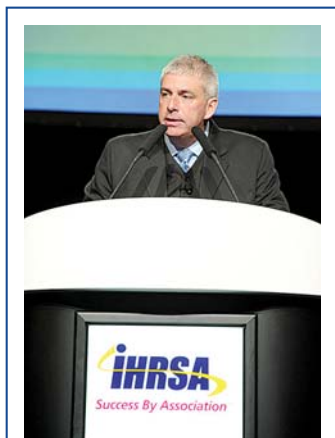


Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry

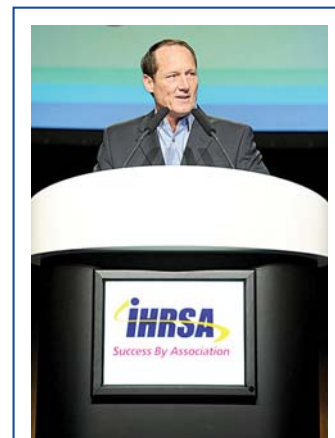
IHRSA Special Edition!



IHRSA Chairmain, Bill McBride,
Addresses IHRSA 2013 Audience



Joe Moore (R) Presents IHRSA's Inaugural Lifetime Achievement Award to IHRSA Founder, Rick Caro



Incoming IHRSA Chairmain, Brent Darden,
Addresses IHRSA 2013 Audience

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IHRSA Soars!!! Caro Honored

APRIL 2013

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Norm Cates' CLUB INSIDER™

The Pulse of the Health and Fitness Club Industry

IHRSA Soars!!!

By: Norm Cates

**A Special "Insider Story"
Featuring Comments From The
Guys Who Make IHRSA Go!**

On the heels of IHRSA's 32nd Annual Convention and Trade Show CLUB INSIDER has reached out to IHRSA leaders Bill McBride, Joe Moore and Brent Darden, for their comments on IHRSA, in general, and on the recent IHRSA event held in Las Vegas, March 19 - 22nd.

For anyone who's not familiar with IHRSA, the 32-year running, Boston-

based International Health, Racquet and Sportsclub Association has over 9,500 member clubs in over 70 countries. IHRSA is a 501(c)3 Not-For-Profit Trade Association whose focus is success for their member clubs.

IHRSA's Mission Statement

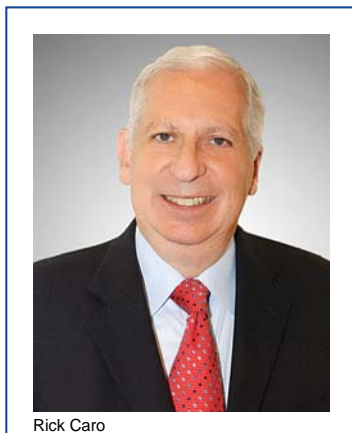
IHRSA's Mission Statement is: To grow, protect and promote the health and fitness industry, and to provide its members with benefits that will help them be more successful.
(See IHRSA Soars!!! Page 14)



Rick Caro Receives IHRSA's First Lifetime Achievement Award

Rick Caro, a 40-year fitness and health industry veteran, was honored with the inaugural IHRSA Lifetime Achievement for his tireless work, innovative ideas and leadership. Caro received the honor on March 20, at 8AM, during the Opening Session of IHRSA's 32nd Annual International Convention and Trade Show in Las Vegas.

Caro, IHRSA Founder, is a past IHRSA Board President and two-term Board Member, authored the preeminent industry textbook on financial management and educated thousands of industry professionals on the finer points of financial management at the IHRSA Institute, IHRSA Convention and other industry events, including producing IHRSA's Financial Panel. Caro was directly involved in creating the Industry Data Survey and establishing industry financial benchmarks. He founded and currently moderates the annual Financial Panel at the IHRSA Convention, uniting the health



Rick Caro

club industry and financial community. He has been a club owner and operator, creating one of the largest club companies at the time, and has served as an industry guru to the sport.
(See Rick Caro Honored Page 7)

Joe Weider Passes Away At 93

By: John Rogers, Associated Press

Joe Weider, a legendary figure in bodybuilding who helped popularize the sport worldwide and played a key role in introducing a charismatic young weightlifter named Arnold Schwarzenegger to the world, passed away at the age of 93.

Weider's publicist, Charlotte Parker, told The Associated Press that the bodybuilder, publisher and promoter died of heart failure at his home in Los Angeles' San Fernando Valley.

"I knew about Joe Weider long before I met him," Schwarzenegger, who tweeted the news of his old friend's death, said in a lengthy statement posted on his website. "He was the godfather of fitness who told all of us to be somebody with a body. He taught us that, through hard work and training, we could all be champions."

A bodybuilder with an impressive physique himself, Weider became better known in later years as a behind-the-scenes guru to the sport.

He popularized bodybuilding and spread the message of health and fitness worldwide with such publications as Muscle & Fitness, Flex and Shape. Schwarzenegger himself is the Executive Editor of Muscle & Fitness and Flex.

He created one of bodybuilding's pre-eminent events, the Mr. Olympia competition, in 1965. He added to it the Ms. Olympia contest in 1980, the Fitness Olympia in 1995 and the Figure Olympia in 2003.

He also relentlessly promoted Schwarzenegger, who won the Mr. Olympia title a then-record seven times, including in 1980 and every year from 1970 through 1975. "Every sport needs a hero, and I knew that Arnold was the right man," he said.

Weider brought Schwarzenegger to the United States early in his career, where he helped train the future Governor of California as well as aided him in getting into business. Schwarzenegger also said
(See Joe Weider Passes Page 8)

Inside The Insider

- Thought Provocation: IHRSA's 2013 Keynote Speakers - **By:** Justin Cates
- Is This The New "F" Word? - **By:** Donna Krech
- By The Numbers - **By:** Jeffrey Keller
- The Top Ten Marketing Tips - **By:** Derek Barton
- Global Fitness Industry Energizes and Innovates at IHRSA 2013
- Raising the Bar: Health Clubs Continue to Thrive

- Jeff Skeen's Fitness Connection Receives Top Awards from Supplement RX
- Rick Caro's 17th Annual Financial Panel
- Bash for Augie's Quest Raises More Than \$1.6 Million for ALS Research
- 24 Hour Fitness Shakedown Stuns Key Leaders!
- Crunch Franchising Announces Deal with Fitness Holdings and RLB Holdings
- And of Course, *Norm's Notes*

...IHRSA Soars!!!

continued from page 3

IHRSA members represent health and fitness facilities, gyms, spas, sports clubs and suppliers worldwide. IHRSA and its members are dedicated to making the world healthier through regular exercise and fitness promotion.

IHRSA at a Glance

IHRSA members are for-profit businesses operating in the health, racquet and sportsclub industry. IHRSA members have set the pace for the industry's expansion and evolution.

- **Club Members:** Over 10,000 in 70 countries (June 2012);
- **Associate Members:** Over 600 Industry Suppliers;
- **Governance:** IHRSA is guided by a Board of Directors elected from, and by, the membership;
- **Affiliations:** IHRSA has affiliations with dozens of relevant government agencies and organizations, such as the First Lady's *Let's Move!* campaign and the President's Council on Fitness, Sports & Nutrition, multiple related international organizations, and several U.S. regional associations.

To celebrate IHRSA's just completed 32nd Annual Convention and Trade Show, **CLUB INSIDER** has reached out to IHRSA's leaders: Bill McBride, IHRSA Chairman (term ends on June 30, 2013); Joe Moore, IHRSA President and CEO; and incoming Chairman, Brent Darden (term begins on July 1, 2013). We thank each of them for taking the time to comment for this IHRSA Special Edition.

Comments from IHRSA Chairman, Bill McBride

CLUB INSIDER (C.I.) - Bill, when did you become involved in the club industry? When did you become involved with IHRSA?
Bill McBride (BM) - It was in Fayetteville, North Carolina in 1984 when I was back home from college for the Summer. There was a spa fitness center that had two clubs in town, one where the men went Tuesday, Thursday and Saturday at one location, and then they went Monday, Wednesday and Friday to the other. They each had one locker room and rotated days. My first year as an IHRSA Member was in 1991. I was with Smith Club Management at that time (a Charles E. Smith Company).

C.I. - What benefits did you see from your IHRSA Membership?

BM - The format of the formal and the informal learning is one big thing for me. The ability to go to the central repository and be exposed to the best and brightest of everything going on in the industry, from trending, new equipment sessions, to the IHRSA Institute... all that formal

education. To be able to go to one place and have access to it is great for me. The other aspect of IHRSA is the IHRSA Community. To me, the people that you meet become lifelong relationships. The conversations you have, "What are you doing about this? Or, we ran into that." These conversations based on these friendships whose genesis of people you met through the Association become instrumental in your growth and learning and how you deal with things. So, the collective body of knowledge in the open IHRSA Community where we share has really benefitted me. It's a very interesting dynamic to be able to go and get it and easily have an opportunity to build a lifelong relationship. The more you give, the more things come back. There are people that could be competitors 362 days a year and then the best and brightest come together and share to move the industry forward. It really seems like a unique dynamic that the industry has that IHRSA has become the central connection point for.

C.I. - When did you become interested in IHRSA Board Service?

BM - Which time? I applied in 2002. I applied in 2004. I applied in 2005. I applied in 2006. And, I took a year off and then had a conversation with Joe Moore at Babson College at the IHRSA Institute in 2007. He encouraged me to apply for the 2009 term. I did and was accepted. I applied four times. For lots of reasons that I completely understand, I was not nominated the first four times. If something is important to you for the right reasons, you shouldn't give up...

C.I. - How long have you served on the IHRSA Board?

BM - I've served since 2009, and this Summer will be the end of my term as Chairman. So, that would be from 2009 to 2013, four years. Then, I'll be extended for one year as Ex-Officio Chairman.

C.I. - What were your feelings about being elected Chairman of IHRSA's Board of Directors?

BM - You know, I was extremely excited to be a part of a Board of that caliber of industry leadership, and for my peers to have confidence in me being the Chair was humbling and exciting. It has been simply amazing to be a part of the Board of this great Association. When you talk about brand affinity, I've got such a strong brand affinity toward IHRSA. To play any small role in being a part of the leadership direction with that Board and that Team was one of the proudest times of my career.

C.I. - During your term as Board Chairman, what were your goals?

BM. - IHRSA's a juggernaut of an Association. There are a lot of moving parts to it. The primary goals were: First, to make sure that we continue fiscal responsibility with regard to building reserves, being able to withstand another recession. Additionally the Board and

Management operate with a 3-5 Strategic Plan; this is important to create continuity and direction over time. In addition to the fiscal performance and responsibility of the Association, there is a considerable amount of time on the value proposition for the owners (our members). That was a big thing and was something that, in 2009, when I first joined the Board, was a priority. Through the Board Members and leadership, including Art Curtis' Chairmanship, and my Chairmanship, this was a very big deal. IHRSA's doing remarkably well with regard to the Strategic Plan.

Another item was what programs are we going to do and how do we make sure that they are self-funding, so money could be used for advocacy, public policy and defense. So, our international shows are growing every year now. They are getting better and better each year. Pretty much all of the educational programming is better than cost neutral. So, expanding the program content and having those

Institute back.

Another goal achieved at the recent Las Vegas Convention and Trade Show was a real good example of the cultural piece of the industry. I'm excited about IHRSA and the role it plays in creating and maintaining the culture of the industry. Without that unifying body, you don't get the sharing, the collaboration and the thought leadership. You don't get all that. I think that IHRSA has a cultural vanguard role for the industry where it is that unifying force that brings the founding vanguard of the industry together with the newest editions and the changing business models. It's a cultural responsibility as much as it is a transactional activity bringing buyers and sellers together. So, what the Association does with regard to helping maintain the culture of the industry is a big deal.

The research and publications are a critical service IHRSA provides for the industry, and this continues to be more relevant.



IHRSA 2013 Trade Show Opens with a Bang!

programs grow and touch more members has been a big focal point of the Association.

We're now bringing back the IHRSA Institute. That was a project and endeavor that's been near and dear to my heart. I think the IHRSA Institute is a brand tool. It provides a curriculum and bonding experience for the next generation of leaders in the industry. They go to the Institute. They meet some of the faculty from the industry, where they can spend quality, one-on-one time. They find mentors. They find colleagues, and they network with them. They get exposed to the IHRSA Brand. So, for me, the Institute is a really big deal from the perspective of an opportunity to support your customer of tomorrow. IHRSA's an incredible Brand. So, the Institute is HUGE! I think retooling the IHRSA Institute is important so that there's more of a set curriculum versus just industry speakers coming together for a week. That's pretty exciting. That's a big deal for the Association to bring the

C.I. - Please tell us about IHRSA's Public Policy Department, one of my favorite subjects. Explain why IHRSA's Public Policy Department is so important to IHRSA Member Clubs, as well as non-member clubs.

BM - Public Policy at IHRSA (and I am not a big fan of the name Public Policy) plays a key role of acting in being the clearinghouse on what's going on in our industry legislatively. So, by playing the clearinghouse role, there's somebody on guard watching the gate and notifying the rest of us in the industry that, "Hey, we have something on the horizon that may be an opportunity or something on the horizon that may be a threat." The public policy function is a function of being that sentinel on post that's out there watching out for us and rallying when there's a need for defense, and also, making us aware when there is an opportunity for advocacy or proactive initiatives. And, the industry
 (See *IHRSA Soars!!!* Page 16)

...IHRSA Soars!!!

continued from page 14

goes back and forth because there's a sentiment of "Let's not do anything that causes an eye from governmental agencies to be on our industry." Let's kind of be quiet about that and simply try to take a defensive posture. Then, there is also the, "Let's try to grow the pie; let's try to have some abundance here and put a spotlight on what this industry can do with some of the crisis in this nation." So, I think that public policy has historically tried to provide Defense versus advocate Offense and how to help grow the pie for the whole industry with regard to affecting those people who are not naturally inclined to just walk in our club doors. So then, there becomes the issue of looking at State, Federal and certain international threats. Certain countries that have things like music licensing, those kinds of things that may affect our industry globally, we have a responsibility for all of our membership to

C.I. - What do you see for IHRSA's future? **BM** - I think IHRSA becomes more and more of a player at the table, if you will, with regard to things that affect activity in governmental and societal issues. It will become an even stronger resource with regard to research and involvement. What the Association did with the current administration on allowing Military Reservists' families to use commercial health clubs while their spouses and partners were deployed was a great way. There's a distribution network within the health club industry that a lot of other agencies and associations don't have. IHRSA can rally a large quantity of distribution of clubs around the country in short order, and that should be a very powerful mechanism to support some of these lifestyle issues.

So, IHRSA has got a bright future. It's fiscally sound. It's very focused. It's going to have a bigger role at the global table with regard to activity issues. It's typically been a North American trade Association with global leadership. I

IHRSA Members... what would you say to them about why they should *join IHRSA now?*

BM - *Together... we're better. Together... we're stronger.* This is not a club that's clicky. This is an accepting community that, if you believe in doing business with integrity and you're committed to the industry of helping people change their lives, you have a home within IHRSA as a "for profit" health club operator. So, this is a big tent that's welcoming... And, together, we're all better. So, my strong encouragement is for clubs to join and be a part of all of that we are working together to do. You have a family and a home just sitting there waiting for you. I think a lot of people don't understand that IHRSA is completely open, available and welcoming. By other people not getting involved, **it hurts THEM and it hurts the collective US!** To non-IHRSA club owners everywhere: **We want you! We need you! And, together we're better!**

C.I. - Sounds like a great song to me! Great interview, Mr. Chairman! Anything you'd like to add?

BM - (after chuckling about song comment) No, I think that's pretty much it. It's been an honor to serve IHRSA.

C.I. - It's been great to have you leading IHRSA this past year! You're wonderful, and we appreciate what you've done. I want to Thank You very much for your great IHRSA service, Mr. Chairman.

BM - You're the one who set it all up!

C.I. - Well, Uncle Rick and I burned a lot of midnight oil on the telephone when we were starting up IHRSA way back in 1980/81. But, Rick and Big John McCarthy *really did all the work!* It's pretty much a big thrill for Rick and I every time we get to go to our IHRSA Annual Conventions and Trade Shows. And, I was so thrilled that you guys honored Rick with IHRSA's first ever Lifetime Achievement Award! You could have looked forever, and you'd not have found anybody more deserving of that honor than Rick Caro.

About this interview, Mr. Chairman, I think I should point out to my readers, especially my non-IHRSA Member Club Owners, that I've been doing interviews with IHRSA leaders for years... 19 years and 6 months to be exact. So, after hearing your comments noted above about **"Together we're better!"** I want to mention that I think you've articulated IHRSA's open-door policy and acceptance of all clubs in this great industry as well as any IHRSA leader ever has in the past 32 years. So, *good on you* for that, Bill. And, Thank You, Mr. Chairman! **BM** - I am very proud to have played a small role, and I'm honored to be a member of IHRSA. Kudos to all of those who have built this industry and association, and special appreciation to Joe Moore and his team.

Comments From IHRSA President and CEO, Joe Moore

CLUB INSIDER (C.I.) - Mr. President, tell us how you and your Team IHRSA are feeling after the terrific IHRSA Convention and Trade Show in Las Vegas.

Joe Moore (JM) - Norm, there is electricity in the atmosphere whenever the IHRSA membership gathers. It's dynamic, palpable and unmistakable, but this year's event received accolades exceeding my highest expectations. The IHRSA Board, Staff and I are elated by the results achieved by the networking, the quality presentations, the commerce occurring at the trade show and the energy, enthusiasm and drive exhibited by members and associates. This bodes well for the future of the industry and the IHRSA family.

C.I. - Please tell us about *IHRSA's sold out Trade Show...* an outstanding achievement. I congratulated Tom Hunt on a job well done when I saw him at the show.

JM - Thanks for congratulating Tom Hunt, for he and the IHRSA team members are consummate professionals who strive to make the convention and trade show an outstanding experience for all stakeholders. There is nothing like walking the trade show floor, examining the thousands upon thousands of ways the Associate Members advance the industry. This year, there were more launches of new equipment and services than ever before, launches that will help the industry thrive by better servicing members.

There is a wonderful cycle of commerce that occurs: The Associate Members sell safer, more effective equipment and services to the member clubs; the member clubs become more efficient and profitable; and, then are able to purchase additional equipment and services from the Associate Members.

C.I. - Tell us about **IHRSA2014** coming up next March 12 - 15th at my favorite venue, San Diego.

JM - Yes, San Diego is a favorite destination for the membership. We started planning quite some time ago, but the most intense work starts now. We will review the surveys completed by the stakeholders, looking for areas we can improve so the next convention and trade show will be bigger and better than this year. We already have some surprises in mind; but, if I reveal them now, they won't be surprises. So, hold on to your hat, San Diego is going to be fantastic!

C.I. - Please share *any special news from IHRSA*, or from the *IHRSA Convention and Trade Show* that you think our readers would be interested in.

JM - I believe the thing that is the most difficult to grasp is the scope of the event. Just think of the interactions that take place at the general sessions, the presentations, the venter seminars, the receptions, (See *IHRSA Soars!!! Page 18*)



Justin and Norm Cates Celebrating 20 Years of Publication at IHRSA 2013 Trade Show

pay attention to those.

Then, you've also got State versus Federal. To the degree that you can really have some impactful legislation, today may require more of a strategy toward tipping potentially favorable legislation. What Chuck Runyon and some folks are doing in Minnesota at the State level is pretty exciting. That's a State and IHRSA kind of coalition working to create favorable legislation for the State of Minnesota. I think that one of the critical functions of IHRSA is not being supported by a broad enough umbrella or broad enough participation of our overall memberships. There are about 100, or slightly less than that, organizations that are actively engaged in public policy. It would be nice if more clubs got involved in that and more clubs helped, because that's one of the key things about *together we're stronger*. We can do more for the industry overall with more involvement.

think that's going to continue with more and more international presence through education and support, and I think it's going to become a bigger entity.

C.I. - As you prepare for your last Board Meeting in June and soon will become Ex-Officio Chairman, what advice might you have for incoming IHRSA Chairman, Brent Darden, of Telos Fitness Center?

BM - I've known Brent for a long time. He is the right guy at the right time to help support Joe and the IHRSA Team and gives some directional guidance and support for our distinguished Board. I don't have any advice per se. He and I will talk regularly, and we will be working closely together throughout the next year. Brent is just a class act, and his heart is completely committed to our industry. We could not ask for a better Chairman for our Association. Brent is the real deal.

C.I. - To those reading this who are not

...IHRSA Soars!!!

continued from page 16

Augie's Bash, the trade show, or just in the hallways. This year, folks received a better sense of size by using the blog, where there are scores of videos that represent many segments of the industry and by using the new IHRSA App. By the way, the App is not just a Convention and Trade Show App. It's a year-round tool for information, news, CBI Digital, IHRSA's Buyer's Guide and much more.

Norm, the people who missed IHRSA Las Vegas missed the event that defines the industry.

Comments From Incoming IHRSA Chairman, Brent Darden

CLUB INSIDER (C.I.) - Brent, **CONGRATULATIONS** on being named to be the next IHRSA Chairman! Please tell our readers a little bit about yourself, just in case they didn't read our **July 2007 CLUB INSIDER Cover Story** about your Telos Fitness Center. How did you originally become involved in the health, racquet and sportsclub industry?

Brent Darden (BD) - I've been really fortunate to experience health and fitness in a wide variety of settings over the last 30 years. Starting with working in a university setting; for a large church recreation center; with several large corporations in the Dallas area, working with Dr. Kenneth Cooper in a preventive medicine campus; and in the actual commercial club industry with everything from really small clubs to fairly large clubs. Like so many of my peers in the industry, I grew up, or maybe I should say I worked my way up after graduating from Baylor University with an M.S. in Exercise Science. I had the opportunity of working with quite a number of Fortune 100 corporate wellness programs, such as Texas Instruments, Perot Systems and MaryKay Cosmetics. Another highlight was my time working with Dr. Cooper, serving as the Vice President of the Cooper Aerobics Center. That was a very educational experience. Working as a consultant with clubs around the world on a variety of topics allowed me to gain lots of exposure that helped me grow professionally for sure. Of course, most recently, I'm currently the owner and operator of Telos Fitness Center in Dallas. Telos is a multipurpose, 68,000 square-foot club, serving the higher end of the market. Our membership right now is about 2,800. I'm really proud of the fact that, during our 10-year run, we were named Business of the Year in Dallas and were honored with the Greater Dallas Business Ethics Award. I guess the last thing I would say is that fitness is just in my DNA (laughs)! Like a lot of us who got in this industry, there's nothing like it. It brings a sense of purpose and satisfaction to my life that I guess I'd say kind of *'comfortably blurs that line between work and play.'* Sometimes, you don't know which one you're doing, and

it's nice when it works out that way.

C.I. - Did you have a good IHRSA Convention?

BD - I really did. I thought it was one of the better conventions we've had. I've heard a lot of good feedback. Everybody seemed to have a positive experience. Whether it was club owners, fitness professionals, or vendors/suppliers, everybody seemed very pleased, I thought.

C.I. - Yes, I've heard nothing but nice comments as well. So, moving on here, please tell us why you sought to serve on IHRSA's Board of Directors?

BD - Quite simply, it's the same reason that many of us got in the health and fitness industry to begin with. I just believe in what we are as an industry, what we're doing on the deepest level. I think providing environments, in this case clubs, that help individuals from all walks of life reach their wellness goals is rewarding, meaningful and responsible. As I shared with you many years ago, Norm, when we spoke about my career for the cover story, *I've always viewed my career as more of a calling than a career.* To have an opportunity to serve on the IHRSA Board has just been a blessing and sort of a natural *'next step'* in the industry for me. As club operators, we hope to make a positive difference in the lives of our members. We want to serve them well and help them reach their goals. And, help them, if you will, to help themselves. I think IHRSA has a philosophy that is very similar. Our aspirations are about making a positive difference in clubs, not just in America but also worldwide. IHRSA genuinely wants to do that. If I can help achieve that, I want to be a part of it. Then, of course, my affiliation as an IHRSA Member has benefitted me tremendously throughout my career. I certainly would not have had some of the fun and some of the successes I've had without that resource to fall back on and learn from. It's a pleasure to be able to give back to an organization that's served me so well.

C.I. - Brent, please summarize your thoughts about your 4-year IHRSA Board term.

BD - That's a good question. I think the most impressive thing that's happened during my tenure so far has been the overall experience starting from my first Board meeting. Even though I've enjoyed a long-term relationship with IHRSA over the years, participating in conferences, attending and instructing at the IHRSA Institute, watching webinars and so forth, I remember when I went to my very first Board meeting that I was really struck by several things. First, as I continue to share with new Board nominees, it really reminds me of showing up for a championship game or an all-star team. You look around the playing field, and you are just amazed by the talent that's on the field with you, and in this case, in the room. Some of the absolute best and brightest in our industry

are working together for the common good of health clubs. That was one thing that struck me. The second thing I remember was that, despite the fact that IHRSA stands for *International Health, Racquet and Sportsclub Association*, it never really sank in with me that the organization was truly a global force. But, when I sat at the table with fitness leaders from around the world who were also on the Board, it really brought this into reality. It's not just IHRSA's mission to serve the United States. It has a truly international reach as well. The last thing that kind of struck me was that IHRSA is doing so many things on so many levels on behalf of our industry that are pretty much all encompassing. Even the most loyal IHRSA members don't realize all of the ways that IHRSA's trying to help the industry, whether it's advocacy... or protection... or resources... or educational materials. Those are the three biggest things that come to mind for me.

C.I. - That's a great comment, Brent,

certainly agree that it's a huge honor. As I've told several people since being elected, particularly for someone like me as a single independent club operator, it means a great deal. I shared with the Board during the process, that few, if any in the industry, would characterize me as a *'mover or shaker'* in our industry. Nor would I really want them to. But, my respect for the legacy left by former IHRSA Chairpersons such as yourself, Norm, Rick Caro, Gale Landers, Art Curtis, most currently, Bill McBride, and so many others... those are big shoes to fill. Even though I may have not operated one of the largest clubs or the most clubs in our industry, you would be hard pressed to find somebody who's got a greater commitment to this role and is more sincere about wanting to serve well than myself. As I shared with somebody the other day, there's a lot of people who could serve as the IHRSA Chairman, there's fewer that actually want to serve as the IHRSA Chairperson, and then, there are some who would like to serve, but for



because you've really summarized very well, the evolution of the Association over the past 32 years in the one comment you just made. We really were pretty much a *'Mom and Pop'* when we started up. In the beginning, there were just two of us, with Rick Caro and I talking back and forth on the phone an awful lot between New York City and Atlanta to get things rolling. There was NO Internet. But, we both had telephones, and we went to town on them to get IHRSA rolling at the start!

C.I. - Being Chairman of the IHRSA Board of Directors is a huge honor for anyone in our industry. It's also a leadership job that involves selling IHRSA and its services every day and every chance you get. With that thought in mind, my question, Brent, is what are your thoughts about this honor, and actually, this real big challenge?

BD - I believe I am up for the challenge. I'm in the right time and place in my life where I can give time and energy. I would

whatever reason, personally or professionally, they just aren't able to serve at this time. I'm fortunate that I'm in a place right now that I can give it the attention it deserves and excited about the challenge of carrying on the tradition of the Chairperson position.

C.I. - Follow-up question, Mr. Chairman (to be), what can you say to our readers who're not now IHRSA Members, but really should be, about joining IHRSA?

BD - I think IHRSA is without question the single greatest resource for information and support that can help clubs be successful in this business. There is no greater resource in my mind to help club operators be successful, whether you're a single club, a multi-club, a chain, an express club, a studio... all of the above. I think the resources available through IHRSA; the online articles, the webinars, the website, the DVDs, the conference, the trade show, (See *IHRSA Soars!!! Page 19*)

Fitness Int'l, LLC is seeking entrepreneurial minded individuals and food/beverage/retail franchisors to license *Juice Bar opportunities* within many of our beautiful health and fitness clubs throughout the country.



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**For further information, please contact:
Scot MacKay at (949) 255-7391**

...IHRSA Soars!!!

continued from page 18

the forums, the networking you can do with other club operators are just absolutely invaluable! In addition to that, IHRSA's obviously actively promoting the benefit of exercise in our clubs. They're lobbying on our behalf for favorable programs and legislation. They're fighting in our defense against all sorts of issues that would be detrimental to our clubs and profitability. I would say genuinely, **'We need clubs to join us.'** To join IHRSA, to make us stronger, to increase our voice and to share their passion beyond their immediate club or clubs. I know they believe in our industry because that's why they got in the business. I still refer to a book I read years ago, titled, *Everything You Need to Know You Learned in Kindergarten*. One of the things I know they still teach the young kids today is **T.E.A.M.**, which stands for **Together Everyone Achieves More**. I think that's something we need to remember and coalesce around as an Association. Most of us got into this business to help people feel, move and look better. If we want to get more of the population to join our clubs, and become more active, we need to work together. IHRSA is the absolute best organization to help make this happen.

C.I. - Well Brent, I totally agree with that. The great thing, from my perspective, is that

this movement is now happening in IHRSA, and I'm going to emphasize this because you just mentioned it. We now have a real good, solid movement towards **INCLUSION** of everybody, as opposed to this myth that has previously existed, which was that IHRSA was solely for big-time, big-club operators with 68,000 square-foot clubs or such. Well folks, it ain't! We need to include somebody with a 1,000 square-foot gym, as they ought to be an IHRSA Member. Hell, somebody with a 500 square-foot space who helps people should help themselves by joining IHRSA. Hell, somebody just getting started sitting at their kitchen table with a yellow pad dreaming of being in this business some day should join IHRSA. We have **ALL** dreamed your dream, and we want you to make your dream come true by joining us at IHRSA. What **BETTER** way could there possibly be for somebody to learn about our industry and what it takes to become a successful part of it, than IHRSA? As you have said so well, Brent, there's no better resource than IHRSA for people out there who are dedicating their lives and times to helping others improve their lives. Nobody better... Period. So, if you're a non-member of IHRSA, **NOW** is the time to change that. **NOW** is the time to pick up the phone and **call IHRSA at (800) 228-4772 to join today! You'll be glad that you did!** Your future is in your own strong hands. Use those hands now to dial your phone and join IHRSA. Someday, you will thank Brent

and me for pitching IHRSA to you so well that you just flat could not resist joining us in this world-class effort to change the world for people who want a better life. We've got a door for everyone of them to walk through right now. **That's what we're really up to at IHRSA... through IHRSA clubs, delivering the opportunity for change for people who want a better life.** Go to www.ihrsa.org, and see what this great **Team called IHRSA** is all about.

C.I. - Have you had time to think about your goals for your IHRSA Chairmanship term? If so, what are they?

BD - As you know, Norm, the Chairmanship term is transitional and pretty brief. So, the real work is carried out by the IHRSA staff with sort of high level direction from the Board. One thing I do know having been on the Board for the past four years is that the previous Board members who came in just before me and the current ones who are there now have done a really good job of setting some strategic direction and have laid the foundation for the future of IHRSA. I believe it's my role to help make progress toward these goals. Many of them have been consistent for years, not unlike clubs. I would like to use my influence to bring some of these ideas that are already on the table to fruition, and hopefully, help cultivate a *purpose-driven Association*. In my opinion, I think IHRSA is not really lacking for

ideas about how to grow, or how to serve its constituents better, or even increase their reach in public policy. But rather, we just need to stay focused on the path and make meaningful and measurable progress. It's not really about me as the Chairperson, or my personal agenda.

Having said that, if there is one area I would hope to possibly affect, it would be something you just mentioned, Norm, and that is being more inclusive overall and further uniting clubs of all types and health professionals behind the common cause of making clubs recognized worldwide as more of the solution and a place that can be widely enjoyed to lead an active lifestyle. We all know, and there is undisputable evidence, of the value of exercise related to health and longevity. Collectively, we just have to do a better job of getting the message out there and getting more people involved. I really believe this is our time as an industry. **What we have to offer has never in history been more relevant or necessary than it is today.** The government is recognizing it. The public is recognizing it. Health club operators are recognizing it. The medical community is recognizing it. I'm not saying that there's been great movement toward executing on the rhetoric, but I just think it's our time. As the incoming Chairman, I hope to be a worthy steward of the Association, and hopefully a good disciple helping spread the message and
(See IHRSA Soars!!! Page 26)