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NEWS

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Eddie Tock



Rick Caro



Ray Gordon



Sandy Coffman



Karen Woodard-Chavez



Bonnie Patrick Mattalian



John Brown

The "BEST of the BEST"

Club Business "Road Warrior" Consultants!

Open Your Eyes to the Great Help Available to You!

...Best of

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C. Consistency- do you do it daily?

Of all the 1,000 clubs we have worked with over 25-years, we feel only a few have achieved the 3rd level of competency, and yet when you speak to any of those clubs, they will all tell you that they *know they can get better*. That is why they are all *market leaders*. We strive to help every club achieve that 3rd *core competence level...consistency!*

4. We have worked with many of the leaders in our industry over all these years. With some clients we provide *new and more effective ideas and systems* to help them *stay competitive and get better results*. Most of our clients have experienced a 12 to 30% increase in sales. With other very successful clubs that recognize the value of investing in their staff, such as Saw Mill, Maryland Athletic Club and Chelsea Piers Sports Center, we *provide ongoing education, motivation and problem solving*. And with our *pre-sale clients* we provide them with *guidance* and thanks to our experience of 192 *pre sales*, we help them get their *results quicker, easier* and most importantly, *more affordably*.

Our goal with every client is to help them *achieve* what they want to achieve and more. From their great results we hope to have them as a *reference* for us for the *next 5 years*. **Contact Eddie Tock of Sales Makers at: (800) 428.3334.**



Karen Woodard-Chavez

**Karen Woodard-Chavez
 Founder and President
 Premium Performance
 Training**

1. In any market, and particularly a very competitive market, clubs can *anchor* their success

by focusing on and consistently implementing the following three elements:

A. A *strategic plan* that creates a map of the bigger picture, which allows you to proactively drive what happens on a daily basis (rather than reacting to) in the areas of *revenue, expenses, club culture, marketing, programming, services, staffing, equipment purchases and capital improvements*.

B. Creating a strong *point of differentiation* in what the club offers the market. If a club offers nothing truly *unique*, then there is *no value difference* between any two clubs, and the market will typically respond to the *lower priced* option. However, if a club can provide *distinctly different and desirable* opportunities in each of the six areas of facility, programs, staff, services, equipment and culture, then the club can typically do so at a higher price and maintain, if not grow, market share. The message is to *avoid being all things to all people*.

C. Create a C.O.W. which means **Culture of Welcome** – meaning that every Member and every Guest immediately feels a part *of* rather than a part *from* the club. To achieve that every staff person *welcomes* the opportunity to serve Members and Guests. This is when every staff person *seeks* the *opportunity to serve* the *needs* rather than simply be willing to *respond* to the needs of Members and Guests. This *requires* that all staff take the position of being the one who *initiates service* rather than *waits* for a member to ask. This does not happen magically. Creating a C.O.W. is very *intentional* and takes *consistent* effort. The C.O.W. is very *closely related* to the strategic plan mentioned above, as it is a part of the *culture* of the club. The culture of the club is affected by the staff selection and training process and determines whom you are *willing* to bring on board or *not* bring on board and how you train them to *deliver* the mission, and genuinely *live* the culture of the club. This also reflects the previous point of differentiation.

2. In determining what will create a successful outcome and therefore a successful relationship, I assess how *ready* the club operator is to *make changes*. Through discussion, I typically find one of three things:

A. A client is *truly ready* to champion change.

B. A client is *simply wanting* a speaker to reinforce their message and/or 3.) a client is *trying to make a statement* to staff by bringing a speaker in with *no intention* of following through on anything that was presented. The *most successful* relationships typically are found in the first point that supports change.

What makes the relationship *successful* equates to *clarity* of the *outcome, clarity* of the *consequence*, if the outcome is not realized and *clarity* on *how to follow through* on all the elements of the training or consultation. This is a process of *determining* these factors prior to the visit and *documenting* them so all parties are clear. Once this is done, I begin my research and preparation for the onsite visit, which includes an in-depth survey about the club

or company as well as telephone conversations with 6 – 12 staff *prior* to my visit, to ensure that all parties are *clear, ready and excited to make some changes*.

After the onsite training or consulting, I provide the client with a *written summary of observations and recommendations* on staff, process, issues, facility and anything that will make their operations *better* and their offering more *valuable* to the Members.

3. I provide the following services to my clients: *Marketing* which includes *strategic planning and branding to create differentiation* in the marketplace, as well as *tactical marketing* to create more traffic to create more sales.

4. A successful consulting assignment is when the client feels that they *received more* than the defined outcomes. **Con-**

tact Karen Woodard-Chavez at: (303) 417.0653.



John Brown

**John Brown
 Founder & President
 Pro Club Management, Inc.**

(See Best of... page 18)

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1. "I believe the number one thing is to honestly evaluate/re-evaluate all the operational aspects of your club to first, ensure you can sustain whatever current level of success you are having for the foreseeable future. Secondly, to make an objective evaluation on how you are performing and develop a clear "action plan", with the specific and intrinsic goals you want or need to accomplish". As an actual club owner, I'm constantly asking myself, are we actually performing as well as we can? My answer usually is "NO"; I'm never really satisfied with anything. My mentality on this has served me well over the years, always searching for ways to get better and do better. The real rewards I've found are

the "search" and the *desire* to never accept less than you are capable of".

2. First, I try to take steps in the *relationship* that set "standards" for the *performance required* in the relationship. As an example, I don't work *eight (8)* hour days. I work as much or more than is required, especially, when I'm "on site" with the owner. There are a few people who can "out think" me, but there is *no* one that can beat me by "out working" me. A "good" client is someone who is *open and willing to think differently and learn*. That requires that they be *mature* enough to move their ego out of the way. I *really enjoy working with people* who want to be "extraordinary" at what they do. There's a big difference between *confidence* and *pride*. I have total confidence and belief

in myself and what I can do. I attempt to help all my clients by taking the position: and asking the question: "What would I do if it was my money?" Since I have owned clubs and still do, I can understand "where the owner is coming from", because I do understand from wearing his shoes everyday.

3. 75-80 % of my consulting work comes in the "production" or "sales" arena. This is a business where "money solves most problems". Sales, training, systems, monitoring and management are my primary focuses, but I do many other things for club developers and owners, including business plans, management and marketing planning. But almost everyone I work with uses us to successfully design and develop their sales and revenue streams. I hope I've left all my clients

"much better off than when I found them". I know I have been instrumental in "saving" clubs and individual's financial futures. I'm also confident, especially when I start working with them from the ground up, that I have *set many clubs up for current and future continued success*. I also have been able, in most cases, to find "answers" or "solutions" for *club people's problems*. My goal is to *always improve the quality of the client's club business life and to always be someone they will continue to trust and work with in the future*.

4. I would define a successful consulting assignment in several ways. One, that I do a *good enough job that I work myself out of a job*. I want clients to take whatever I give them and "do it". I want them to be very able to "do it", whether I'm around or not. Second, I believe a successful consulting assignment is one that *reoccurs over a period of years*, not just for a short time. It's *successful*, when those who have *relied on me in the past*, still think enough of me to *seek my advice* again and again. **Contact John Brown of Professional Club Management at: (281) 894.7909.**

ity improvements, equipment, marketing and programs will be minimal at best.

Invest in your staff through *better hiring practices*, performance based compensation, training and development. Then *manage the experience and the relationships* with your members, vendors, community and industry networks.

2. We start by **articulating business goals to help uncover any challenges**. Sometimes clients have a **hard time defining "done"**. We ask questions, and conduct an **in depth analysis of the current vs. desired performance state**. Our work is a **results-based partnership**. Requirements for successful partnerships include:

- Embracing mutual goals;
- Desire and readiness level to change;
- Clear communication channels;
- Trust in each other and the information/process;
- Shared values, integrity;
- Shared knowledge and commitment.

Our clients that benefit most from our services also participate in ongoing quarterly training, reserved for a limited number of selected clubs. We support the training with *take home assignments* at the club level, and *consistent phone and email follow-up* for accountability to help support the change driven by the training.

Our goal is to give clubs what they need to be successful, and then to let them run with it. We continue ongoing communication with a client even after a project is completed and send to them vital information that may provide some benefit to their business.

3. Club and Spa Synergy Group (CSSG) helps to deliver **bottom line results** for existing clubs and spas, or those under development. Our team of **nationally recognized industry specialists** have provided turn key solutions for individual departments, with proven performance in hundreds of selected facilities worldwide. This collective experience affords us the ability to help owners and operators **make critical decisions that will save time and money**.

Our strengths are in *defining the problem statement, determining the performance gap analysis, providing solution* (See Best of... page 19)

"NUTRITION BAR OF THE YEAR"

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Bonnie Patrick Mattalian

Bonnie Patrick Mattalian
 Partner, Club and Spa Synergy Group

Those clubs that make a concentrated effort to know their members and create experiences to enhance the value of that relationship will likely thrive. It's time to start looking under the hood of your club to define new business goals and to figure out what the tie-in is to staff performance.

1. **If your staff is not consistently performing at their peak, the ROI on facil-**