

# health club management

OCTOBER 2013 No 207



Health Club Management  
is IHRS's European  
Strategic Media Partner

INTERVIEW

## EVO FITNESS

Putting IT and PT at the heart of the business

ON THE COVER  
Bård Windingstad and  
Peter Byman of Evo Fitness

Click here to subscribe  
to the print edition

[www.healthclubmanagement.co.uk/subs](http://www.healthclubmanagement.co.uk/subs)

EVERYONE'S TALKING ABOUT...

## GOING GLOBAL

CAN FITNESS BRANDS BE SCALED GLOBALLY?

## WHAT'S IN A NAME?

The impact of brand on  
member retention

## Specialist VS Generalist

How should full-service clubs  
respond to the microgyms?



**It's arrived.**

**Call 0115 777 3333 or email [myzoneuk@cfm.net](mailto:myzoneuk@cfm.net) today**

# Rebranding exercise

## Subscriptions

Denise Adams  
+44 (0)1462 471930

Circulation manager  
Michael Emmerson  
+44 (0)1462 471932

Editor  
Kate Cracknell  
+44 (0)1462 471906

Editorial director  
Liz Terry  
+44 (0)1462 431385

Assistant editor  
Katie Barnes  
+44 (0)1462 471925

News editor  
Tom Walker  
+44 (0)1462 471934

News desk  
Aoife Dowling  
+44 (0)1462 471938

Product editor  
Kate Corney  
+44 (0)1462 471927

Designer  
Clara Nicoll  
+44 (0)1767 769645

Web team  
Dean Fox  
+44 (0)1462 471900

Emma Harris  
+44 (0)1462 471921

Tim Nash  
+44 (0)1462 471917

Michael Paramore  
+44 (0)1462 471926

Publisher  
Jan Williams  
+44 (0)1462 471909

Sales  
John Challinor  
+44 (0)1202 742968

Astrid Ros  
+44 (0)1462 471911

Julie Badrick  
+44 (0)1462 471919

Financial administrator  
Denise Adams  
+44 (0)1462 471930

Credit controller  
Rebekah Scott  
+44 (0)1462 733477



**Y**our members are more likely to stick with their exercise routines and remain in membership if they have tangible, immediate reasons for being physically active.

This is the conclusion of a year-long study into the exercise habits of 226 healthy women aged 40–60, which found that activity levels

were notably different depending on why they claimed to be exercising. Led by Michelle Segar ([michellesegar.com](http://michellesegar.com)), the study was published in the *International Journal of Behavioral Nutrition and Physical Activity*.

Even though all research subjects equally valued their own personal goals, some exercised far more than others. The most exciting finding was that those whose goals related to enhanced quality of daily life –

Those whose goals related to enhanced quality of life exercised 34 per cent more than those with weight/appearance goals

lower stress, better sleep, increased vitality and so on – exercised 34 per cent more than those with weight/appearance goals. They also exercised 25 per cent more than those with 'current health' goals such as lowering cholesterol, and 15 per cent more than those with healthy ageing goals.

"Immediate payoffs motivate behaviour better than distant goals," concludes the report. Although some members might be willing to delay gratification in pursuit of a longer-term goal, for many people behaviour change will be brought about most effectively by more instant reward.

**Kate Cracknell, editor** - [katecracknell@leisuremedia.com](mailto:katecracknell@leisuremedia.com) / twitter: @HealthClubKate  
To share your thoughts on this topic, visit [www.healthclubmanagement.co.uk/blog](http://www.healthclubmanagement.co.uk/blog)

While the goals studied in the report were specific to that group of mid-life women, the principles are transferable: there are many reasons to exercise, and those most often quoted won't necessarily be the ones that translate into sustained activity. The key question is: do you spend enough time investigating what really drives behaviour change among your members, and are you using these insights to inform your decision-making and marketing?

Weight loss remains a key message for many gyms, for example, while the fitness sector as a whole is increasingly promoting a health agenda. But although both these goals featured strongly in the study, Segar believes this is because the women had been 'socialised' into it by the media: they perceived them to be the key benefits of exercise simply because they had been repeatedly told they were. The problem was that these goals didn't translate into sustained participation.

Segar suggests that, if members can be 'socialised' into valuing more immediate goals, it could lead to a significant uplift in activity. She therefore proposes that exercise be 'rebranded' to focus on the goals that inspire more regular participation.

For this to happen, we need more information about what motivates a wider range of people – something Segar and her colleagues are looking into. The next step will be changing the way we market exercise, so we 'socialise' existing and potential members with different perceptions of what it delivers and encourage them to adopt goals that have been proven to drive more regular, sustained participation. We'll also need to measure and analyse the impact of these changes.

This is a huge project, but if – as Segar's initial research suggests – the difference in activity levels can be as much as 34 per cent, it's a venture worth undertaking.



Download the latest issue

# WELCOME TO HEALTH CLUB MANAGEMENT



The founders of Evo Fitness talk PT and IT p30



Are patients fit enough for surgery? p56



Harnessing the power of group exercise p48

## CONTENTS

### 03 Editor's letter

Gyms need to identify and harness the superordinate goals that really drive behaviour change in members, says Kate Cracknell

### 06 Letters

Recent media reports on exercise and lack of weight loss may have confused many people, says Rod Hill of Anytime Fitness Iberia

### 08 News round-up

DLL responds to cut-price sale, and new development at Lakeside is set to feature a health club

### 16 International news

Hard Candy Fitness opens its first club in Rome, and women-only Vivafit opens a new site in Singapore

### 19 People news

Elizabeth Blair is appointed CEO of US health club chain 24 Hour Fitness

### 20 IHRSA update

Co-founder of Motionsoft, Hossein Noshirvani, considers whether industry messages on exercise are too broad for consumers to digest

### 24 ukactive update

With studies showing UK physical activity levels are dropping, it's time for a national strategy, says ukactive CEO David Stalker

### 27 Diary dates

IHRSA's annual European Congress takes place in Madrid this month, and London's Olympia plays host to The Yoga Show

### 28 Everyone's talking about... Global brands

What are the challenges faced by fitness brands looking to expand globally? Is there an ideal model for international success? We ask our panel of experts

### 30 Interview

#### Evo Fitness

Bård Windingstad and Peter Byman, founders of Evo Fitness in Norway, explain to Kate Cracknell how personal training and IT lie at the very heart of their business model

### 36 Specialist vs generalist

What will be the future of the traditional full-service club in the face of the growing microgym market? Kate Cracknell reports

### 42 What's in a name?

In the first part of a new retention series, Dr Paul Bedford takes a look at the impact of brand on member retention

### 48 Strength in numbers

Group exercise participants are loyal, attend regularly and are less price sensitive. Are clubs doing enough to harness group exercise?





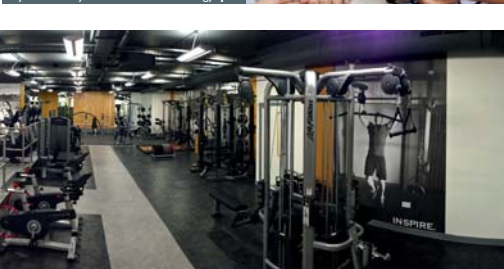
Should fitness messages be more bite-sized? p20



Physical activity 'needs a national strategy' p24



Train like a pro at London's City Athletic club p64



## READER SERVICES

### 52 Joe Pine & Jim Gilmore

Fifteen years after penning *The Experience Economy*, Pine and Gilmore are still inspiring businesses to create original and memorable customer experiences

### 56 Fit for surgery?

Fitness levels, not age, should be used to determine whether older people should undergo surgery, according to a new study

### 58 The fraud squad

Is everyone who's using your club a fully paid-up member? Our panel of experts discuss the software systems that can help gyms prevent membership fraud

### 64 Train like a champion

Nicole Hearn pays a visit to London-based City Athletic, which offers its members the opportunity to train like elite athletes

### 68 The only way is up

Professors Alfredo Brillembourg and Hubert Klumpner of Urban-Think Tank talk to Kate Cracknell about their revolutionary and socially cohesive Vertical Gym concept

### 74 Fitness-kit.net special Consoles

Kate Corney rounds up some of the latest console-based technology, designed to motivate and entertain members as they work out

### 78 Local touch

In part four of our sporta series, we highlight some innovative projects from cultural and leisure trusts in the south-east of England

### 82 Supplier showcase

We take a look at some recent health and fitness projects from CYBEX, Safe Space Lockers and The Retention People

### Digital turning pages:

See Health Club Management online [healthclubmanagement.co.uk/digital](http://healthclubmanagement.co.uk/digital)

### News & jobs:

For jobs and news visit the Health Club Management website at [healthclubmanagement.co.uk](http://healthclubmanagement.co.uk)

### Attention buyers!

Use our search engine to find suppliers and get innovation updates [fitness-kit.net](http://fitness-kit.net)

### Subscribe:

Sign up for Health Club Management at [leisuresubs.com](http://leisuresubs.com), or call: +44 (0)1462 471915

### Buyers' guide:

For suppliers of products and services in the health club and spa markets, turn to p87



## WRITE TO REPLY



Do you have a strong opinion or disagree with somebody else's views on the industry? If so, we'd love to hear from you – email: [healthclub@leisuremedia.com](mailto:healthclub@leisuremedia.com)



PHOTO: SHUTTERSTOCK/COMWASITY KCMAL

The industry should respond quickly to confusing media reports on exercise

## We're not weight loss centres, but we help people lose weight

I was left very frustrated after watching the recent BBC documentary *The Men Who Made Us Thin*.

First of all, I felt the reporter seemed to have it in for the gym business in this very one-sided, confusing report. The reporter was trying to get across the point that exercise was not at all effective as a way of losing weight or preventing obesity. Is the BBC saying that doing no exercise will in fact make you thinner? I think a response to the report by the fitness industry is needed, so we can give our side of the story.

The government on the one hand spends millions of pounds on TV ads telling us all to get more active, to help prevent us getting fatter as a nation, and then the BBC comes up with a documentary that tells us not to bother,

and that exercise doesn't work in the battle against weight loss.

As those of us in the fitness industry have realised for some time now, exercise is not the magic bullet to weight loss – of course exercise will not bring about weight loss without some control of calorific intake. However, for the vast majority of normal people working out in our clubs, their daily workout expends an important amount of calories, helping them to maintain an energy balance which in turn keeps their weight constant – which in turn helps protect their health.

No wonder the public are confused! We, as an industry, need to respond to this kind of journalism.

**Rod Hill**

Director, Anytime Fitness Iberia

## We want to live to be 90 – but how do we live it well?

Pew Research recently surveyed American attitudes on living to 120 and beyond, and found that 69 per cent of respondents wanted to live until somewhere between 79 and 100 years of age; 90 was the median ideal life span.

If that's the case, we must change the way we age to extend our years of healthy life. But how? My tips are as follows:

**Anticipate success:** Research has shown that people who think positively about getting older may live as much as 7.5 years longer than those who view this stage of life negatively.

**Identify an activity or connection** that sparks your enthusiasm and make it your lifeline. Keep learning: explore a new area of knowledge or learn a new type of physical activity. And volunteer: research shows that volunteers have higher levels of wellbeing and life satisfaction than non-volunteers.

Eat a balanced diet and attain/maintain a normal weight, and stay physically active. If you feel depressed or lacking in energy, talk to your doctor – don't let apathy or lethargy drag you down. In many instances, exercising and eating right can help change your mood.

Most of all, emphasise the positive and don't let your age, or anyone, deter you.

**Colin Milner**  
CEO, ICAA



PHOTO: SHUTTERSTOCK/COMWASITY KCMAL

**Exercise can play a key role in helping us live healthier, longer lives**

"Poitier University,  
France study ranked  
Taraflex® 1st"



# OFFICIALLY the SAFEST SPORTS FLOOR on the MARKET

LIMITED OFFER FOR AUTUMN 2013 – Book a Site Survey Now!

**T**araflex® Sports M 'Comfort' has been ranked the safest in Europe, following an empirical study by Poitiers University, France. A number of different sports surfaces were tested including timber and synthetic composites. The tests, replicated adult and child falls with impact injury to head and also the elbow and the results registered on a protection index.

There are two additional benefits of the Taraflex® Sport M Comfort 12mm. Firstly the surface can be installed in a new build without the requirement for surface damp proof membranes when moisture is present. Furthermore Sport M 12mm can also be used in refurbishment projects by simply overlaying the existing sports floor with new Taraflex® Sport M, this saves time and money and also minimises the environmental impact.

In celebration of the Poitier study findings and Gerflor's continuing

Schedule	Sports Floor Replacement	Sports Floor Overlay	Sports Floor Overlay with TLS
Uplift Existing Floor	£ 4,800	-	-
Disposal of waste	£ 1,650	-	-
Preparation of Sub Floor	£ 4,200	-	-
Installation of Taraflex Sport M 12mm	£ 40,120	£ 40,120	£30,000
Line Marking	£ 2,500	£ 2,500	£ 2,500
<b>TOTAL</b>	<b>£ 55,270</b>	<b>£ 42,620</b>	<b>£ 32,500</b>

\* For illustration purposes. Based on 5945sqm Hall with current surface of composite block. Please enquire for full written quotation.

commitment to community sport we are operating a Taraflex® Legacy Scheme (TLS). A discount is offered against material for refurbishment sites. See the table for quotation example.

Taraflex® sports floors have been manufactured since 1947 and offer a number of user and operator benefits including user safety and comfort and ease of maintenance. Taraflex® is an 'Approved' surface by many national and international governing bodies of sport.



"Taraflex® offers protection for some of the worlds toughest elite athletes"

**Call or email now to take advantage of our  
FREE SPECIFICATION ADVISORY SERVICE.**

**Darren Wood** – Sports Manager on 07836 366579 or [dwood@gerflor.com](mailto:dwood@gerflor.com)

**David Carter** – Sports Specialist on 07850 217290 or [dcarter@gerflor.com](mailto:dcarter@gerflor.com)

Visit [www.gerflor.co.uk](http://www.gerflor.co.uk) for further information

**Gerflor**  
the flooring group

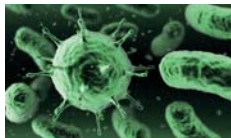
## Vigorous exercise could cut epilepsy risk, says study

Men who vigorously exercise as young adults could reduce their risk of developing epilepsy in later life, according to a new study published in *Neurology*, the journal of the American Academy of Neurology.

As part of the study, 1.17 million Swedish men were given tests to measure their CV fitness when they enlisted for military service aged 18. They were then tested for epilepsy an average of 25 years afterwards. After follow-up checks, 6,796 of the men were diagnosed with having epilepsy.

Results showed that men who had a high level of fitness were 79 per cent less likely to develop the neurological condition than those with low levels of fitness.

*Details: <http://lei.sr?a=X4t5d>*



Bacteria could be used to help cut obesity levels

## Bacteria in the gut could be the key to solving obesity

Bacteria in the human gut could play a vital role in determining who is obese and who is lean, leading to the possibility of creating new treatments to fight obesity, according to a study published in the journal *Science*.

The study investigated the effect of gut microbiome on obesity from influences such as genes, diet and exercise, and scientists believe specific bacteria may be able to help people who are obese or are predisposed to obesity. *Details: <http://lei.sr?a=Y199y>*

## Moderate depression could be cured by doing exercise

Exercise could help to reduce moderate symptoms of depression, according to a review published in *The Cochrane Library*.

The updated systematic review, which was conducted by UK researchers, was analysed the Cochrane Depression, Anxiety and Neurosis Review Group's Controlled Trials Register (CCDANCTR).

It found that exercise showed moderate success in the alleviation of depression, with exercise proving just as effective as psychological therapy or taking anti-depressants. *Details: <http://lei.sr?a=B6Vgw>*

## DLL responds to cut-price sale

David Lloyd Leisure (DLL) has responded to comments about the change in the value of the business following its recent sale to private equity group TDR Capital.

Although the terms of the deal weren't disclosed, it's thought DLL was sold by London & Regional and joint shareholder Caird Capital for around £750m. The sale comes six years after London & Regional joined up with HBOS to pay Whitbread £925m for DLL.

A spokesperson told *Health Club Management*:

"We're obviously in a different climate for financial deals from 2007, with different multiples applying. DLL was bought by London & Regional on a EBITDA multiple of over 13 – you'd never see that today unless you were a tech company."

David Lloyd says it has performed well over the last five years: EBITDA has improved from £77m in 2007 to £90m for the last full financial year, while the number of sites has increased



Scott Lloyd remains CEO of the 94-club David Lloyd Leisure estate

from 78 in the UK and nine overseas – a total of 87 clubs in 2007 – to 81 clubs in the UK and 10 overseas, with three new David Lloyd Studios – a total of 94 sites today, with membership standing at 440,000. Net debt has been reduced and now stands at £620m against £800m in 2007.

The new owner plans to inject new investment to upgrade clubs and focus on domestic and international expansion.

*Details: <http://lei.sr?a=Z5p4G>*

## OFT demands better rights for consumers

Health and fitness club operators LA Fitness and Dave Whelan Sports (DWS), and gym management company Harlands Group, have agreed to give consumers better cancellation rights and make their contract terms more transparent after an OFT investigation.

This follows an agreement earlier this year by Bannatyne Fitness, David Lloyd Leisure and Fitness First to change their contract terms.

The OFT is also writing to 20 other health and fitness operators, highlighting contract terms and commercial practices which may be considered unfair and advising them to review their contract terms.

The undertakings to the OFT from LA Fitness, DWS and Harlands Group include extended rights for members to cancel their



The OFT is writing to 20 health and fitness clubs regarding contracts

contracts early should their circumstances change; a commitment not to describe membership as being of a fixed duration if the contract automatically continues on a rolling basis; and greater transparency about key membership features to be provided upfront. *Details: <http://lei.sr?a=M9A6W>*

## Exercise after referral more likely with older people

Older patients and those with heart conditions are more likely to take up and complete exercise on referral programmes than younger or obese patients, according to a new UK study.

Conducted by researchers from the University of Northumbria, the study observed

2,233 patients who took part in exercise referral schemes across Northumberland. Their observations found that older age was a strong predictor in determining who took up exercise and who adhered to it. *Details: <http://lei.sr?a=M9A6W>*

Edited by Tom Anstey. Email: tomanstey@leisuremedia.com

## Health Club Awards winners announced

The third annual Health Club Awards ceremony, in partnership with *Health Club Management*, took place at LIW.

The awards are unique, with members rating their club on the quality of facilities, customer service and value for money. This year, 400 entries came from a mixture of small independents, public leisure centres, hotel clubs and some of the best known brands in the industry, with a total of 40,000 members voting.

In the regions, entrants were split into Budget, Mid Market and Premium categories, ensuring clubs competed with their peers. Winners included Fit4less Dundee, which took gold for Best Budget Club Scotland, and Xercise4Less, which won two golds in the budget category in North West and Yorkshire. The regional Premium categories were dominated by LivingWell, which won gold in seven of the 14 regions.

Fitness4Less also enjoyed success in the national categories, with golds for Best Budget



TV personality Mark Durden-Smith presented the awards

and Best Medium Chain, while Sandwell Leisure Trust won the Best Small Chain and Everyone Active took the Best National Chain crown for the second year running.

For a full list of winners, see <http://lei.sr?a=tsm80>. A full report on the awards will be available in the next issue of *HCM*.

To find out more about the Health Club Awards, and to sign up for 2014, please visit [www.healthcluboftheyearawards.co.uk](http://www.healthcluboftheyearawards.co.uk)

## Xercise4Less receives £5m cash injection

Low cost gym chain Xercise4Less has received a £5m investment to support the group's plans to grow to 100+ sites across the country.

BGF, an independent company established to help the UK's growing businesses, will provide capital to support the group's ambition to have the new projects established over the next five years.

Xercise4Less was launched in Yorkshire in 2006, by former rugby player turned fitness club operator Jon Wright.

Wright says: "BGF's funding will give us the financial and operational facilities to continue our expansion. The Xercise4Less concept is growing because we believe that a budget gym shouldn't offer a budget experience. Cost remains a major issue for many consumers today.



Growth plans: Xercise4Less will roll out new sites across the UK

"The facilities we offer, and the price at which we offer them, continue to attract a large tranche of new consumers into the market."

Existing Xercise4Less sites are predominantly located in the north of England, but plans going forward are to roll out nationwide. Details: <http://lei.sr?a=g4j6A>

## David Cameron gives Instructability Big Society Award

Instructability – the programme created by spinal cord injury charity Aspire and YMCAfit to provide fitness industry training for people with disabilities – has been given a Big Society Award from the Prime Minister David Cameron.

The programme offers participants the opportunity to gain a Level 2 gym instructor qualification and, so far, successful graduates have involved people with spinal cord injury, spina bifida, cerebral palsy, limb loss and depression. Details: <http://lei.sr?a=g2n6r>

## CIMSPA business review gathers pace

A business review of The Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) is gathering pace, with a number of insights already being drawn from the three-month process.

CIMSPA trustee David Stalker says: "High numbers of individuals and organisations have come forward offering opinions, ideas and support for the institute. I have no doubt that should this support continue, it will flourish."

Following introductory and group meetings, the review of CIMSPA – the professional development body for the UK's sport and physical activity sector – will now enter the electronic consultation phase before a final revision.

So far, CIMSPA has learned that the institute must ensure it develops quality management training and that it should act as a badge of quality.

The institute has also been encouraged to empower the regions, and it's been suggested CIMSPA should support people at the start of their career, through the provision of a career pathway. Details: <http://lei.sr?a=c4q2m>



Tweddle won a bronze medal at the 2012 Olympics

## Beth Tweddle launches kids gymnastic programme

Olympic bronze medallist and triple world gymnastics champion Beth Tweddle has launched a new gymnastics programme targeted at young children.

Gym Stars is being delivered through Total Gymnastics, an organisation Tweddle formed with fellow Olympic bronze medallist Steve Parry in 2009. It develops gymnastic academies around the country, in partnership with schools and leisure providers. Currently, 650 two- to 11-year-olds are on the academy programme.

Tweddle says she wants to give every child the chance to try gymnastics at a recreational level. Gym Stars is aimed at two- to eight-year-olds to develop basic gymnastic skills. Details: <http://lei.sr?a=e4N6r>





# WHAT'S SHAKIN' IN YOUR CLUB AT 1 PM?

**PACK YOUR CLUB WITH A  
BOOMING COMMUNITY  
DURING OFF-HOURS**

Active older adults want excitement, camaraderie and healthy activities as part of their weekly schedule. The Zumba Gold® program gives them just that with exciting world rhythms and easy-to-follow moves at just the right pace. It also creates bonds and friendships that keep members coming back. And it's a great way for clubs to fill up classes during slower late morning and early afternoon hours. Add Zumba Gold classes to your schedule and turn active older adults into a growing (and groovin') community in your club.

**BRING THE ZUMBA GOLD® PROGRAM TO YOUR FACILITY:**

**[zumba.com/gold](http://zumba.com/gold)**

[facebook.com/zumba](https://www.facebook.com/zumba) [twitter.com/zumba](https://twitter.com/zumba)

Copyright © 2012 Zumba Fitness, LLC. Zumba®, Zumba Fitness® and the Zumba Fitness logos are trademarks of Zumba Fitness, LLC.



## Dundee Uni: £450,000 upgrade

The University of Dundee has completed a £450,000 revamp of its Institute of Sport and Exercise.

The redevelopment project – which took six weeks – has included the addition of a training suite, re-flooring, re-wiring, extending network capabilities, redecoration and the installation of new equipment. The 150 capacity, 450sq m (4,800sq ft) gym offers 88 Precor stations.

"Precor's Preva networked fitness will add considerably to our programme activity and, in particular, our special population programmes in coronary rehab, diabetes and cancer," says Brian Ewing, director for the Institute of Sport.

Facilities at the university already includes two six-court indoor sports halls, two studios, a specialised combat studio, a regional



The gym offers 88 Precor stations, including Preva networked fitness

strength performance centre, three squash courts, swimming pool, sauna, treatment rooms and a BASES accredited Human Performance Centre.

Outdoor facilities include a 33-acre sports ground with changing facilities, training area, four all-weather tennis courts and a water activities centre. Details: <http://lei.sr?a=f8T4d>

## Lakeside leisure plans include health club

Intu has submitted an outline planning application to create a £100m leisure development at intu Lakeside, its shopping centre in Thurrock.

The development will create a series of outdoor spaces around a large town square, featuring a range of leisure and restaurant outlets and a hotel.

Discussions are already underway with potential tenants, including a health club, comedy venue and restaurants. Meanwhile the public spaces will host a busy events programme, including farmers' and Christmas markets, street theatre, music shows and live screenings of sporting events.

The new public spaces will link the existing shopping centre with Alexandra Lake and will



Lakeside's leisure expansion means a new health club is on the cards

include a waterfront area, including a new boardwalk and park next to the lake.

The move comes after public consultation showed 82 per cent of respondents would spend more time at the centre if additional leisure facilities were available. Details: <http://lei.sr?a=X4W6R>

## Gymtopia launch encourages gyms to help communities

A new initiative has launched to bring together inspired and inspiration from the health and fitness industry, with the aim of encouraging gyms to achieve wider-reaching social impact.

The digital storytelling platform was developed by Ray Algar of Oxygen Consulting

to capture the social impact of projects powered by gyms and gym-goers worldwide. Inspiring stories of gyms doing social good in the UK, Denmark, Italy, Brazil and Canada have already been published via Gymtopia. Details: <http://lei.sr?a=t8CzE>

**KEISER**  
THE POWER IN HUMAN PERFORMANCE

**M3 INDOOR  
CYCLE  
M5  
ELLIPTICAL  
AIR  
RESISTANCE  
RANGE**



"Keiser is definitely an industry leader in indoor bike manufacturing. We had included the M3 in our flagship facility for four years and our members love them. They simply won't accept anything else. We have tried other bikes but our members unanimously reject them. Quite simply it was too big a risk to purchase anything else."

Matthew Bunnell  
Health & Fitness  
Development Manager  
Active Stirling

Keiser UK Ltd  
0845 612 1102



@KeiserUK



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

# it's about

carrying my gym  
in my pocket



[mindbodysoftware.com](http://mindbodysoftware.com)

— classes    ■ memberships    © reports    \$ auto-billing

## Second UK club for Speedflex

The UK's second Speedflex centre opened in London at the end of September, following on from the success of the first site in Jesmond, Newcastle-upon-Tyne.

The Speedflex concept taps into the growing trend for HIT training and group exercise. Forty-five minute group circuit classes are led by a personal trainer and incorporate seven Speedflex units. The Speedflex machines automatically respond to the user's force to create appropriate resistance levels, enabling users of all ages and abilities to work out together at their own pace, while exercising multiple muscle groups simultaneously.

Equipped with a heart monitor, users can view their progress on screens, encouraging them to work out at their own maximum capacity. All users are given a health screening prior to exercise and are monitored by Speedflex physiologists.

Speedflex was developed in the US in 2009, by former professional baseball player Darren Holmes in partnership with orthopaedic surgeon Dr Jim Silliman and mechanical engineer Joe Worley. Speedflex Europe was formed in 2011 by businessman Graham Wylie, former Newcastle United and England football captain Alan Shearer, former Newcastle



The Speedflex concept has been endorsed by the likes of Alan Shearer

midfielder Rob Lee, and Newcastle FC's club physiotherapist Paul Ferris. All centres are operated on licence, with start-up costs of around £250,000.

The exercise programme is said to offer a wide range of benefits including accelerated fat loss; improved muscle tone, strength and bone density; and enhanced power and speed.

One year after opening, the first studio in Jesmond, – a 223sq m (2,400sq ft) facility – has 240 members.

Co-owner of the Jesmond club, Cath Jenkins, says member feedback has been very positive: "We could see the huge business potential, especially with the growing interest in HIT training, and hope to open additional centres in the area in the future."

Details: <http://lei.sr?a=f4j3q>



One of the two studios is now a GRAVITY Studio

## Toni's Pilates expands offering with GRAVITY

An independent pilates and 'kettlercise' club, Toni's Pilates in East Sussex, has expanded its equipment range and offering by teaming up with GRAVITY Studios.

The club, which opened in August 2010, has around 100 members on various monthly packages. Classes cater for a maximum of eight people, with one-to-one pilates reformer training also available.

Toni's has now installed a Total Gym Studio with four Total Gym GTS units. The new studio caters for small group and one-to-one PT, with around 30 per cent of members signing up for the new offerings in the first two weeks after installation.

"We have two beautifully appointed but modestly sized studios, so to turn one into a GRAVITY Studio and get so much value from one type of equipment really makes the space work hard for us," says owner Toni French.

The club also offers ballet bars, BOSU, wobble boards, fit balls, chi balls, bender balls, pilates circles and resistance bands, while foam rollers and prickly balls provide self-massage and tension release and help to reduce cellulite.

## CREATIVE BUSINESS ANSWERS THAT WILL...

**RETAIN YOUR CURRENT MEMBERS,  
ATTRACT NEW MEMBERS & GENERATE  
MORE REVENUE FOR YOUR BUSINESS.**

Visit: [www.escapefitness.com/hcmgym](http://www.escapefitness.com/hcmgym)  
Or call 0800 294 2802 for more information



The ukactive Code of Practice is a mark of quality that reflects a site's commitment to high standards of health and safety, staff training and customer care.

The Code of Practice assures:

- » Confidence in your facility
- » Alignment to the Corporate Manslaughter Act
- » Raised standards

By the end of the process every site will be up to date legally and professionally, safe in the knowledge that the needs of both staff and customers have been effectively evaluated.

For more information about the ukactive Code of Practice, contact us on [cop@ukactive.org.uk](mailto:cop@ukactive.org.uk)



More people  
More active  
More often

### PTI and NPE announce partnership

Premier Training International (PTI) and Net Profit Explosion (NPE) have announced a new partnership between the two organisations, which will see NPE become the official Business Education Partner of PTI. The partnership will see new business and marketing elements added to Premier's diploma in fitness instructing and personal training.

NPE will offer regular coaching to Premier students and graduates, as well as offering them the opportunity to take part in a programme of events which bring fitness professionals together to share best practice and teach new ideas and principles.

Premier Training specialises in producing fit-for-purpose trainers and graduates who can enter the industry at all levels. NPE specialises



As part of the deal, NPE will offer regular coaching to PTI students

in helping fitness professionals 'master the business' of the fitness industry. It aims to offer PTI students a unique skillset to help graduates of the training course to establish and drive a successful business in the sector. Details: <http://lei.sr?a=U6t5U>

### SWIM UK provides training for unemployed

Virgin Active has employed eight lifeguards at its new site in Falmer, Brighton, following free training and qualifications provided by SWIM UK.

The eight new staff – all of whom completed their Royal Life Saving Society National Pool Lifeguard Qualification for free with SWIM UK, as part of their Sporting Solutions programme – were previously receiving Job Seekers Allowance, but are now working part- or full-time within the leisure industry.

Paul Smith, MD of SWIM UK, says: "I can't think of better evidence to reflect the effectiveness of our short courses in getting people skilled and into a new career."

Formed by Smith in 1995, the company originally provided training to the staff of Brighton Swimming School to become



SWIM UK provided free training to eight lifeguards

full-time lifeguards and swimming teachers. Swim UK courses are now offered to those working within the leisure industry, schools and swimming clubs, as well as free courses to job seekers which have been introduced to help the unemployed develop careers in leisure. Details: <http://lei.sr?a=U6t5U>

### easyGym and Icon Training in apprenticeship scheme

Butd gym operator easyGym has partnered with UK training provider Icon Training.

The partnership will enable easyGym to recruit apprentices who are trained in the company's ethos and will eventually become part of the easyGym team.

The scheme gives young people support from Icon Training's Ofsted grade 1 skills

tutors, while working in an environment where progression is a high priority.

Lucy Walton, training and quality manager at easyGym, says: "Previously our training was done in-house. Working with Icon Training has taken this workload away and enabled us to take on more apprentices." Details: <http://lei.sr?a=E2A5C>

## PAVIGYM SOLUTIONS.

PAVIGYM™ products, solutions and new concepts provide key elements to fitness facilities with style, design and function which deliver the best member experience possible while optimizing the space.

PAVIGYM offers solutions that drive excitement, engagement and participation to new levels in your fitness facility.



# BRING PLAY TO YOUR CLUB.

## 3.0 THREEPOINTZERO

PAVIGYM™ 3.0: transforms flooring into equipment. Combining flooring with lights, sensors, iPad and programming, fitness facilities will gain new members, due to our progressive programming, based on Functional Training principles and using light patterns, which will provide members proven results, and will increase retention rate. Members will enjoy a much more fun training in a new, innovative and advanced way.



### CONTACT US:

#### PAVIGYM UK

Tel: +44 1223 969 870  
e-mail: [info@pavigym.com](mailto:info@pavigym.com)

[www.pavigym.com](http://www.pavigym.com)  
[www.functionalzone.com](http://www.functionalzone.com)





## Fitness First eyes up expansion in India

International health club chain Fitness First is said to be planning to expand in the Indian market, with the investment of a reported US\$3.5m over the next five years.

Fitness First India launched in 2008 and currently has six clubs in the country, with over 11,000 members, following an investment of around US\$1.6m to date. The operator is now said to be in talks with IT firms, banks and universities to expand its presence in the market.

Vikram Aditya Bhatia, MD of Fitness First India, says: "Companies have approached us to set up gyms for them. We have started with one and will be adding more in the near future."

## Qatari government invests in outdoor gyms

The Qatari government has installed exercise bikes and a range of outdoor strength equipment along the corniche in the Gulf state's capital city of Doha.

Doha corniche is a pathway by the edge of the sea that stretches for more than 6km. Equipment has been installed at various locations along the route.

The outdoor gyms are part of a strategy to combat a rapid rise in obesity in the region. The equipment has been installed in a bid to provide improved access to fitness equipment in public places, enhancing the experience for residents and visitors who use the corniche for physical activity.

The free-to-use equipment includes static apparatus such as overhead bars suitable for chin-ups, along with rowing and cycling resistance machines. Most machines offer instructions in both Arabic and English.

## Major renovation for Ontario Racquet Club

Originally opened in 1975, Ontario Racquet Club in Canada has begun work on a multi-million dollar renovation project.

The 13,940sq m (150,000sq ft), family-focused health, wellness and sports club is set within 8.5 acres of land. The renovation will include the creation of a new 25m pool with a patio area. A retractable roof designed and installed by OpenAire will make this a year-round facility.

Other developments will include additional locker and changing facilities, an expanded restaurant and dining facilities, and a dedicated pilates studio.

## Hard Candy Fitness heads to Rome

Hard Candy Fitness, the international premium fitness club chain founded by Madonna in partnership with New Evolution Ventures (NeV), is set to open its first club in Rome, Italy, this month.

The 1,210sq m (13,000sq ft) club is located just across from the historic Coliseum and will be the first of several Hard Candy Fitness locations planned for Rome. It was developed

in partnership with Dablu, one of largest networks in the Italian fitness industry.

Facilities will include yoga and group fitness studios, spaces for functional and personal training, a cycling studio on a balcony over the club's main floor, and an espresso bar.

The launch will be quickly followed by a second site in the city centre – a conversion of a 1,950sq m (21,000sq ft) Dablu Parioli club – also set to open this month.

The first of several Hard Candy Fitness clubs in Berlin was also scheduled to open at the time of going to print in September, joining the current locations in Sydney, Santiago, Mexico City, Moscow and St Petersburg.

The brand is expected to announce the opening of multiple locations this year as it continues its expansion into destination cities around the world.



The new Hard Candy club is just across from Rome's famed Coliseum

## Vivafit opens fourth site in Singapore

Women-only franchise Vivafit opened its fourth Singapore club in August.

The club adopts Vivafit's new model, which focuses on group fitness. Instead of having a circuit gym, the club offers only circuit classes in different formats, alongside Body Vibe, Sh'bam and mind-body classes focused on pilates and Body Balance.

Vivafit started expanding in Asia in 2011 and also has five units in India. In 2013, the brand's international expansion has focused on the Middle East, with four contracts already signed. The first Middle Eastern unit will open in Abu Dhabi in November.



Vivafit's new model focuses on group fitness

## One&Only to debut in Australia in 2014

Australia's luxury island resort – Hayman, Great Barrier Reef – is to undergo a multi-million dollar renovation and be relaunched as One&Only Hayman Island in April 2014. It will be One&Only's first resort in Australia.

The resort will house a One&Only Health Spa. A new beauty salon concept will be introduced adjacent to the spa, in addition to a fitness centre with a focus on personal training.

Mulpha Australia has entered into an agreement with Kerzner International Holdings – the international developer and operator of destination resorts, casinos and luxury resorts – to assume management of the

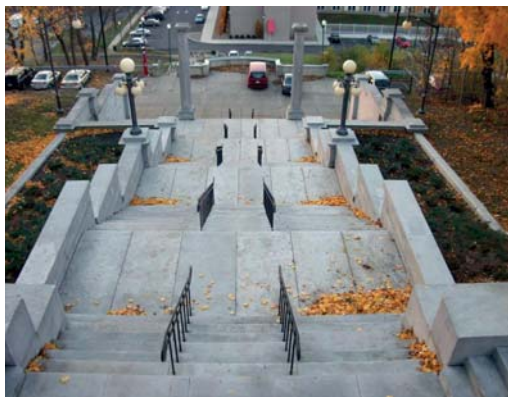
resort. Mulpha will continue to maintain full ownership of the island and the resorts.

Hayman is located on the northernmost of the Whitsunday Islands on the Great Barrier Reef, surrounded by a natural ecosystem of coral reef formations and diverse marine life. The One&Only transformation will include enhanced accommodation and new culinary options.

Brisbane-based DBI Design, in partnership with the Kerzner International Development Team, has been engaged for the interior design and landscape architecture for the resort's transformation.



## Architecture vs obesity in NYC



New York's first Center for Active Design will seek to create greater movement in buildings and outdoors

New York City officials are tackling obesity in the city by setting up the first Center for Active Design, as well as announcing new legislation that will change the way construction and renovation projects are approached.

The centre was launched in July as part of a series of initiatives promoting physical activity through the design of buildings and public spaces, countering architects' tendency to value convenience over health and physical activity. The non-profit organisation will promote these changes in a bid to fight obesity and related chronic diseases.

New York City mayor Michael Bloomberg also announced an executive order requiring all city agencies to use active design strategies in future construction or major renovation

projects. Alongside this, he announced two pieces of legislation to promote stairway access in all buildings, making them more visible in order to encourage use.

The new organisation will adhere to four key concepts: encouraging greater physical movement for users within buildings; supporting a safe and vibrant environment for pedestrians and cyclists, with more inviting streetscapes; improving access to nutritious foods in communities that need them the most; and shaping play and activity spaces for people of different ages, interests and abilities.

The mayor made the announcement at The New School, which is using active design principles in the construction of its new University Center on Fifth Avenue.

## Expanded facilities for Sydney university

Sydney University in Australia has opened a new A\$15m extension to its Sports & Aquatic Centre, comprising a new sports hall and fitness facilities.

The new sports hall offers badminton, indoor football/futsal, netball and basketball, as well as a permanent grandstand and broadcast facilities.

In the fitness suite, new cardio and strength equipment is set within expanded cardio, weights and stretching rooms. There's also an enlarged group exercise studio, plus boxing and dojo rooms. Other facilities include a 50m indoor pool, tennis and squash courts.

As well as acting as an elite sport facility, Sydney Uni Sport & Fitness (SUSF) is also available for community use.

SUSF also operates the Arena Sports Centre in nearby Camperdown. Its two sites combined now offer facilities including 70 stations of Life Fitness cardio equipment, 70 group exercise classes a week in a studio with a capacity of 70 attendees, and six tennis courts for hire.

A number of short courses are on offer, including dance, fencing and scuba diving. Lunchtime 'Social Sport' competitions are also complemented by school holiday camps throughout the year.



## UNLIMITED

- Training Variety
- Group Potential
- Configurations

01494 769 222  
[physicalcompany.co.uk](http://physicalcompany.co.uk)



# WE ARE DELIGHTED TO PRESENT THE JUDGING PANEL FOR THE 2014 AWARDS...



IN PARTNERSHIP WITH

**health club**  
management



## ...50,000 HEALTH CLUB MEMBERS

This year 40,000 members voted and with more clubs taking part every year we expect our 'judging panel' to be even bigger in 2014!

Make sure your customers get the chance to vote. The awards are open to all private health clubs, gyms, leisure centres and hotel run sites.

Visit [www.healthclubawards.co.uk](http://www.healthclubawards.co.uk) today and sign up for **FREE!**

## PEOPLE NEWS

### Sport England trio retain positions

Maria Miller, the secretary of state for Culture, Media and Sport, has reappointed Clare Connor, Hanif Malik and Peter Rowley for second one-year terms as members of the Sport England board.

Connor, a former England cricket team captain, is currently head of England Women's Cricket at the England & Wales Cricket Board.

In 2008, Connor was made a non-executive director of Sussex CCC and the following year became the first female member to sit on the International Cricket Council's Cricket Committee. Connor was awarded an MBE in June 2004 and an OBE in February 2006, along with the men's Ashes team.

Malik is the CEO of the Hamara Healthy Living Centre in Leeds and is a strong advocate for the third sector to provide individuals and community organisations with opportunities to play more sport and achieve excellence. Malik has also served on a number of strategic boards at a local and regional level.

Rowley currently holds the role of regional champion for community sport in the North



Clare Connor will remain on the Sport England board

East and holds a portfolio of non-executive appointments in community, public and private organisations. Rowley has developed strong associations with grassroots sports through his role as leader of a community-based financial institution.

The trio's terms will run until 7 September 2014. Details: <http://lei.sr?a=Z6h2A>

### Blair appointed CEO of 24 Hour Fitness health clubs

Elizabeth Blair has become president and CEO of US health club operator 24 Hour Fitness, taking over from Carl Liebert III.

Formerly the executive vice president, chief strategy officer and general counsel, she joined the company – which has more than 400 locations and four million members – in February.

"We are all excited that she has agreed to serve as chief executive officer, as we continue to grow 24 Hour Fitness as a dominant player in the health club industry in the United States," says 24 Hour Fitness chair Kathleen Broderick. Details: <http://lei.sr?a=v9W5d>



A David Barton Gym in Miami, Florida, US

### Kavanaugh named David Barton Gym president

Kevin Kavanaugh has been named the new president of David Barton Gym in the US, following the departure of founder David Barton from the company.

Kavanaugh has been with the company for 14 years and previously served as executive vice president in charge of operations. "There is no-one who knows this company more thoroughly than Kevin, who is respected more by our staff, or who has a stronger commitment to our organisation," says David Barton Gym CEO Howard Brodsky.

### Owen made permanent secretary for DCMS

The DCMS has appointed Sue Owen in the role of its new permanent secretary.

Owen is currently director general, strategy at the Department for Work and Pensions and has previously worked at the Department for International Development, the Treasury and the British Embassy in Washington.

"It's a great honour to be asked to lead the DCMS," says Owen. "The department has a big and exciting agenda to help Britain's arts, sport, media, creative and tourism industries contribute to economic growth and quality of life, boosted by its responsibility for a society of tolerant diversity."

Owen took up the role at the beginning of October, taking over from Jonathan Stephens.



Owen started her new role at the beginning of October

As director general of strategy for the Department for Work and Pensions, Owen was in charge of welfare reform, pensions reform and social justice. Details: <http://lei.sr?a=R5h9U>



## "HEROIC MARKETING SUPPORT"

### Meet Will, the Absolutely Fitness Superhero!

If you need a marketing agency to always be there in your hour of need, then speak to Hattrick.

From heroic brand designs, to super sales promotions, everything you need from a marketing agency to help your business come out a winner!

**hattrick**  
marketing

**GET IN TOUCH**  
0870 609 3216

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



## Why you should think small

• Hossein Noshirvani • Co-founder and executive vice president • Motionsoft

I read an interesting article recently on why people think/act the way they do. Specifically, the article reported on the efforts of a group of researchers who wanted to see if they could get a bunch of college students to eat healthier lunches. The researchers divided the students into two groups and tested different messages.

The first message was big and audacious, with posters designed to put up all over campus explaining to the students how healthy decisions today would lead to a better quality of life.

The second message was simpler, with the researchers proposing to write: "Make better lunch decisions," on students' lunch trays.

Prior to the research actually being carried out, the messages were shown to a range of people. Everyone interviewed declared the first message to be the winner. It was bigger, smarter and spoke to the human desire to achieve. Meanwhile everyone who saw the new and 'improved' trays thought they were crass and ineffective.

Then the researchers put it to the test. The 'big' message was rolled out on one campus, the tray message on another. Guess what? Those who had the message on their trays ate 25 per cent fewer calories, and when they went home to eat dinner, they continued to make smarter eating decisions.



In a study among US students, simple messages were most effective in prompting healthier lunch choices

What does this have to do with our industry? My theory is that we're positioning ourselves incorrectly. We have more clubs that are more affordable and more convenient than ever. Yet the total number of people who exercise, as a percentage of the population, hasn't really changed.

I'd argue that it's our message. Let's get real for a second. When I read that exercise will make me healthier and happier, I have

no idea what that actually means. It's too big. There's no immediacy.

However, if I saw something that said: "Work out today so you can eat a bigger dinner without having to buy larger clothes" – that speaks to me. What I'm saying is, it's okay to think globally (big), but you should act locally (small).

The full article is available to read at <http://lei.s7a=A5w1m>

## Ask the experts: Targeting different demographics through mass marketing

*What are the best ways to target different demographics and mass market to them more effectively? Tracey Bourdon, head marketing coach for Susan K Bailey Marketing & Design, offers her insight on this topic:*



"First, solicit the help of a full-service marketing agency that can identify where your current members reside and the demographic profile of those neighbourhoods. This should help you identify 'like' populations that would be good prospects for club membership.

"Second, ask for a search of local residents who meet whatever demographic profile you determine is a great target – for example, homes with children aged five

to 13 years, or women in the household with incomes over US\$70,000. This is invaluable information, as it allows you to precisely market to only those households that meet your criteria.

"Finally, use a variety of marketing tools such as email, guerilla material, Facebook and other social media to spread the word about your promotions and programming. Engage your members in sharing the word about your club and leverage the power of your happy members. Testimonials are still the best form of advertising.

"Always keep in mind that people don't buy fitness. People buy what fitness can do for them. Your advertising must appeal to a need or desire."

Read more answers to this question at [www.ihrsa.org/industryleader](http://www.ihrsa.org/industryleader)



Leverage the marketing power of happy members

## A vision of the future at canfitpro

In August, the 20th anniversary canfitpro International Fitness and Club Business Conference and Trade Show took place at the Toronto Convention Centre, Canada.

During the event, keynote speaker Jillian Michaels inspired the approximately 7,000 attendees – predominantly fitness instructors – in her keynote session.

Meanwhile, a panel of industry leaders looked through the 'fitness industry crystal ball'. The panel comprised Rod MacDonald, vice president of canfitpro; Jane Riddell, COO of GoodLife Fitness; Lynne Brick, co-owner of Brick Bodies; Beth Shaw, president of YogaFit Training Systems; Nigel Champion, executive director of the Australian Fitness Network; Geoff Dyer, CEO of AussieFit; David Hardy, president of the Fitness Industry Council of Canada; Dr David Patchell-Evans, CEO of GoodLife Fitness; and Melissa Rodriguez, IHRSA's senior research manager.

The panel shared best practices, described the successes that brought them to where they are today, and offered a glimpse of their vision for the future as it relates to the health club industry. Dyer predicted that in the future: "Health clubs will simplify the sales experience." He expects that sales teams will be reduced, more people will join online and via kiosks in clubs, and clubs will offer money-back guarantees and make it easier to cancel a contract.



canfitpro in Toronto attracted 7,000 delegates

Founded in 1993, canfitpro is the largest provider of education in the Canadian fitness industry, and also organises conferences and trade shows. It has over 85,000 members, including some of the world's finest fitness professionals, health club operators, industry suppliers and fitness consumers. Next year's event will take place on 6–10 August.

## Community service award: applications open

IHRSA is seeking your nominations for the 2014 Outstanding Community Service Award.

This award is presented to an IHRSA member who has made a longstanding commitment to making a difference in, and beyond, their community. It will be presented in March at IHRSA's 33rd Annual International Convention & Trade Show in San Diego, California.

The deadline for entries is 15 November. For an application form and to view a video from last year's winner, log on to [www.ihrsa.org/awards](http://www.ihrsa.org/awards)

## Free mobile app for Congress delegates



Those attending the 13th Annual IHRSA European Congress in Madrid this month are recommended to download the IHRSA App to their mobile devices before the event begins.

The free IHRSA App allows users to view the real-time event schedule, plan their daily agendas, and network with other attendees and speakers.

IHRSA App features that are not specific to the Congress include an industry job search, access to the digital edition of *Club Business International*, alerts on breaking industry news, and much more. Log on to [www.ihrsa.org/app](http://www.ihrsa.org/app) for details.

## Events diary

Visit [www.ihrsa.org/calendar](http://www.ihrsa.org/calendar)

### 10 October 2013

Booming Opportunity: Servicing the Health & Fitness Needs of Older Adults (Webinar)

### 17–20 October 2013

13th Annual IHRSA European Congress – Madrid, Spain

### 12–15 November 2013

ChinaFit / IHRSA China Management Forum – Nanjing, China

### 12–15 March 2014

IHRSA 2014: The Annual International Convention and Trade Show – San Diego, California, US

## Cardiac arrest – location counts

Machines to restart a heart in cardiac arrest are often required by law in fitness clubs, but a new study found that people's hearts more commonly stop in places that are home to alternative forms of exercise.

Researchers at the University of Wisconsin School of Medicine and Public Health, in the US, found the employees of indoor tennis facilities, ice arenas and bowling alleys in and around Seattle were more likely to have to respond to someone in cardiac arrest, compared to those working at health clubs and fitness centres.

The researchers found that, on average, a health and fitness club's employees can expect to respond to one cardiac arrest every 42 years. That compares to one case every 11 years at a tennis facility, one case every 13 years at an ice arena, and one case every 27 years in a bowling alley.

## About IHRSA

Founded in 1981, the International Health, Racquet & Sportsclub Association is the only global trade association, representing more than 10,000 health and fitness facilities and suppliers worldwide.

To learn how IHRSA can help your business thrive, visit [www.ihrsa.org](http://www.ihrsa.org)  
Locate a quality IHRSA club at [www.healthclubs.com](http://www.healthclubs.com)



# Predicting member drop-out

New IHRSA report helps clubs predict cancellation risk. Kristen Walsh provides an overview

**W**hat's the danger in having detractors among your membership base? Plenty, as it turns out, as this is closely linked to high member attrition – a threat to any health club's bottom line.

'Detractor' is the label used by the Net Promoter Score (NPS) system to classify those who – in response to the question 'on a scale of one to 10, how likely are you to recommend this club to a friend, family member or colleague?' – give a score of between nought and six. These are unhappy customers who can damage your brand and impede growth through negative word of mouth. They are not only unlikely to recommend their club, but may actually discourage others from joining.

But the negative impact doesn't stop there: detractors are, perhaps unsurprisingly, also more likely to quit their membership. But how much more likely?

## New report

In July, in an effort to help more clubs retain more of their members, IHRSA released its latest *IHRSA Member Retention Report* (Volume 1, Issue 4). Conducted in partnership with The Retention People (TRP), this edition expands on the Net Promoter Score as a member loyalty and retention tool. Also analysed are NPS findings based on a study of nearly 20,000 health club members, providing insight into how the NPS can help predict membership terminations.

"As a powerful member loyalty tool, the utility of the NPS extends beyond establishing a benchmark and identifying the characteristics of successful clubs," says Jay Ablandi, IHRSA executive vice president of global products. "Being able to understand and identify members at risk of leaving their health club will help target and improve the retention efforts of club operators."

## Predicting loyalty

The current edition of *The IHRSA Member Retention Report* examines whether NPS can predict membership cancellation in the 12 months after the survey is completed. Specific criteria analysed include age, gender, and duration of membership (in months).



Promoters are likely to recommend your club to their friends and family, and are also more loyal members

Further details on 'Promoters' (those who say the likelihood of them recommending the club to friends, colleagues and family members is nine or 10 out of 10) and Detractors are explained alongside age, gender, and tenure.

Not surprisingly, Promoters attended the club more often than members who were Detractors. And those same Detractors are the members who are most likely to cancel their memberships within 12 months of completing the NPS survey.

As the IHRSA report bears out, winning over members as raving fans and converting fence-sitters (the so-called 'Passives', who give a score of seven or eight out of 10) to Promoters is critical in order to maximise membership tenure.

"This latest research highlights the importance for clubs not only of identifying Detractors, but of implementing sustainable and measurable processes to close the loop

and convert them to Promoters," says Phil Bonomo, director of The Retention People North America. "It's yet another piece to the customer experience puzzle, and can provide operators with a real focus for their retention efforts."

## FOR MORE INFORMATION

*The IHRSA Member Retention Report* (Volume 1, Issue 4) is available as a PDF at [ihrsa.org/research](http://ihrsa.org/research). It's free for IHRSA members and US\$29.95 for non-members. IHRSA member clubs can also participate in the IHRSA-TRP member loyalty survey at no cost (a \$US1,500 value). Participating clubs will receive a licensed NPS® score and access to member comments via a real-time online dashboard. Details: [www.ihrsa.org/retention](http://www.ihrsa.org/retention)



# Align-Pilates®



**THE UK'S ONLY PILATES APPARATUS BRAND**



**[www.Pilates-Mad.com](http://www.Pilates-Mad.com)**

The-Mad-Group, 430 Enterprise Way, Vale Park, Evesham, Worcs, WR11 1AD  
Tel: 01386 425923 [customer care@Pilates-Mad.com](mailto:customer care@Pilates-Mad.com)

# National Activity Strategy



With studies showing physical activity levels are dropping, it's

time for a national physical activity strategy, says ukactive CEO David Stalker

**T**wo studies published in late August indicate that physical activity levels among children and young people in the UK have plummeted, dealing a major blow to the government's Olympic Legacy pledge to 'inspire a generation'. The disappointing participation levels have sparked calls from the sector for the government to create a long-term national physical activity strategy to get more people, more active, more often.

## Falling participation

The first study, the Department of Culture Media and Sport's 'Taking Part Survey', shows an overall decline of participation from 91 per cent in 2008 to 88 per cent in 2012/13 across all children (aged five to 15 years). When viewed over a five-year period, the decline is even steeper: of the five- to 10-year-olds interviewed in 2008/09, 75 per cent said they had taken part in sport outside of school in the week prior to being interviewed. This decreased to 67 per cent over the last year.

The second study shows that half of seven-year-olds are getting nowhere near enough exercise. The BMJ Open's 'How Active Are Our Children?' report highlights that only 51 per cent of children in the study met Chief Medical Officer guidelines, with girls (38 per cent) being far less active than boys (63 per cent).

This decline reflects long-term trends throughout the UK population, not only among children and young people, and it's having a drastic impact on public health: the direct and indirect cost to the NHS of sedentary lifestyles has been estimated at an unsustainable £8.2bn a year.

## A national strategy

Spurred by the latest figures, ukactive proposes that a long-term national physical activity strategy is vital, to address the increase in sedentary



The recent BMJ report showed only 51 per cent of children were meeting physical activity guidelines

lifestyles as well as to help cut the risk of chronic disease.

Such national strategies have been successfully implemented in many other countries and have been highly recommended by the World Health Organisation as "excellent example[s] of how policymakers can adopt an integrated and multi-sectoral approach to improve public health and reduce chronic disease". The WHO and European Union both call for the co-ordination and long-term commitment of all relevant government departments – alongside the public, private and third sectors – to achieve required increases in national physical activity levels.

A national strategy must aim for adults and children to meet the Chief Medical Officer's minimum recommended levels of physical activity. This won't be a simple challenge as complex individual, social and environmental variables influence changes in sedentary behaviour. But it's been proven that 30 minutes of moderate exercise every day reduces the risk of cardiovascular disease by over 40 per cent; those with a stake in getting schools, communities and workplaces active must work together and shape policy to improve the nation's health.

## The UK challenge

However, the difficulty in addressing declining participation is made more difficult in the UK because physical activity doesn't have a singular owner in government – no government department currently develops, promotes or delivers all aspects of physical activity. Rather, it's part of the core business of a wide range of services within local and central government, including transport, planning, environment, education, civil society, leisure, sport and recreation.

This lack of a natural home in government is leading to a confused and disjointed approach. In the run-up to the General Election in 2015, parties will be drawing battle lines, but public health and physical activity shouldn't be politicised. It needs cross-government, cross-party, and cross-boundary agreement.

## FOR MORE INFORMATION

If you would like more information on ukactive's public affairs and policy work, please contact Stephen Wilson, director of public affairs and policy: [stephenwilson@ukactive.org.uk](mailto:stephenwilson@ukactive.org.uk)

# Enhanced club security AT YOUR FINGERTIPS

GANTNER's fingerprint ID stations can be easily retrofitted into clubs, eliminate the problem of card swapping, and provide extra peace of mind to members and operators alike



**Biometric technology allows access via a fingerprint check, or a fingerprint can be encrypted on a member's card**

**A**s an expert in access control technology, GANTNER's range of contactless chip cards, wristbands and key tags offers members hassle-free entry to a leisure site, while providing a high standard of security to operators. However many larger clubs are now seeking further controls, and GANTNER has responded by developing its biometric fingerprint ID terminals that can be retrofitted into any leisure facility.

GANTNER's business operations manager, Alexander Egele, says: "In the past year we've seen more and more enquiries about our fingerprint ID systems from leisure operators. There are many advantages to installing this type of system, but it's important that clubs are aware of the pros and cons before deciding."

One potential barrier is that many people aren't comfortable with the idea of their fingerprint being stored on a company's central database. In addition, many members like the positive image that carrying a health club card conveys.

**Card and fingerprint in one**  
GANTNER's fingerprint solution solves the common problems by allowing fingerprint data to be safely encrypted onto the member's existing card or

wristband. This data is extracted at a GANTNER enrollment station, which is not linked to any PC or external database. Operators can choose to just implement random fingerprint verification – for example, by checking every 10th member during peak times.

For people who refuse to enroll a fingerprint – and also the small percentage who don't have a readable print (e.g. workers with heavy manual jobs) – clubs can still offer a card-only mode, perhaps after judging how likely that member is to lend their card to a friend or relative. For example, the 16-34-year-old group may present a higher risk than the over-55s.

Greenvale Park Leisure Centre in Magherafelt, Northern Ireland, recently upgraded its GANTNER wristband access system to incorporate fingerprint biometrics, in an attempt to eliminate a card-swapping problem.

## Fast and secure

Operations manager Robert Buckley says: "We'd noticed via social media that customers were able to use their friend's or family's wristband to gain access. Front of house staff were able to stop most of this but during busy times people were still getting through."

Now the RFID wristband is swiped to confirm it belongs to a paid-up

member, and then the club can check if the member matches the wristband by asking for a fingerprint check. This eliminates non-member access, and stops card swapping between peak and off-peak members as well.

Buckley adds: "The feedback from members has been very positive and so far we've only had nine people out of more than 10,000 members who refused to enroll their fingerprint."

"Since this is now a key part of our access control policy we had to address those memberships individually."

While there may be potential for a small amount of member loss by switching over to a biometric fingerprint system, it is far outweighed by the benefits of eliminating non-paying visitors to a leisure club. GANTNER's fingerprint terminals also replicate its existing card and wristband entry time of just one second.

**Gantner**  
technologies

GANTNER ELECTRONIC GMBH

Tel: +44 (0)7841 794580

Email: alexander.egele@gantner.com

www.gantner.com



Watch the StepOne in action!  
Scan the QR code to visit our YouTube  
Channel on your smart phone



## RECUMBENT STEPPING WITH THE **STEP ONE™**

**StepOne™** is ideal for Cardio Fitness,  
Active Ageing, Sports Injury & Post-Op Rehab  
and Wheelchair Users...

### Neutral Starting Position

StepOne pedals always return to a neutral starting position for easier entry

### Arm to Leg Movement Ratio

Features a 1:1 natural arm to leg movement similar to walking or climbing stairs

### Direct Wheelchair Access

The seat slides off easily for wheelchair access

### Introducing Intelli-Stride™

Accurately measures and displays average stride length to help monitor the range of motion and improvement



SCIFIT Ltd UK

[www.SCIFIT.uk.com](http://www.SCIFIT.uk.com)

Tel 01344 300 022 Email [info@scifit.uk.com](mailto:info@scifit.uk.com)



Fit interiors



## AWARD WINNING

### FIT INTERIORS

*Lockers, dressing room  
& reception furniture*

DESIGNED & BUILT IN ITALY

NOW AVAILABLE IN THE UK

CALL TODAY

**0845 322 8119**

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

Official UK Distributors:

**UK**



© SHUTTERSTOCK.COM/ANIKESH

**The Yoga Show London will offer free yoga and pilates sessions**

## OCTOBER

### 17-20 | 13th Annual IHRSA European Congress

Venue Madrid, Spain

#### Summary

This event features presentations delivered by executives from both inside and outside the health club industry, offering commentary on trends shaping business and the fitness industry. Networking icebreakers, focus groups and evening and lunch receptions will provide opportunities to build relationships with European colleagues. Web [www.ihrsa.org/congress](http://www.ihrsa.org/congress)

### 21-23 | ISPA Conference & Expo

Venue Mandalay Bay, Las Vegas, US

#### Summary

An opportunity for attendees to network with spa industry professionals, hear from educational speakers covering a variety of business-related topics, and discover the latest trends in spa products. Web [www.experienceispa.com](http://www.experienceispa.com)

### 23-25 | Club Industry Conference and Trade Show

Venue Chicago, US

#### Summary

Returning to its home town of Chicago for 2013, this independent event for fitness professionals will be offering new education, events, exhibitors and tours, plus networking opportunities. Web [www.clubindustryshow.com](http://www.clubindustryshow.com)

### 25-27 | The Yoga Show London

Venue Olympia, London, UK

#### Summary

The total yoga experience under one roof, including free yoga and pilates classes, pilates reformer sessions, a Yoga Teaching conference, teacher training taster sessions, children's yoga, demonstrations and lectures, together with a range of inspirational products. Web [www.theyogashow.co.uk](http://www.theyogashow.co.uk)

## NOVEMBER

### 6-9 | SIBEC North America – Community Fitness & Health

Venue JW Marriott Houston, Texas, US

#### Summary

A one-to-one meeting forum for owners, operators, CEOs and COOs of health, recreation, sports and fitness organisations to meet with leading executives from national and international supplier companies representing a wide range of industry categories. Web [www.mcleaneventsinternational.com](http://www.mcleaneventsinternational.com)

### 12-13 | Spa Life UK 2013

Venue Wyboston Lakes, St Neots, UK

#### Summary

This event offers spa professionals a combination of exposure to new product innovations, shared industry insights, networking opportunities and management education. Web [www.spaconference.co.uk](http://www.spaconference.co.uk)

## GET INSPIRED.

Now, we've added three new configurations to satisfy your facility's training objectives and exercisers' goals.

Whether large or small, you can choose the unit that fits your space.

From small group training to independent training there is a Synrgy360 combination to meet your needs.



# YOUR WAY PLAY<sup>TO</sup>

[WWW.LIFEFITNESS.CO.UK/](http://WWW.LIFEFITNESS.CO.UK/)  
SYNRGY360

01353 666017



Quote HCM2013

*Life Fitness*  
WHAT WE LIVE FOR

## EVERYONE'S TALKING ABOUT ...

WORLD  
FOCUS

## Global brands

**W**hile there are successful global brands in many

industries, from fashion and beauty to hotel and restaurant chains, when you consider the health and fitness industry there are few, if any, brands that have been truly successful on a global scale.

After a phase of rapid expansion several years ago, Fitness First might be the closest a brand has come to enjoying the financial rewards of major global expansion. The business grew at a brisk pace across Europe, Asia, Australia and the Middle East – the latter under a licence – reaching a peak of over 500 clubs. But in recent years it's sold its portfolio in Benelux, France, Spain and Italy and closed a significant number of clubs in the UK.

What are the challenges faced by fitness brands looking to expand globally, and what's the best model for international success? We ask our panel of experts

But it's not only company-owned operations that have struggled: franchises have too. Curves, for example – once among the fastest-growing franchises in the world – has seen its estate shrink dramatically over recent years.

Was recession the only reason for these brands having to cut back, or did they just get too big, too soon? Is it simply not possible to scale a fitness brand globally? According to Tony de Leede, CEO of Fit n Fast in Australia, operating in overseas

markets holds many challenges: "For example, the rejection rate on cheque-based accounts and credit cards in Asia is five to 10 times higher than in Western countries, so paid-in-full memberships are advisable."

Are there any lessons to be learned from major global hotel chains, which seem to

have achieved international expansion, even in very new markets, relatively easily? Or is this because their customers tend to be global travellers rather than local? Are the challenges for health clubs very different from hotels, as clubs must attract and retain an indigenous market?

Can clubs be global and local at the same time, and how do they adapt brand and service standards, management systems and recruitment to ensure their relevance in culturally diverse markets?

HOW CAN FITNESS BRANDS BE SCALED GLOBALLY? EMAIL US: [HEALTHCLUB@LEISUREMEDIA.COM](mailto:HEALTHCLUB@LEISUREMEDIA.COM)

## JOHN KERSH

Anytime Fitness • VP of international development

**I**nternational expansion is resource heavy and the risks are high, and even successful global brands in well-established industries aren't immune to failure. In the franchising and licensing sector, even the likes of Burger King, Starbucks, Subway and other global F&B brands have been forced to pull out of numerous countries.

What major global brands have in common is that they're actually a collection of local brands woven together with unifying systems, principles and marketing. They're both global and local at the same time. The fitness industry is no different, and the economics of the business model itself can be significantly different across borders.

This is where the franchise model excels. Franchisees apply their culture and personality to the business, and go to great lengths to localise the offering to appeal to regional differences.

Ultimately, global expansion is not for the faint of heart or the undercapitalised. For a fitness company to gain global success, it will need to find great local partners in foreign markets who share its DNA, be open to adapting its model to local tastes, and be financially prepared for the process to take longer and cost more than planned."



## BRENT LEFFEL

NeV • President

**O**ur chair Mark Mastrov has built fitness brands in virtually every market in the world, and the main considerations are always the same. Location, location, location, and the need to localise the brand – regardless of whether you're selling a hotel room, gym membership or apparel.

We think branded fitness concepts are scalable by applying a number of key principles: make strong real estate selections, and use the brand to create 'sensationalism' in the local market, build awareness and attract the best staff.

Remember that, while the brand may be the thing that first brings the customer through the door, it's the culture and energy of a club and its points of differentiation such as programming that keep them coming back.

Transport your brand's culture and energy so it resonates with the local market. One strategy is to create an online community for members, instructors and trainers to develop a link between the global brand and the local neighbourhood.

The fitness business is all about people, and NeV is focused on aligning with the right partners, gaining local connectivity, and accessing the 'influencers'. Without this, global expansion of a fitness brand will fail."





Can fitness operators learn from global hotel brands, or are the challenges very different?

## TONY DE LEEDE

Fit n Fast • CEO

“Global expansion in the fitness industry is fraught with difficulties, and there still hasn’t been a big name that’s sustained major growth in overseas markets.

Fitness First was probably the closest that a large, company-owned group came to achieving significant global expansion, but each of its international regions went through their own highs and lows. In the first eight years, Fitness First Australia experienced amazing growth, accounting for a high percentage of the group’s overall profits from a 25 per cent share of the total clubs. Since then, the new owners have sold off around 20 per cent of the clubs, with a consequent reduction in overall profits.

Obviously there are major challenges around working in different languages and cultures. This is where you would think the franchise system might be more successful than a fitness business with company roots, as franchisees tend to be local people who are close to the community and work extremely hard at their business. And yet franchise fitness models also seem to have failed at a fairly strong rate around the world.

I feel that, because we’re still a very young industry, there’s no real history or consistency we can point to where we can say: ‘This is how it’s done.’”



## SCOTT LLOYD

David Lloyd Leisure • CEO

“As DLL specifically operates much larger, family-type facilities, our property, development and capital needs for expanding globally are going to be very different from, say, the budget clubs.

Firstly, our lead times will be much longer, but once sites are established they become quality assets delivering strong returns in high profile locations. As they are large, they also benefit from their own economies of scale and so are less dependent on the local infrastructure in this respect.

We want our future scalability in global markets to more closely follow the funding and development models of the four- and five-star hotel chains. This model, which is still a new concept for the fitness sector, brings together management contracts and property investment partners in local territories.

While brand and operational standards can be replicated quite easily, tapping into local investment knowledge is key. There’s the added benefit that investors will tend to approach us with the best opportunities, rather than us having to put manpower on the ground to find the right places.

Where the model differs from the hotel chains is that, while those businesses serve a travelling public, global fitness brands must create strong member connections in all local markets.”



# EVO FITNESS

“**W**e’d love to do an interview, but you’ll need to come and visit us. That’s the

only way you’ll understand our concept.” So began my conversations with Nordic operator Evo Fitness earlier this year.

Only by seeing the clubs for myself, they continued, would I be able to fully appreciate what they meant by ‘compact training’ – the new category of small footprint premium club that Evo Fitness believes it has invented. In spite of its affordable prices Evo was categorically not, stressed its founders, a budget offering. “This is our communications challenge,” added CEO Bård Windingstad. “How do we make it clear that ours are not budget clubs but boutique gyms?”

Having heard the claim of ‘premium low-cost’ many times, I was intrigued to see what it was about Evo Fitness that had led its management to stake out new territory for the brand – so off to Oslo I went.

## ‘Compact premium’

Although the flagship site measures almost 600sq m, Evo Fitness sites typically occupy a footprint of 450sq m, focusing primarily on residential areas. Compact: check.

But what makes them premium? Certainly they all feature top of the range equipment, mostly from Precor but with seven Technogym sites across the estate. But that in itself doesn’t make the clubs high-end: budget operators also tend to invest in quality equipment that stands up to intensive use.

There is, however, a sense of calm and social etiquette in Evo clubs, resulting in an atmosphere more akin to a high-end club than a busy budget gym. There’s no frenetic feel and noise levels are low. The décor itself is also soothing, with lots of wood and earthy tones throughout. “We wanted to create a space where people felt comfortable, so we used an interior designer who usually only works on private homes,” says Windingstad.

Bård Windingstad and Peter Byman of Nordic operation Evo Fitness speak to Kate Cracknell about their small format club concept with PT and IT at its heart



Peter Byman: International development



Bård Windingstad: CEO

There’s a round leather sofa as you enter each club, where members are asked to remove their outdoor shoes and store them on the shelving provided – only indoor shoes are allowed in the gym itself. This is one of the ‘feelgood rules’ which are explained on collaboratively-worded notices in the clubs – other rules include putting weights back and cleaning machines after use, keeping belongings in a locker, keeping noise levels low, and not hogging equipment.

Evo has also paid attention to a sense that’s often overlooked: smell. Lockers are located outside the changing rooms so the changing facilities themselves don’t smell, and PTs will even diplomatically speak to members whose gym kit is in


need of a wash. “We had one instance where the press latched onto this, but the public came out in our defence,” says Windingstad. “Ultimately people want to work out with other polite members in a pleasant environment.”

So what happens if members don’t follow the rules? “We stop their memberships,” says Windingstad. “In July for example, in addition to cancelling the memberships of anyone who hadn’t paid, we threw out 20 members who didn’t follow the rules. We want to attract the right sort of members to ensure everyone using our gyms has an enjoyable workout.”

## Driving loyalty

The sense of calm in the clubs has been reinforced by a strategic decision not to overcrowd the gym floors. Windingstad explains: “We analysed 200,000 individual training sessions to determine the characteristics that distinguish members who leave from members who stay. Some of it was predictable: older people and ▶

“In a market such as Norway, where the cities are small, a high churn rate just doesn’t work”



PT is currently booming  
in Norway, while group  
exercise is falling

#### EVO FITNESS – facts & figures

**Founders:** Bård Windingstad, Peter Byman, Kim Jordsjø

**Number of clubs:** Set to reach 36 or 37 in Norway by the end of 2013, plus three in Finland

**First club launched:** 4 January 2010, in Oslo

**Monthly membership:** NOK295 (£32, €37) in Norway, and €39.90 in Finland. Joining fees are NOK100 and €10 respectively

**Positioning:** 'Compact training'

**Compact training: Evo Fitness typically offers 60 pieces of equipment in a 450sq m club**

► regular exercisers are more loyal. So are members who were introduced to the club by their friends, members who use more than one of our clubs, and members who freeze their memberships – that's possible for up to six months.

"But the really interesting finding related to occupancy levels. We found that we could measure members' likelihood to churn based on how many other members worked out at the same time as them. The risk of drop-out was higher when there was only one other member, more or less consistently falling from there until it reached the optimum level – for our 60-station sites, that proved to be 35 other people. After that it began to go up again, because availability of equipment began to drop – and customer satisfaction with it.

"But our model means we only need 750 members to break even – going forward our goal is to get that as low as 400 – so it's not a volume game for us. In a market such as Norway, where cities are small, the high churn model just doesn't work in any case.

"We've worked out that anything over 1,600 members isn't actually more profitable for us, because we have to replace more lost members, plus costs such as cleaning also go up. We therefore cap numbers at 1,700."

### USP #1: IT

"Our model revolves around two key elements: PT and IT," continues Windingstad. But while many clubs – notably the budget operators – use technology to streamline processes and cut costs, the way Evo Fitness has incorporated IT takes it up a notch, actually adding to the premium feel with a cool, gadget-like approach.

Even if you're not a member, you can turn up at any club and immediately get a day pass access code for NOK150 (£16, €13) by texting DROPIN to 2040 – Evo has signed deals with all of the mobile networks to facilitate this.

But as monthly membership only costs NOK295 (£32, €37), it makes financial sense to join – and this is done exclusively online, as Evo employs no sales staff. The moment someone signs up, they receive a text with an access

code that's valid for 28 days. Within those 28 days, they must sign up to one of three weekly inductions where they'll be given their RFID key – activated either online or via the member's mobile phone – to access the club.

"Members manage their whole membership online, from joining and leaving to booking PT or checking their payment history," says Windingstad. "We have 30,000 members supported by 0.5 of a customer support person at HQ."

Meanwhile the access gates are just part of a hi-tech security system in all sites, with CCTV and emergency call buttons to speak to security at any point. The security company also goes to all clubs twice a day, unlocking the doors at 5.00am and, at midnight, checking and closing the clubs for the night. "We will spend NOK10m (£1.01m, €1.27m) on security in 2013," says Windingstad.

### The 'inspiring engineer'

All of this will appeal to those who like their gadgets, but the other customer benefit is speed and efficiency of service. That service may not be delivered by live staff, but it works. In a sector that so

often falls down on its service standards, that's not to be sniffed at – Evo members know what they've bought into, and it's delivered consistently.

"We appeal to a wide range of people, from CEOs to celebs, young professionals to educated families," says Windingstad. "What unites them is that they're all well educated and could easily afford a high-end, full-service club – many of our gyms are located right next to such clubs – but they choose to come to us. We give them what they want and we reinforce this with brand standards that focus on reliability, honesty, dedication, value and quality."

He continues: "We were inspired by three brands: 'the engineer' IKEA, 'the inspirer' H&M and 'the rebel' airline operator norwegian.com. We were more of a rebel when we first launched, challenging the norms: why do you have to offer a pre-joining tour, why do you need reception staff, why do weekend opening hours have to be limited, why do members have to pay for facilities they don't use? But now we position ourselves as the 'inspiring engineer', offering an uplifting environment where everything just works with no fuss. ►



**Miele**  
PROFESSIONAL

It takes a machine  
**this tough**  
to produce a towel  
**this soft**



Miele Professional laundry solutions are engineered to keep on running – wash after wash, year after year. Simple to use and taking up as little as a square metre (even stackable) a Miele will take whatever you throw at it and turn out perfect results every time.

Call **0844 893 0777** or visit  
**[www.miele-professional.co.uk](http://www.miele-professional.co.uk)**

COMPLIANT  
WITH MACHINERY  
GUIDELINE  
2006/42/EC



**WRAS**  
APPROVED  
PRODUCT



**Signs placed around the clubs reinforce the 'feelgood' rules and encourage members to be considerate**

► "We don't over-promise, there are no 'get fit guarantees', and we're not trying to be the centre of our members' universe. We just do what we do well. We focus as much on what we don't do as what we do – we have no childcare and no group exercise, for example, as it just wouldn't be cost-effective in our model, which focuses on driving as high a yield as possible per square metre.

"We're flexible too: members can cancel at any point, even the last day of the month, effective from the following month. We don't make it hard for them to leave because we know they could well come back to us at some point: in our exit survey, 90 per cent of departing members rate us between four and six out of six for overall satisfaction."

#### USP #2: PT

Although IT does much of the work that gym staff would normally do, Evo clubs aren't entirely unmanned: PTs must commit to certain shifts to ensure there's someone at the club most of the time, although they can then do as many additional hours as they want.

PTs also have to take responsibility for the club, which isn't something they might normally expect in their job description. They must ensure the club is clean at all times (cleaners also come in twice a day), the air conditioning doesn't smell, the sound is at a comfortable level, equipment is working, and there aren't bottlenecks or queues for the kit. "We compare it to chefs looking after their kitchen," says Windingstad. "If everything in the gym is in order, the PTs will be able to run better sessions and be more successful."

In return, PTs are entitled to hold on to a significantly higher proportion of their income than is the norm. And the member profile means there's a good uptake of personal training: in 2013, the top-performing clubs are expected to bring in PT revenues that

equate to as much as 80 per cent of the membership-based income. "PT is booming in Norway at the moment, while group exercise is falling. If PTs put in the hours, they can make very good money indeed," says Windingstad.

"Because of this, we can be very selective with our PT recruitment. We want PTs with great people skills who will happily talk to members, even if they're not their clients."

And from a business perspective, as well as manning the club, the PTs also help drive loyalty. In mid-2012, Evo Fitness profiled its members to identify likely lapsed. It then ran a lottery, offering prizes of six PT sessions to be taken over the course of two months, with many of the possible lapsers among the winners. "By the end of the two months, winners previously identified as possible lapsers were half as likely to churn as those in lower-risk groups," says Windingstad.

"This reinforces our exit survey data: people do mostly leave because they're not getting results, or don't know what to do, and PT can help address this."

#### Future plans

Off the back of its success, Evo Fitness has just launched a franchise offering which will be the focus of the brand's expansion going forward – certainly internationally, but also potentially within Norway.

Evo aims to sell franchises in clusters rather than single sites, with the first

agreement already signed: premium health club operator Fressi will roll out Evo-branded clubs in Finland alongside its 11 full-service facilities, with plans for 25 sites over five years – an opportunity for the operator to broaden its business base.

Other possible markets are yet to be identified, but fitness penetration rates will be one of the factors analysed.

"We wouldn't consider countries where the penetration rate is lower than 2 per cent, as this is when the market is just beginning and progress is slow," says international development director Peter Byman. "Between 2 per cent and around 8–10 per cent, growth is driven by the premium sector. It's after this point that the market changes, exploding into a number of different models based on segmentation, which allows the market to grow again. This is where the opportunity lies for brands such as Evo Fitness."

But there will also be more owned sites in Norway. By the time of my visit in mid-2013, Evo had opened 30 clubs in 37 months and was set to reach 36 or 37 by the end of the year. The longer-term aim is to reach 65 owned clubs by 2016.

There's also a desire to broaden the offering, as Windingstad explains: "We want to move from fitness facility to fitness facilitator, running outdoor activities in the summer and using technology to build communities and encourage members to exercise outside of our clubs."

Evo Fitness certainly seems to be setting its ambitions high – and with good reason, judging by its performance to date. So what's the secret of that success? Windingstad smiles: "Ultimately we have no secrets apart from hard work and good technology." ●



**"PTs take responsibility for the club. In return, they hold onto a higher share of their income"**

Available  
in print  
& online



# HEALTH CLUB MANAGEMENT HANDBOOK 2014

The 10th edition of the Health Club Management Handbook is now being distributed. The handbook is a comprehensive guide and reference tool distributed to industry operators, buyers and suppliers and available at leading industry events, LIW, IHRSA, FIBO & SIBEC.

## WHAT'S IN IT FOR YOU?

### FOR INDUSTRY SUPPLIERS

- Multiple listings of all industry suppliers by:
  - A-Z
  - Phone book
  - Web address book
  - Product selector
- Company profiles including key information, contact details, images of products and a picture of your company contact
- Vertical strip adverts in the address book section

### ORDER YOUR COPY NOW!

call: +44 (0)1462 431385

email: [displaysales@leisuremedia.com](mailto:displaysales@leisuremedia.com)

### FOR INDUSTRY OPERATORS

- Who's who? of key industry personnel in the UK and Europe:
  - Private sector operators
  - Public sector operators
  - Industry organisations
- Features and reference material
- Predictions for 2014 from key industry figures
- Consumer and industry trends for 2014
- Industry statistics
- Development pipeline - details of forthcoming projects across the sector
- Diary dates - a guide to all industry events, shows and networking opportunities

The Health Club Management Handbook is available to purchase at £30 per copy and all content will be available online at [www.healthclubhandbook.com](http://www.healthclubhandbook.com)

POWERED BY  
**fitness-kit.net**  
The search engine for fitness buyers

**health club  
management**  
Brought to you by Health Club management magazine

# SPECIALIST vs GENERALIST

WORLD  
FOCUS



What will be the future of the traditional full-service club in the face of the growing microgym market? Kate Cracknell reports

**W**ith their specialist, high-energy offerings that draw a loyal crowd, microgyms have, it seems, tapped into the zeitgeist. According to the latest *UK Monitor* report – produced by global trend and research experts The Futures Company and published in December 2012 – gone are the days when people's sense of identity was defined by their job, their location, their upbringing... Nowadays, 62 per cent of Brits believe it's their personal passions that define who they are.

And people are looking to inject some of that passion into their everyday lives. The Futures Company's work on Millennials, for example – people aged between 18 and 32 years, otherwise

known as Generation Y and still a core market for most fitness operators – suggests that what this audience wants is daily stimulation.

"For Generation Y, it's not just about adrenaline-fuelled experiences. Rather, they're seeking more personal experiences that offer them some meaning, such as curating and sharing their own Pinterest page built around their individual interests," says Amy Tomkins, associate director at The Futures Company.

All of this is good news for the health and fitness sector – indeed, for the leisure sector as a whole – but only if it can create the sort of personalised experiences that today's audience is seeking. In short, the sector must

create something that's able to inspire a defining passion in people.

But how many health clubs can really claim to achieve this? How many members are genuinely passionate about going to their gym?

## Defining microgyms

Step forward the microgyms, the growing number of specialist studios that aim to inspire precisely this sort of enthusiasm in their users by specialising in the activities people are most passionate about and delivering them with panache – allowing them to charge a premium for the privilege.

We have of course seen standalone pilates, vibration training and PT studios for years – so how does the microgym differ? What defines a microgym, and what's its secret ingredient?

"Microgyms or boutique gyms, as they are being called, are almost exclusively



PHOTO: ANDREW HARRISSA

group activity-based studios that have created an authentic fitness experience through a combination of unique classes, refined studio environments and top instructors," says Phillip Mills, CEO of Les Mills International.

"Every class is almost like a Broadway show," adds Elena Lapetra, international sales manager at Schwinn. "There's a theme, a script, a well thought-out soundtrack and a superstar instructor who shines through and who's paid accordingly. There's also excellent marketing pre- and post-event, all targeting a specific audience."

It's been in the area of indoor cycling that we've seen the most microgym activity to date: Mills has been drawing attention to the likes of SoulCycle for some time now – the highly successful, high-end indoor cycling studios operating in US cities such as New York, and now rumoured to be eyeing a UK

launch. Meanwhile, independent cycling microgyms have been rapidly popping up across London in recent months.

Mills continues: "Many microgyms have built very strong consumer propositions and brands, from CrossFit to SoulCycle to HIIT-based Orangetheory Fitness." So strong, in fact, that SoulCycle is able to charge US\$34 a class – and more if you want to book into a popular timeslot.

So that's the microgym – but who do these clubs appeal to, where can they succeed, are there specific activities that particularly lend themselves to this format, and does this specialist model pose a risk to the 'generalist' full-service offering?

### New audiences

The formula of the microgym unquestionably appeals to the mindset of the Millennials, with their need to form

To date, many of the successful microgyms have focused on cycling

an identity – to belong to a tribe but still feel like an individual. "For this group, it's about standing out while fitting in," says The Futures Company's Tomkins.

By focusing on delivering one specific activity – something that will unite all attendees in their enthusiasm for it – all wrapped up in a 'cool' package, the microgym delivers against these apparently contradictory needs: in creating a loyal following, and with it a sense of tribe, the microgym helps people fit in, while its cool vibe simultaneously meets the "standing out" requirement.

But could the format be used to reach new audiences? "To date, microgyms have predominantly targeted the younger generation who want exercise to be a social experience in a group setting," says Mills. "However, it's likely other ▶



Les Mills clubs charge a booking fee to guarantee a spot in premium classes

► consumer segments will be targeted in the future. In fact, what some may consider the original microgym concept – Curves – targeted an older demographic.”

“Microgyms have the potential to appeal to all sorts of people and bring in brand new audiences if the timetable, the marketing and the coaches are managed correctly,” agrees Lapetra.

“They need to be specialised, but without being so specialised that they only appeal to one market,” adds David Cooper, operations director at Gymbbox.

“With a unique product offering, I think microgyms will be successful in pulling new customers into the industry, especially those who have preconceptions of gym workouts being boring.”

### Location, location, location

But would the model work outside of major cities? Cooper suggests perhaps not yet. “Until the concept matures, it will stay in the major cities rather than spreading to provincial towns,” he says.

But Lapetra believes there’s scope for a broader geographical spread: “I believe we’ll see more and more microgyms opening outside the wealthy, high footfall areas of London, with new models targeting new markets and new cities. In the US, we’ve already seen newcomers challenging the original model from SoulCycle and Flywheel Sports, and I think we’ll start to see all that in the UK a lot sooner than many people anticipate, with some really interesting concepts being launched. These are exciting times – a wake-up call for existing gyms to up their game.”

Mills adds: “The majority of successful microgym chains have typically focused on urban hubs such as New York and Los Angeles. However, we’re beginning to see new players – such as Kosama and Orangetheory Fitness – focus on smaller cities.

“And microgyms have grown rapidly in recent years, particularly in the US market, often through adopting a franchise model. For example, Orangetheory Fitness launched in 2010 and has already awarded over 130 franchises across the US and Canada, while CrossFit was founded in 2000 and now has over 6,000 affiliated CrossFit ‘boxes’ across the globe.”

And Mills believes the emergence of virtual classes could now make microgyms even more widespread. “Virtual classes will be a disruptive force and will facilitate microgyms – a couple of instructors could run a microgym with the help of virtual technology,” he observed at this year’s ukactive FLAME conference.

### Friend or foe?

“While the rise of the boutique health club might cause concern to mainstream operators, I feel this could be turned on its head,” says fitness industry consultant Dean Hodgkin. “The hip marketing campaigns that accompany the launch of the trendy specialist clubs may well stir interest in a different consumer than our traditional approach to member recruitment achieves.

“If these people develop a regular fitness habit, they may become bored of the

narrow activity on offer in the microgym and could look for variety, naturally leading them to more full-service clubs.”

David Minton, director at The Leisure Database Company in the UK, agrees: “I love these so-called ‘microgyms’ as they offer a product and experience people value and are prepared to pay a premium for. These same people become ambassadors and spread the word very quickly. This adds real value to an industry that’s been lacking disruptive innovation for too long. My current favourites are Boom!Cycle in Shoreditch and Heartcore in Notting Hill.”

Not only that, but as Mills explains: “Unlike budget gyms, the growth of the microgym has not negatively impacted traditional clubs. That these clubs have grown without eating into traditional membership rates suggests that either a new breed of consumer is being welcomed into the fitness industry, or those with gym memberships are also adding a microgym experience.”

But will this be the case going forward? People’s buying habits are already shifting – witness the growth in ‘pay as you go’ fitness facilitated by the likes of payasUgym and Fitness Freak. With the help of technology such as fitness apps and heart rate monitors, consumers are also increasingly willing to take fitness into their own hands. Going forward, they may therefore choose to pay only for premium, specialist delivery of the activities they love the most,

**“WE’LL SEE MICROGYMS OPENING OUTSIDE OF LONDON’S HIGH FOOTFALL AREAS, WITH NEW MODELS TARGETING NEW MARKETS AND CITIES”**



# GET A LES MILLS GRIT® TEAM IN YOUR CLUB



## ATTRACT NEW MEMBERS + INCREASE PROFIT WITH THE LES MILLS GRIT® SMALL TEAM TRAINING SOLUTION.

Take your club to the next level with the latest high intensity interval training from Les Mills. LES MILLS GRIT® is a powerhouse programme that delivers serious results fast and gets your members hooked. The LES MILLS GRIT® solution\* is your answer to small team training profit from the world's leading fitness experts.

GET LES MILLS GRIT® IN YOUR CLUB AND RECEIVE A LAUNCH KIT WORTH £500 FOR FREE. PACKED WITH 30 YEARS OF MARKETING EXPERTISE. YOU'LL GET ALL THE TOOLS YOU NEED TO LAUNCH LES MILLS GRIT®, INCLUDING POINT OF SALE MATERIAL, BRANDED CLOTHING, DIGITAL AND SOCIAL MARKETING ASSETS AND PR CONTENT.

Get the LES MILLS GRIT® solution to drive new members and profit for your club. Call Les Mills today for a consultation.

**0207 264 0202**

l.muk.busdev@lesmills.com  
getlesmillsgrit.com

**LES MILLS**  
**GRIT®**  
30-MINUTE HIGH-INTENSITY  
INTERVAL TRAINING

\* LES MILLS GRIT® can be licensed individually or as the series.

- ▶ taking control of the rest of their exercise routine themselves.

"As personal budgets and incomes have become tighter, consumers are reassessing their spending habits. They're looking to protect their spending on the things that matter most to them, and as a result may even be willing to pay more for products and services that target specific health needs or passions rather than opting for more generic solutions," says Radha Patel, associate director at The Futures Company.

If this is the case, might traditional clubs be forced to review their pricing structures to remain competitive, offering a range of 'pay for what you use' packages, for example? Might it once again be the budget clubs that do well, holding on to the 'gym only' segment while the microgyms take on 'cycling only' etc?

In the long run, operators must surely adapt or risk losing members as the microgym sector continues to grow.

"Members want innovation and convenience, not inflexibility, and they only want to pay for the services they use," confirms Mark Botha, operations director at Fitness First Middle East. "The industry should move fast on this, otherwise a lot of freelance concepts will spring up, fracturing the market."

### Applying the learnings

But how might traditional full-service clubs adapt – what are the options open to them? Is the microgym offering something they can learn from, or indeed replicate – and would they even want to?

"I struggle to see how the new generation of group exercise-only venues will ever be more than a niche market," says Michelle Bletsos, group exercise development manager for Everyone Active. "Very few of our members do just one type of exercise, combining gym with classes, swimming with group cycling."

"As an industry, we advocate a variety of training for all-round fitness, and we should offer that variety in one place to allow people to cross-train effectively and time-efficiently. The future of fitness, I'd suggest, is full-service fitness done well: this will prevail over more niche offerings."

Nevertheless, even Bletsos feels there are learnings to be taken from the microgyms: "Multi-purpose operators can learn from the trend



Fitness First Australia recently launched The Zone, a group exercise-only site in Sydney

by ensuring all aspects of their gyms and group/studio programmes remain innovative in their own right."

Doyle Armstrong, product specialist at Indoor Cycling Group, agrees: "I think the microgym trend will make other operators look at how they provide group exercise and encourage them to invest in this area, especially in the education of their instructors. For many clubs, the current quality of class delivery needs to be addressed."

While it might not be feasible to raise the entire offering of a full-service club to the high standards of a microgym, if operators can identify the activities that drive the highest levels of loyalty and passion among members, they could create a series of premium 'club in club' experiences around these. In doing so, Mills believes traditional operations can latch onto the microgym trend.

However, he believes most clubs are currently falling short of where they need to be to do this: "When it comes to team training, microgyms get it right – why can't generalist gyms? You have to create boutique spaces within your clubs, and you have to do it just as well as the niche gyms. Then you can charge a premium."

For example, Les Mills clubs in New Zealand incorporate in-house, boutique cycling studios that generate additional revenue for the club. "Team training strategies that work include the 'free unless you want to reserve a space' approach," says Mills. "We charge NZ\$5 per person to book a spot in our cycling

classes – and they always sell out, so everyone books. Given that our studios hold 30–60 people, that soon adds up and allows us to pay for superstar instructors."

Meanwhile, in the UK, David Lloyd Leisure has announced an exclusive deal with Orangetheory Fitness to roll out its HIT-based workout in its DL Studio personal training venues. And in Australia, Fitness First launched The Zone in Sydney this summer – a purpose-built club dedicated exclusively to group exercise, with anything up to 100+ classes a day across its six zones – proving that even multi-club operators can get in on the microgym trend.

Operators might even consider partnering with third-party specialists to deliver boutique offerings in their sites – in much the same way that space is already allocated to external businesses such as Costa Coffee – to ensure that any members who do want this

sort of offering don't look elsewhere, and still see it as part of their club.

"As more and more people use microgyms, setting high expectations of fitness facilities, we will need to ensure we're on top of the game when it comes to delivery," says Hodgkin. "We should be striving to offer 'clubs in clubs' whereby, for example, our bootcamp classes at least match BMF for creativity, our HIT sessions keep pace with Orangetheory, and our cycling studios are equipped with the technology to generate an excitement equal to that of Boom!Cycle."

"Ultimately staffing, equipment, décor and hype are all within our control."

### Clubs in club

Communication of the offering will become more important than ever as things become increasingly fragmented, ensuring members understand the options, the price implications, and crucially why they should pay for premium sessions on top of their monthly fees.

Nevertheless – whether to counter any threat microgyms might pose, or simply to capitalise revenue- and retention-wise on this trend – we could start to see the generalist club effectively becoming a series of smaller 'clubs within club' in the future, developing cutting-edge offerings to meet the wishes of the distinct tribes that exist among a full-service membership, and with it creating an offering worthy of members' passion. ●

THE ALL-NEW  
**TREADCLIMBER 5™**

BLACK BEAUTY



NEW INNOVATION. MORE PERSPIRATION. AVAILABLE NOW FROM STAIRMASTER.



**ALSO AVAILABLE NOW!**

AUTHENTIC  
CYCLING **PERFORMANCE+PLUS™**

**Our latest indoor bike is  
in a class by itself.**

Check out the all-new Schwinn  
**AC Performance Plus** for an authentic  
ride in a sleek design.



 **StairMaster®**

For more information or to purchase,  
contact: Elena Lapetra  
**UKSALES@STAIRMASTER.COM**  
**(Freephone) 03333 440 607**

©2013 Core Fitness, LLC, dba StairMaster. All rights reserved.  
TreadClimber is a registered trademark of Nautilus Inc.  
[www.stairmaster.com](http://www.stairmaster.com)

# What's in a name?

In the first part of a new series, Dr Paul Bedford takes a look at the impact of brand on member retention

**W**hat are the key factors that influence a member's behaviour? In a new series for *Health Club Management*, we will explore the findings of a brand new retention study designed to offer insights into why members behave in certain ways (see p43 for more details).

This first feature will explore the attitudes, beliefs and factors influencing people's decisions to join and remain at a health/fitness club in regards to brand.

Future articles in the series will focus on a broad range of factors that affect retention, such as how people select a health and fitness club in the first place, quality of the offering, perceived value for money and the importance of community – including social media and members' sense of connectedness.

## The importance of brand

The term 'brand' has been adopted to mean the features of a company's products or services that differentiate it from another company's products or services. The brand of a business is an intangible asset that's managed or controlled in a way that supports the ethos and the identity of the product or the service.

In the health and fitness sector, the most obvious demonstrations of brands are usually considered to be the multi-site operators, particularly from the private sector, but local authorities, trusts and other public sector operators also have a brand – and our research indicates that 'brand' plays a big part in members' initial decision to choose one operator over another.

## First-time exercisers

Brand was a key factor for all of those who were starting exercise for the first time. Location and cost remained the largest factors in the decision-making process, but beyond that brand was a key consideration when choosing which club to join.

Members surveyed described feeling more confident in a branded exercise chain, particularly in its ability to deliver the results they were looking for. Branded chains were also perceived as being socially acceptable places to exercise. Feedback included: "You can tell people at work you've joined X club and they don't think that's unusual or odd," and: "I would think more of my employer if they had a corporate deal with a chain than a little club round the corner".

## Multi-site operators

Multi-site branded chains do not, however, fare well when members are looking for a second club to join. In our research, seven out of 10 new members surveyed said they had previously been members of another gym. In order to identify what operators can do to retain members, we began to explore why members left their previous club and how they chose their next club.

Those surveyed reported that, while on the surface the branded club appears to offer much, in practice it does little to differentiate itself from other operators. While members will leave one brand and join another, it's not actually the brand that's the deciding factor.

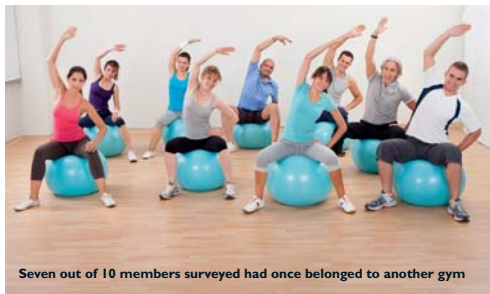
"I've been a member of five clubs now," said one respondent. "At first, I went for one of the big brands that you see advertising in the papers and at the station. When I moved job, I had to look for another club and I noticed that, apart from the branding, what was on offer was very similar." Another observed: "I thought, if they were that well-known, they must be good, but on reflection it wasn't that different from the council gym down the road."

These sentiments were common in our research. Members who left one club and joined another felt that, once they had something to compare them to, the branded chains were really no different from the independent clubs or public sector offering.

## The independents

Those who are new to the health club experience are, it seems, attracted to the branded multi-site operators. However, when seeking a new club, brand becomes less important, with products (gym, classes, pool) and the experience being the factors seasoned gym-goers use to make their decision.

Independent operators that make effective use of branding – creating a strong USP – fare better in the long term than the multi-site operators. It appears that the ability of these operators to communicate a relevant



Seven out of 10 members surveyed had once belonged to another gym



**For the study, members were interviewed while they were working out**

## RESEARCH METHODOLOGY

**T**he research on which this series of articles will be based was conducted over the space of 18 months from 1 January 2012 until 31 June 2013.

The study used both quantitative and qualitative methods to gain insight into member behaviour, particularly in relation to increasing retention, reducing attrition and improving member loyalty. The methodology used allowed us to build a picture of why members stay, as well as why they quit.

Current research on consumer behaviour is leaning towards research while individuals are consuming or buying the goods and services they desire, rather than asking them to predict their behaviour using focus groups or recalling their motives in questionnaires. We therefore interviewed health club members

while they were working out, to try and understand their deeper motivations for exercising.

From an initial sample of more than 5,000 members, 1,040 interviews were conducted, including videos. Each member surveyed had held at least two different health club memberships, and between them had accumulated a staggering 6,500 years of membership. The study samples mirrored the make-up of the UK market: private health club chains (25 per cent), independents (25 per cent), privately managed public facilities (17 per cent), trusts (17 per cent) and those under local authority management (16 per cent). Focusing on a broad range of topics, the results were then narrowed down into actionable points that club operators could adopt and implement.



20<sup>th</sup> - 22<sup>nd</sup> February 2014  
NEC Birmingham UK  
Pavilion Halls 1 & 2

# The UK's premier wellness and wet leisure event

UK Pool & Spa Expo is  
the largest National  
event for the UK's  
commercial pool &  
spa sector.



www.ukpoolspa-expo.co.uk



Network with  
National &  
International  
Suppliers

Contact our team now

www.ukpoolspa-expo.co.uk  
info@ukpoolspa-expo.co.uk or call +44 1483 420 229

## RETENTION

► message to prospects is what sets them apart. They are usually more niche, or at least with a bias in their offering – for example, even if they offer both gym and studio, their focus will be more heavily on one than the other – and that's reflected in the branding, as well as the service and products delivered.

"I joined here because there's a strong class programme," said one respondent. "The quality of the teaching is superb. You get a sense that everyone's here for the same thing, so it feels more like a club than the places I've gone to before."

It appears that, to get what they want, these members are also more willing to travel further and spend more money.

### Public sector perspective

Interestingly, those who have always been members of public sector facilities used the same criteria for joining as those who joined private clubs, with one additional consideration: "Are the people who use the facility the same as me?"

However, the public sector fares less well than the private sector when it comes to branding and its impact on retention. Even when a public sector facility switches operator, those using the facilities are generally unaware that any changes made are usually down to the change in operator.

They are not attracted to the facility in the first place because of a branded name; indeed, many are unable to name the operator who manages their facility. When told that xyz is the new operator, they recognise the name and even the logo, but consider this a rebranding, not a change in operator. The challenge is that the building retains the same name and many of the staff, who simply shift their employment from one operator to another. To many of the members, it just looks like a uniform change.

When service levels are improved as a result of the handover, with investment in the facilities and equipment, there is a benefit to the new operator in the form of goodwill. However, this is also achieved when the existing operator does the same. When improvements are made, operators must focus on ensuring this is attributed to the brand and not only to those delivering the services.

### Changing hands

This should also be considered in the private sector when operators merge businesses – over the past 10 years, we've seen a number of mergers and acquisition of health club chains and the selling off of individual sites by chains.

As previously stated, members use location and cost as primary decision-making factors when choosing a club. However, if the club delivers against the member's expectation, loyalty to the brand will be built up. When that club is sold to another operator, much of the loyalty that has been generated by the outgoing operator is suspended until the new operator is able to demonstrate that what they deliver is as good as, or better than, what went before.

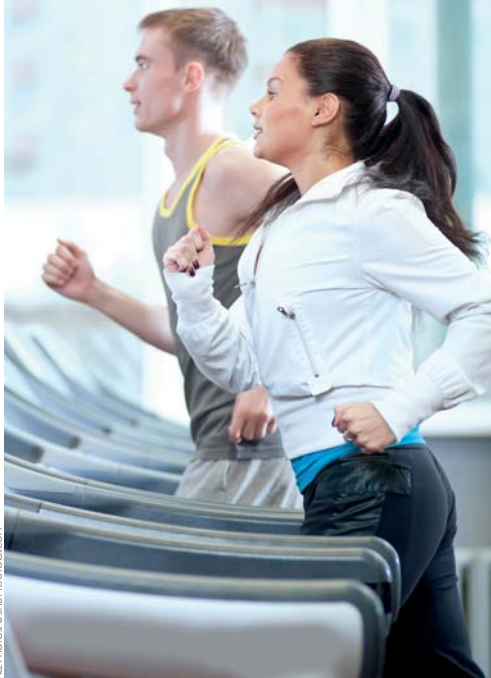
The problem is that expectations are generally raised by the incoming operator far beyond what will actually be delivered, which creates a level of dissatisfaction among the members. For example, promising a steamroom and not delivering on that makes the member feel as if the steamroom has been taken away, even if they never had it to start with.

"They said they were going to refurbish the club. What they should have said is that they were going to paint some of the walls and put up a new sign," commented one of our respondents.

When new business methods are introduced and/or restrictions on existing behaviours are imposed, members react very negatively towards the brand. They're not interested in the fact that the club they joined was failing and would have gone out of business if it hadn't been sold to another operator. Any changes perceived to be of benefit to the operator at the expense of the member – fewer classes, an increase in fees, change to the café menu, time restrictions on parking – are all viewed as negatives. This appears to also increase the members' awareness of other problems at the club, all of which they blame on the new operator.

It's not uncommon for these users to retain membership due to location, but rate the new operator more negatively. For example: "I didn't ask to join xyz. In fact, I chose here because it wasn't xyz. Now they've changed everything and it's not as good as it used to be."

"PEOPLE WHO HAVE ALWAYS BEEN MEMBERS OF  
PUBLIC SECTOR FACILITIES USED THE SAME  
JOINING CRITERIA AS THOSE AT PRIVATE CLUBS"



### Lack of USPs: Do offerings really differ significantly from club to club?

If staff previously employed at the club are kept on, their negative attitudes towards the new operator can also rub off on the members – complaints about changes in working conditions, colour and style of new uniforms, reductions in total staff numbers and so on.

### Branding through results

Overall, it appears joining a health club is more acceptable now, particularly as a fair proportion of the population has joined at one time in the past.

This can in large part be attributed to the big health club chains and their ability to use branding to make the public aware of their businesses. However, members of these multi-site operators report that, in spite of their strong brand presence, the offering itself doesn't differ significantly from that of other operators.

Similarly, while the public sector has raised its game in terms of facility design, products and services – meaning they're much more likely to be considered a viable alternative to the branded multi-site chains – members struggle to see

much difference in what's being offered by the public and private sectors.

Single-site operators appear to have used branding most successfully, particularly where they're able to link their branding to their offering in a distinct way – creating a niche by delivering a certain type of product or catering for a certain type of customer.

In general though, while operators have tried to distinguish themselves through their member experience, thus far few brands stand out sufficiently to impact on member retention. Branding will only drive true loyalty when members believe they are much more likely to achieve their goals with one operator over another. ●

**Paul Bedford PhD** has worked in the fitness industry for more than 20 years. His business, Retention Guru, helps health club operators increase retention, reduce attrition and improve member loyalty.  
**Email** paul-retentionguru.co.uk  
**Twitter** @guru\_paul  
**Linkedin** Paul Bedford



## STRENGTHEN YOUR BRAND AND RETAIN YOUR MEMBERS USING:



### INTERACT+

Manage processes to improve retention



### DIGITAL+

Fully automated email and SMS



### NPS SURVEY+

Collect customer feedback to fuel growth in your business

*TRP's software is an integral part of measuring and managing member retention. If you are serious about keeping people active then you can only demonstrate that seriousness by using software.*

Stuart Martin, Active Nation



*How can we help you delight your customers?*

www.theretentionpeople.com  
 0845 621 2001

# CONCEPTUALISATION

Translating clients' wish lists into a viable scheme that's well conceptualised from the start is a fundamental part of the Alliance Leisure process. Commercial director Paul Cluett explains the approach

## What does Alliance Leisure see when confronted with a tired old leisure centre that needs help?

We see space, opportunity and capacity to generate new and improved revenues from activities which have a greater relevance to local communities. You'll probably hear me say this more than once, but we're dedicated to recognising the art of the possible, and making it a reality for clients.

We view the physical space in an objective way, carving it up and planning every sq ft in the most efficient and financially viable way, whilst staying true to the objectives of providing facilities to all sections of the community.

But we also look to create inspiring spaces within these parameters. Clients may be wary at the beginning, constrained by preconceptions. It's our job, through on-the-ground research

## Follow the series

1. Scoping / Investigation
2. Conceptualisation
3. Viability assessment
4. Full feasibility
5. Site investigation
6. Fixed price contracts
7. Overseeing the building work
8. Ordering phase
9. Client support

and conceptualisation, to show them an exciting yet practical way forward.

## How do you begin to conceptualise a leisure scheme?

After an initial meeting we'll go off to start a desktop scoping of the project, such as looking at demographics, commissioning a latent demand report, conducting a mystery shopper, etc. For the visuals, we'll develop a block plan, which is similar to a mood board, with different layers of imagery and statistics, to start to give a much clearer idea to the client of what they could have.

## Is this the point where you really get to 'wow' the client?

It would be very easy at this stage to give a really show-stopping presentation,



▲ The transformation of Ramsgate Leisure Centre incorporates new revenue generators

## CASE STUDY – Ramsgate Leisure Centre, Thanet

One of Alliance Leisure's latest redevelopment projects – a £4m extension and refurbishment of Ramsgate Leisure Centre in partnership with Your Leisure, Thanet District Council and lead contractor ISG – was completed in July.

Commercial director Paul Cluett says that Alliance Leisure's early input and ideas for re-orienting the scheme helped maximise revenue-generating options for the client.

He says: "Initially it was thought the pool would be located in a different position, but this limited the capacity to add in the revenue generating elements (spa/spinning/toning), as the solution they first considered was

focused on just replacing the pool. But once we got involved, the project was refined over time, and the end result was a consequence of great collaborative working between our team and the Your Leisure."

The end location of the redevelopment is actually close to residential (one of the reasons the client had at first dismissed it as a location). But by clever design to ensure reduced massing and visual impact on neighbours, Alliance's vision facilitated a successful scheme.

Cluett adds: "The conceptualisation allowed us to introduce the revenue generating elements, without which, the scheme could not have gone ahead as the subsidy would have increased."

displaying all the amazing things a client could have in their project. But we always start from the realistic viewpoint of what they can really afford and then conceptualise possible schemes from there. The last thing we want to do is take clients too far down a path before they realise they can't afford to go through with it.

## How is your visualisation package used at this stage of the process?

Obviously we intend it to inspire the client, some of whom might have been a little sceptical about our proposals up to this point. It's not just to show them how a finished scheme might look, but demonstrate in real terms how it will work along the way, how it will be funded and delivered.

That said, the visuals we put together can have a powerful and persuasive



effect when clients present them to the various stakeholders, to engage their interest and support. They also assist greatly with media relations.

### **Do you also attend these local meetings?**

As a partner at the beginning of a process, we always prefer to be at these meetings as we're better placed to answer the many questions there may be at the early stages of a planned leisure development.

We find that very often, stakeholders are much more responsive to well presented visuals, and we do this through block designs, 3D graphics, videos and presentation skills.

Many people understand and respond to imagery and visual techniques in a much more positive way than they do to the numbers and financials.

### **What other methods do you use to communicate a concept?**

The best way for clients to visualise a scheme is to take them to one of our completed projects, and really show them what can be achieved.

For example, if we're talking about putting in a spa for a leisure centre many of them still have an image of soggy old local authority saunas, whereas the spas we develop for the public sector are every bit as luxurious as a private spa.

The spa we developed for Deeside Leisure Centre replaced a dark, disused nightclub space. In terms of what the client thought they could achieve with this space, and what we delivered, I'd say it was probably off the Richter scale.

### **What about client feedback?**

If they're looking at the conceptualised plans and asking if a door can be moved

three feet to the right then we're very much on the wrong track! That's for much further into the feasibility process.

At this early stage, it's about gaining confidence that a scheme can be done at all. As it progresses, the plans develop and are modified to reflect the outcome of the feedback process. Local knowledge always informs the process.

### **How long does this stage of the project take?**

It depends on the client and what stage they're at when we meet. For 80 per cent of clients we've already completed several projects, and so they're familiar and comfortable with the process.

We deliver the project in bite-sized pieces, so the client has the chance to digest and evaluate each stage. Although the end result is often exactly what they didn't know they needed!

# STRENGTH IN NUMBERS



Group exercise attendees tend to be very loyal members

Group exercise members are loyal, attend regularly and are less price-sensitive than other members. But are operators maximising the potential of group exercise in their clubs? Kath Hudson reports

**A**ccording to Vanessa Jodar, head of global sales and club performance at Les Mills, very few fitness facility managers truly understand how to offer stimulating group exercise experiences that will continue to keep members engaged.

In fact, because group exercise members tend to be regular, motivated attendees already, they're frequently left to it. The studio is too often seen as an add-on to the club, a scheduling task – juggling popular classes against peak times, studio capacity and instructor availability – rather than the very heart of the offering.

But with the loyalty of group exercise members driving improved retention rates, and with it profitability, it makes commercial sense for operators to engage with group exercise. So how can operators better use the power of the studio to promote their clubs? How can they push up participation, ensuring as high a percentage of the membership as possible takes part in classes, rather than just the old faithfuls? How can they sell the studio, both internally and externally? And how do they maintain consistent instructor and class quality? We ask the experts...



## FERGUS AHERN

**GROUP X SYSTEMS:  
MANAGING  
DIRECTOR**



Operators need to truly understand the power of group exercise and its importance to their facility. Research shows that, in the US, our classes have enabled health clubs to service 200 per cent more members in group fitness and become 46 per cent more profitable than the average facility.

However, many clubs just let classes run without knowing whether they're truly successful – ie what percentage of total visits are for group exercise, whether classes are simply servicing the same members or attracting new ones, and so on. Some clubs have the same 15–20 per cent of members using classes, when the goal should be to have 50 per cent participating.

In order to compete with budget brands, clubs should focus on selling memberships around their group exercise classes. Strong programming makes members more resilient to price change, so they're less likely to join the newly launched local budget club than a treadmill user.

Take a scientific approach: monitor the timetable, understand the ROIs and analyse KPIs such as cost per head, capacity and percentage of members using group exercise. Keep shaking it up. By introducing new programmes on a quarterly basis, you can drive anticipation, excitement and awareness to retain fans and attract new ones, as well as increasing the perception of value offered by your classes.

And for broad audience appeal, make sure you build a team of instructors across all ages, both male and female. The more diverse your instructors, the more diverse your participants will be.



**Strong programming makes members more resilient to price change**



**Is your group exercise studio large enough? Les Mills believes many studios around the world are too small to take advantage of economies of scale**

## VANESSA JODAR

**LES MILLS: HEAD OF  
GLOBAL SALES AND  
CLUB PERFORMANCE**



Some facilities understand the high value to their business of offering members a motivating, inspiring environment – an amazing fitness destination. After all, growing membership and profit is all about motivating more members to come to the club more often.

Unfortunately, many fitness facilities and group fitness studios we see are about as exciting as hospital rooms. They're just places to go to exercise, which shouldn't be the case as they share so many points in common with a theatrical experience: the music, the lights, the instructor, the moves, the stage.

The impact on the business of improving the studio environment can be massive. When the Les Mills club in Auckland, New Zealand, created a new cycling studio a few years ago, it jumped from 1,200 attendances at its RPM classes each week to 2,000, generating an additional income of NZ\$4,000 (US\$3,200 / £2,070 / €2,400) a week.

To start with, go big. Currently we're finding, worldwide, that studios are too small to take advantage of economies of scale. More attendees means more revenue to pay better instructors, which leads to even more attendees. If your existing studio is too small, can you rearrange storage? Change the position of the stage? Swap spaces in the club? Use the gym floor or the car park?

Create an experience: make it immersive and exciting, with the



**Clubs must provide an environment that will inspire and motivate members**

instructor and stage the centre of the focus. Don't make the common mistake of scrimping on the sound system: you really need a professional system that can handle a high level of usage in a humid environment.

Creative lighting can add a lot to the experience. You need some theatre and the ability to play with colours and intensity, all of which creates energy and movement in the room. A dimmer switch can be a cheap solution to bring about a big show effect.

And think about the décor: using different graphics, colours, patterns and shapes can create a huge amount of impact and energy.

## WE DIDN'T INVENT CORE TRAINING WE REDEFINED IT



**SOFT SURFACE  
TRAINING USING THE  
VICORE CORE BENCH  
= MORE MUSCLES  
ENGAGED & GREATER  
RESULTS IN  
LESS TIME!**



Scan the QR code to see the  
Vicore Core Bench in action

**MATRIX**  
www.matrixfitness.co.uk

Matrix Fitness is the exclusive  
distributor of Vicore products in the UK

### GROUP EXERCISE

#### LEE MATTHEWS

**FITNESS FIRST:**  
UK HEAD OF  
FITNESS



**G**enerally I think operators are complacent about their group exercise offering and assume it's working well if the core classes are full.

As fitness industry professionals, it's our job to keep introducing the latest trends and help members achieve the best results, so we have to keep moving and evolving. There are certain classes such as Les Mills and yoga that are always popular, so timetables should include about 80 per cent of the solid favourites – but then have about 20

per cent new classes. Push members out of their comfort zones by putting a different class in a popular slot and making them try something else.

In terms of getting more members to try classes, this comes down to face-to-face interaction, engaging with people on the gym floor and persuading them to come along. There's also a lot that can be done via tailored CRM communications and social media.

At Fitness First, we run a major campaign every two months. These used to be offer-led, but for the past year have been product-led. Our current campaign is creating a buzz for the Victoria Pendleton pro-cycling class. We're also piloting virtual class options, looking for the right product to roll out.



Matthews: Popular classes like Les Mills should make up 80 per cent of the timetable

#### GREG SELLAR

**GREG SELLAR LTD:**  
DIRECTOR



**C**lubs should in principle be using group exercise as a marketing tool, but at present there's little to differentiate the offerings of the major public and private sector chains – they all offer the same classes, which hardly makes for a USP to shout about, and essentially appeal to the converted.

A good exercise programme should include statement and signature classes that are unique to that club brand, with programmes renewed annually, either by talent within the chain or by external consultants. The timetable shouldn't look the same year on year, let alone decade on decade. The plan should cater to all fitness levels, but each class should unapologetically not have to cater to all.

To ensure quality control, club co-ordinators should attend classes on a monthly basis to provide constructive feedback. All clubs should have an in-house programme running that constantly assesses and monitors instructors delivering all sessions.

Any member of a qualified team with a passion for studio classes should be able to step in and deliver a great experience: most new concepts taught in a studio can be delivered by group exercise instructors, gym instructors or personal trainers alike.

Clubs should hold monthly meetings, listen to the instructors, invest in their training and incentivise them. A solid team ethos driven by the club and overseen by a proactive co-ordinator will ensure quality. There has to be some ownership from clubs, which need to realise they have a responsibility for their instructors and trainers – to help them develop and ensure their success.



Denton: Make your group areas, such as the cycling studio, visible from the gym

## ELAINE DENTON

**EVERYONE ACTIVE:**  
REGIONAL FITNESS  
MANAGER



**T**o mobilise as many club members into group exercise as possible, and maximise the potential of the studio, the timetable needs to be strong. Strike a balance between calorie killers, toning and strength, unwinding and energising classes, and specialities like Zumba and Bokwa.

Staff interaction is key to persuading people to try classes. Everyone Active has timetables and posters to promote classes and new launches, but we also ensure colleagues know what the classes are, and the benefits of each programme, so they can interact with customers and introduce them to a new experience.

The quality of the instructor is paramount. All of our instructors are REPS-registered and each centre has extensive cover lists with approved instructors to ensure the quality of instruction remains the same.

Assessment and instructor feedback are important to ensure instruction quality remains high and to monitor

attendance, making sure we offer the right classes at the right time, getting as many people active per session as possible.

We provide small group training sessions on the gym floor so people can see what it's like to exercise as part of a group, and the social interaction and support it provides. We try and make our group cycling studios visible from the gym floor too, with glass walls for example, so other members can see what the classes involve. We find this helps break down the perceived barriers to attending an exercise class, making members feel more confident and comfortable about attending their first session. ●



Social interaction lies at the heart of the appeal of group exercise

**myride** V3

## THE BEST WAY TO EXPERIENCE INDOOR CYCLING. EVER.

The MyrideV3 is powerful, fast and intuitive, with over one million variations and thousands of preset challenges designed to meet every fitness and sporting level giving you the ability to maximize space and bike usage during non-class times.



**MATRIX**

For more information contact  
01782 644900

[www.matrixfitness.co.uk](http://www.matrixfitness.co.uk)



# & JOE PINE JIM GILMORE

They wrote the manual on themed experiences, and 15 years later Joe Pine and Jim Gilmore are still creating lightbulb moments for businesses looking to attract consumers in authentic, engaging ways. They talk to Julie Cramer about their work, vision, and standing out in the digital age



It's been almost 15 years since authors and business partners Joe Pine and Jim Gilmore penned the title *The Experience Economy – Work is Theatre and Every Business a Stage*, and in doing so defined a new economic phenomenon.

At that time, in the late 90s, themed restaurants and giant amusement parks might have been the most popular 'experiences' being sold to the public. However, Pine and Gilmore were able to cut through the layers to identify and articulate a trend that has today become embedded across many sectors – from computer companies like Apple and Dell to coffee chains like Starbucks, as well as individual entrepreneurs.

Pine says: "When we wrote the book in 1999, we talked about it as the nascent experience economy – we couldn't quite say it was actually here, but you could see all the elements. It was growing faster than the agrarian, industrial and service economies and was going to overshadow them. Now

we can say it is here: [in Western markets] it's the predominant source of GDP growth and job creation and the primary economic offering."

Pine and Gilmore's first collaborative work has since been translated into 16 different languages. In 2011, the edition was updated to reflect the new influences from technology and social media, and draw on many more examples of what customers now consider an 'experience' – and how businesses go about creating them.

## Time as currency

The main premise of the Pine and Gilmore philosophy is that "goods and services are no longer enough", and that all businesses must learn to "orchestrate memorable events for their customers that engage each one of them in an inherently personal way".

Gilmore adds: "Services are delivered on demand and are transactional, while experiences are staged over a duration of time. With services, people want to





## Spelling and superheroes

**N**on-profit organisation 826 National won the EXPY award last year for its writing and tutoring centres, which help under-resourced students aged six to 18 years to explore their creativity and improve their literacy. All centres feature a little store out front – the Brooklyn centre has a Superheroes store, for example – which helps reduce the stigma for kids having to walk in for extra tutoring.



spend less time with you – they want to get out of the dry cleaners, the car wash or the grocery store as fast as they can. But for experiences, time is really the currency – it's all about how customers can spend more time with you."

A hotel, for example, can either be an experience or just a service, depending on how it's offered to customers – and how they perceive it. Are guests paying for the time they spend in the hotel, or merely for a bundle of activities to be performed? Do they pay a room rate for the services or a day rate for an experience? Similarly with a gym, are members getting in, working out and leaving as quickly as possible, or are they relaxing and spending time in what they feel to be their 'club' – their third place?

## Theory into practice

The partnership between Pine and Gilmore has clearly stood the test of time, and renews itself with new ideas and vigour each year. The pair first communicated when Pine published his

book, *Mass Customization*, in 1992 and Gilmore wrote him a letter about it. "My first thought was, oh shoot, someone has gone and written the book!" says Gilmore. When Pine left his job at IBM six months later, he ended up being engaged as a consultant by Gilmore, who has a background in logistics consulting. By 1996, the pair had formed a partnership and were writing *The Experience Economy*.

But Pine and Gilmore are far from being academic theorisers. They've spent the past decade and a half of their business partnership working with companies across North America, and increasingly across the world, advising them on how to apply a range of principles to stage engaging experiences.

Under their consultancy brand, Strategic Horizons LLP, they undertake speaking engagements, offer workshops, run a global certification programme, create 'learning excursions' for individual companies, and lecture at colleges and universities. Their flagship product is the

annual thinkAbout event, which takes place in a different city each year and which is personally designed by Pine and Gilmore to bring delegates a highly interactive, immersive and thought-provoking two-day tour round the 'Experience Economy' of a chosen city.

Since its inaugural event in Gilmore's hometown of Cleveland, Ohio, in 1998, thinkAbout has taken followers of the Experience Economy to such places as Hollywood, Las Vegas, Baltimore and Nashville. Last year the event – which also names the top 10 experiences of the year in the US, and gives the top one the 'Experience Stager of the Year' (EXPY) award – was in San Francisco, while at last month's event delegates explored the streets of Washington DC in pursuit of experiences par excellence.

## Distilling the essence

The pair maintain that theming is still a key part of staging an experience today, but it now has to be much more subtle – even subliminal. As Gilmore says: ▶



## Case study: Get real, get virtual

In his most recent book, *Infinite Possibility – Creating Customer Value on the Digital Frontier* (2011), Joe Pine identifies the problem of “the migration of virtuality”. He adds: “People bring all this technology with them and they’re just a click away from leaving your experience. How do you get them to engage with their technology so they are more fully immersed in your experience?”

He cites the Kim Possible World Showcase Adventure that launched at Disney’s Epcot centre last year. “For teens and tweens, Epcot is the most boring part, but this exhibit

used digital technology to allow them to go on an adventure within Epcot that had nothing to do with the park itself.”

Kids were given special mobile phones and used the technology to find clues around the park as if they were in an episode with the TV character, leading to a special area where they got to save the day from Dr Evil.

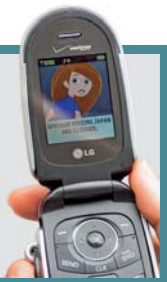


PHOTO: FLICKR/PETER LEE

- ▶ “What’s lacking in many of today’s environments is an organising principle. The theme is the essence of an experience – and if you have to tell people what it is, then it’s not a very sophisticated theme.

“Every time Francis Ford Coppola shot a movie, he always had a single word he’d refer to. Whether it was deciding on what kind of raincoat or wine to use in a scene, he’d go back to that single word, which represented the essence of the film.”

To show this perfectly applied in a business setting, Pine and Gilmore use the example of Joie de Vivre Hotels and the company’s founder Chip Conley – a past recipient of a Strategic Horizons’ EXPY award.

In the late 80s, Conley bought a rundown motel called the Phoenix in San Francisco’s Tenderloin district, and decided to theme it around *Rolling Stone* magazine. But instead of being an overt homage to what many considered a bible of rock music, Conley went through past magazines and extracted five principles that he believed summed up the essence of the publication.

Pine says: “Those principles were adventurous, hip, funky, irreverent and young-at-heart. Conley felt, if he could capture the sense of the magazine in this way, then every one who loved it would naturally love his hotel. And it worked. Without ever having to put an oversized rock guitar in the lobby, the Phoenix became THE place for rock bands to stay when they played San Francisco.”

Conley went on to create other venues, such as the Hotel Rex, themed around *New Yorker* magazine, and the Hotel Carlton, themed around *National Geographic*, and now has a large portfolio of chic boutique hotels, restaurants and spas around the US.

## Creating a theme

Pine and Gilmore’s formula for creating memorable experiences revolves around their own THEME acronym:

**T**heme the experience – design around a dominant organising principle

**H**armonise impressions with positive cues – intentionally create memories with signals from the space (set) or staff (ensemble)

**E**liminate negative cues – remove whatever runs counter to the theme or desired impressions

**M**ix memorabilia – let guests attach memories to physical objects they actually use in the experience

**E**ngage all five senses – richly stage all sensory phenomena

Out of these, says Gilmore, eliminating negative cues could be the most simple to address, yet is the most commonly overlooked. “Anything that doesn’t contribute to the theme is a negative cue. It might be something as simple as an overflowing waste paper basket, or a staff member who does not smile.”

As a model of good practice, Gilmore cites the example of the John Robert’s chain of hair salons in Ohio, US, which from its launch in the 90s was focused on creating a very personal guest experience. New customers are always given a white gown to wear, while regular customers are given black ones, enabling staff to tailor their handling and greeting of a client without that client ever knowing they’ve been signposted. Similarly, instead of the receptionist having to tell a stylist their next client has arrived within earshot of a current client – potentially creating the negative cue of making them feel rushed – the stylist is buzzed via a device hidden in their pocket.

## Brave new world

Of course, the world has moved on rapidly since the original publication of *The Experience Economy*, and now social media is responsible for creating a whole other layer of consumer experience.

Pine explains: “You learn about a place much more readily from other people now. Your first impression may not come from discovering it yourself, but from friends or complete strangers.

“Online ratings can flavour your experience before you even get there – they can set the bar so high that you’re disappointed, set it low so you actually have a better experience, or set a bar which means you decide not to try the place at all. Social media can really be used to improve the experience, but companies have to pay attention to it and respond.”

Pine says one only has to consider the now-celebrated example of musician and plane passenger Dave Carroll, who had no offer of compensation from United Airlines when luggage handlers broke his guitar. So instead he took to YouTube with a song of complaint entitled *United Breaks Guitars*.

“The song went viral within hours and attracted over 12 million hits on YouTube. It’s estimated that United’s stock price dropped 15 per cent as a result. That’s the power of social media!” says Pine.

Interestingly, while Pine is passionate about new technologies (he more recently co-authored a book with Kim Korn entitled *Infinite Possibility – Creating Customer Value on the Digital Frontier*), Gilmore confesses to being averse to such “anti-social” pursuits as Twitter and doesn’t even own a mobile phone. Like many successful business partnerships, the two men’s personalities and skillsets seem complementary rather than similar. “He likes cigars, I don’t. He’d spend leisure time at Disney, I wouldn’t,” jokes Gilmore.



#### ▲ STORY in New York regularly changes the store's theme and design

Of the two, Pine is the one who naturally keeps abreast of what's happening in the marketplace, with "a keen set of antennae to spot things of significance," as Gilmore puts it. He, on the other hand, is the more inventive, creative type, coming up with fresh ideas for business exercises and workshops and facilitating group dynamics. "I'm more playful and highly strung. He's calmer and more academic," Gilmore adds.

#### Quest for authenticity

Despite Gilmore's light-hearted protestations over the proliferation of technology (he takes note of how many people today live "three screens deep" with laptop, tablet and smartphone in hand, little noticing their immediate surroundings), the pair know only too well that the Experience Economy must contend with digital realities.

Pine says: "It's increasingly difficult to get people's attention as they spend more time online or in virtual worlds. In the future, we'll see more and more the fusing of the real and the virtual, or we might lose customers to technology altogether."

Conversely, as the push into virtuality marches on, Pine and Gilmore also

#### Case study: What's the story?

Pine and Gilmore say the buzz they get from their jobs is seeing their clients "get it", changing their mindset, and doing things differently as a result. One past participant of their thinkAbout event is former brand consultant Rachel Shechtman, who recently opened the retail space STORY on New York's

10th Avenue. Described as "a retail space that has the point of view of a magazine, changes like a gallery and sells things like a store" the 2,000sq ft site is like one imaginative, revolving pop-up shop. Every four to eight weeks, STORY changes all its merchandise, design, fixtures and re-invents the store around a new theme.

recognise that customers still want to feel they are experiencing authenticity. In *Authenticity – What Consumers Really Want*, they wrote: "In an increasingly unreal world, consumers choose to buy or not to buy based on how real they perceive an offering. Business today, therefore, is all about being real, original, genuine, sincere and authentic."

According to Pine, this brings us to the "final offering" of the progression of economic value – from commodities to goods and on to services and experiences – which, he says, is something that's really only just starting to happen. And this is when experiences start guiding life transformations.

"Places like fitness clubs are one step ahead in that they're already in the business of transformation. People mostly don't go for the one-hour workout – they go for the transformation it will bring.

"But I like to remind leisure businesses: you used to own the Experience Economy – until everyone else started getting into your business.

"Clients are going to start paying other companies to help them achieve their aspirations. In financial services, for example, there will be less focus on the money itself and more focus on how companies can show people what to do with that money to create the transformations they seek.

"Operators must find ways of enhancing their experiences if they are to continue to compete."

This feature first appeared in *Leisure Management* issue 3 2013



## RESEARCH ROUND-UP

Fitness, not age, should be used to determine whether older people can have an operation, says a new study

# Fit for surgery?

Currently, doctors view age as a key determinant in deciding if someone is suitable for surgery. Older people, they believe, have a lower survival rate after operations and are more likely to have complications and take longer to recover.

However, now researchers from Newcastle University in the UK and the Newcastle Hospitals Foundation Trust have found that being physically fit is a more important factor than age when it comes to the outcome of surgery.

The research, published in *Annals of Surgery*\*, could lead to changes in hospital procedure, such as prescribing exercise programmes before operations.

### Fitness test

The study was focused on 389 adults who had liver surgery at the Freeman Hospital in Newcastle upon Tyne over a three-year period. Their ages ranged from 26–86 years, with a mean of age of 66.

Before their operation, each patient's physical fitness capacity was measured via a maximal exercise test. Taking into account age, weight and height, they cycled to exhaustion up a virtual hill that got progressively harder while their breathing and heart rate were monitored. Their fitness level was calculated based on their anaerobic threshold and peak oxygen consumption during the final 30 seconds of exercise. After the operation, their outcomes were measured via hospital records.

### Multiple benefits

Fit patients, the study found, had a significantly lower risk of dying after surgery. The best results were for those who were fit and under 75 years old, where the mortality rate was less than 1 per cent. This rose slightly to 4 per cent for patients who were fit and aged over



© SHUTTERSTOCK.COM/MONKEY BUSINESS PICTURES

**Fit patients aged under 75 had only a 1 per cent chance of dying after surgery**

75. For patients who were unfit and aged under 75, the mortality rate was 11 per cent, jumping to 21 per cent for those who were aged over 75 years and unfit.

And the benefits of being fit didn't stop there. Regardless of age, people who were physically unfit took longer to recover from their operation. They spent an average of 11 days longer in hospital after surgery – at a cost of £6,000 each – than fitter patients.

Professor Mike Trenell, who led the research, says: "The results of this study show quite clearly that physical fitness plays a powerful role in surviving major surgery, no matter how old you are. Being fit also costs less, both individually as you have fewer complications, and financially to the NHS."

Dr Chris Snowden, a senior lecturer at Newcastle University, adds that the data "also emphasises the importance of making an objective measurement of fitness to classify pre-operative risk. Optimistically, it means there's an exciting

opportunity to improve surgical outcome by improving pre-operative fitness."

Meanwhile, another study – published in the *American Journal of Cardiology* in August – showed that the chance of fit heart bypass patients dying after surgery was only 1 per cent, going up to 5 per cent among unfit patients.

### Stress-related

Trenell believes that one way fitness can aid surgery is that it helps the body to cope with stress. More research is needed, however, to see if pre-operative fitness benefits are the same across types of surgery. It may be less effective for those with a head or brain injury, Trenell says, as these tend to be more complex than surgical interventions.

He adds: "The question is whether we can help people who aren't physically fit become 'fit for surgery'. That will involve working with patients, care teams and exercise professionals – an exciting challenge to work on." ●

\*Trenell, M and Snowden, C et al. Cardiorespiratory Fitness Predicts Mortality and Hospital Length of Stay After Major Elective Surgery in Older People. *Annals of Surgery*, June 2013

# THE HIGH LIFE



High Life Highland is now working with Gladstone to develop a bookings app

When High Life Highland consolidated all its bookings through Gladstone's Plus2 software, its summer programme saw online bookings reach 30 per cent

**H**igh Life Highland took over the responsibility for culture, learning, sport, leisure, health and wellbeing, which includes 21 leisure centres and 68 libraries, from The Highland Council in October 2011. Highland Council had been a customer of Gladstone Health and Leisure for more than 10 years.

Although High Life Highland is a charity, the company has a clear focus on the customer experience, putting this at the forefront of everything we do. With Gladstone's help, our first Summer Activity Programme (SAP) aimed to offer a more customer-focused experience than in previous years.

High Life Highland's priority was to provide easy booking for customers. We gave Gladstone a spreadsheet of over 1,500 classes and activities on offer, from canoeing and mountain biking to football tournaments. These were uploaded to Connect for online bookings and Call Centre was used for telephone bookings.

The 2012 SAP saw 11 different printed brochures produced which were posted

to more than 21,000 houses with school age children throughout the area, promoting the activities and signposting parents to the booking methods.

It was the first time we had consolidated bookings for all areas through Gladstone's Plus2 software. From my wider experience in the ticketing world, we'd expect a first attempt at online bookings to hit around 20%. But through the summer we saw

5% taken on the phone and a staggering 30% made online, so we were extremely pleased with the outcome. Customer feedback suggested they welcomed the online booking option, not only for its ease of use, but for the convenience it offered and so we expect to see even more online SAP bookings in future.

We've been very impressed with the system and will shortly roll out a pilot in three areas with our local Active Schools Coordinators, enabling parents to book children's activities online. Gladstone is also assisting us with the development of an app, enabling customers to book via mobile phone.

Gladstone has been very helpful, reliable and provided solutions for us. Their staff were key to enabling High Life Highland develop the existing Plus2 installation, and they continue to work with us on the rollout of additional functionality, which will future proof this piece of business critical software.



After launch, only 5% of SAP bookings were made by phone

**Laurie Piper, marketing & comms manager at High Life Highland**

# The Fraud Squad

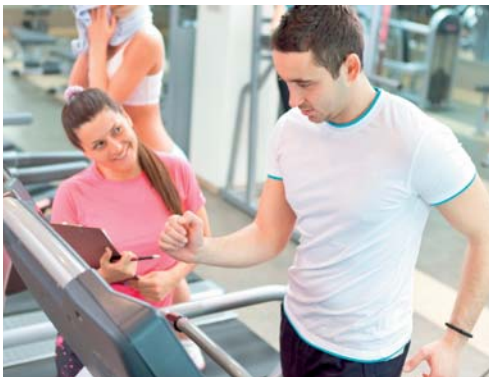
DO YOU KNOW IF EVERYONE TRAINING IN YOUR CLUB IS VALID AND PAID UP?  
KATH HUDSON FINDS OUT ABOUT THE LATEST ACCESS CONTROL TECHNOLOGY  
DESIGNED TO HELP PREVENT FRAUD

**F**raud is surprisingly common in health clubs. It can take various forms: tailgating, lending a membership card to other people, or continuing to go to the club when the membership has expired or is in arrears. Lower grade fraud might involve paying up for a basic membership, but then nipping into a class or facility that isn't part of the membership package, going at peak times on an off-peak membership, or maybe just helping yourself to a towel.

The general public will easily find a way of justifying their actions to avoid feeling guilty about these little transgressions: they have been paying their membership but haven't managed to get there, so why can't their spouse have the benefit? A lot of the time they might be small incidents, but added up it could be costing your club thousands of pounds over the course of the year – at least enough to install an access control system.

Which leads us to the next question: what sort of access control system? Does your gym install turnstiles or do they create a barrier to entry, making the gym look officious rather than friendly and welcoming? How about having access control systems in other parts of the club – systems that, for example, would prevent someone who's only paying for a gym membership from sneaking into the wet facilities? Is this taking it too far and spoiling the atmosphere, or is it protecting the club – and those members who don't take advantage?

When it comes to access control systems, what technology is currently available, what's coming soon, and what are the pros and cons of each option? We ask the experts for their thoughts....



© SHUTTERSTOCK.COM/ALAMY BUSINESS

Staff spot checks may be needed to ensure gym users are paid-up members

**AITOR ELORZA**

SALES DIRECTOR,  
OJMAR



**M**embership fraud has a relatively high incidence and clubs need a defined strategy to avoid it, working out what kind of fraud is being carried out and designing a strategy to keep it at bay.

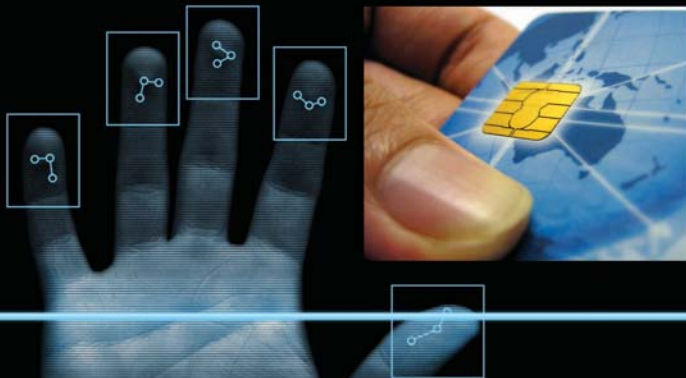
RFID is the most popular technology in mainland Europe, with proven effectiveness. As well as being used for access control, the identification media can be used for other services like lockers, cashless payment and cardio suites. Members like to have an all-in-one card. On the down side, it's fairly easy to be passed to a friend, but this can be prevented via visual surveillance, with a photo showing up on the reception computer screen or combined with other technologies. Usually the highest integration level (lockers, cashless, activities) leads to the lowest

“AS WELL AS BEING USED FOR ACCESS CONTROL, RFID CAN BE USED FOR LOCKERS, CASHLESS PAYMENTS AND SO ON – MEMBERS LIKE TO HAVE AN ALL-IN-ONE CARD”

fraud incidence, as the fraudulent user can be detected in different areas.

Biometrics can be considered the panacea against fraud, as the member must check in with their fingerprint or hand, but there are drawbacks: identification can be slow, which can lead to queues, and it's negatively regarded by some as an attack on privacy.





## Biometrics: The panacea against fraud or an invasion of privacy?

### TOM WITHERS

HEAD OF SALES & BUSINESS DEVELOPMENT, GLADSTONE



If clubs don't have a physical control for customers, they're reliant on members being conscientious enough to sign in properly, and the public will find ways to take advantage. Validation at reception, a visible token such as a wristband or staff spot checks need to be in place – but even then, if someone doesn't want to pay, they will find a way around these measures.

Showing the customer's image on large screens by the turnstile when they swipe their card or enter their PIN helps stop people sharing a membership.

Near field communication (NFC) within mobile phones has great potential for leisure: everyone likes to have their phone on them and, unlike a membership card or PIN, they're unlikely to give it to someone else to use. Phones will also interact with apps such as the one we're currently creating, which can be used to automatically check members into or around a building and can be used for checking

into classes, allowing instructors to ensure that everyone attending is valid.

Apps have the added advantage of capturing data automatically – clubs can find out about member's habits without them signing in or doing anything.

Unfortunately not all phones have this technology yet, so it will be a few years before this can become widespread.

Getting it right can cost money, but the returns are real. I know a club that invested £20,000 in turnstiles, which paid back within six months by trapping unpaid usage. They even found one regular user who had not paid in over eight years.

ONE CLUB INVESTED £20,000 IN TURNSTILES, WHICH PAID BACK IN SIX MONTHS BY TRAPPING UNPAID USAGE. ONE REGULAR USER HAD NOT PAID IN OVER EIGHT YEARS

### SHEZ NAMOOYA

BUSINESS DEVELOPMENT MANAGER, EZ RUNNER



Health club operators have the unenviable task of protecting their business, but doing so in a way that doesn't seem too draconian. But it's very important. As one of our clients said: "If they can cheat you, they will!"

Turnstiles are undoubtedly effective, but a number of our clients say they give

the wrong impression. Also, unless other checks are in place, people can still pass their card to a friend behind them. We have clients who don't agree with gate access, but instead ask their members to swipe their card at reception.

When a member swipes their card using our system, a photo appears on the access screen. This gives clubs great control in terms of managing peak/off-peak entry, expired member entries, bad debtor entries and anyone borrowing someone else's membership.

I've been to many sites where members exploit the admin time it takes for the health club to manage debtors, costing them thousands of pounds a month. Our direct debit system can automatically place messages at reception for bad debtors, or prevent entry where there are gates, and automatically send out rejection emails. To prevent people from entering fake data – fake addresses, bank account details and so on – we also offer validation of member details.

## GUY FOSTER

BUSINESS DEVELOPMENT  
MANAGER, CLUBWISE

The only sure-fire way to prevent membership fraud is to use biometric technology linked to a turnstile, gate or access door. By enrolling an image of the member's fingerprint, our biometric technology ensures only that specific member can gain access to the club. The scanner reads intricate details from each fingerprint to ensure every record is as precise as possible.

Biometrics allow reception cover to be scaled down at quiet times, or even become totally unmanned. After all, people can hand over a card or a PIN to their friends, but not their fingers!

Where a member is unwilling or unable to provide a scan, proximity card and PIN code alternatives can be built into the single access control scanner for more flexibility. Tailgating and CCTV technology can allow us to report to the club on those members who are still trying to abuse the system.

While the initial costs of implementing the solution are slightly higher than some barcode and cards solutions, the ongoing costs are considerably less, as clubs no longer have to budget for things like membership cards. Members also don't have to remember to bring a membership card with them each time they visit.



Gantner's system uses fingerprints to verify that members are the card-holders

## ALEXANDER EGELE

BUSINESS DEVELOPMENT  
MANAGER, GANTNER

Based on reports from our customers, up to 10 per cent of people training in a club that doesn't have an automated turnstile-based access control system are likely not to be valid members: they either use a friend's membership card, have an expired membership, or haven't paid the membership fee at all. Fitness clubs with a turnstile still report about 5 per cent of customers cheat by using the card of a friend or family member.

We believe the best control system is a combination of smart cards with a

state of the art biometric component. We offer a fingerprint-on-card access control reader, where the member has to hold a smart card, wristband or key fob up to the reader and verify with their finger that they are the card-holder. The biometric data is stored as vectors in designated sectors in the memory of the smart card. These sectors are secured with crypt keys to ensure no external readers can read or access this data.

The verification process takes less than a second and, to ensure members' privacy is maintained, there's no link between the club management software and the biometric data, which is solely stored in the memory of the smart card.

## GORDON WATSON

GENERAL MANAGER,  
AUTHENTIC8

Until clubs install an access control system, they can't quantify the problem, but we suspect fraud is more widespread than operators realise. The main problems we come across are card sharing and card cloning: it's easy to clone a basic membership card or replicate barcodes, even on Microsoft Word.

Member identification can be validated very simply by printing their photo on the card. This only requires around £1,000 in initial outlay for the card printer and means the card can be checked anywhere in the club.

However, we're now looking to enhance member authentication using biometrics. In our view, the ultimate solution is biometrics combined with

an RFID wristband or card. Members are issued with a smart wristband, card or fob, which incorporates a scan of their fingerprint. When they enter the club they have to first swipe the wristband (or card or fob) and then scan their fingerprint. This gives you a secure, scalable solution that completely eliminates card sharing and cloning.

However, biometrics is an expensive solution, so operators need to weigh up the significant costs against the benefits. ●



The benefits of biometrics must be weighed up against the costs



Authentic8: Combining biometrics with smart wristbands, cards and fobs

# TAILORED LEISURE SOLUTIONS

Proven software delivered world-wide for over 15 years. Ez-Runner can help with every aspect of your SPA business

As well as key software modules as standard we offer fully integrated online functionality including :

Mobile websites  
Commission free vouchers online  
Online SPA Packages Including Upgrades  
Staff Diary views via Mobiles  
Memberships Online  
Automated Marketing  
Paperless Solutions  
Resource Optimisation  
and much more!



w: [www.ez-runner.com](http://www.ez-runner.com)  
t: 0844 847 5827

ASHBOURNE  
MEMBERSHIP MANAGEMENT

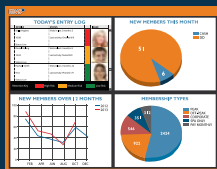
We can handle Direct  
Debit collections for  
YOUR club



FREE Club Management Software:  
Entry Control • Online sign-up  
Class booking • pos+ system  
mvs+ retention data

mvs+

ALL the data  
you need...on  
ONE screen



...and it's FREE  
MANAGER'S  
DASHBOARD

0871 2712088 [www.ashbourne-memberships.co.uk](http://www.ashbourne-memberships.co.uk)



# The Galleon continues to invest to maximise retention

Recycling is how one of Scotland's most efficiently run trusts has gained maximum life from its changing provision while boosting customer care

**G**alleon Leisure Centre is the jewel in the crown of Kilmarnock Leisure Trust, providing a comprehensive leisure facility to the Kilmarnock community, operated by a team of staff who are fully committed to providing the very best in quality and customer service.

Last year, Galleon attracted 800,000 visitors, up 27,000 from the year before and a rise of 47,000 on the year before that. Something is working well here.

"Not bad as a standalone centre," says David Carey, general manager for 14 years, who has overseen a programme of evolving leisure provision on his watch. "Customer satisfaction is at the heart of everything we do here," he stresses.

Carey surely has his sights set on the magic million. "In our dreams," he says, "but we're constantly focusing on ways to improve our offer and service."

Opened 27 years ago, Galleon regales its broad demographic with leisure provision as diverse as ice sports and indoor bowling, swimming and wellness.

"A £0.5m upgrade of the ice rink is underway," Carey adds, "and East Ayrshire District Council has allocated

us a further £2m to invest over the next couple of years once we have conducted a review of our existing provision."

Managing what is a constrained urban site in the middle of Kilmarnock, Carey is happy to disclose that the trust's operational standards rank high indeed, a key factor in the centre's sustained progress.

The variety of lockers we provide meets the needs of our users, and is a key factor in our success and the levels of customer satisfaction we achieve

"We're one of the most efficiently run leisure trusts north of the border in terms of income and expenditure, receiving just 9 per cent of our operational turnover from East Ayrshire - the lowest in Scotland, I believe," he reveals. "Breaking even is our target, although we have to strike a fine balance between economy and investment - a reduction of 1-2 per cent a year in our operational subsidy is realistic moving forward."

The level of that managerial nous was shown to dramatic effect recently when Carey sought to once more raise the quality of Galleon's changing provision. Ten years ago, keen to move on from the "old and dilapidated" metal lockers upstairs in the male and female gym changing areas, he combed the marketplace before deciding to call in John Gibbs and the Craftsman team, who provided timber lockers, grooming stations and bench seats to meet the expectations of the gym's 2,000 members.

Just over a year ago, Carey was searching for ways to upgrade changing provision in the centre's dryside and once more turned to Craftsman. "The gym lockers were still in excellent condition," he recalls, "so we decided to refit them in the dryside areas, replacing the changing cubicles and some of the existing seating, while installing brand new Maximizer timber lockers and changing cubicles in the gym's male and female changing areas."

The Craftsman Maximizer lockers not only provide a more organised locker but also make better use of available space, with each locker having three



separate compartments for hanging clothes; storing sports holdalls; and keeping shoes and valuables.

"We also took the opportunity to look after our growing number of disabled users by introducing the Equalizer locker produced by Craftsman, developed with the IFI and designed for wheelchair users and ambulant customers.

"By doing things this way, we have improved service to our gym members while also dramatically raising the quality of the dryside changing areas for our other leisure centre users, to provide excellent changing facilities downstairs," adds Carey.

Since the summer refit, customer feedback has been overwhelmingly positive, Carey reports: "The variety of lockers that we provide meets the needs of our users, whether solo swimmer or family visitors, and is a key factor in our success and the levels of customer satisfaction we achieve."

Recycling the original Craftsman lockers clearly demonstrates the original build quality and that it pays to invest in the best. The changing facilities upstairs will undoubtedly stand the test of time as it becomes increasingly difficult with constrained budgets to obtain capital to replace facilities in the future.

**Above: Lockers cater for all needs – from big families to singles  
Left hand page: The centre is breaking the design and use mould**

"Our members are also delighted that we're continuing to upgrade facilities," adds Carey. "Recycling lockers this way, especially when they are of such good quality, seems the logical way forward when budgets are constrained and more trusts could adopt this approach." Surely one of the secrets of Kilmarnock Leisure Centre Trust's high levels of efficiency.



**Maximizer lockers' three compartments optimise available space**



Tel: +44 (0)1480 405396  
Email: [johnh@cqlockers.co.uk](mailto:johnh@cqlockers.co.uk)  
[www.cqlockers.co.uk](http://www.cqlockers.co.uk)





# TRAIN LIKE A CHAMPION

SPORTS  
conditioning  
SERIES

**F**ancy taking a break from your desk and using your lunch hour to train like a professional athlete? If your offices are in central London you could be in luck, because that's precisely the premise of City Athletic, a new premium club halfway between Bank and St Paul's.

Launched in December 2012 with a mission to make sports conditioning achievable for all, the 4655sq m (5,000sq ft), open-plan strength and conditioning gym is dedicated to helping every single member achieve professional-standard results. Its owners say this approach has so far proved a great way to differentiate the club from its competition and hit a passion point for its target audience: ambitious working men and women aged 22 to 55 years.

The club was five years in the making – an ambition and dream of its business partners, pro cricketer Ben Claypole and WBFF World Champion Shaun Stafford. Having worked together as personal trainers for over 15 years at a large gym chain – they decline to name the brand – they say they shared similar frustrations when it came to the choice of equipment available to members, and most importantly the service offered.

"Shaun and I discovered from our pre-opening research that members of

Nicole Hearn pays a visit to London-based City Athletic, which offers City workers the opportunity to train like elite athletes

conventional gyms didn't feel they were provided with enough support, and that the service was lacklustre," explains Claypole. "This inspired us to focus our efforts on creating a medium-sized gym that bridged the gap between a PT studio and a super-gym. We wanted to offer our clients a really personal, bespoke service that delivered 'more bang for their buck' and better results for the individual."

## A sporting destination

Together with running shoe and clothing retailer Sweatshop, City Athletic had the idea of joining together with complementary businesses to create a full and unique experience for members. This resulted in the creation of Trump Street, an immersive training space that spans three floors and includes the City Athletic gym in the basement, with The

Running School (a complete technical support unit for runners), The Altitude Centre (for specialist hypoxic training), Perfect Balance (an elite rehab clinic) and the Sweatshop on the other floors.

Each company recognises that, in the same building, they have some of the best qualified, most experienced professionals in their given area, and regular meetings ensure all teams are fully briefed on new starters and updates within Trump Street. The aim is to identify what's most important for each member and cross-refer to get the very best results for that individual.

"The idea was to create a fitness destination that people could use to take their specialist training to the next level," enthuses Claypole. "Whether the user is new to sport or a seasoned triathlete, we believe they should have access to the same elite services and products usually saved for professionals."

## Strength and conditioning

From the outset, Claypole and Stafford wanted to focus on strength and conditioning to deliver the fast, high impact results they knew would appeal to their ambitious City executive target audience. Alongside unique features such as a two-lane sprint track, the gym floor houses the very latest Life Fitness



The club offers a sprint track and equipment from Life Fitness



“STRONG IS THE NEW SKINNY – CONSUMERS WANT TO BE FITTER, FASTER AND STRONGER”

equipment including Elevation Series CV, Lifecycle GX bikes, rowers and Integrity Stairclimber. Meanwhile, for strength training, Hammer Strength HD Elite, custom-built power racks and lifting platforms are on offer, alongside a full complement of fixed and free weights including Life Fitness Signature Series equipment and a Cable Motion DAP.

Nick Mennell, EMEA education & global journey manager at Life Fitness, comments: “City Athletic is one of the warehouse-style strength and conditioning gyms that are rapidly on the rise – part of a new wave of unconventional gym models that are coming onto the market.

“Strong is the new skinny – consumers want to be fitter, faster and stronger – and strength and conditioning gyms provide the perfect way to do this. They give the everyday consumer the chance to discover their inner warrior and achieve incredible results. City Athletic allows members to undertake sports-specific training, which isn’t always easy in a conventional gym when you’re fighting for a piece of equipment.”

Monthly packages at City Athletic start at £75 off-peak, going up to £110 for a full membership. “Our membership capacity is purposely capped at 400 to ensure members are given enough space



Members generally want a bespoke training plan that delivers fast results

to work out, and that they get personal service. In fact, we believe our gym has the greatest square foot of space per member of any fitness centre in the City,” says Claypole.

He continues: “There are many different reasons why people train at clubs like City Athletic. Some want a lifestyle change, some want to change their body shape, and others will be training for particular sporting events and charity challenges. But what members have in common is that they want a training programme that’s bespoke to them and that delivers specific results fast. They want to train among like-minded people who are as focused as them and who want to achieve similar end goals.”

#### Focused training

Alongside members who want to train like a professional, City Athletic has also attracted a number of actual professional sports people to its facility.

These include Fulham Football Club, former WBA heavyweight champion David Haye, national championship parkour runners, Division One footballers, cricketer Nick Compton and a number of West Ham and Brighton football players.

“These professional sports men and women often have their own training programmes written by their team coaches and trainers, but come to City Athletic to use the top-end facilities and equipment they don’t usually get in London,” says Claypole. “They also interact with our PTs to exchange ideas on high performance training.

“In the meantime, the club’s PTs and fitness staff are able to encourage the ‘normal member’ to train correctly, which is the main thing. The intensity, alongside the advice and motivation on offer, is what sets us apart from standard health club training. Members are educated to understand how and



**Around 50 per cent of members at City Athletic will be training for some kind of event at any one time**

- why athletes train like this, and the results speak for themselves.”

Members have the choice of training in three ways: one-to-one bespoke PT sessions, independent training, or semi-private group sessions. The latter is included in the membership and caters for a maximum of six members to guarantee personal service, with sessions covering strength-focused fat loss, core and stability, and Broga – a dynamic form of yoga aimed at men.

To help keep things fresh and aid motivation, Claypole and Stafford also create 30- to 45-minute ‘workout of the day’ programmes, as well as setting monthly challenges.

All new starters are given an in-depth assessment with a PT, during which goals and aims are agreed, resulting in a bespoke workout plan and timescale in which to achieve the results, along with nutritional advice. Goals might vary

from losing weight and changing the shape of their body to scratch training for a competition or event.

“Around 50 per cent of members will be training for a particular event at any given time, but trainers encourage all of their clients to aim towards something they can compete or participate in. We believe this drives a member forward,” says Claypole.

Although there are no sports-specific group training sessions, PTs will tailor any private sessions towards customers’ specific needs for their event. Around 70 per cent of members invest in PT, at a cost of £60–80 an hour.

But even if they’re training independently, members can expect some input from the in-house professionals. “The gym is deliberately spacious and open-plan with nowhere to hide; if someone is training incorrectly, a PT can see and be on-hand to help and

give advice,” says Claypole. “We worked closely with Life Fitness not only to provide high quality equipment, but also to create the right environment.”

### Future plans

The short-term goal for City Athletic is to create a thriving business model that’s financially stable, says Claypole, adding: “We want to change the bodies and the performance of 400 members within our first year of business, giving them the vision and appreciation that their original goals were only the start.”

Eight months after opening they’re on track to reach these goals, with 260 active members. The club is also carrying out recruitment drives, running wellness days at local businesses.

However, the main focus is to ensure all existing members reach their goals, with its founders acknowledging how important this will be in driving word of mouth and personal endorsement.

Once the model is working perfectly, Claypole and Stafford plan to roll out more sites in city locations. “Consumers are becoming more aware of the benefits of strength and conditioning training, and are looking for a training facility that’s different from the norm,” observes Mennell. “Every day, we’re seeing a shift away from the cardiovascular focus of the traditional gym floor, and I can only see this momentum increasing and impacting the fitness industry more and more. ●

### SPECIALIST STAFF

**A**ll 11 staff at City Athletic – including receptionists – are fully qualified, best-in-class PTs qualified in a range of specialisms including strength and conditioning, posture correction, rehab, nutrition and sports-specific training.

All new trainers must pass a vigorous recruitment process to

ensure they have the right skills and attitude, and that they complement the existing team. They must all hold qualifications such as Poliquin Qualification Level 3 (international athlete standard), Paul Chek (holistic, posture), UKSCA, and university degrees including Sports Therapy, Sports Science and Sports Medicine.

## New delicious 'grab and go' food service nutritionally tailored for gym and health club members!



- Four ranges of nutritious, chef prepared meals designed to support Muscle Gain, Weight Maintenance and Weight Loss diets with an additional Vegetarian range.
- Our products add a valuable 'on the go' fresh food service to clubs which serves a large market of time constrained members.
- No financial risk to venues due to our profit share model, whilst providing a significant boost to club profits.
- We provide branded fridges and handle all stock control and delivery.
- Extensive variety of meal choices which can be eaten hot or cold.

### Our Ranges

BodyPlus



Muscle Gain

BodyPlus



Weight Loss

BodyPlus



Weight Maintenance

BodyPlus



Vegetarian





# THE ONLY WAY IS UP



Hubert Klumpner (left) and Alfredo Brillembourg (right) of U-TT

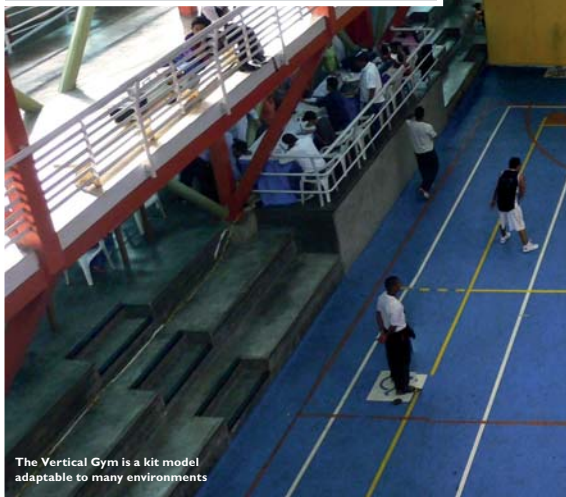
Kate Cracknell talks to professors Alfredo Brillembourg and Hubert Klumpner of Urban-Think Tank, the team behind the revolutionary Vertical Gym concept

**Q What sort of company is Urban-Think Tank (U-TT)?**  
U-TT is an interdisciplinary design practice dedicated to high-level research and design in architecture and urbanism. It's partnered with ETH Zurich, the university where we both lecture on architecture and urban design.

The point of departure for our research is architecture's failure to define informal urban settlements (shantytowns) and their effects on the city. Our current research and our work over the past decade aim to increase understanding of the informal city from three perspectives.

Firstly, from a humanitarian standpoint, urban shantytowns are wracked with problems, not least of which are poverty and a lack of support

## WAY IS UP



The Vertical Gym is a kit model adaptable to many environments

from professionals. Secondly is the theoretical standpoint. What defines an urban environment? Who are the actors at work in determining what draws people to urban areas? What are the different sectors within a city and which demographics have settled in each? All of these are questions we ask ourselves before engaging with projects on the ground. Finally, from a design standpoint, informality allows for innovation: while there are set rules governing much of the formal realm of design, there's no such rulebook in the informal sector.

We operate under an experimental research and teaching methodology that rethinks the former physical limitations of contemporary architecture, shifting the emphasis from form-driven to purpose-orientated social architecture.

We aim to merge the methodologies and the expertise of previously separated fields with the ultimate goal of improved urbanism: politics, design, research, education, NGOs, community leaders, international finance groups. These actors are all at play within the city and have a hand in its successes or its failings, and we seek to integrate them all the way through the decision-making process.

**Q What sort of projects does U-TT get involved with?**

We close ourselves off to nothing. That said, we specialise in designs particularly for urban slums. Our most extensive work has been focused in Latin America, but we also have projects in the US, Netherlands,





Trinidad and Tobago, and have several European-based projects in the pipeline.

We focus on slums because informal communities are where we're seeing the most rapid urban growth at the moment. Mega-cities like Athens are shrinking as people flock to mid-sized cities. These mid-sized cities are ill-prepared for such surges in population, and as a result informal communities spring up that are easily expandable. If these are the current and future sites of growth and urbanism, we want to be right there in the throes of it all.

Along with a clear and pressing need for urban design, these areas tend to be swept under the rug by those who have the tools to bring about the most change for good. There's plenty of research being done and policy being

created for the formal sectors, but as the formal city shrinks and the informal balloons, we can't ignore the call for a shift of interest. We hope researchers and developers see our work and are inspired to follow us into the informal city, working to blur the dividing lines between the 'haves' and the 'have-nots'.

#### **Q One of your concepts is the Vertical Gym. What is this?**

The Vertical Gym (Gimnasio Vertical) is a replicable prototype – a kit of parts that can be assembled in custom contexts and modified to fit different programming, financial and ecological demands. It consists of three floors and a rooftop court that provide an extremely efficient variety of spaces for different recreational activities.

We came up with the idea when we were both studying at Columbia University in New York City. The university gym was built underground, going down through several floors to make an efficient use of space in the dense urban environment. Vertical Gym takes this thinking and adapts it for the informal sector, using a frame and a set of materials that are feasible for lower-cost, informal sector construction.

Our pilot Vertical Gym opened in 2004 in Barrio La Cruz, Caracas, Venezuela. It transformed the site of a former makeshift soccer field into a fitness complex with a total floorspace of 1,000sq m, offering basketball courts, a dance studio, weights, a running track, a rock-climbing wall and an open-air soccer field. ▶



There are currently four Vertical Gyms in Venezuela, either complete or under construction, including the site in Chacao (above and right)



► The former training ground was located at street level, and due to the densely built surroundings could not expand outwards. The solution was to build upwards. The first of its kind, this Vertical Gymnasium now bustles with activity day and night, and currently welcomes an average of 15,000 visitors a month. We've been particularly happy to find out that it's helped lower the crime rate in this barrio by more than 30 per cent since its inauguration.

All of our Vertical Gyms are non-profit entities. That said, the cost to users varies depending on the municipality in charge of the complex. In the case of our Barrio La Cruz pilot, use of the soccer complex is completely free, and there's a very low membership fee for use of the gym equipment on the upper floors. All costs bring in revenue to the body running the complex, but not to the extent of running a profit.

### **Q What does it cost to build a Vertical Gym?**

The gym itself is a highly adaptable prototype that can be easily replicated and altered for the needs of the locale or the client. One of our prototypes features a steel frame, while another uses both steel and concrete. Choice of materials will alter costs a bit, but excluding the cost of land, building each gym has so far come in at about US\$2m.

The gyms we've constructed in South America have been financed by a combination of private investment and city mayors. These sites function primarily to serve low-income communities and provide public space, so they don't directly generate profit from the end users.

That's not to say the design couldn't cater for a different crowd and generate high returns. A high-end version could easily be retrofitted into New York's Upper Eastside, for example. The model is malleable to the desire of the client.

### **Q How did you engage the inhabitants of Barrio La Cruz in physical activity?**

Little persuasion is needed. These people want to play football, to release the day's tension by going for a run, to impress their girlfriends with their muscle definition. They want what any formal community wants. If you build a gym in the formal sector with next to no barriers to entry, you don't have to beg people to use the facilities.

However, the key to maximising use of the facility is to engage in community involvement from the beginning of the design process. We were on the ground asking residents of the barrio exactly what they wanted and what their neighbours needed most. This practice gives the community a stake in the construction and design of the structure. As a result, they own a piece of its success as well as its condition in the future. A sense of collective ownership and responsibility is very much a part of the positive benefits – such as the reduced crime rates – and high frequency use that we've seen with our Caracas gym.

### **Q Are there any other Vertical Gyms yet?**

There are four Vertical Gyms in Venezuela, either complete or under construction. We also have a proposal for one in Amman, Jordan, as well as New York City. They all differ slightly: some incorporate a swimming pool, while others are attached to larger infrastructure stations such as Metro Cable stations. The variations are based on the needs of the community, or what municipal bodies financing the projects deem most useful for their districts.

### **Q What are the biggest challenges when creating a Vertical Gym?**

When working with municipalities, there's regular turnover of people

involved in a project. What one mayor might prioritise, his/her successor may not and a project gets put on the backburner. We haven't had to face this situation too frequently. Nonetheless, politics tends to be a big challenge in urban developments around the world.

### **Q How can cities become healthier places to live, work and play?**

The problem of inactivity is so heavily concentrated in cities. We believe encouraging people to live more active lives comes down to two things: convenience and enjoyment.

People often make the less active decision – driving to work rather than biking, for example – simply because it's more convenient. If we make active choices just as convenient for urban dwellers, if not more convenient, we believe they'll make the healthier choice.

Additionally, no-one dislikes having fun! Designers should try and incorporate as many elements for fun into everyday active design as possible. If you could take a series of slides and stairs from your office to your home, high above the busy city streets, your inner child would not be able to resist and you would make the more active decision – not that we're proposing such a mode of mass transit infrastructure, but you see our point.

### **Q Do you have plans to further evolve the vertical model?**

Right now we're particularly interested in adaptable social housing. We're looking at options for retrofitting existing infrastructure, such as multi-storey car parks, with modular design tools to incorporate aspects of city-living – dry cleaners, housing, parks, dining – into a single vertical structure. We're experimenting with the possibilities that present themselves when you take the street and its functions into the sky. ●

# YOU DON'T BELIEVE PROTEINS ARE TASTY? JUST TRY!

## MESSAGE FROM A BOTTLE

- better taste: more milky smoothness
- full protein: 50 g for your muscles
- less carbs: only 20 g per bottle\*
- virtually fat free
- new bottle: more handy, more trendy

## NOW WITH COOL SPORTSCAP

One for the gym – one for the way.  
Go for it. Your customers will.

available at: NUTRITION FIRST • Derby

+44 1332 299911 • sales@nutritionfirst.uk.com

GO PROFESSIONAL  
GO X-TREME



# TECHNOGYM – THE DRIVING FORCE FOR WELLNESS

In just 30 years, Technogym has grown from one man's small garage in Cesena, Italy, to becoming one of the driving forces behind advancements in health and fitness

## A visionary beginning

Technogym was founded in 1983 by Nerio Alessandri in Cesena, Italy. A young industrial designer who was very passionate about sports, Nerio noticed that gyms at the time lacked technology and design and only offered very basic tools. With a vision of designing fitness equipment that was innovative, easy-to-use and accessible, Nerio built his first piece of gym equipment in the garage of his home. It was a great success, leading to more orders for an entire line of equipment – and Technogym was transformed from a hobby into a full-time business virtually overnight.

Today, the company has grown into a global enterprise with 2,200 staff across 14 branches in Europe, the Americas, Asia, the Middle East and Australia. It exports 90% of its production to 100 countries, with more than 65,000 Wellness centres and 100,000 homes worldwide equipped with Technogym.

Technogym's continued success as an industry leader has culminated in the opening of the iconic Technogym Village in 2012, in central Italy's Emilia Romagna region. The world's first 'Wellness campus', the Technogym Village is a centre dedicated to the company's pioneering brand of Wellness – a combination of physical activity, healthy nutrition and positive mental outlook. It showcases the ideal balance of work and wellness, in an inspirational display that led former US President and health campaigner Bill Clinton to declare at the opening: "I just want to work here!"

Ten years in the planning, its launch marked a milestone for the company, which has steadily built up a reputation as an international leader in health and fitness. Technogym now leads the transformation of the Romagna Valley into a Wellness Valley, as well as the work of the Wellness Foundation in championing the agenda for health and wellbeing in countries around the world.

After 10 years, 35 best practices have been developed, from Technogym becoming the world's leader in wellness technology, to the launch of food companies specialising in bio-organic food, to tourist operators selling sports holiday packages to the area, to the public administration which promotes

physical activity and encourages the population of the region to be healthy.

## A tangible legacy

Technogym's extensive portfolio of products is renowned for creative design, quality and reliability. Led by its in-house Research & Development team, the company has invested heavily in design and innovation projects. In collaboration with independent institutions and designers such as Loughborough University and Italian designer Antonio Citterio, the company continuously works to produce multiple award winning exercise and sporting equipment and solutions for clubs, homes, local authorities, hotels, spas, rehabilitation centres, schools and more.

Thanks to the calibre of its products, Technogym has been chosen to supply its state-of-the-art training equipment to several international sports teams, athletes, organisations and elite sports centres. These include St George's Park, home of English football; F1 teams including Ferrari and McLaren; tennis star Rafael Nadal; as well as major international football teams including AC Milan, Inter Milan and Juventus.

Technogym has also been an official supplier for the last five Olympic Games and is closely involved with the



- ▲ The company started from humble beginnings 30 years ago
- Technogym has created a Wellness Valley in central Italy





campaign to build a legacy of the London 2012 Games.

During the London 2012 Games, the UK became the first ever Olympics and Paralympics host country to create a campaign that was aimed at building a permanent wellness legacy. As the official fitness equipment supplier, Technogym was closely involved throughout the whole process.

Legacy projects that Technogym is closely involved with include the transformation of the purpose-built Copper Box Arena in the Queen Elizabeth Olympic Park into a public leisure and entertainment venue with a state-of-the-art fitness facility. Technogym also donated equipment used by athletes at the London 2012 Games to Wigan Youth Zone, the largest youth centre in the UK, to inspire a new generation of young people to engage in sports and fitness.

### Fitness for the future

To enable people to lead a wellness lifestyle at all times, in 2012 Technogym unveiled a new vision of Wellness on the Go, delivered by Technogym's integrated ecosystem of machines, apps, content and services all interconnected with the mywellness cloud digital platform. By

▲ From innovative gym equipment to wellness solutions on digital platforms, Technogym has launched 32 new products this year alone

logging in to mywellness cloud, end-users can track and access their indoor and outdoor wellness data at all times, while operators can now stay in touch with customers and manage their lifestyles even outside the facility.

The company also recently launched ARTIS, the ultimate range of next-generation fitness equipment combining the best of design, connectivity, sustainability and biomechanics. Light years ahead of other equipment in the market, ARTIS is a full line of 30 premium cardiovascular, strength and functional machines that offer the best and most connected training experience available today. With the most advanced, Android 4 based UNITY cardio display, ARTIS gives users a fully personalised workout from machine to machine with seamless access to their own user data, training programmes, entertainment options and preferred content.

At Leisure Industry Week Technogym also launched Omnia, the latest complete solution for group functional

training, and Prescribe, a mywellness cloud based business application that transforms the ability of operators to easily and quickly create bespoke training programmes online for each customer via a revolutionary iPad app. This takes the company's tally of new and innovative products launched in 2013 to 32 – an incredible figure for any company, but vital for one that continues to redefine the potential of the fitness and wellness industry.

Mr Alessandri strongly believes that Wellness represents a great social opportunity – for governments to reduce the costs of their health service, for companies to stimulate their staff members to be more creative and productive, and for all citizens to improve their health and daily lifestyles.

With "Wellness" being the ethos driving everything Technogym does, the company's fusion of business with social responsibility has made it immensely influential in promoting physical activity.

Over the past three decades, the company has built up a reputation as an international leader in health and fitness, and the years ahead will see the company at the forefront of creating new possibilities for Wellness as a force for social change.

WEB: [WWW.TECHNOGYM.COM](http://WWW.TECHNOGYM.COM) EMAIL: [UK\\_INFO@TECHNOGYM.COM](mailto:UK_INFO@TECHNOGYM.COM) CALL +44 (0)1344 300236





### TECHNOGYM

- Intuitive tablet-like navigation
- Skype option available on Artis equipment
- Technogym App Store due to launch

Technogym's Unity console is networked and connects to mywellness, Technogym's cloud-based platform. Users can log in to the mywellness cloud through the console to review their fitness data and apply workout preferences. They can track indoor and outdoor workout data, access and personalise training programmes, take part in challenges, stay in touch with their trainers and view their progress.

Users can also browse the web, play games, watch TV, check emails and access social media. Content settings are stored on their mywellness cloud account. Unity on Technogym's Artis range also has an integrated webcam, so users can Skype with friends or coaches while training.

The console has tablet-like navigation with swipe, scroll and click-through to different content. It has a virtual training feature with outdoor scenery, whereby users can select a virtual location in which to train, plus pre-programmed workouts, instructional videos and interval programmes for each machine.

Unity is an open platform, so Android developers can write new functions that interact with Unity equipment and users' data. Technogym will be launching the Technogym App Store later this year, which will let users select and install applications on their Unity consoles.

**fitness-kit.net** KEYWORD

Technogym

# EXERCISE CONSOLES

With member entertainment moving fast to keep up with technological development, Kate Corney highlights the latest console offerings from some of the biggest global suppliers



### LIFE FITNESS

- Android and Apple compatibility
- Open API (Application Programming Interface) platform
- RFID due to launch for ease of user identification

The Life Fitness Discover tablet console uses the Android operating system and Apple's iOS platform to give users access to their personal music, videos, apps and books. Gym users can also access music videos and TV shows on the touchscreen console through ethernet or wifi.

Discover integrates with the LFconnect cloud-based solution, which lets exercisers log in, personalise their options and get workout recommendations. They can also access personal online content and browse the web, as well as creating their own workout programmes and setting content preferences. Life Fitness will be adding console options to identify the user, such as RFID.

Discover consoles also give access to Lifescape Courses – six high-definition hikes, runs and bike rides through famous locations around the world, with controls that adjust the video speed to the exerciser and resistance to match the terrain.

Life Fitness' open platform allows developers access to create apps to synchronise with the system – current apps include Lose It, Runtastic and SoFit.

**fitness-kit.net** KEYWORD

Life Fitness



## PRECOR

- Messaging and reward badges to motivate members
- RFID and mobile app for easy log-in, both in and outside the club
- Operator portal for equipment management

Precor's P80 capacitive touchscreen console lets users swipe the screen to find content. The console contains a library of workout guides and new workout programmes. It has an upright viewing angle for correct posture, and large off-screen motion controls letting exercisers adjust speed and incline without interrupting what's on-screen.

Also accessible through the P80 console is the Preva open platform networked fitness solution. This offers customisable statistics and media options via Preva Personal Accounts: members can set goals, track progress, earn achievement reward badges and save workouts.

Preva Tokens are RFID-enabled key fobs that can be swiped or tapped against the equipment to automatically sign the user in to their Preva Personal Account. The Preva Mobile iPhone app also allows members to log and track activity outside of the club.

Meanwhile Preva Net delivers internet content, giving exercisers access to popular topics such as health and fitness, news, sports, technology and business in an easy-to-read format designed for the in-motion exerciser.

From an operator perspective, Preva Member Messaging lets operators communicate with members via short, scheduled messages that appear on the P80 console and lead exercisers to a web page. Operators can also manage their equipment through Preva Business Suite, and the Preva consoles automatically update features over the internet.

The P80 console offers iPod/iTouch/iPhone compatibility.

[fitness-kit.net](http://fitness-kit.net) KEYWORD

Precor



[fitness-kit.net](http://fitness-kit.net) KEYWORD

SportsArt

## MATRIX

- Motivate: HD virtual workouts
- Mentor: An app-driven console including a virtual trainer
- Maintain: Connected to Matrix's Asset Management system

Matrix's latest console, the 7xi, is an app-based interface for all Matrix Fitness CV products, currently linking with apps including MyFitnessPal.

It's designed to offer users easy access to social media and web content, as well as giving access to live and on-demand TV shows. It has a capacitive LCD touchscreen and cloud-based data storage.

The console incorporates 10 Virtual Active locations in HD, which speed up based on the exerciser's speed and show changing terrain as the machine increases resistance. There's also virtual coaching for guided workouts.

The console can be web-connected through ethernet or wifi and comes with the Matrix Asset Management system, reporting faults and tracking machine use. A calendar app lets facilities communicate news directly to members through the console.



[fitness-kit.net](http://fitness-kit.net) KEYWORD

Matrix

## SPORTSART

- Track workouts without an embedded TV, card or key
- One-touch language change facility
- Remote fault reporting without the additional cost of the infrastructure

SportsArt Fitness will be launching its next generation of consoles later this year. There will be three consoles: an LED standard console, plus 7" and 15" touchscreen consoles. Instructions and data on the console will be available in 13 languages.

Touchscreen options will have TV, wifi, ethernet and Bluetooth built in to the consoles, allowing users and operators to choose entertainment options. Consoles will be iPod and iPhone compatible, with USB ports for standard MP3 and MP4 media. Audio controls can be used without the user letting go of the CV equipment. ▶

## In-club audiovisual

### CYBEX



- 15.6" HD embedded screen
- Three distinct viewing modes: Exercise, Entertain and Escape
- Touchscreen CardioTouch command

The E3 View, CYBEX's latest console, is designed for entertainment with a 15.6" HD screen with three viewing modes: Exercise, Entertain and Escape. Exercise offers a detailed view of exercise data including distance, calories, time and BPM. Entertainment lets the user watch video from TV, iPod or iPhone, with their exercise stats shown at the bottom of the screen. In the Escape mode, the screen is filled with footage from TV, iPod or iPhone.

The console works with the 625 and 770 CV ranges and integrates with CardioTouch, which offers exercise programmes and entertainment. Users can plug in an iPod or iPhone and find playlists, albums, podcasts and more.

**fitness-kit.net** KEYWORD **Cybox**

### OCTANE

- Vertical split-screen shows entertainment and workout info
- Cross Circuit class taught on-screen
- Interactive instructions and videos

Octane Fitness touchscreen consoles have a vertical split-screen, allowing the user to watch entertainment and see their live workout statistics simultaneously, without having to toggle between screens.

The consoles are designed for interactive workouts, offering training videos including the Octane Fitness Cross Circuit class concept, or Cross Circuit Solo.

**fitness-kit.net** KEYWORD **Octane**

### PULSE

- Energy-efficient console design with cordless option
- Smart Centre retention management and fitness networking technology
- Universal and interchangeable console across the cardio range

The Pulse CV console is an integrated, high-contrast console offering users multiple personalised entertainment and workout options. All are SmartCentre compatible – Pulse's retention software.

Users can opt for a full-screen workout, displaying key workout statistics including time, distance, RPM, level and performance.

Alternatively, a split-screen viewing mode allows users to choose from over 100 TV channels and monitor



workout statistics and performance. A full-screen TV viewing mode offers the option to view a TV channel or pre-loaded digital entertainment from a personal device such as iPhone, iPad or USB.

**fitness-kit.net** KEYWORD

**Pulse**

### STAR TRAC



- Cooling fan within the console
- Guidance and motivation from Star Trac Coach
- User's customised preferences saved across the network

Star Trac's latest embedded console offers an inbuilt virtual coaching programme, Star Trac Coach, with more than a million workout options.

Meanwhile operators can customise the screens to add messages and flag up promotions to their members.

The console is iPod and Nike+ compatible, with users' fitness data uploaded to the devices.

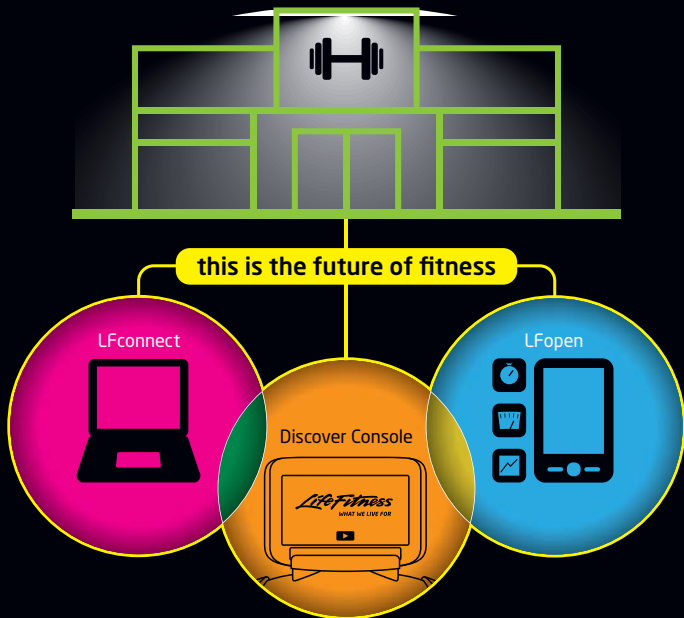
The consoles can be networked with Netpulse, an open entertainment platform, so the user's music, TV and film preferences, as well as exercise history, can be saved for all workouts.

The console also features a personal cooling fan.

**fitness-kit.net** KEYWORD **Star Trac**

# more than just a cloud

Elevate your business with **integrated technology solutions** from Life Fitness



**The workout reinvented.  
Again and again.  
Connect with us to learn more.**

[lifefitness.co.uk/technologysolutions](http://lifefitness.co.uk/technologysolutions)

**LifeFitness**  
WHAT WE LIVE FOR



©2013 Life Fitness, a division of Brunswick Corporation. All rights reserved. Life Fitness is a registered trademark of Brunswick Corporation. USC-013-13 (03.13)  
Facebook is a registered trademark of Facebook, Inc. YouTube and Gmail are registered trademarks of Google Inc. Twitter is a registered trademark of Twitter, Inc.

# LOCAL TOUCH

In this, the fourth part of our series exploring the work of sporta members across the UK, we turn to the south-east of England, looking at how cultural and leisure trusts are using innovation to overcome challenges, build social cohesion and tackle inactivity

## REWARDING ACTIVITY

### ORGANISATION

**Freedom Leisure**

### PROJECT

**Junior Summer Fitness Challenge**

The Junior Summer Fitness Challenge (JSFC) run by Freedom Leisure encourages children to stay active during the long summer holiday.

The free JSFC scheme has just completed its second year, reaching into the community by inviting all local children aged four to 14 years to take part, not only those from families holding Freedom Leisure memberships. In fact, in 2012, just over 75 per cent of families involved were not Freedom Leisure members.

Children receive a fitness diary in which to record their fitness activities, which can be undertaken in a Freedom Leisure centre or elsewhere. While many choose to take part in activities at their local leisure centre, there's no

obligation to do so: family walks and bike rides, football in the park and even washing the car all count as legitimate activities. However, all Freedom Leisure activities are offered for free.

Each diary has 10 spaces to record a chosen activity, which must be at least 30 minutes in duration. For every 10 activities completed, children receive a reward from their local Freedom Leisure centre, such as vouchers for return visits or small items of merchandise. Children are encouraged to complete 30 activities in total; some even reach 50 fitness sessions.

In 2012, 89 per cent of participants completed one or more activities at their local leisure centre as part of the scheme, and overall attendance at Freedom Leisure sites increased by 6 per cent across the period between July and September.

Freedom Leisure partner with local schools to promote the JSFC ahead of the summer holiday. New for 2013 was the hotly contested 'Most Active School' award, which promoted healthy teamwork as friends encouraged each other to sign up to boost their activity time.

"As there are no barriers to entry, all children in our community can take part in the JSFC," says Richard Bagwell, Freedom Leisure group sports development manager.

"By engaging both parents and children in a wide range of activities, the JSFC scheme has a broad family appeal, while the wide choice of activities that can be done really helps to inspire these youngsters to stay active throughout the summer holiday."

Young participants are awarded certificates, vouchers and small items of merchandise





# TRANSFORMING LIVES

## ORGANISATION

**Impulse Leisure**

## PROJECT

**Short Breaks**

Impulse Leisure's Short Breaks initiative has been running across its three West Sussex sites for three years. The scheme, for disabled children and their families, gives kids a chance to try new activities – from trampolining to aqua therapy, table tennis to football, bouncy castles to multi-sports sessions – while parents have some well-deserved time off.

Ten-year-old Joseph Greaves is just one child who's benefited from the scheme. He has classic autism, sensory processing disorder, hyper-mobility and chronic bowel disorder, and has been attending sessions including football, gymnastics, tennis, cricket, basketball and dance for a few years.

The multi-sports sessions have helped make Joseph aware that others may not play the same as him, and he's learning to accept rules and understand why they are there. His social skills have also improved, along with his listening and turn-taking skills, running ability and hand-eye co-ordination. He's more confident, more body aware and more aware of other people. He's now learning to tap dance, which is having a positive effect on his hyper-mobility disorder.

In the past, Joseph could become extremely angry over something that had happened, but this has become less so as his verbal skills have grown and he's become more confident that the staff, who tailor sessions around his interests, are there to help him.

West Sussex has around 4,000 disabled children, young people and their families who are eligible for the scheme. Many live in areas where little provision exists and/or they are excluded due to lack of appropriate transport or costs. Short Breaks funding – part of the government's Aiming High for Disabled Children programme, designed to transform services for children and young people with disabilities and their families – has enabled Impulse Leisure to increase levels of participation by offering low-cost sessions and activities.



**Disabled children can try new activities which develop their social skills**

Impulse Leisure received the first batch of funding in 2011, which financed two Fun Days at its Lancing Manor and Southwick sites, and a Fun Day and After School Clubs at Chancetonbury Sport & Leisure, giving the trust valuable insight into what children and young people with disabilities wanted.

From this came further funding which enabled Impulse Leisure to host, at each centre, 40 weeks of after-school activities, 10 weeks of holiday activities, and one weekend open day each year for three years.

"You can see the excitement on the children's faces when they come through the door, when they stand at reception to sign in and you can see them jittering

on the spot waiting to get into the hall to have fun," says Elizabeth Clements, a receptionist at Impulse Leisure.

The 2012-13 programme supported 70 local families. When asked about their experience of Short Breaks, 65 per cent of the children felt they had improved skills in some areas, 80 per cent said that it had been fun and enjoyable, and 75 per cent said they had become more confident about taking part in activities over the course of the year.

"We aim to be a beacon centre for families to have fun, taking part in well-structured activities tailored to their needs, and research shows the children love the staff and the activities," says Mike Baden, CEO of Impulse Leisure. ▶

## PERSONAL DEVELOPMENT

### ORGANISATION

Valley Leisure

### PROJECT

Explore Outdoor

Valley Leisure's outdoor adventure activity programme, Explore Outdoor, enables eight- to 14-year-olds to participate in instructor-led activities such as canoeing, archery, climbing, bushcraft, and orienteering to develop map skills.

Valley Leisure has worked with over 50 community and school-based groups in the last two years to deliver their 'learning outside the classroom' curriculum – a personal development curriculum that supports the government's Learning Outside the Classroom initiative, designed to ensure that every young person experiences the world beyond the classroom as part of learning and development.

Recent developments from Valley Leisure include a three-day camping residential for 70 local secondary school children, and termly Year 5 primary school Adventure Days, which throughout the year build on skills such as teamwork and communication.

"Ofsted's review into outdoor learning found that the majority of schools offering outdoor learning



The outdoor activities help build key life skills

adventure experiences were as a five-day residential trip for Year 6 pupils," says James Blyth, Valley Leisure's assistant manager for sport and activity development. "Ofsted found the more exposure to adventure activities young people have, the more they get out of the five-day trip. We're therefore not competing with trips, but rather offering an opportunity to complement and develop skills on a more frequent basis."

Research in the Test Valley area had shown that one of the reasons schools didn't regularly visit leisure facilities was because of the costs involved, not only for the activity but for transportation

too. Valley Leisure therefore boosted the success of Explore Outdoor by purchasing a mobile climbing wall, Land Rover, 10 Canadian Canoes, mobile archery solution and other equipment.

Explore Outdoor now delivers tailored sessions to special needs schools, Brownies and Scout groups, local rehabilitation services, NEET (Not in Education, Employment or Training) groups and Pupil Referral Units, as well as supporting local events in Test Valley.

Blyth says: "The people on our programme and holiday activities are developing invaluable life skills like team building, confidence and leadership."

## SEEING RESULTS

Inspire Leisure Trust is supporting people with visual impairments to live full and independent lives through its partnership with local charity 4SIGHT – a charity for people with visual impairments, which works to bring independence to its clients and provide opportunities in all areas of life.

The community development team at the West Sussex-based trust worked closely with 4SIGHT to set up a gym at its head office in Bognor Regis, with the goal being to create a gym that offered a safe and progressive environment for members to keep fit.

"4SIGHT applied for funding to build an adapted fitness suite at its headquarters, which has excellent lighting and equipment with audible

### ORGANISATION

Inspire Leisure Trust

### PROJECT

4SIGHT

prompts to support members," says John Stride, CEO of Inspire Leisure. "The charity directly approached us as the local leisure provider, as well as a local company with a reputation for community involvement in the service sector, so we were involved from the beginning of the project in 2010."

Between May 2010 and December 2012, Inspire Leisure provided an

instructor and ran fitness sessions within the gym. The instructor worked with the members on a one-to-one basis each week, getting them used to the environment and enabling them to orientate themselves around the facility and the fitness machines.

The scheme saw 12 visually impaired people benefit from the partnership, making a total of 202 visits. Half of these participants developed enough confidence to then transfer to the gyms at Inspire Leisure facilities, encouraging further interaction and integration with their local community.

"We still support the scheme at our Felpham and Littlehampton sites, where some of the 4SIGHT members have joined," adds Stride. ●

# health club management

"Keep up to date with the health & fitness market by reading the leading title for the industry. Includes Spa, Europe and World specials."



**SUBSCRIBE ONLINE**

**WWW.LEISURESUBS.COM**

OR CALL OUR SUBSLINE +44 (0)1462 471915

ADD THE FOLLOWING TO YOUR SUBSCRIPTION...



## leisure management

The magazine for professionals and senior policy-makers. Leisure Management looks at the latest trends and developments from across all leisure markets



## attractions management

Everything you want to know about the visitor attractions market. From theme parks, waterparks and zoos to museums, expos and science centres



## spa business

Read about the investors, developers, designers and operators who are shaping the rapidly emerging global spa sector



## leisure opportunities

Fortnightly leisure recruitment, training, property and news publication which gets you the right job or the perfect candidate for your vacancy



## sports management

For sports managers and policy makers who want to keep briefed on the latest developments in facility provision, funding, policy partnerships and development



## spa opportunities – for free!

Fortnightly international spa recruitment, training and news publication.  
For your FREE copy visit [www.spaopportunities.com](http://www.spaopportunities.com)

**Special offer**  
Add leisure  
opportunities to  
your subscription  
for only £10  
(UK only)

# SUPPLIER SHOWCASE

WE TAKE A LOOK AT RECENT PROJECTS FROM CYBEX, SAFE SPACE LOCKERS  
AND THE RETENTION PEOPLE



◀ CYBEX equipped the new gym with a full range of cardiovascular and strength equipment

▼ Market Harborough is Snap Fitness' third site in the UK



## AFFORDABLE QUALITY

SUPPLIER: CYBEX INTERNATIONAL UK  
CLIENT: SNAP FITNESS

As one of the industry's largest gym franchises, Snap Fitness operates almost 1,400 clubs worldwide and, in July 2013, opened its third UK franchise in Market Harborough, Leicestershire. The 24/7 gym is the first of its kind for the region. In line with the brand's values, it offers members premium quality fitness equipment and affordable membership fees with no contracts.

Following a longstanding relationship with the franchise, which has already seen installations at Snap Fitness gyms in the United States, fitness equipment manufacturer CYBEX International provided both strength and cardiovascular pieces to the new Market Harborough site.

Equipment at the new gym includes treadmills, recumbent bikes and Arc Trainers from CYBEX's 625 series, VR1 and VR3 selectorised strength equipment, and a range of plate-loaded equipment alongside Power Cage, Jungle Gym and cable crossover. CYBEX also supplied dumbbells and benches for the gym's large free weights area.

The equipment frames and upholstery were also fully customised to incorporate the Snap Fitness branding, an option available across many of CYBEX's product ranges made possible by the company's build-to-order policy.

The owner of Snap Fitness Market Harborough, Ash Pattani, says members will be impressed with the spacious, modern and welcoming environment: "What really sets us apart from our competitors is the assurance of the same great workout experience as at other gym chains, but at a very affordable price. And with 24/7 access, members are also provided with maximum flexibility to train at their own convenience and at no extra cost."

"By using Snap Fitness, we're guaranteeing our members a complete range of strength and cardio equipment that's user-friendly and proven to deliver results."

Members can also benefit from Fitness on Demand, a virtual group fitness system that allows users to participate in a wide range of classes and workout programmes at a time to suit them.

Rob Thurston, CYBEX UK's commercial director, says: "Snap Fitness has been hugely successful on an international scale, and to see the franchise expand its presence in the UK – and for CYBEX to be a part of this – is fantastic."

"What Snap Fitness does so well is offering memberships at affordable prices, but without compromising on the quality of the site, the equipment and the customer service. I have no doubt that it will prove to be a huge success within Market Harborough and the surrounding area."

The gym was officially launched by local rugby legend and member of the Market Harborough gym, Martin Corry. During his professional career, Corry made 279 appearances for Leicester Tigers, captaining the Premiership side as well as England and the British & Irish Lions.

For more information: [www.cybextintl.com](http://www.cybextintl.com)

Can't Wait To Get My Hands  
On The CYBEX 360A Home  
Arc Trainer!

Glutes are courtesy of Cybex  
Arc Trainer!!!!!! Thank you!!

This machine has saved my life. It's  
helped me recover physically and mentally.

I like me recovering

I love the ARC! My  
favorite machine ever!

YouTube

I've lost a  
lot of weight

YouTube

equipment for people like me recovering  
from a heart attack.

f

I love your Arc Trainer!!  
I lost ten pounds in 2 weeks!!

522 calories... 30 mins...  
I love this machine!! #arctrainer

P

The CYBEX Arc Trainer  
is the love of my life

Glutes are courtesy of Cybex  
Arc Trainer!!!!!! Thank you!!

YouTube

The Arc Trainer kept me feeling  
loose and fit so I was able to get  
a high intensity workout.

P

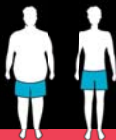
My new weapon. Three weeks off of running due to knee  
injury. The ARC trainer burns 10% more calories than an  
elliptical. Love it!

These are actual statements  
made by fans of the Cybex Arc  
Trainer. Try the Arc Trainer and  
tell us what you think.



CYBEX®

# THE SECRET IS OUT



## BURN MORE CALORIES

Research reveals 16%  
more calorie burn  
than an elliptical in a  
60-minute workout.



## BUILD MORE MUSCLE

The Arc Trainer can  
significantly increase  
lower body strength  
and power.



## FEEL LESS STRESS

The Arc motion  
results in 84% less  
knee stress compared  
to an elliptical.

f

I just burned 668 calories in 45 min  
trainer! A new record for me!! I'm



522 calories... 30 mins...  
I love this machine!! #arctrainer

f

I used to go to a different gym and they  
had arc trainers and I loved them, now  
at my new gym they don't have them  
anymore!!!! I NEED MY ARC TRAINER!!!!!!

YouTube

Easy on the eyes because  
it's tough on the fat.

P

Issue: The ARC trainer burns 16% more calories than  
an elliptical. Love it!

P

They can burn some serious calories with the  
settings...basically a variation on standard ell  
machines but with a greater range of motion



522 calories... I love  
this machine

f

Glutes are courtesy of Cybex  
Arc Trainer!!!!!! Thank you!!

YouTube

The Cybex Arc Trainer is a terrific piece of  
equipment for people like me recovering  
from a heart attack.

THE SECRET IS OUT FIND OUT MORE AT **ARCTRainer.COM**

T: 0845 606 0228

E: [Info@cybexintl.co.uk](mailto:Info@cybexintl.co.uk)

W: [www.cybexintl.com](http://www.cybexintl.com)

@CybexUK





The laminate lockers have an oak finish for a top-end look

## THE FULL WORKS

SUPPLIER: SAFE SPACE LOCKERS

CLIENT: GYMWORKS

**G**ymWorks is a new budget gym that opened in Lancashire this summer. But after an investment of more than half a million pounds, GymWorks is much more high-end health club than budget gym.

The 140-station, 1,200sq m (13,000sq ft) club is housed in the magnificently restored former BAA Systems Aviation House on one of Europe's largest urban developments: Buckshaw Village in Chorley.

The independent gym is owned by fitness industry veteran Peter Guy, in partnership with property developer Craig Winstanley. The pair have invested £600,000 in the project. Guy started his 26-year career in fitness with JJB, playing a key role in the chain's growth to 68 clubs, and more recently was head of leisure for DW Sports.

Precor supplied the gym equipment at GymWorks: 50 pieces of cardio, including the recently launched AMT with Open Stride, alongside Icarian strength units and Concept2 rowers. Alongside this is a large free weights area and a functional training zone equipped by Escape Fitness.

The new club also offers 26 group cycling bikes and a 185sq m (2,000 sq ft) studio featuring a nightclub-style sound system and lighting, whereby the colour of the walls changes in sync with the music.

For the changing rooms, Guy chose to work with Safe Space Lockers. Following an in-depth consultation, Safe Space Lockers presented Guy with a variety of designs in 2D and 3D, making the finished changing rooms easy to visualise. It also offered GymWorks a number of options for different budgets without compromising on quality or durability.

GymWorks opted for MFC laminate lockers with a traditional superior oak finish, oak veneer benching and dry



There are 50 pieces of cardio and a large free weights area

vanity units. To complement the oak, cream mariner shower cubicles were selected.

Guy explains: "As seasoned professionals, we want value for money. Safe Space gave us that and more. I chose them for this project because it was an important job with a strict deadline – I needed people I could rely on to deliver quality on time.

"Safe Space went above and beyond, not just in terms of hitting the tight deadline, but also in the way it provided a top quality project management service and final finish installation. The changing rooms look amazing and the customer feedback has been fantastic. I certainly hope to work with them again in the future and ensure all our customers receive a quality facility at unbeatable membership prices."

Daniel Jones, sales director for Safe Space Lockers, led the project. He says: "Ensuring GymWorks got exactly what it wanted was paramount. We provide quality products to fit all environments and, with the added bonus of our own interior design service, we were able to offer Peter and Craig a selection of designs prior to their commitment."

For more information: [www.safespacelockers.co.uk](http://www.safespacelockers.co.uk)

**Redesign your  
changing rooms with  
SAFE SPACE**

- » 3D Design «
- » Rendering «
- » Lockers «
- » Locking Systems «
- » Cubicles «
- » Washrooms «

**Safe Space Lockers Ltd**



**Please call 0870 990 7989  
for more details**

E: [info@safespacelockers.co.uk](mailto:info@safespacelockers.co.uk)  
[www.safespacelockers.co.uk](http://www.safespacelockers.co.uk)





**GIVING YOU  
THE EDGE**

IN FUNCTIONAL FITNESS EQUIPMENT

The  
**FRESH**  
approach to  
functional  
fitness.

**DESIGNED BY US... INSPIRED BY YOU.**

We are the leading authority on the design, manufacture and supply of quality commercial functional fitness equipment in both the UK & internationally.



**CORE**



**STRENGTH**



**COMBAT**



**PERFORMANCE**



Main UK Stockists & Exclusive Distributors for the UK & Europe

Call now on +44 (0)1553 763285

Visit us at [www.jordanfitness.co.uk](http://www.jordanfitness.co.uk)

email at [sales@jordanfitness.co.uk](mailto:sales@jordanfitness.co.uk)

or on social networks     



**Functional Fitness Specialists**



Scan to check out  
the latest Jordan  
Fitness News



Edinburgh Leisure has been working with TRP to drive member attendance and loyalty

## ATTENDANCE = RETENTION

SUPPLIER: THE RETENTION PEOPLE

CLIENT: EDINBURGH LEISURE

**D**avid Mclean, fitness manager at Edinburgh Leisure, is very aware of the perception among some segments of the general population, as well as the media, that some gym operators are happiest when members don't turn up. However, he says: "We believe in doing all we can to help members attend regularly. We want our members to use our facilities as much as possible."

Recognising the many factors that contribute to achieving this aim, Edinburgh Leisure deploys a broad range of strategies – each with its own metrics to monitor performance. The organisation has been working with The Retention People (TRP) since 2009 to help manage this process and ensure that staff in its centres are doing all they can to help members make regular visits, including implementing TRP's Interact software. This highlights visiting customers who are most at risk of dropping out and encourages staff to approach them and provide the assistance required to help the member re-invigorate their activity routine.

Over the last 12 months, Edinburgh Leisure has made two further important changes as part of its ongoing strategy. First, it has placed a key focus on both the quantity and quality of interactions being undertaken by staff. This has been driven by analysis carried out by TRP which highlighted, among other things, that members who attend less than once a week only

remain a member for seven months, but those who attend once a week or more stay for 12 months. This potential to grow average membership lifetime by an additional five months focused the minds of the management team to ensure that every opportunity to make a difference with a member is maximised.

McLean recalls that, in the early days, some staff treated interacting with members as a 'tick in a box' exercise, simply going through the motions and not truly focusing on helping members attend more. However, he explains: "In the last 12 months, we've ramped up our efforts and we have far greater clarity in terms of what we expect of staff, as well as an improved ability to manage them. We keep everyone in the business focused on helping members attend at least once every week".

Secondly, member experience at Edinburgh Leisure has been further enhanced by an investment in TRP's Customer Experience Management (EngageCEM) module NPS Survey+, a loyalty metric and a discipline for using customer feedback to fuel growth in a business.

Through the Net Promoter System (NPS), managers now have up-to-the-minute feedback on what members feel about Edinburgh Leisure and a clear process for turning those who are not happy with the organisation into fans.

McLean concludes: "TRP provides a range of key performance indicators and we can take very clear actions against each one. TRP offers phenomenal support and coaching which continuously strengthens our strategy. If you're serious about making a difference, you need to start engaging with more people to help them be more active. Everything TRP does helps operators to do this."

For more information: [www.theretentionpeople.com](http://www.theretentionpeople.com)

To book your space call the sales team on +44 (0)1462 431385

## architects / designers

**MASS**  
DESIGNERS

HEALTH CLUB & FITNESS DESIGNERS

t 0844 344 5566

w [massdesigners.com](http://massdesigners.com)

**zynk**  
interior architects  
zynkdesign.com  
t 020 7193 1430

## cleaning & hygiene

**Possibly The Most Important Piece  
Of Equipment In Your Gym**

**OCTOBER  
SPECIAL**

4 WIPEPODS  
inc. fill (500 wipes)  
for just £99  
saving over £100\*  
Tel 0845 370 0030  
or email

info@grangeurope.com  
to order today!  
Quote ref: HEALTH CLUB



**FACT: KILLS AND  
REMOVES  
99.9999% OF  
GERMS  
AND BACTERIA  
90 DAY  
MONEY BACK  
SATISFACTION  
GUARANTEE\*\***

Low cost  
improves hygiene  
compliance  
Holds 500-1250  
large wipes  
Unit guaranteed  
for life

**wipepod**

- Clean, sterilise, disinfect and remove dirt and organic material in seconds
- Cleans and dries in under 15 seconds

View the wipepod video at

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



\*Prices exclude VAT and carriage. Credit cards accepted. \*\*Terms and conditions apply.

## AV / sound

**Lightmasters**

- > Wireless Cardio Cinema
- > Wireless Audio for Spin Classes
- > Full PA & AV Systems
- > LED & Fibre Optic Lighting Systems

Finance Package Available

01480 407727

info@lightmasters.co.uk  
www.lightmasters.co.uk

lightmasters uk ltd.

## clothing & merchandise



**Gym Starter Packs**

- UK & Global Sourcing & Promo Products
- Towels • DS Bags • Water Bottles
- Race Sacs • Ear & Head Phones • Paddocks
- In Stock Fast UK Delivery

**The Complete Uniform  
Management Service**

- Dedicated Account Managers
- In-House UK Production
- Fast Lead Times



**Taylor Made Designs**  
Clothing & Merchandise Solutions

let us quote you today...

[www.taylormadedesigns.co.uk](http://www.taylormadedesigns.co.uk)  
01202 473311 sales@taylormadedesigns.co.uk



## LEISURE WEAR & STAFF CLOTHING SOLUTIONS



PRICE, QUALITY, SERVICE

CT  
Corporate Trends

Tel: 0114 251 3512 for more information. [www.corporatestrends.co.uk](http://www.corporatestrends.co.uk)

Book your advert on our website and be seen by over 26,000 buyers every month from as little as £240.



CALL THE SALES TEAM TODAY  
TO DISCUSS YOUR BOOKING  
01462 431385

[www.healthclubmanagement.co.uk](http://www.healthclubmanagement.co.uk)

## club operation support

make fitness your  
business with  
Britain's leading  
fitness

franchisor **energie**  
group

0845 363 1020

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

With more than 30 years' experience, **leisure media studio** will work with you to create bespoke print and web solutions to power your marketing



**leisure media  
STUDIO**

Contact Tim Nash

Tel +44 (0)1462 471917

[timnash@leisuremedia.com](mailto:timnash@leisuremedia.com)

## computer membership software

A highly functional, constantly improving system, to manage most leisure environments

- Membership / CRM
- Sport & class booking
- Till & credit card
- Access control
- Fingerprint scanning
- Web Systems

Contact us on: +44 (0)1423 873 873  
www.sportsoft.co.uk



## customer engagement

# Get Members. Keep Members.

member  
*drive* by



www.cfm.net



Phone: 0115 777 3333

With more than 30 years' experience, **leisure media studio** will work with you to create bespoke print and web solutions to power your marketing



Contact Tim Nash

Tel +44 (0)1462 471917 timnash@leisuremedia.com

the standout  
leisure software provider



www.legendware.co.uk

0800 031 7009

To book your  
advert call the  
sales team on  
**+44 (0)1462  
431385**

**WHATEVER YOUR  
SECTOR...**



Need a management  
solution?

Get in touch and  
find out how you  
can start saving and  
making money, year  
after year...

+ 0844 841 5827

info@ez-runner.com

www.ez-runner.com



## direct debit collection



Freedom to focus on  
what matters most:  
your members

Member Management Software  
Direct Debit Collections  
Integrated Marketing Services



www.clubwise.com



0800 072 6411



sales@clubwise.com

## HARLANDS GROUP

High collection, low cost  
high quality membership collection  
from the direct debit experts

T: 0845 239 0306  
E: sales@harlandsgroup.co.uk  
W: www.harlandsgroup.co.uk  
Harlands Services Ltd  
1st Floor • 4-6 St Margaret Road  
Huddersfield • West Yorkshire • BD9 3BN



## exercise equipment

**ST FITNESS**

SALES AND SERVICE  
NEW/RECONDITIONED RESISTANCE,  
CARDIO VASCULAR AND FREE  
WEIGHTS EQUIPMENT.

TEL: 01204 668687  
WWW.ST-FITNESS.COM

## exercise equipment



2013 CATALOGUE  
OUT NOW!



SCAN HERE  
TO REQUEST  
YOUR COPY

T: 01494 749 222  
W: physicalcompany.co.uk  
E: sales@physicalcompany.co.uk



**absoluteperformance**  
strength & conditioning equipment specialists

design & planning  
products  
installation

Whatever your need, we'll give you the best advice and prices available.  
Call us on 02920 65 11 36  
info@aperformance.co.uk

**WERK SAN**  
Proud to be the UK's sole supplier

aperformance.co.uk

UK

"The FreeMotion Dual Cable Cross"...

Like the *Swiss Army Knife* this is the ultimate multi functional Machine for all your functional training needs

We think you will agree it's the *Swiss Army knife* for your gym

Call us now to get the latest deals on 01204 541 710 or visit [www.fitnessystems.co.uk](http://www.fitnessystems.co.uk)



**TUV**  
TÜV  
Product Service

**TESTED TO EXTREME**  
TÜV APPROVED DUMBBELLS

Escape's SBX T600 Dumbbells are now best in class thanks to their new TÜV certification – a globally recognised standard and a world first!

To kit your gym out with the best call **0800 458 5558** or visit [escapefitness.com/hcmdb](http://escapefitness.com/hcmdb)

**escape**



**GET BAG FIT.**

Visit [www.bulgarian-bag.co.uk](http://www.bulgarian-bag.co.uk) to order yours!

Facebook Twitter YouTube

STAY CONNECTED

**escape**



**GIVING YOU THE EDGE**

DESIGNED BY US... INSPIRED BY YOU!

**IN FUNCTIONAL FITNESS EQUIPMENT.**

Scan for a brochure

+44 (0)1553 763285  
[www.jordanfitness.co.uk](http://www.jordanfitness.co.uk)  
[sales@jordanfitness.co.uk](mailto:sales@jordanfitness.co.uk)  
or find us here

**Jordan**  
Functional Fitness Specialists



The future of functional training

**total gym**

T: 01494 458970 W: [www.gravityuk.net](http://www.gravityuk.net)



**SCIFIT**  
Scientific Solutions For Fitness

**INCLUSIVE FITNESS**

THE LEADER IN INCLUSIVE & SPECIALIST CARDIO EXERCISE

Tel 01344 300 022  
[www.SCIFIT.uk.com](http://www.SCIFIT.uk.com)



**ServiceSport**

Service and sales of equipment

- Fitness Equipment Servicing
- Sportshall Servicing
- Equipment Sales
- Parts Sales

Call: 0845 402 2456 [www.servicesport.co.uk](http://www.servicesport.co.uk)



**TGS**  
TOTAL GYM SOLUTIONS

**FITTECH**  
The Best Technology... The Best Performance

IS YOUR GYM UNDERGOING A REFURBISHMENT?  
We specialise in gym clearances and fitness equipment.  
**WE WILL BEAT ANY LIKE FOR LIKE QUOTE-GUARANTEED!**  
We buy any gym equipment at competitive prices and also supply NEW and refurbished equipment at unbeatable value for money.

Call: **07951 875523** Email: [totalgymsolutions@hotmail.co.uk](mailto:totalgymsolutions@hotmail.co.uk)  
[www.fittech.co.uk](http://www.fittech.co.uk)



## exercise equipment (continued)



**Jordan® RUBBER SOLID END DUMBBELL**

**BSI APPROVED**

GIVING YOU THE EDGE IN FUNCTIONAL FITNESS EQUIPMENT. *Lifeline... SAQ*

Scan for a brochure

+44 (0) 1553 763285  
www.jordanfitness.co.uk  
sales@jordanfitness.co.uk  
or find us here

**Jordan®**  
Functional Fitness Specialists

## insurance

Bespoke Insurance Solutions



### GYM INSURANCE

Individual Approach  
Individual Advice  
Individual Premiums

Tel: 01702 437890  
Fax: 01702 437788

Email: tomfriday@fmlinsurance.com  
Web: www.fmlinsurance.com

Book your advert on our website and be seen by over 26,000 buyers every month from as little as £240.



CALL THE SALES TEAM TODAY TO DISCUSS YOUR BOOKING

**01462 431385**

www.healthclubmanagement.co.uk

## flooring



**LOOKING TO BUY FLOORING?**

For more information just visit  
[escapefitness.com/hcmfloor](http://escapefitness.com/hcmfloor)

**escape**

## group exercise

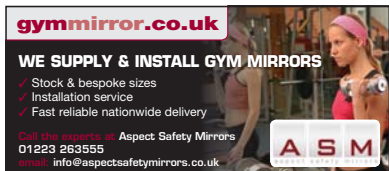


6 LICENCE-FREE GROUP-EX PROGRAMMES  
FROM THE UK'S LEADING PRESENTERS

VISIT [WWW.FITNESS-FX.COM](http://WWW.FITNESS-FX.COM) OR CALL 0845 257 8573

Jump fx, fight, groove, blast fx, pump fx, stamp fx *fitness fx*

## gym mirrors



**gymmirrors.co.uk**

**WE SUPPLY & INSTALL GYM MIRRORS**

- ✓ Stock & bespoke sizes
- ✓ Installation service
- ✓ Fast reliable nationwide delivery

Call the experts at Aspect Safety Mirrors  
01223 263555  
email: [info@aspectsafetymirrors.co.uk](mailto:info@aspectsafetymirrors.co.uk)

**ASM**  
ASPECT SAFETY MIRRORS

## lockers/changing rooms



**CRAFTSMAN CQL QUALITY LOCKERS**

Create a great changing experience by providing Craftsman Lockers to fully meet your members' expectations

- Lockers
- Cubicles
- Vanity units
- Bench seating
- Ancillary furniture

**Call now: 01480 405396**

To draw on the Craftsman experience in helping design changing rooms that work

[www.cqlockers.co.uk](http://www.cqlockers.co.uk)

To book your advert call the sales team on  
**+44 (0)1462 431385**

**RIDGEWAY FURNITURE**   
CHANGING SOLUTIONS TO SUIT EVERY BUDGET



Tel: 0870 4207818  
Email: sales@ridgewayfm.com [www.ridgewayfm.com](http://www.ridgewayfm.com)

**memberdrive** by 

**Want an extra 200 - 700  
new members for free?**



**Call: 0115 777 3333**

**Kit Lock**  
Coded Locker Solutions

**Quick retrofit  
solution, control  
and convenience  
without a key –  
simple!**



Tel: +44 (0)1635 239645 Email: sales@kitlock.com Web: www.kitlock.com

**SAFE SPACE** 

**Lockers  
Locking  
Systems  
Cubicles  
Washrooms  
Servicing  
3D Design  
Rendering**

[info@safespaceclublockers.co.uk](mailto:info@safespaceclublockers.co.uk)  
[www.safespaceclublockers.co.uk](http://www.safespaceclublockers.co.uk)  
Telephone: 0870 900 7989

**THE CHANGING ROOM EXPERTS**



**FITLOCKERS**  
Quality Affordable Timber Lockers



**T: 01923 770435**  
[sales@fitlockers.co.uk](mailto:sales@fitlockers.co.uk) [www.fitlockers.co.uk](http://www.fitlockers.co.uk)

## software

**ClubAssistant**  
Membership Software

**TAC** The Assistant Company  
[www.tac.eu.com](http://www.tac.eu.com)



## training

**Upskill your team with on-going training**

**Courses include:**



[www.fitnessindustryeducation.com](http://www.fitnessindustryeducation.com) | 0845 257 8570

© Fitness Industry Education Ltd

## COPYRIGHT NOTICE

To subscribe to Health Club Management, log on to [www.leisureclubmanagement.com](http://www.leisureclubmanagement.com), email: [subs@leisureclubmanagement.com](mailto:subs@leisureclubmanagement.com), tel +44 (0)1462 471915, fax +44 (0)1462 433909. Annual subscription rates: UK £41, Europe £52, rest of world £73 and students UK £20. Health Club Management is published 11 times a year by The Leisure Media Company Limited, Portmill House, Portmill Lane, Hitchin, Herts, SG5 1DJ, UK, and is distributed in the USA by SPP, 75 Aberdeen Road, Emigsville, PA 17318-0437. Periodicals postage paid @ Manchester, PA. POSTMASTER Send US address changes to Health Club Management, c/o PO Box 437, Emigsville, PA 17318-0437. The views expressed in print are those of the author and do not necessarily represent those of the publisher The Leisure Media Company Limited. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by means, electronic, mechanical, photocopying, recorded or otherwise without the prior permission of the copyright holder. Printed by Warners Midland.

© Cybertrek Ltd 2013 ISSN 1361/351



# Preva helps her reach her goals **and you reach** your numbers.



**Making it yours...works!** Preva® works for exercisers by letting them create their own workouts, set weekly goals, track progress and get steady encouragement. And Preva works for you because engaged exercisers participate fully with your facility.



See the video at [preva.com](http://preva.com)

08448 480101 · [info@precor.com](mailto:info@precor.com)