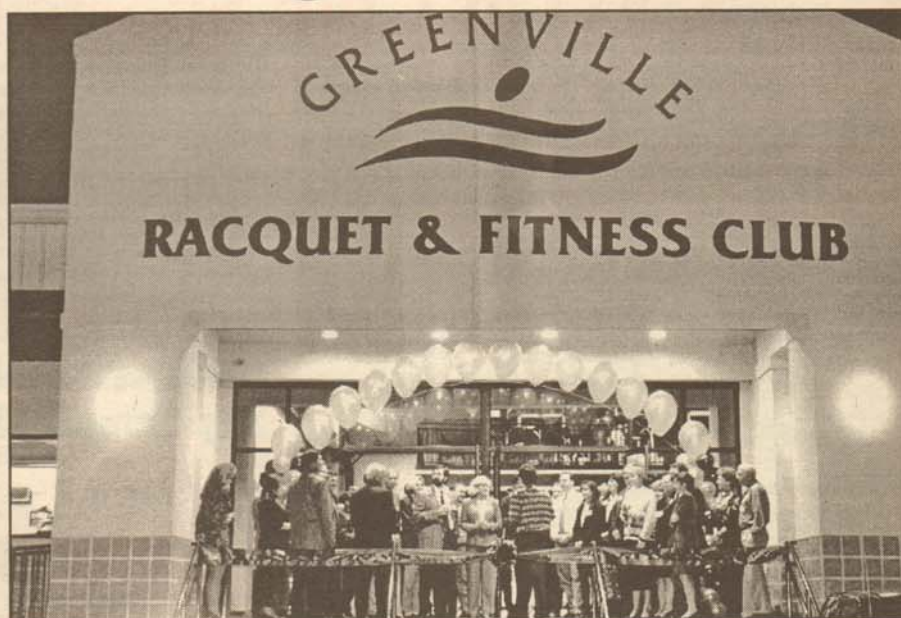
There are two ways in which you can help in this effort: One is to meet face to face with your elected representative (House and Senate). The other is to make a monetary contribution to THRSA's fund for the fight for Fair Competition.

(Publisher's Note: We think this article reprinted from the THRSA November, 1998 Fax Flash Newsletter contains a message that applies not only to club operators in the State of Texas, but to club owners in every state. Maybe the plan described here by Ramiro Galindo can serve as a blueprint for club operators in other states who are ready to band together to promote legislation to level the playing field. Stay tuned.)

Greenville Racquet And Fitness Club Ribbon Cutting Celebrated

Greenville, S.C. - Greenville Racquet and Fitness Club owner, Bob Provost, his staff and honored guests celebrated the Grand Re-opening of the 60,000 square-foot club on Thursday night, November 5th. On Saturday night, November 7th, over 750 club members and guests attended a Gala celebrating the \$1.5 million renovation of the club and the 25 years of continuous operation. Provost recently made an excellent decision on behalf of the community and the industry in general when he agreed to honor all memberships from a local World Gym that had closed without notice on September 8th. The expanded and completely remodeled Greenville Racquet and Fitness Club now features over 100 pieces of Life Fitness exercise equipment, Cybex

selectorized machines and Hammer Strength equipment. Additionally, the basketball gym, group exercise rooms, locker rooms, childcare facilities and lobby have been significantly expanded and improved. Provost has converted the club from a 6-court indoor tennis facility opening in February, 1975, to a facility which clearly rates as one of the top 50 clubs in North America. Considering there are over 13,800 commercial clubs in the U.S., that is quite an accomplishment. Bob Provost comments, "This renovation and expansion fulfills all of the dreams that I've had for our club. It gives us the capacity to provide unparalleled facilities and services for the health and well being of our members. We look forward to the next 25 years here in Greenville."



Greenville Racquet & Fitness Club Ribbon Cutting Ceremony

•NORM'S NOTES•

5 YEARS! Yes, we've arrived at a milestone in the publishing business! Our upcoming December issue will be our official **5th Anniversary Edition** and will be really interesting. (Of course, all our issues are interesting!) We will walk down 'memory-lane' and review the many news stories and events reported during the period from December, 1993 until December, 1998! My sincere thanks to all of our advertisers, subscribers and contributing writers for all they have done to make **The CLUB INSIDER** News over the years.

OOPS! Even though we've been publishing for 5 years we still make mistakes. Our apologies to the folks at **Life Fitness** for last month when we published a photo of the **Original Lifecycle** we accidentally printed 1998 beside the bike when I had intended to have 1968 appear. (See both bikes on page 10.) The story of **Life Fitness** and how **RAY WILSON** and **AUGIE NIETO** just wouldn't quit in their efforts to launch the Lifecycle is a great one and one that truly has changed the industry. In this issue we have a report on the Winners of the 30th Anniversary of the Oldest Lifecycle contest. Don't miss it. Also, let me mention an omission in the article I published last month on the **LEGEND OF THE LIFECYCLE**. That was that **Ray Wilson** had hired **JIM DOODY**, now the Chairman of **Star Trac**, to help him perfect the Lifecycle. I thought that was an important fact of the story that had somehow been left out. I thank **MICHAEL HOFFMAN** for bringing it to my attention. **Jim Doody** went on after his work for **Ray Wilson** on the Lifecycle to create the **Star Trac** Company, one of the great high technology companies now providing the club industry with excellent products.

Warmest congratulations to the one and only **BOB DELMONTEQUE** as he and his wife **MADLINE** celebrated his **79TH BIRTHDAY** on November 9th. If you don't know Bob, just picture this. Picture a 6'4"-220 pound man with a full head of silver hair and one of the best physiques you've ever seen. Bob looks like he is in his fifties (See page 12). Years ago in California Bob was the personal trainer for Hollywood Stars such as **Clark Gable** and **Paul Newman**. During Bob's career he was part-

ners with the legendary **Ray Wilson** in clubs in the U.S. and Mexico. Bob has appeared in the last year on four or five news magazine T.V. shows featuring his amazing ability to stave off father time.

More from **Club Industry** in Chicago. Probably the biggest news from the manufacturer side of the business was that it became knowledge during the show that **Life Fitness** and **Cybox** have both dramatically cut their space reservations for the future **Club Industry Trade Shows**. The word I get is that they cut their space reservations in the neighborhood of 40 to 50%! My guess is that there will be a domino effect with other vendors that have most likely taken more space than they need in the past in order to try

to keep up with **Life Fitness** and **Cybox**. The way I look at it, that is good news for club owners and vendors alike because club owners generally foot the bill in the form of more expensive prices from vendors. Vendors will be able to cut expenses and hopefully will pass on some of those cuts to the club owners that buy their products. If this trend continues beyond the **Club Industry Show** such as to **The IHRSA Annual Convention and Trade Show**, the **IHRSA/Athletic Business Trade Show** and the **Club Industry East Show**, that will be bad news for those show producers.

Congratulations to my friends and former partners, **RICH BOGGS** and **RAY IRWIN**,

founders of **The STEP Company** on the sale of the Retail Division of **The STEP Company** to the Dallas-based **Bollinger Corporation**.

Also, congratulations to **JIM WORTHINGTON** and the **Newtown Athletic Club** as the club has been named to the **1998 Philadelphia 100** as one of the fastest growing privately held firms in the Philadelphia metro area.

The owners of **WOW!** **Work Out World**, operators of six New Jersey-based fitness facilities, have signed a master license agreement with **T.F.P.CO.LTD.** of Japan whereby **T.F.P.Co.LTD.** has been granted the exclusive right to license the **WOW! Work Out World** name, logo and **WOW!**'s slogan, "The Exercise Capitol of the World."

As I mentioned last

month, I had the opportunity to spend a day with the folks at **Bally Total Fitness**. I spent time with CEO and President, **LEE HILLMAN** and about six of his key people. In an upcoming issue I am going to publish a full report on **Bally Total Fitness** that will help my friends out there understand why I am now a **Bally Total Fitness** supporter and predict good things for the future at **BTF**. Recent agreements with **Kessler Rehabilitation**, **Time Magazine** and **Sports Display, Inc.** all demonstrate the innovative new ideas that **Hillman's** Executive Management Team is utilizing. In case you haven't followed it, **Bally Total Fitness** stock is back up to 23 at press time.

MIKE CHAET, the President of **Helena, Montana-based Club Marketing and Management Systems** has created an excellent **CD Rom Training Program** that was one of the most impressive new products at the recent **Club Industry Show**.

(See *Norm's Notes* page 17)

LATE BREAKING NEWS! NAUTILUS UNDER CONTRACT

Direct Focus, Inc., the makers of **Bowflex** fitness equipment, announced that it has entered into a contract to purchase the assets of **Nautilus** from **Delta Woodside Industries, Inc.** Under the agreement, **Nautilus** will acquire substantially all of the assets of **Nautilus**, including all intellectual property, the **Nautilus** name, existing equipment, inventory and facilities located in Virginia. The purchase price **Direct Focus** will pay is \$18.8 million - \$16 million in cash and debt assumption of \$2.8 million. Stay Tuned!

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Early "Prospect Identification" Helps Increase Sales Effectiveness

By Mike Campetelle,
 Communication Consultants

One of the most unique and challenging aspects of a fitness salesperson's job is having to meet and greet a total stranger at the club front desk, build rapport, gather personal information, create a trusting relationship and then try to persuade that person to make the potentially life-changing decision of buying a membership. To make the job even more interesting, the fitness sales professional needs to complete this sales process all in a time span of 15-30 minutes. No small task. Because of the time

pressures associated with working with a new prospect, the faster a salesperson can "identify" a prospect, the quicker rapport can be established and the more customized each tour can be. Although every prospect is unique in many ways, all prospects can really be placed into one of three categories; the exerciser, the previous exerciser and the non-exerciser. With a general working model of the attitudes, fears and points of interest of these three types of prospects, you can, in seconds, have an incredibly powerful base of information with which to structure an effective presentation. **1. The Exerciser:** The

exerciser is the prospect who is currently exercising somewhere. That somewhere might be at home, another club in the area or they may have recently relocated into your area. The exerciser has probably been exercising for some time, they probably already have an exercise routine that they are comfortable with, they are already familiar with the benefits of exercise and may even say something like, "I don't want to hear the spiel, just tell me the rates!" With 56% of new members coming from prior club experience, I'm sure you have encountered this type of prospect. The exerciser already has a point of reference of club experience and is more sensitive to being treated like a neophyte by a salesperson using a "Disneyland" type presentation. If a person is currently exercising somewhere, two key questions you should be interested in answering are: "What are they looking for that they're not getting now, and how does the facility meet their needs?"

2. The Previous Exerciser: The previous exerciser is someone who was exercising but is not currently doing so. Research has shown that many times the reason a person has stopped exercising is because they tried and failed to reach satisfactory personal goals. We know that fear of failure is a powerful human emotion. When we are meeting with a prospect who has previously failed at attaining their exercise goals we know that this person is not coming from a place of confidence but a place of uncertainty. It is very possible that this person is thinking, "What if I try and fail again?" The questions you must answer with this prospect are: "What is motivating them to be at the club now, and what is important for the club to offer to help make that person stay?"

3. The Non-Exerciser: Many in the health and fitness profession have thought that we just keep "recycling" members from club to club. The exciting news, as a result of a study performed by Dr. Christie Brooks shows, is that 44% of new club members are first-time joiners! This fact reveals a host of opportunities and challenges, to our profession. The exerciser and previous exerciser share in common a reference point relative to club membership. The non-exerciser has none. Many times, the only information a non-exerciser has about a health club experience is from

whatever advertising he may have seen or heard. Unfortunately, for years a majority of print and television advertisements have portrayed health and fitness clubs as buildings populated with men possessing tiny waists, huge chests and bulging biceps working out with bikini-clad, beautiful women of perfect proportion. It should be of no surprise that recent studies support the fact that the number one fear a non-exerciser has of joining a health club is the fear of not "fitting in." Again, the fear of not belonging, being an outcast, carries deep and negative emotional attachment. The number two fear is the concern of not being

able to perform what is asked of them. The questions that must be answered for this prospect are: "Will I ever feel comfortable in this environment and who is going to teach me what I need to know?" With an understanding of the types of prospects walking through the club doors, let us now turn to the different aspects of your club that will be of interest to them. Basically, your club can be broken down into three areas: the physical plant, the programs and the staff.

*** Physical Plant:** Physical plant features include the number and types of exercise equipment your club offers, freeweights, selectorized equipment, cardiovascular equipment, locker room amenities, type of flooring in the aerobics room, number of racquet courts etc.

*** Programs:** Programs include the number and type of exercise programs available, day-care hours, club hours, nutritional counseling, weight loss management, personal training services provided, availability of fitness staff, etc.

*** Staff:** Staff encompasses the certifications of aerobic instructors, what medical qualifications or training the day-care staff possess, the educational degrees and or certifications of personal trainers and other fitness staff, etc.. The key to success for a fitness salesperson's presentation is quickly "identifying" the prospect and then matching the



Mike Campetelle

prospect with the aspects of the club that are most important to them. Take for example our "exerciser" prospect. The exerciser is currently working out, most likely at a club, has a routine already and may think that he does not need suggestions or supervision. He is looking for a place to exercise that has the types of equipment he prefers and the types of amenities he likes, in short, the physical plant. This is not to say programs and staff are unimportant to him, but generally, the physical features have priority. Therefore, the tour should focus on the physical amenities the prospect wants. Our previous exerciser prospect that has tried and failed before is less likely to be concerned with physical features of the club or the staff qualifications. The previous exerciser wants to know what programs are available at your facility that are going to promote and ensure reaching success in their exercise endeavor and turn him into a long-term exerciser! Consequently, the tour should focus on the specific programs and services your club has that will address this prospect's concerns. The non-exerciser doesn't know or care about the differences in types of equipment or if your club has 50 or 150 different exercise classes per week! Remember that they are intimidated, worried about not "fitting in" and concerned about not being able to perform what is asked of them on our, high-tech, space-age, exercise apparatus! What is going through their mind is "Who is going to show me what to do? Can I trust them? Can I put my confidence in them?"

(See Mike Campetelle page 17)



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HELPING MEMBERS SUCCEED

By Tom Cotner

Why is it so difficult for your club members to fit exercise into their daily schedule? Let's look at the typical weekday of the average American. Time management studies tell us that they look something like this....

8.5 hours - Work
 7.5 hours - Sleep
 2.0 hours - Bathroom (what are we doing in there for two hours?)
 2.0 hours - Eat
 1.0 hours - Travel to and from work.
 21 hours - Total committed weekday time

This leaves a balance of only three hours per weekday. These are quickly eaten by other activities. Committee meetings, children's soccer and managing our home lives are just a few examples. What do we do to free up more time? Most of us cut into our sleep time creating even bigger problems of sleep deprivation and chronic fatigue. This illustration clearly demonstrates a common problem in the club industry. Our American culture (the society in which we live) makes it extremely difficult for our customers (our members and our customer market) to use and benefit from our product. How can we manage this problem? Strategy #1: Be aware of time overload and how it can sabotage even the most disciplined club members. Discuss the issue at staff meetings. Understand the time crunch your members are facing. Know the incredible importance of acknowledging a member's presence each and every time they

use your club. They've accomplished a significant task. Your club was a priority that day. Reinforce their decision with club cleanliness, service and staff/member interaction. Strategy #2: Prepare your members for battle. Many members join a club without considering how it will fit into their schedule. They want to get in shape and make the first step by joining your club. Don't make the mistake of giving them a program without thoroughly discussing when they'll use the club. Ask, "When will you be coming to the club?" It may take some prodding, but firm up their commitment. Say, "O.K., you've agreed to be here on Monday, Wednesday and Friday at 12:00 noon." Next, determine the obstacles they'll encounter. Ask "Is there anything that will get in the way of you coming at 12 noon?" "How will you eat lunch if you're exercising?" "What will happen if you have a noon meeting?" Cover these obstacles before they happen and create a back-up plan. If they have a noon meeting, perhaps they can exercise at 5:00 pm that day. The following is a page from my book *Helping Members Succeed*. I created this form to help Club Professionals help their members win the battle of exercise compliance.

DETERMINE YOUR EXERCISE SCHEDULE

How many days can you realistically exercise?
 1 2 3 4 5 6 7

The days of the week I prefer to exercise are:
 M T W T F S S

The number of minutes I can realistically spend at the club on these days is:
 20 30 40 50 60 70 80 90

The weekday time I prefer to exercise is:
☐ Early Morning (5:30 am to 8:00am)
☐ Mid-morning (8:00 am to 11:00 am)
☐ Noon time (11:00 am to 2:00 pm)
☐ Afternoon (2:00 pm to 4:00 pm)
☐ Early evening (4:00 pm to 7:00 pm)
☐ Evening (7:00 pm to 11:00 pm)

The weekend time I prefer to exercise is:
☐ Morning (7:00 to noon)
☐ Afternoon (noon to 5:00 pm)
☐ Evening (5:00 pm to 9:30 pm)

Based on the information above, my exercise schedule will be:

Identifying Obstacles That May Prevent Me From Exercising.... Check all that may interfere with your exercise schedule.

Schedule Obstacles

☐ It's hard for me to get out of bed in the morning.
☐ I go to bed too late the night before.
☐ Preparing for the day may interfere with my morning exercise session.
☐ I don't have enough time over the noon hour.

☐ I don't like having to undress and re-dress over the noon hour.

☐ I'm too tired right after work so I "don't feel like exercising."

☐ I'm too full right after the evening meal to exercise.

☐ I enjoy television in the evening.

☐ I have evening commitments (meetings, programs, etc.)

☐ When I exercise too late in the evening, I have insomnia.

Personal Obstacles

☐ I don't have enough time to exercise.

☐ I find exercise boring.

☐ Exercise aggravates injuries I have or causes pain.

☐ I'm embarrassed to be seen exercising.

☐ I may lack family support.

☐ I may lack the support of people at work.

☐ I sometimes lack personal energy.

☐ I may not have the motivation and discipline.

☐ I don't see any results when I exercise.

I PLAN TO OVERCOME THESE OBSTACLES BY:

Your trainer will help you create a detailed plan to overcome each obstacle. The member's answers to this questionnaire helps you discuss compliance problems before they occur. If a member plans to exercise at noon, review



Tom Cotner

the obstacles of hunger, travel time to and from the club and "dressing out" over the noon hour. If a member thinks exercise is boring, discuss group exercise, a personal stereo, and/or watching television during exercise. If they have an injury, prescribe an exercise program that will not aggravate the injury. A well thought out, realistic exercise plan will increase exercise compliance. Firm up exercise schedules and address obstacles ahead of time. You'll help many "too busy" people fit a healthy activity into their already "too busy" day.

(Tom Cotner is the Owner/Operator of Employee Health Management, a consulting firm specializing in employee health and wellness. Contact Tom at: (605) 692-2071 or e-mail www.cotner@brookings.net)

WESTERN ASSOCIATION OF CLUBS (WAC) FILES TO DISSOLVE THE ASSOCIATION

Denver, CO.- Patrick Pine, President of the National Fitness Therapy Association (NFTA) and WAC Executive Director, announced that WAC, a nonprofit Trade Association and one of eight

regional associations recognized by the International Health, Racquet and Sportsclub Association (IHRSA), has filed Intent to Dissolve Corporation papers with the Secretary of State effective November 1, 1998. WAC was formed in 1989 as a response

to concerns by Colorado for-profit health club owners that tax-exempt community recreation centers would compete unfairly and harm their business. After trying unsuccessfully for five years to get legislation passed to protect the for-profit health clubs from unfair competition from the tax-exempt recreation centers, support for the Association started to go away. Pine said, "Once the main reason the Association was formed goes away, most of the other benefits fall by the wayside because the majority of WAC clubs were also

IHRSA members and were able to get the educational training and programming from them." The one WAC program that was successful was the Colorado Fitness Therapy Network. Out of this program evolved the National Fitness Therapy Association (NFTA). "NFTA was formed by a small group of WAC members and other fitness professionals that wanted to bridge the gap from a health club to a health care provider," Pine said. Its purpose is to establish and monitor a uniform set of operational standards for health, fitness

and wellness facilities providing preventive healthcare services and post-rehab fitness therapy programs. "If health clubs want to be recognized as true health care providers and be eligible for reimbursement, they must meet a higher set of standards. It's NFTA's mission to provide those standards." NFTA is a nonprofit association based in Denver, Colorado. Accredited Members must comply with the highest operational standards in the industry and pass an extensive on-site compliance audit.

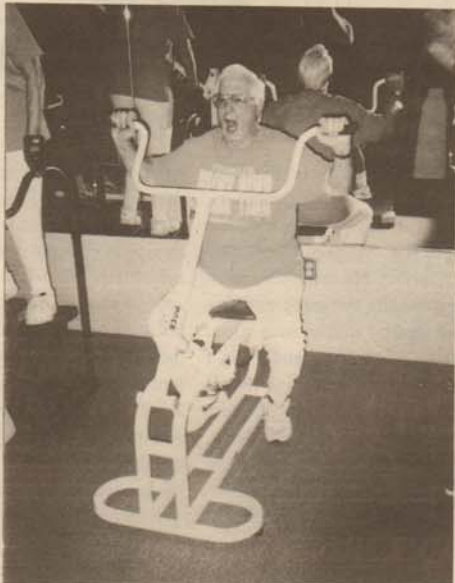
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Life Fitness Announces Winners of the Oldest Lifecycle Exercise Bike Contest

FRANKLIN PARK, IL. Oct. 19, 1998 - From Nevada to New York exercisers have pedaled many models of Lifecycle exercise bikes in some interesting locations, including a fire station and even a cave. The winners in the Life Fitness Oldest Lifecycle Exercise Bike Contest were announced Friday, Oct. 16, at the Life Fitness 30th Anniversary Celebration of the Lifecycle Exercise Bike held at the House of Blues, Chicago. The contest, which kicked off in June to commemorate the 30th anniversary of the Lifecycle exercise bike, included a search for a grand-prize winner and runner-up in three categories: the Oldest Lifecycle Exercise Bike in Existence, the Oldest Lifecycle Exercise Bike Still in Operation in a U.S. Fitness Facility, and the Oldest Lifecycle Exercise Bike in a Unique Setting. The three grand-prize winners were awarded a trip to the 1998 Club Industry Conference in Chicago last week and attended the Lifecycle Exercise Bike 30th Anniversary Party. In addition, each will receive a Lifecycle 9500HR exercise bicycle. The three runners-up each will receive a Lifecycle 9100 exercise bicycle. "When Ray Wilson and I formed Lifecycle, Inc. in the late '70s, we shared a strong passion for the Lifecycle exercise bike. We also firmly believed in the benefits of cardiovascular training and its important role in overall health and fitness for exercisers at all fitness levels," said Augie Nieto, Life Fitness president. "I'm happy the vision Ray and I shared became reality, and that the Lifecycle bike has endured the test of time and is the No. 1 staple in health clubs today. It is an honor to celebrate the 30th anniversary of the Lifecycle exercise bike with other fitness enthusiasts who have enjoyed the many benefits of the bike over the years."

Oldest in Existence

In the 'Oldest Lifecycle Exercise Bike in Existence' category, Ken Melby, owner of Lifestyles Corp., a four-location chain of fitness facilities in the Salt Lake City area, was named grand-

prize winner. Melby owns two 1968 prototype Lifecycle exercise bikes given to him by friend and fitness pioneer Ray Wilson. Wilson, cofounder of Lifecycle Inc., the predecessor to Life Fitness, gave the prototype Lifecycle bikes to Melby to test the relatively new concept of a bike that provided a cardiovascular workout in a stationary setting. Melby was so impressed with the product he has kept the early Lifecycle bikes throughout the years. Runner-up honors in the 'Oldest Lifecycle Exercise Bike in Existence' category went to Chad Smith, executive vice president of the family-owned chain of four Las Vegas Athletic Clubs in the Las Vegas area. Smith acquired a 1968 prototype Lifecycle bike a year and a half ago. A gentleman who had the prototype Lifecycle exercise bike in his basement asked Smith, a known collector of nostalgic fitness equipment, if he wished to purchase it. Smith so strongly wanted the bike that he persuaded Life Fitness President Nieto to provide a new Lifecycle bike to be offered in trade for the prototype. Smith now displays the 1968 Lifecycle exercise bike, complete with a mannequin pedaler, in one of his Las Vegas Athletic Clubs as part of a historical collection of exercise equipment illustrating the advancement in fitness equipment technology and the fitness industry.

Oldest Still in Use

Shandi Jarman, manager of Sooner Fitness in Norman, Okla., was announced grand-prize winner of the 'Oldest Lifecycle Exercise Bike Still in Use' category. Jarman purchased her Lifecycle 2000 exercise bike, manufactured in 1978, at an auction 10 years ago. The bike is still used by more than 60 people per day in the Sooner Fitness exercise facility. Summit Hill Athletic Club owner Paul Mademann received runner-up honors in the 'Still in Use' category. In 1987 Paul Mademann needed to purchase exercise



Original Lifecycle 1968



Lifecycle 1998

equipment for his growing fitness facility, and he wanted products that would last. Familiar with Life Fitness' reputation for producing sturdy and reliable equipment, he purchased a Lifecycle 5000 exercise bike for his Catskill, N.Y., athletic club. Nearly 12 years later, exercisers at the 900-member Summit Hill Athletic Club still enjoy pedaling on this Lifecycle exercise bike and other Lifecycle bikes in the facility that include advanced technologies, such as Life Fitness' interactive Heart Rate Zone Training programs.

Oldest in a Unique Setting

In the 'Oldest Lifecycle Exercise Bike in a Unique Setting' category, fire fighters Jay Williams from Fire House No. 2, Norman, Okla., was named the grand-prize winner. Williams purchased his Lifecycle bike, manufactured in 1978, for his own personal use nearly 12 years ago. After determining he was spending 10 days each month at the firehouse, Williams took the bike to the station's weight room so fellow fire fighters and he could workout while not responding to fires and emergencies. As the only piece of cardiovascular equipment at the station, the Lifecycle exercise bike still receives regular use from the three crews of eight fire fighters who live and work at Fire House No. 2. A close runner-up in

the 'Oldest Lifecycle Exercise Bike in a Unique Setting' category, Lester Turilli, Jr., owner of the Muscle Hut, Stanton, Mo., knew that many of his facility's members spent the summers working at the nearby tourist attraction, Meramec Caverns, and didn't have many opportunities to get cardiovascular workouts 300 feet below the ground. Last June, Turilli decided to take the Muscle Hut's Lifecycle 9000 exercise bike down into the caverns for his appreciative club members to use during the summer months.

Celebrating Three Decades of Innovation

The Lifecycle exercise bike is currently the No. 1-preferred bike in commercial facilities across the country. It also ranks first in its category among consumers worldwide. Developed by Dr. Keene Dimmick, a renowned chemist and inventor, in the late 60s, the Lifecycle exercise bike was one of the first exercise bikes available for use in U.S. fitness centers. Realizing the potential of aerobic and strength training equipment for the emerging fitness market, health club pioneer Ray Wilson bought the rights to the Lifecycle bike, and with partner Augie Nieto, established Lifecycle Inc. in 1977. Through three decades and eight models,

Lifecycle exercise bikes have set the standard for computerized exercise equipment around the world, having pioneered virtually every major improvement in technology, ease of use and comfort. Lifecycle bikes continue to lead emerging trends in fitness machines with features such as interactive Heart Rate Zone Training programs and the patented Lifepulse digital heart rate monitor. Nearly 400,000 Lifecycle bikes have been produced since its introduction 30 years ago.

About Life Fitness

Life Fitness, a Brunswick company, is the global leader in designing and manufacturing a full line of reliable, high-quality fitness equipment for commercial and consumer use. Its cardiovascular and strength training products, including the renowned Lifecycle exercise bike, are used in health, fitness and wellness facilities, as well as in homes, worldwide. The company is headquartered near Chicago and distributes its equipment in more than 120 countries.

(Life Fitness, Lifecycle, Lifepulse and Heart Rate Zone Training are trademarks and/or registered trademarks of Brunswick Corporation. Life Fitness, 10601 West Belmont Ave., Franklin Park, Ill. 60131 Phone: 847-288-3300)

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 FACILITY: Aerobics, Free Weights, GOALS: Gain Muscle, Lose Weight, Tone-Up, EXPERIENCE: Walking
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ISSA ROLLS OUT NEW 'BASIC TRAINING' PROGRAM

By Joe Senate

Imagine walking into the doctor's office for an exam and the nurse taking your vitals placed the blood pressure cuff around your leg! Would you be surprised? Would you question the methodology of the nurse? You would probably prefer the nurse who always places the cuff around your arm. The reason you would find this practice so odd is because you have consistently had your blood pressure taken the same way all your life and are hesitant to assume a different way would be effective and accurate. This reminds me of a dilemma facing health club owners and managers today. According to ISSA (International Sports Science Association) spokesmen, Dr. Bob DelMonteque and Bill Pearl, (who have over a hundred years combined experience in the fitness industry), "All experienced trainers know that there is more than one correct approach to training the novice client; however, clubs need to look at the situation through the eyes of their new members. When one member is told to do one set per exercise using machines, and the very next day her friend (whom she brought to your facility) is assigned three sets of ten on free weights, both members (rightly) begin to question the quality of the instruction they have received." One might take this step further and suggest that this lack of trust compromises the member's commitment to the exercise program, which in turn will have a negative effect on the benefits that the program could potentially deliver. After five years of research, ISSA's Elizabeth Donati has developed Basic Training, a comprehensive certification course designed to standardize the developmental stages of new fitness enthusiasts,



Elizabeth Donati

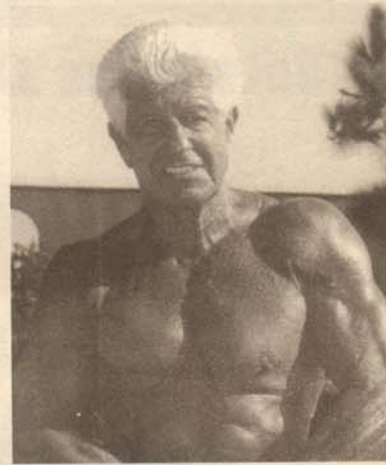
and clearly outline peripheral tasks essential in the successful running of your health club. ISSA's Basic Training creates a clear pathway to fitness, from the day someone makes the decision to walk into your facility, to the day they see the body they want in the mirror. Now, your own fitness instructors can effectively lay the proper foundation for the sedentary client to achieve the humble goals that most all new members visualize when they join your facility. And, through ISSA's new Basic Training, your members can achieve their goals without the inconsistency that sometimes leads them to doubt the credibility of your staff. Basic Training assures that your staff is on the same page. Whether a trainer of yours is giving nutritional advice, demonstrating an exercise or even selling a membership, Basic Training will guarantee that all your clientele are getting a consistent message. Most new members are completely out of



Bill Pearl

shape. They need constant encouragement- seemingly a lost art in health clubs today. According to Dr. DelMonteque, "In order to retain members and draw them into a fitness lifestyle, we need to flavor fitness to make it taste good." In order to make fitness "taste good," members need simplicity, consistency and a direct route to their immediate goals. Often, in an effort to impress a client, an outside personal trainer charging \$50-\$150 an hour will over-complicate a beginning client's program. In fact, they could have and should have started their client on a basic circuit, leaving the new member with the feeling that they are in safe hands. Instead, your new member drops out because a personal trainer (probably not employed by you) conveyed a message that the new member just couldn't believe in or relate to. Basic Training is based on information that has proven itself year after year. Basic Training gives you a way to educate and equip your employees with information that works with already

proven methods. The truth is, your own instructors, trained by you and supported by the ISSA and their Basic Training club standardization program, can teach new members how to exercise as well as heavily credentialed personal trainers can. In fact, a Basic Training certified instructor will be more successful than the personal trainer, because they do not challenge the philosophies of your club and your new members will be heeding the same message that their friend received who joined the club six months ago. Basic Training goes a step beyond the complex science of training and addresses the simple side of your business - the hellos and good-byes at the door, the constant encouragement and the sharp image that separates your club from on down the street. The club down the street has four walls and a pile of exercise equipment just like yours; however, your trainer says, "Hi Mary, what does today's workout consist of?" as she signs in and offers her any assistance she



Bob DelMonteque

needs. Often it's not how much you have or how much you know, but how much you care! What does this mean? Greater member retention, increased member satisfaction and free word-of-mouth advertisements. Executive Director, ISSA, Dr. Sal Arria says "service is the hallmark of ISSA success." There is a direct relationship between service and success - greater, more organized service...greater, more organized success. ISSA's prestigious faculty is comprised of some of the greatest fitness industry experts in the business including Dr. Fred Hatfield, Dr. Sal Arria, Bill Pearl, Dr. Bob DelMonteque, Tom Platz, Charles Staley, Dr. Jim Wright, Dr. Karl Knopf, E.J. 'Doc' Kreis, Matt Mendenhall, Eric Durak and dozens more. ISSA was the first and is the only fitness certification organization in the world to offer both toll free and online technical support to its members both during and after certification. For more details on the ISSA Basic Training certification course, contact Frank Meile or Neil Rubin at: (800) 892-4772.

Sport & Health Company On The Move-Washington's Largest Health Club Family Grows to 25 Clubs

McLean, VA.- The Sport & Health Company has announced four club acquisitions as it continues to grow in the metro area. This latest expansion brings the Sport & Health family of health clubs to 25 in the Washington metropolitan area. In mid-October, the

Company purchased The Fitness Equation, a group of three full-service clubs, located in Fredericksburg (opened in the early 90's), Reston (opened in '94) and Dale City (opened in '98). Each club offers a complete range of fitness equipment, an extensive child care program,

beauty salons, snack bars and chiropractic clinics. The clubs will continue to operate under the name "Fitness Equation" until the integration of the two companies is complete. "The Fitness Equation fits very well into our existing network of clubs. They fill an important (medium-priced clubs) gap in our

existing market area and additionally, give us a presence in Fredericksburg, a strong, rapidly growing market," said Don Konz, the Company's CEO. In addition to the purchase of The Fitness Equation, Sport & Health adds a DC location to its family by acquiring management of the former

SportFit Club, located at 1901 Pennsylvania, NW. SportFit will be the Company's second franchise, and has been named Sport & Health at 19th and Penn. With the addition of the three newly-acquired clubs and the management of the former SportFit, Sport & Health now has 25 clubs. (See Sport & Health page 17)



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FORGET THE SHEEP, CLONE YOURSELF

By Amy Redfearn

If I only had another me, I could get so much more done. Have you ever caught yourself making such a statement? If Dolly, the Scottish sheep, can be cloned, why can't you? Well, you can, and the procedure is called outsourcing. Outsourcing has been on the rise in the public relations field for the past few years and is predicted to increase through the next millennium. In a nationwide survey, 42 percent of companies said they have increased their budgets to include outsourcing expenditures, and 79 percent of companies surveyed plan to maintain or increase their current level of outsourcing for the next two years. However these results are not specific to the fitness industry, so I conducted my own research to discover how much public relations outsourcing is utilized in health clubs. The results were pretty alarming. In honor of the International Health Racquet and Sportsclub Association's (IHRSA) Sales Conference that will be held in Florida this December, I narrowed my research to Florida IHRSA health and fitness clubs only. Out of the 90 clubs that responded to the research, only one club reported that they use a public relations consultant, and only four clubs reported having a public relations professional on staff. So what are all the other clubs doing? The most common response was, "The owner or manager does

all the public relations stuff." So if the owner or manager is conducting all of the public relations tasks in addition to all of their other duties, he is either working too hard or not reaching his club's public relations potential. Or possibly both. Depending on the level of results you desire for your club, you may need more than just one person doing all the public relations. Some companies outsource public relations services even when they have an entire public relations department. The nationwide survey referred to above determined some of the most frequent public relations outsourcing activities: Writing and Communications (73%) Media Relations (45%) Publicity (38%) Strategy, Counseling and Planning (37%) Event Planning (32%), Speech Writing, Researching, Community Relations, Crisis Communication, and Graphic Arts/Publication Design (also contracted, but not as often).

Why Outsource PR?

The survey also showed why companies outsource public relations activities. Most companies outsource for the opportunity to bring resources into the company that are not available internally (70%). Others outsource to supplement staff during peak work periods (67%) or to utilize a consultant's expertise (59%). And some outsource in order to

free up their staff for other purposes (33%). If you choose to outsource, make sure you do so for the right reasons. There are many factors that you should consider before hiring a public relations consultant. Identify a specific public relations need. Be clear with what you want the consultant to accomplish. Do you need more publicity? Do you need an event campaign for the year? Do you need an innovative member retention program? Do you need a program to increase productivity and teamwork among your employees? Knowing what you need before you seek help will save you money. If the consultant has to spend an entire day determining your need, that's an entire day of billing. It's just like going grocery shopping without a specific list of items. You end up spending much more than you planned from wandering aimlessly down every aisle of possibilities. Determine your needs before you seek services. Understand your current staff's strengths. If you already have a public relations staff, at what functions of public relations are they best? Don't outsource these functions. Instead, outsource the projects that they do not have time for or cannot do as effectively as a consultant. If you depend on your regular staff or yourself to do most of the public relations work, the same rule applies. If your staff is well trained on member retention and can do an efficient job of it, don't hire a consultant to do the same thing. Outsource some other public relations needs that your staff may not

have the time or resources to do such as media relations, publicity, newsletter production or event planning. Determine whether outsourcing would be more beneficial for the short or long term, and consider the ramifications of each. Are you interested in outsourcing for an event that would take minimal time and increase your revenues quickly, or are you more interested in a long-term campaign with a series of events throughout the year that will change your community's image

Selecting APR Consultant

Once you have determined your goals, this will help you pick the right consultant. When interviewing a consultant for the position, make them clear of your goals and specific contract requests. Remember, you are the boss. Don't let a consultant come in and simply "take over." You set the guidelines. Make sure you know what they are before you hire them. Be sensitive to your current staff. Outsourcing can be very threatening to members of a staff, especially if they feel their job is being "taken over." Let your staff know that you are outsourcing in order to increase productivity or gain added expertise in a certain area. Assure them that this will benefit the entire club, including their job. The last thing you want is your entire staff to be disgruntled with the consultant you hire. The consultant and the staff should be able to work as a team. Since the consultant is seen as an "outsider," this can cause possible problems. Make your staff aware that you are interviewing consultants to outsource some of the club's duties, especially if the consultant will be doing some of the work that employees are already assigned to do. Get their input and suggestions on possible candidates before making a decision. Let them feel part of this process so they will be more willing to work with the consultant instead of against the consultant. Make sure you keep communication lines open, so employees will share their concerns with you and be willing to assist the consultant. Select a consultant carefully. What



Amy Redfearn

type of outsourcing do you need and which consultant has the most expertise in that area? For instance you wouldn't hire a sales consultant to do public relations consulting or visa versa. You wouldn't hire anyone other than an accountant to do your taxes, so why would you trust just "any consultant" with your public relations? Also when choosing a consultant, make sure he is a professional in his field. Just because someone tells you he is a public relations consultant doesn't mean he is the best person for the job. Look at their educational background. Does he hold an accreditation in public relations? What is his experience level? Is he familiar with your professional industry? Find out who some of the consultant's past clients have been and call for a reference. Don't depend on the recommendation letters he provides you from his clients. Of course he is going to show you the good ones. But a good consultant will have no problem with your calling his past clients. If he does, this should tell you something and cause you to think twice before hiring him. Be available and accessible to the consultant. Remember that even after you hire a consultant, this will not alleviate you from the project at hand totally. The consultant will free you from much of the work, but he will still need to meet with you from time to time in order to be effective. Be available to the consultant and give him the power to deal directly with you instead of wasting time weeding through your entire staff in search of answers. Keep in mind that time is money, and you don't want your consultant to waste any time on the project for the simple reason that he could not get in touch with you that day. Teamwork is the key to a

(See Amy Redfearn page 17)

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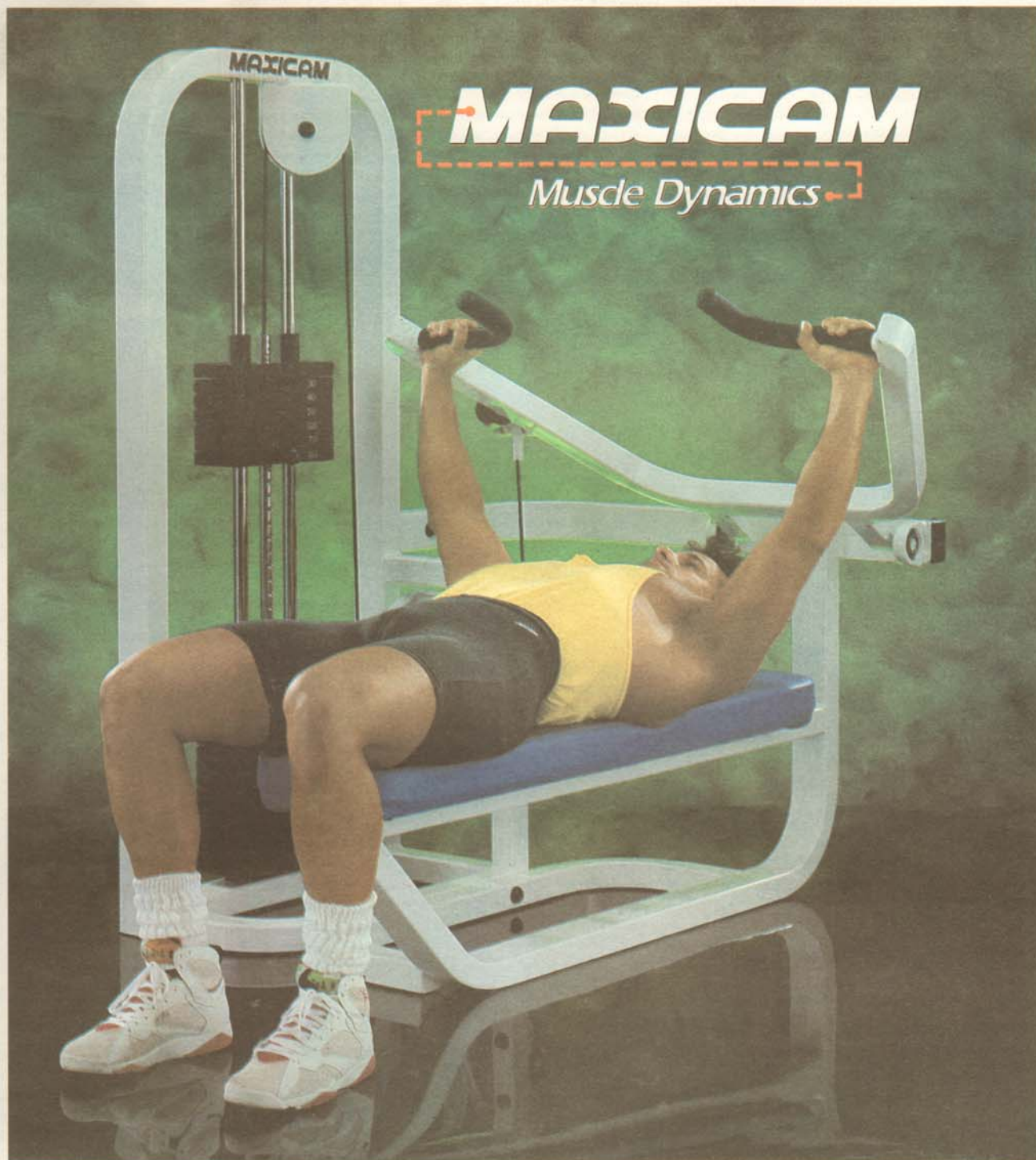
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BALLY TOTAL FITNESS AND SPORTS DISPLAY ENTER IN-CLUB MARKETING AGREEMENT

Chicago, IL. Bally Total Fitness (NYSE:BFT) has entered into a multi-year agreement with Sports Display, Inc. ("SDI") to install uniform advertising boards in all of its 325 fitness centers nationwide. These boards will allow advertisers to reach Bally's approximately four million members as they visit the Company's clubs more than 110 million times each year; and at the same time, enable Bally to promote its proprietary products, services and group fitness classes to its members in a

consistent professional way throughout its facilities. According to Paul Toback, Bally Total Fitness' Senior Vice President, Corporate Development, "This arrangement with SDI will benefit our Company in two important ways. First, given the sheer size of audience and unique focused environment we offer, SDI and Bally should be able to generate significant revenues as a vertical media option for advertisers wishing to target active, fitness-conscious adults. This program also strengthens our abil-

ity to professionally merchandise the value-added services we offer through our fitness centers, including personal training, nutritional supplements and convenience retail items." Under terms of the agreement, SDI, at its cost, will create custom display boards and install them at Bally's fitness centers nationwide by the Summer of 1999. SDI will pay Bally in excess of \$700,000 over three years, as a minimum, with revenue sharing for ad revenues above certain stated levels. According to Steve Weeden,

SDI's Division Manager, "We feel confident that this agreement will be a great benefit to both SDI and Bally Total Fitness. We've been making these kinds of revenue sharing agreements for over 20 years and look forward to both generating ad revenues and helping Bally to boost sales of its proprietary products and services." Advertisers wishing to investigate media opportunities should contact Bern Dayley of SDI at 1-800-854-3476. Bally Total Fitness is the largest and only nationwide, commercial operator of

fitness centers in the United States, with approximately four million members and 325 facilities in 27 states and Canada. Sports Display, Inc. is an international privately held company founded in 1977 that installs advertiser-supported "Information Centers" in over 3,500 high traffic sports facilities throughout the North America. These "Information Centers" are serviced by over 140 SDI sales representatives and used by the sports facilities for communicating to members and guests about their programs and events.

Jeff Randall Starts Health Club Recruitment Firm

Boston, MA. Jeff Randall, a 20-year club veteran and former owner and operator of two

clubs in the Boston area, sold his clubs in 1997. He sold his 35,000 square-foot Squash Club to Town Sports International and his 17,000

square-foot Wellesley Athletic Club, a fitness-only facility, to Paul Kearney. Randall retained ownership of the real estate for The Squash Club and remains as the landlord of the facility. Jeff Randall entered the club business in 1979 when he was contacted by his stepfather to see if he would like to become involved in the development of a commercial squash club in the Boston area. Entering the club business at age 22, Randall and his stepfather developed The Squash Club in Boston, the second such club in the United States at the time. After that he developed a second facility, the Wellesley Athletic Club. Randall says he sold his club businesses for two very "real" reasons: (1) He had been in the business for 20 years and was just ready to do something else. (2) He had done a calculation of the amount of capital that would be required for reinvestment in the clubs over the next four or five years. He realized that he'd need to leverage the real estate to finance the improvements and he didn't want to do that. So, Randall successfully sought buyers for the club businesses. After the sale of his clubs, Randall, age 42, took five months to step out of the club industry to reflect on what to do next. In the process of deciding he bought books on career opportunities and signed up for aptitude tests that direct people to the career that they are most suited for. He even wrote a resume, something that he had never done before in his life. Instead of reading the books and taking the test, he decided instead, to open an employee recruitment and placement company, JLR Associates, Inc. Randall comments, "I had some parameters. I

wanted to open a company that didn't require a lot of capital start-up cost. Having been in the labor intensive club business, I wanted to open a company that had very little operating overhead and few personnel management concerns. I wanted to open a business that would at least keep me peripherally involved in the health and fitness club industry. This fit every one of those parameters. The key was, I decided, having never worked for anyone else in my life, I didn't want to start now." Randall's new JLR Associates is focused on delivering the people that are needed by club operators and that 'fit' the organizations that hire them. Randall comments, "There are a tremendous number of qualified people out there, but not everyone is the perfect fit for the work environment, the management philosophy and management structure. That's the name of the game." Randall encourages club owners to ask the following questions when considering the hiring of people: (1) Do I have the very best people in the position? (2) What are the economic costs of sanctioning incompetence? (3) What are the economic costs of a wrong hire? (4) How effective will my job ads be? (5) Will they attract the very best people for the job? (6) Is my time most effectively spent on a position search? Club owners often lack perception of the value for the services provided by recruitment specialists due to their lack of experience in the utilization of such services. Randall comments, "There has been no significant history or growth of employee recruitment firms in the club industry. 90% of the clients I've had so far are people that have been involved in



Jeff Randall

other industries and have either switched to the health and fitness club industry or have added the health and fitness club industry to their other businesses. They have come from industries that have used and seen value in the type of services I provide and have paid for them. Before becoming President of JLR Associates, I owned and operated commercial and private clubs for 20 years. During that time I interviewed and hired hundreds of staff. I know the qualifications necessary for staff to succeed and excel in various positions. I also know the tremendous amount of effort and frustration experienced in making a wrong choice. JLR Associates is national in scope. Our candidates come from all over the country from commercial, private, resort, corporate and hospital-based operations. JLR Associates can help structure compensation packages to hire and retain key personnel. We're in touch with club operators throughout the country and know the pay scales and the compensation packages that work. It's a simple fact: your business is only as good as the people you hire." Jeff Randall may be reached at JLR Associates at: (781) 431-0868.

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Sports Display

...Club Industry

continued from page 3

gether. Congratulations to Bonnie Patrick and Liz Neporent who are being honored today, also. I would like to congratulate both Judy Sheppard Missett of Jazzercise and Debra Siena of TCA for their outstanding accomplishments and tremendous commitment to our industry. Both of them have played a role in advancing our industry. Today, I think we are all winners. I am so thrilled to be presented with this award, but I have to say, that when you give this award to me, you are also honoring some of the finest people who have guided and supported me throughout my career. I

would like to take this opportunity to thank them - without them, I would not be here today. The Healthworks Senior Management Team: they are a dedicated, dynamic and talented group of women who run our clubs. They are the ones that make it all happen every day at our company. They are Healthworks' most valuable asset. I am honored and proud to work and learn with such a special group of people. My very special friend, Rick Caro. Rick, we became friends only 5 years ago, but it feels as though I have known you for 20. You are always willing to give me your honest opinion, offer a fresh perspective, challenge me when I need it - I really appreciate your

guidance and friendship. Mark and Patti Harrington, the owners of Healthworks. 14 years ago, when they had one small club and I was the receptionist, they approached me about becoming the Manager. I told them I didn't think I could do it, and they said, "yes you can, you can do it."... and now 4 clubs later, numerous reorganizations, transitions, expansions, renovations and new directions, they are still saying to me "you can do it Hannah, we trust you and we believe in you." They have maintained patience throughout my enormous learning curve. Together, we have accomplished a lot, but what has remained continuous is our respect for our mission and our re-

spect and trust for each other. I am grateful for the opportunities that they have provided me and the trust they have placed in me. Their support has sustained me and I am here today because of them. As many of you know, in 1997 Healthworks and 30 other women's only clubs were legally challenged, and lost our right to operate as women's-only clubs. The Court ruled that our clubs would have to become co-ed in a matter of months. In all, there were about 40,000 women in Massachusetts that were affected by this Court ruling. Ironically, this ruling came just days after the Massachusetts Department of Health issued the findings of a study that indicated that over

70% of Massachusetts residents did not get enough exercise! To some of our members, they could work out anywhere - our clubs were simply convenient. To another section of members, they told us that maybe now that they had been working out, they might have the confidence to exercise in the presence of men. But to the largest segment of members, they absolutely could not exercise in the presence of men for many personal and private reasons. If our club had to become co-ed, they would stop exercising, either completely or be forced to do it outside or at home. It was then that we, along with IHRSA, worked to submit a fast track bill through the House and (See Club Industry page 28)

...Step Company

continued from page 3

ing," Mr. Bollinger continued. "Next year is the tenth anniversary of introduction of the Step and step aerobics to the fitness world. Few things have impacted any industry the way

the Step hit fitness. It swept through clubs, classes and the home market. Today, more than 18,000 health clubs worldwide offer classes using the Original Step. Steps are a mainstay product both in clubs and at retail. Bollinger has been a major player in sales of steps for home use with

products like our SoftStep, FlexStep and PrimeStep. We're glad to be able to add the Original Step to our line and look forward to helping make the tenth anniversary and the next decade memorable for both retailers and consumers." "We're about depth and breadth in fitness products,"

continues Mr. Bollinger. "And we know the importance of innovation and creativity in our industry. That's why we feel so good about this deal. We increase our basic offerings, in terms of product and price point, and we continue our history of fresh product offerings and ideas."

Specific terms of the deal were not disclosed.

Bollinger is a major distributor of fitness accessories and fitness products. Its products are sold at mass merchants and sporting goods stores throughout the U.S. and in foreign markets. Its stock is traded over the counter (BOLL).

...Norm's Notes

continued from page 5

Business Traveler International Magazine selected **The Fitness Company at the World Trade Cen-**

ter as the "World's Best Health Club". The 22,000 square-foot facility will be featured in the November issue of **Business Traveler International Magazine**. Bonnie Patrick, the recent winner of Club Industry Magazine's Industry Enhancement Award, is the

General Manager at the World Trade Center Club. Congratulations to **The Fitness Company** and **Bonnie Patrick!**

JOHN BROWN, the President of **Professional Club Management**, tells me he is

working with a 17,000 square-foot club in Lima, Peru and business is going through the roof. Best of luck John!

Congratulations to **VICKI BRICK**, the 1997 Baltimore area All-Metro girls bas-

ketball Player of The Year on her decision to play basketball at the University of Maryland! Vicki is the daughter of **Victor and Lynne Brick**, two of the industry's top club entrepreneurs and the owners of several Baltimore-area fitness facilities.

...Campetelle

continued from page 6

Obviously, the tour with this prospect should focus on the staff and the com-

fortable environment. We have all heard the phrase before; "knowledge is power." More accurately though, "applied knowledge is power." You now have the knowledge to discern, in a matter of mo-

ments, what type of prospect you are consulting with. Further, you know the general attitudes, fears and interests that such a prospect has when they visit the club. Your task now is to match the appro-

priate club aspect with the type of prospect you are working with to create a compelling, customized presentation that motivates the person to buy a membership.

(For additional information please contact: **Mike Campetelle - Communication Consultants**, 226 Becker Avenue East Providence, RI 02915 - 401-437-2951)

Sports & Health

continued from page 12

Health adds 250 employees, 12,000 new members and almost 100,000

square-feet of fitness. "(With) this expansion, we estimate that the Sport & Health Company is now the fifth or sixth largest health and fitness company in the country," added Konz. Earlier this month,

Sport & Health also opened a new club in the Ballston Common Shopping Mall in Arlington, VA. The club's 30,000 square feet makes it one of the largest one-level fitness centers in the area.

The Sport & Health Company is Washington's largest provider of health clubs in the metropolitan area. In 1997, the Company's revenues were \$25 million with approximately 21,000 members.

Now with 25 clubs, the company expects annual revenues to exceed \$60 million and will serve more than 50,000 members.

Amy Redfearn

continued from page 14

successful outcome and relationship. The more you work together with your consultant, the more successful your combined efforts will be. Hav-

ing a consultant can be just like cloning yourself. He can increase your productivity, add a wide range of expertise and make you even more successful than you already are. But he can also have the opposite effect if he is unsure of what you want. Make sure you

stay in control, know what you want and be able to communicate these requests to him in order to get the results you want. The last thing you need is to pay a bunch of sheep to walk aimlessly around your business.

(Innovative Concepts & Consulting is a full-service public relations firm specializing in training workshops and counseling. Call (352) 379-8301 for more information or send request letters to: Innovative Concepts &

Consulting, P.O. Box 142335, Gainesville, FL, 32614-2335. Amy Redfearn will speak at the IHRSA/Athletic Business Convention in Orlando on Friday, December 4th at 3:30 p.m.)

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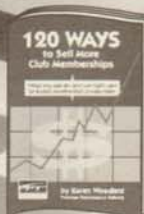
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BALLY TOTAL FITNESS REPORTS STRONG THIRD QUARTER RESULTS

Chicago, IL. - October 29, 1998 - Bally Total Fitness Holding Corporation (NYSE:BFT) announced results for the quarter ended September 30, 1998. Operating income for the quarter was \$13.8 million, an improvement of \$12.9 million over the 1997 quarter, while operating income before depreciation and amortization ("EBITDA") grew to \$25.8 million in the third quarter of 1998 versus \$13.8 in the comparable period a year ago. Net income was \$4.3 million (\$.18 per basic share and \$.16 per diluted share) compared to a net loss of \$10.5 million, more than tripling the prior year's operating income of \$10.3 million (\$.60 per basic and diluted share) during the prior year's quarter. Operating income for the nine months ended September 30, 1998 was \$37.4 million, more than tripling the prior year's operating income of \$10.3 million, and EBITDA improved 45% to \$73.9 million in the first nine months of 1998 versus \$51.0 million in the comparable period a year ago. Net income was \$8.3 mil-

lion (\$.38 per basic share and \$.32 per diluted share) for the 1998 period compared to a net loss of \$23.2 million (\$1.68 per basic share and diluted share) for the 1997 period. Lee Hillman, President and Chief Executive Officer of Bally Total Fitness, noted, "The improvements achieved to date in our operating results and cash flows are closely in line with the business plan we first articulated early in 1997. We have been working hard to provide greater value to members, which in turn, is helping to attract new members into our fitness centers. By expanding our offerings to include amenities such as personal training, expanded group fitness training, nutritional supplements, credit card programs and fitness apparel and supplies, we are more fully meeting the needs of our members. Adding exciting strategic alliances - like the agreement we recently announced with Time Incorporated - continues to enhance the value we provide to members." Commenting on quarterly cash flows, Mr. Hillman observed that,

"Collections of installment contract payments and dues continued to grow as planned during the third quarter. Incremental cash flows from these sources now nearly equal the foregone cash flows from selling lower margin paid-in-full membership and dues accelerations in prior years. This improvement is well ahead of plan, indicating our strategy is working and should result in positive cash from operations next year."

COMPARISON OF THE NINE MONTHS ENDED SEPTEMBER 30, 1998 AND 1997

Net revenues for the first nine months of 1998 were \$555.00 million compared to \$495.4 million in the 1997 period, an increase of \$59.6 million (12%). This increase is in part a result of an increase in initial membership fees originated of \$31.9 million (10%), consisting of a \$55.1 million (21%) increase in financed memberships originated offset, in part, by a \$23.2 million (49%) decrease in paid-in-full memberships

originated. The weighted average selling price of membership contracts sold increased 22%. Total membership units sold during the first nine months of 1998 declined slightly compared to the prior year period due primarily to the planned curtailment of sales of the lower priced, lower margin, single-club and discounted upgrade and add-on membership plans in 1998. Unit sales of all other membership types increased period over period by 12%. Dues collected increased \$5.6 million (4%) from the 1997 period while prepaid dues decreased by \$.7 million during the 1998 period. The weighted average number of fitness centers selling memberships during the first nine months increased to 319 from 318 during the comparable 1997 period. New membership revenue and dues collected from comparable fitness centers increased 9% over the prior year period. Deferred revenue accounting decreased revenues

by \$6.5 million during the 1998 period compared to a decrease of \$4.4 million in 1997. Finance charges earned increased \$7.4 million (25%) in the 1998 period due to the increase in the size and quality of the receivables portfolio. Fees and other revenues increased \$16.8 million (146%) over the 1997 period. Operating income for the first nine months of 1998 was \$37.4 million compared to \$10.3 million in the 1997 period. The increase of \$17.1 million was due to the aforementioned \$59.6 million increase in revenues and a \$4.2 million decline in depreciation and amortization, offset, in part, by a \$36.7 million (8%) increase in operating costs and expenses. The 1997 period includes a \$3.9 million one-time charge. Depreciation and amortization expense, as expected declined \$4.2 million, of which \$2.1 million related to the amortization portion of the aforementioned \$3.9 million one-time charge. The provision for doubtful receivables, included in operating costs and expenses above, for the (See *Bally Results* page 20)



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Bally Results

continued from page 19

first nine months of 1998 was \$92.6 million compared to \$72.6 million in the period, an increase of \$20.0 million (28%), due to the increase in initial membership fees on financed memberships originated. The total provision rate, inclusive of provisions for cancellations which are reflected as a direct reduction of initial membership fees on financed memberships originated, was 41% of gross financed originations during each of the periods.

CASH FLOW

Cash used in operating activities for the first nine months of 1998 was \$26.2 million compared to \$25.0 million in the 1997 period. Net installment contracts receivable grew \$72.0 million during the 1998 period compared to \$26.6 million in the 1997 period.

Interest paid during the 1998 period declined \$13.7 million reflecting a combination of lower average rates and timing of semi-annual payments. Excluding the growth in receivables and changes in interest payments, operating activities provided cash of \$32.1 million compared to \$1.6 million for the first nine months of 1998 and 1997, respectively. The period over period improvement of \$30.5 million principally reflects the \$31.6 million increase in profitability for the first nine months of 1998 compared to the 1997 period. During the third quarter of 1998, normal collections from installment contracts receivable, down payments and monthly dues improved \$16.1 million compared to the 1997 quarter, entirely offsetting the planned curtailment of discounted paid-in-full memberships and discounted collection accelerations of installment contracts receivable and monthly dues. During the first nine months of 1998, normal collec-

tions improved \$28.5 million compared to the 1997 period, largely offsetting the \$41.2 million foregone in the planned curtailment of discounted paid-in-full memberships and discounted dues collection accelerations of installment contracts receivable and monthly dues. This improvement in cash flows is well-ahead of plan and should result in positive cash from operations early next year. As of September 30, 1998, the Company's \$70 million revolving credit line was unused except for outstanding letters of credit totaling \$6.8 million. On August 6, 1998 the Company announced that it was authorized to repurchase up to 1,500,000 shares of the Company's common stock on the open market from time to time. To date the Company has repurchased 554,800 shares at an average price of \$17.11 per share. Bally Total Fitness is the largest, and only nationwide, commercial operator of fitness centers in the United States, with approximately four million members and 325 facilities in 27 states and Canada.

Norm Cates' Club Insider

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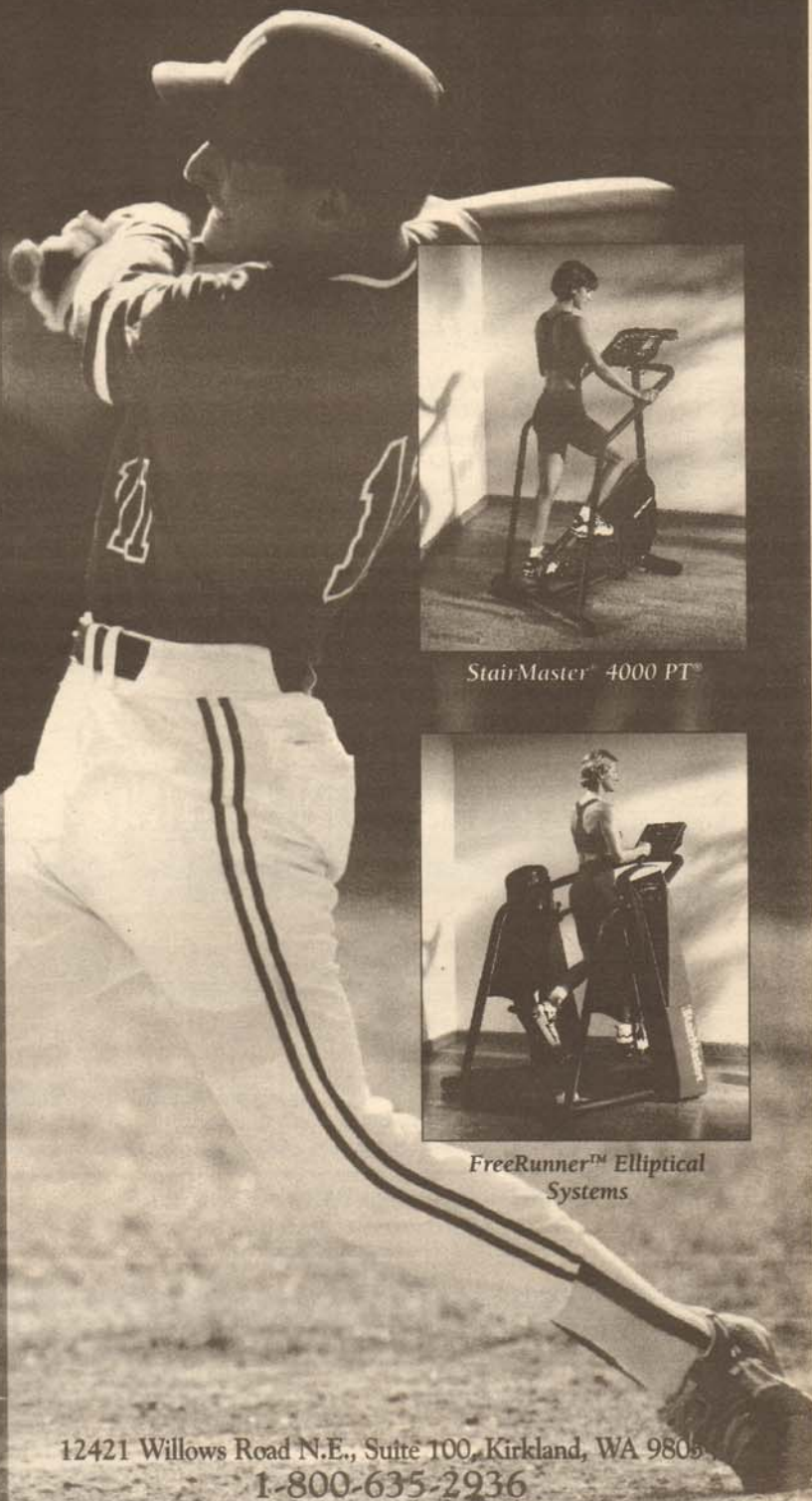
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SALES MAKERS CLUB INDUSTRY SHOW WINNERS ANNOUNCED

The Sales Makers conducted a drawing at the show for 2 tickets to the Chicago Bears vs the Dallas Cowboys played Sunday, October 18th. The winners were Carole Schmidt of Hood, Oregon and Carrie Zakaris of Chicago. The Bears defeated the Cowboys in a close game decided in the final minutes.

Winners of the Sales Makers 20th Anniversary/20 Minute Free Phone Consultation drawing are: Scott Orlando - Life Center Plus, Hudson, Ohio, John Lamb - Pro Fitness, Beavercreek, Ohio, Diane Emery - Royal Athletic Club, Warren, Ohio, John Vida, Jr. - John's Gym & Aerobics, Adrian, Michigan, Todd Chelius-World Gym, American Forks, Utah, Karen Tillett-Reno Athletic Club, Reno, Nevada, Tom DiGirolamo-Olympic Gym & Fit-

ness, Kansas City, Missouri, Kathie Brown-Victory Fitness Center, Columbus, Ohio, Scott Flanagan-Central Park Athletic Club, Lisle, Illinois and Dan German-Creative Health & Fitness, Millford, Connecticut.

SALES MAKERS TIP OF THE DAY

Sell (sel) def: to transfer goods in exchange for money. Convince (kon vins') def: to persuade by proof.

Our industry is dealing with a well educated public. It would take an IQ of room temperature not to realize that regular exercise is necessary. When an exercise-deficient individual comes into your facility, do you have to sell them? Or is it merely necessary to convince them that they can do it, with your help at your club?

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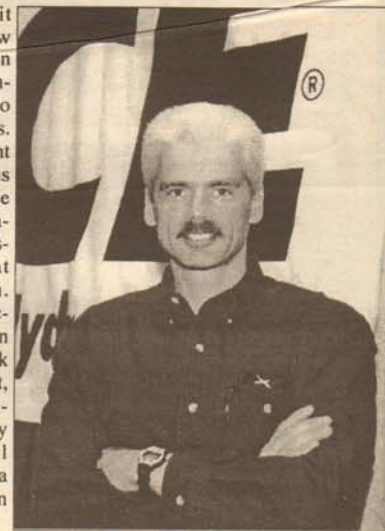
By Rande LaDue

Now is the time to consider buying The PACE Group Exercise Program for your existing members and all those New Year's Resolution people who will be showing up in a few weeks. As with most successful products or programs, you are bound to see some used PACE equipment and "knock-off" companies show up in the marketplace. We thank these companies for recognizing us as the leaders in the Group Exercise Programs for deconditioned, seniors, etc. and trying to imitate our Program. We say to them, come on in, the water's warm! We live in a consumer driven society. The consumer will ultimately decide what product is the best value for their money. If a consumer wants to save a few thousand dollars by buying a "reconditioned" line of old HydraFitness machines and try to present it as PACE, or they decide to buy a copycat line, we have some questions they should ask themselves and our imitators first. * No factory warranty. This is very similar to buying a used car "as is". The original PACE

equipment has been manufactured in the same plant for over 20 years and carries a full factory warranty. Want to buy a new hydraulic cylinder not covered under warranty? Prepare to spend between \$600-\$800. Of course, some of these companies do not offer adjustable hydraulic cylinders, only non-adjustable shock absorbers. Used equipment is often "brokered"; that is sold by a middleman who never sees the equipment but receives a small percentage for his phone work in putting two people together. * No rights to use the name PACE or any of our trademarks, logos, etc. in any advertisement or business name. Henley Healthcare, the manufacturer and Pro*Fit Enterprises, National Distributor, enjoy the exclusive use of all PACE trademarks and do not allow any unauthorized use. * No PACE Marketing Package or ACE Certified Workshop. Every new PACE Program includes a complete Marketing Package (banner, T-shirts, ad slicks, music tapes, etc.) and an on-site ACE Workshop (we come to you, you don't have to come to us). * No franchise fee. At least one such company (whose "founder" used to work for us), has copied the PACE line and is selling a franchise package with a franchise fee of about \$400 per month for ten years (\$48,000), plus

the cost of equipment. (That will buy 2-3 full PACE Circuits and is about the cost of a PACE monthly lease payment!). They will also charge ad fees from your gross income which you will probably never see used in your area. With PACE, we teach you everything you need to know, then let you run your business the way you want. No one will dictate to you when you must open or close, whether you want to run classes or not, whether you offer baby-sitting, whether you hire new staff or not, etc. We will share with you many PACE success stories and some pitfalls to avoid and you keep your profits! Never been in the fitness business and still nervous about doing it on your own? No problem. We have a consultant who used to own one of the competition's franchises until she tried our PACE equipment in another club. She immediately got on the phone, ordered a PACE Circuit, sold her franchise and started her own franchise/consulting company using PACE and has sold several PACE Circuits for us. She is available for a small fee for start-up consulting. Another club in California wanted to attract the overweight population in their community. By using our PACE

Marketing Package, it signed up over 500 new short-term members in the first month, then converted most of them into full-service memberships. Still want used equipment or a copy? Don't call us at 888-604-2244 for a free video and PACE quotation. Or don't bother visiting our website at www.pacepro-fit.com. Actually, we highly recommend comparison products; please check out our competition first, then call us. Pro*Fit Enterprises is recognized by The American Council On Exercise (ACE) as a Continuing Education Specialist.



Rande LaDue

(Rande LaDue, the President of PRO*FIT Enterprises, Inc., National Distributor of The PACE Group Exercise Program has appointed Kevin and Tracy Nedd, dba Personal Training by Kevin Nedd, to cover the State of Florida. The Neds purchased a "We Come To You" PACE Trailer knowing the first question a potential customer will ask is: "Where can I see it?" Ad-

ditionally, LaDue announced that Ray Olsen will become the PACE rep for Pennsylvania on an exclusive basis and Ohio non-exclusively and Tom McHugh will rep for New York state exclusively and for the New England states non-exclusively. Call the Neds at (561) 879-7016 or 888-604-2244 for free information on the PACE Circuit program.)

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continued from page 17

Senate to amend the laws and protect the privacy of our members and potential members. Everybody told us that this could not be done and that we would never change the laws in Massachusetts. But our message throughout the Massachusetts legislature was consistent - That this was not discrimination at all...this was a health issue. The real force behind the victory was Mark Harrington, owner of Healthworks, who never lost sight of our mission. It would have been easy for him to turn the clubs co-ed and to give in, but he never did. He and our lobbyist, Al Minchan, were relentless. We are grateful to IHRSA, Club Industry and the hundreds of supporters nation wide who came forward to offer support. Some of you are here today and some we still have not met; but on behalf of the 30 women's-only clubs, we can not thank all of you enough. In February this year, the Governor of Massachusetts signed the bill into law. This is a victory for women, not only in Massachusetts - but for women across our nation. Today, I accept this award not only as recognition for what I have accomplished in the past but also as a responsibility to the future. I accept this award as a promise to continue to do my best at creating opportunities for women both as members in our clubs and as leaders in business. Thank you.

BONNIE PATRICK-1998 CLUB INDUSTRY - INDUSTRY ENHANCEMENT AWARD WINNER

Bonnie Patrick is originally from New Jersey. She graduated from the University of Maryland in 1980 with a degree in communications. Shortly after graduating from college, she became a dancer on Broadway in the hit musical "42nd Street." After 3 1/2 years on Broadway, Bonnie experienced a devastating injury to her back which prevented her from walking. Determined to walk again and after 8 months in traction, invasive surgery and two years of physical therapy, she recovered. She learned to walk and dance again and returned to Broadway and the "42nd Street" production. It didn't take long before she realized that she wasn't going to be able to continue dancing for a full-time occupation. She enrolled at Marymount College in a one-year Fitness Specialist Certification. She also became certified as a personal trainer through ACE, AFAA and

ACSM. After that, she went to Europe with the "42nd Street" Production. While in Europe she consulted with some clubs and worked as a personal trainer. Returning to the U.S., she continued her career in the fitness industry with jobs in several locations. Bonnie is now the General Manager of The Fitness Company's facility in the Marriott World Trade Center in New York City, a facility that was just recently honored by Business Travel International Magazine as the #1 Health Club in the World! While at the World Trade Center, Patrick became aware of a young lady Abby Rutgers, age 15, who had a faulty heart. Bonnie became involved in the fund raising efforts to raise money so that Abby could receive a new heart. The story is very heart-warming and can only best be told by a reprint of Bonnie Patrick's comments made at the Distinguished Women Award Ceremony in Chicago where she received the Industry Enhancement Award. Bonnie Patrick, commenting at the awards luncheon, "Thank you Annbeth, and thank you Club Industry and Life Fitness for recognizing and supporting accomplishments all women have made in our industry. I share this honor with you because you matter! The last time I was in Chicago was about this time of year in 1982. Little did I know that in three years I would suffer a horrible injury that would change my career and my life. Just out of college, I was hired in a featured role in the Broadway Musical "42nd Street". We were part of the National and later International touring company. I had been training extensively, running 10 miles each day, doing hills, wearing ankle weights. Obviously this was before we knew better. But I was getting in 'shape.' One night while performing in the show, I felt a sharp pain in my back. I thought I had pulled a muscle. Unfortunately, when I awakened the next morning, I could not move my legs. I had severely herniated two discs in my back, which had seriously injured my spinal cord. I was placed in traction for 8 months, and airlifted back home to New Jersey. I decided to go with an invasive surgery, which had a 50/50 chance of making me better or worse. It was unbelievably painful. I learned how to walk again and gradually I learned to dance again. A year later, there I was on Broadway, surrounded by my friends and family who had helped me through. I'll never for-

get the feeling of accomplishment, finishing that first big dance number to thunderous applause, with tears streaming down my face and on the faces of those around me. We had made it! That's how I got into the fitness business. Through months of physical therapy, I learned just because we read about a training program in a consumer publication, doesn't make it right for me. We are all individuals. And that's why people come to us and our clubs. To help them achieve the results that are important to them. I tell people all the time, I'm just like you. Learn from my mistakes. While on Broadway I went back to school for an advanced degree in exercise physiology and began working in clubs around the country and the world. Four years ago I joined The Fitness Company in New Jersey. The Fitness Company is a network of over 70 clubs, primarily on the East Coast. As general managers, we network and share ideas often. Chris Rutgers, of our Chatham Club and I became close friends. Her daughter, Abby, was born with a congenital heart disease and was badly in need of a heart transplant. Last December they decided to put her on the organ donor transplant list. With the go ahead from The Fitness Company's CEO, Steve Smith, we rallied the general managers together to start raising money company-wide for Chris and Abby. Costs are well into 6 figures despite insurance, and she will need many medications for her entire life. We set ourselves a fund raising goal of \$30,000. In March, our club in Parsippany had a Spinning Master Class for the cause, which we coined the name, "Have a heart for Abby." The next day the club was broken into. Someone had taken the safe with the \$2500 raised for Abby's fund. The manager called me crying. I told her not to worry, that by the end of the week, I believed we would find the silver lining in what happened. I had put out press releases to all of the major newspapers, television and radio stations detailing our fundraising efforts nationally a few weeks earlier. I did the same again, with the news of the unfortunate break-in, looking for help in replacing those funds. And you know what happened? Everything! Radio stations preempted their daily programs to start raising money. Record producers called wanting to hold concerts.

Every newspaper and television station was vying for an interview with Abby and her family. The Gund Foundation made an immediate \$2500 donation to replace all of the stolen money! Abby's school friends also got into the act, holding dances, bake sales, car washes, whatever. The drama didn't end there. Four days later, Abby got the call she was waiting for! A heart had been found that matched her type. She had two hours to get to the hospital. All of us held our breath for this pretty 15-year old girl and her family. When I got to the hospital, after the surgery, Abby's Mom Chris' first words to me were, "She's pink! She's never been pink!" As you know, without proper blood flow, the skin takes on a blue tinge. Now, Abby can wear lipsticks, nail polish and pastels that she couldn't before because she was so blue. And she is now able to walk, rollerblade and dance like every little girl wants to. Does that matter? You bet it does! Abby has fully recovered and just started school this past September. All of the staffs and the members at The Fitness Company clubs contributed greatly to the fundraising which reached far out into our communities as never before. As of right now, the fund is just over \$300,000. I have danced on Broadway. I have lived around the world. I have been lucky enough to manage the top club in the Fitness Company at the World Trade Center. Nothing has mattered more to me than knowing that I played some part in saving the life of this little girl. Do you know how many more people out there need us? How do we reach them? How do we show them they're welcome and that our clubs are run with integrity? The unfortunate image that is out there is that health clubs are sharks, ready to take money just to do it and that we'll probably go out of business in a few months. What can we do to change this image? How can we be different? Passion comes from what you contribute rather than what you get. Are you a problem finder or an opportunity finder? Break down your club's walls. Take a chance on people - our staffs, our members and the community. We are the experts. Isn't it funny how when you refuse to accept less than the best you, you get it? How can we change the face of our industry? Each one of us can. It starts with PMS - that's a Personal Mission Statement. Tony Robbins inspired mine. My purpose in life is to do something that contributes and helps me to touch people beyond our lifetime. I think

the purpose of life is to do something that will outlast it. I'd like to close with a story from Loren E. Eiseley's *The Star Thrower*. He talks of the day when he was walking along a sandy beach where thousands of starfish had been washed up on shore. He noticed a boy picking them up and throwing them back into the ocean. He asked the boy what he was doing. The boy replied he was returning the starfish to the sea, for otherwise they would die. Eiseley asked how saving a few, when so many were doomed would make any difference. The boy picked up a starfish and as he threw it back said, "It's going to make a lot of difference to this one." It's up to you - to accept a lower standard or to find the one or many starfish to give purpose and life to. It doesn't matter how wealthy or famous we are. What does matter is that each of us has a purpose in life to somehow make a positive contribution to the world in which we live. You matter. Thank you!

LIZ NEPARENT - CLUB INDUSTRY ENTREPRENEUR OF THE YEAR

Liz Neporent and her husband, Jay Shafraan are co-owners of 8 New York City-based coed fitness centers called Front Line Fitness. They have been in business for themselves for 10 years having entered the fitness industry right out of college where she had a double major in Biology and English. She started her career at Jack Lalanne's and from there became involved in corporate fitness. She went back to school to obtain her Master's Degree in Exercise Physiology at New York University. Along the way she obtained certifications from ACSM, NFTA, ACE and NASM. The 8 Front Line Fitness clubs range in size from 5,000 square feet up to 25,000 square feet. There are 8,000 members in the club chain. In mid-November, Liz and her husband are merging their clubs with another New York-based club chain, Plus One Fitness. Plus One Fitness is owned by Mike Motta and Bill Horne. The two club groups combined through merger, will have 16 locations, including commercial, corporate and hotel facilities. The wisdom of the merger with Plus One Fitness came to the parties because they were competing head-to-head in a lot of areas. They decided it would be better to join forces than to continue to duplicate services in the competitive manner that had been happening.

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Body Pump Enters New Frontier For Training & Standardization

Marietta, GA - Rich Boggs and Ray Irwin, partners in The Step Company, the creators of the Original Step, impacted the health, racquet and sportsclub industry enormously when they rolled out the Step in 1989.

Over the past 10 years The Step has provided the club and fitness industry with a huge injection of energy and success at a time when it was sorely needed.

The Step is now in 18,000 clubs worldwide, but Rich Boggs will be the first to tell you that what happened with The Step in respect to the training and standardization left a lot to be desired. In fact, he says, "Due to a lack of formal choreography and instructor standardization, we had instructors all over the country changing The Step training programs randomly and the creation of Step classes that were too difficult for the average member to follow. The result was a decline in member participation over time."

Now Boggs and Irwin are rolling out a new-wave of group exercise call BODY PUMP. Taking the country by storm, Body Pump is in place or scheduled to be in place in over 850 clubs in the U.S.

Conducted properly, Body Pump classes provide members with an extremely high level of satisfaction, a feeling after every class that Boggs calls "The WOW Feeling." However, Boggs is convinced and bull-dog determined to avoid the same mistakes experienced with The Step. Enter Video Assessment and Monitoring.

Boggs' explanation of the evolution of aerobics and group fitness over the past 15 years seems to be a reasonably accurate description of what really happened. He comments, "in the 70's and 80's,

aerobics was simply - if it feels good and looks good, then do it. Safety was neither an issue nor a concern. As aerobics grew and injuries became an increasing reality, the pendulum swung to a total focus on safety. IDEA, ACE AND AFAA made significant contributions to educating instructors. In the 90's we saw the evolution of great athletes as presenters of complex choreography that was immediately translated by enthusiastic instructors to average participants back at the club. Unfortunately, those club participants wanted classes that were simple, fun and delivered results. To our knowledge there are few, if any clubs who quality control the physical execution, content and performance standards of their instructors."

BodyPUMP and other Body Training Systems programs that will be introduced in the future are all about training and quality control. Boggs has stacks of testimonials from instructors completing the 22-hour rigorous training program required by BodyPUMP. BodyPUMP instructors are held accountable for absolute adherence to physical execution to ensure safety. Additionally, instructors must know and be able to perform the choreography exactly. Finally, performance skills are stressed to ensure the instructor delivers the class in a very personal and enjoyable way to every participant.

According to Boggs, "the glue that ensures a great concept like the BodyPUMP barbell class has the desired effect on each and every participant lies in the quality control system that is the Video Assessment. Each BodyPUMP In-

structor is given a "learners permit" to teach for 90 days following the completion of the 22 hours of training. This "learners permit" enables the instructor to hone the skills which they learn during training. Each instructor is required to submit a video of them teaching an entire class within 90 days of their completion of the training."

An assessment team lead by International Master Trainer Cathy Spencer at The STEP Company goes through extensive training to ensure consistent interpretation of the instructor videos. Each video is carefully reviewed and rated in the following areas: posture, control, range, timing and form. Each song is graded in the above areas plus the adherence to the prechoreographed routine. Instructors are then given a grade of:

PASS - eligible to teach BodyPUMP for a two-year period providing attendance at three Quarterly Workshops out of four annually during the two-year period.

PASS WITHHELD - the instructor has a few items that need improvement and must be signed off by either the Head BodyPUMP instructor of the facility or another qualified BodyPUMP instructor.

FAIL - the instructor did not meet the minimum requirements to teach BodyPUMP in a safe and effective manner. The instructor must discontinue teaching BodyPUMP until they have resubmitted a new video that qualifies or goes through Module Two of the training again (at no cost to the instructor) and resubmits the video. "Training and Video Assessment are not profit centers," says Boggs. "They are the quality control assurance that allows clubs to offer BodyPUMP and other Body Training Systems programs with the confidence that certain standards are required and monitored. Following are some examples of feedback that The Step Company has received from the Assessment process."

"I am so thrilled that you're assessing my instructors. Being a young coordinator I have enormous problems with some of my older staff members. Some of them are not very good and I have been too scared to take them off the roster. Now I can."



Rich Boggs (left) And Mary Brown After Teaching Body Pump Class At Greenville Racquet And Fitness

"I have been instructing for 12 years and I can't believe that I received a pass withheld. How dare you question my ability. I am one of the most popular instructors at the gym, the members love my classes" (from an instructor who had deadlifts reaching her ankles and participants in view of the camera all doing the same thing).

"Wow. Thank you so much. Invaluable feedback and the certification actually means something to me because I work hard at it."

"You mean it gives me international portability."

"I wanted to call to say thank you so much for assessment. I can only imagine how big a job it is for you. I am particularly glad because some of my teammates received pass withheld. Funnily enough, they are the ones who did have some work to do. Both had slightly lazy technique and neither was as fussy as I was about the choreography. I wondered whether anyone was ever going to know. I guess you do."

Boggs continued, "we found that the great clubs with vibrant group fitness programs have great classes every time. All of these classes provide that "WOW"

factor. Our mission is that every person that goes through Body Training Systems program should say "wow" at the end of every class. Not just some classes. Not half of the classes. Every class!! If they do that, your members will keep coming and bring friends. If they are bringing friends that is the most powerful internal marketing campaign that your club could run."

Speaking of marketing, The STEP Company has contracted with Casey Conrad and Communication Consultants to develop promotions specifically for BodyPUMP clubs. The STEP Company is subsidizing a portion of the cost for the promotional effort. For a very nominal price, clubs can buy turnkey promotions that will generate membership sales utilizing BodyPUMP. This is just another tool that BodyPUMP offers clubs.

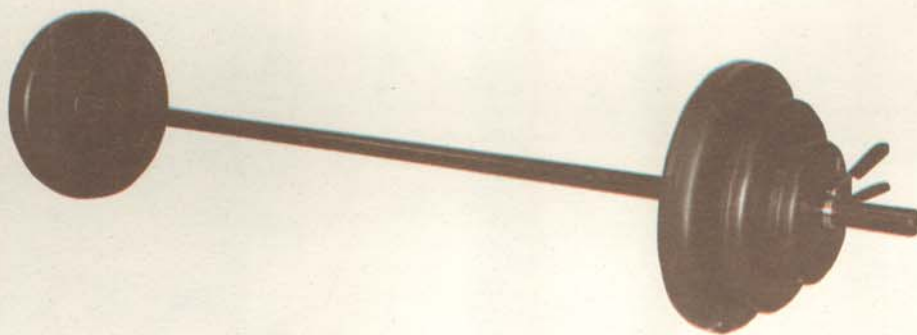
Rich Boggs, Ray Irwin and the BodyPUMP team are on the right track. One sure thing about this situation is that experience is a great teacher. Learning about the pitfalls of group exercise over the past ten years through the experience of The Step will serve The STEP Company and their customers well as they move forward with the challenges ahead.

Stay tuned!

**Seeks
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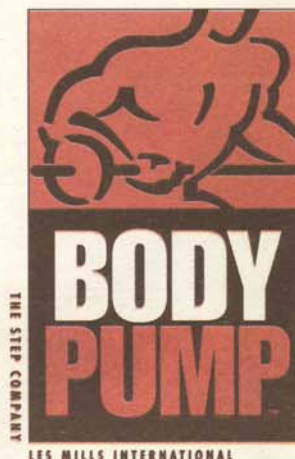
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