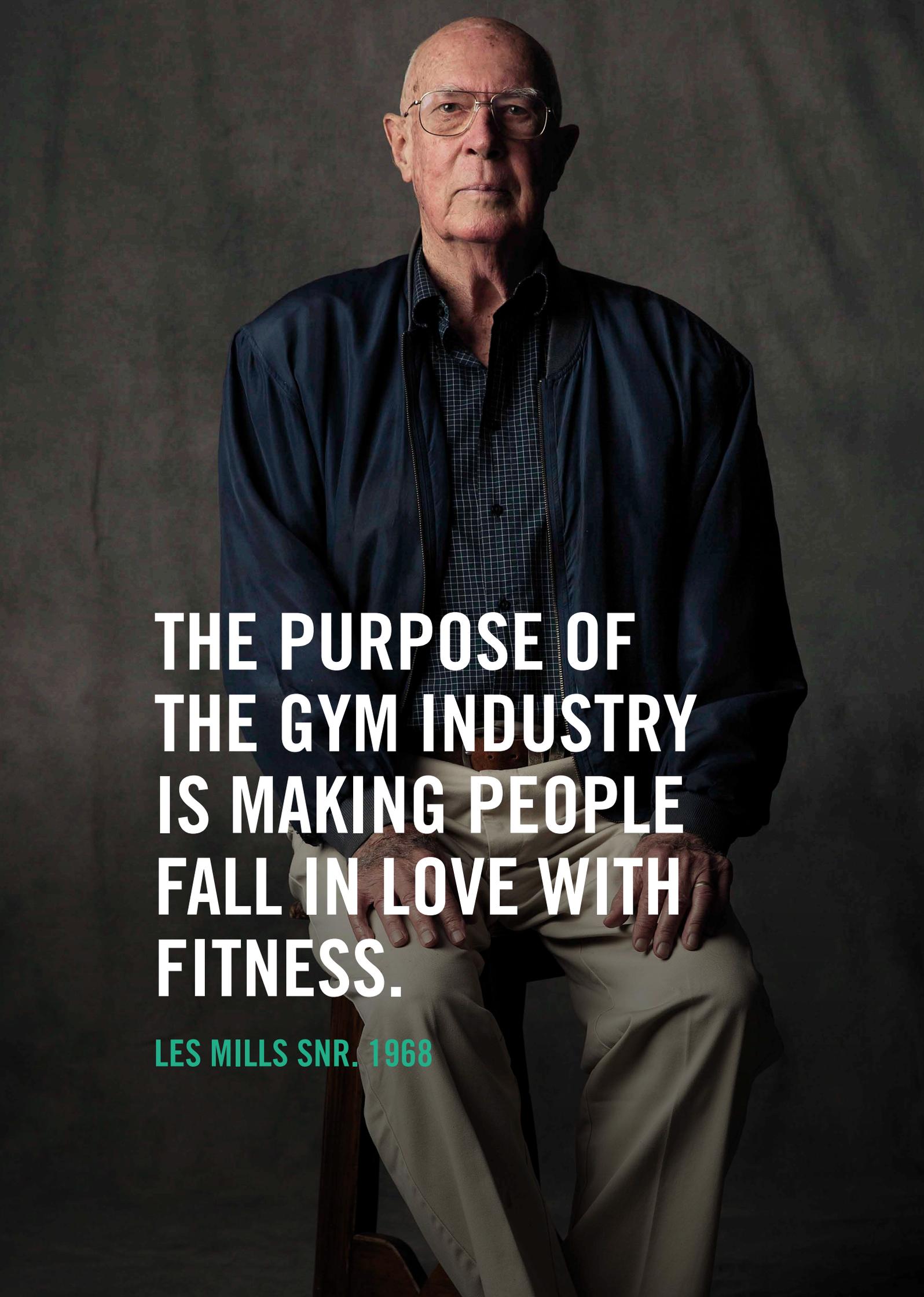


GROUP FITNESS MANAGEMENT

ONLINE EDUCATION COURSE

PARTICIPANT WORKBOOK

A portrait of Les Mills Sr., an elderly man with glasses, wearing a dark blue bomber jacket over a checkered shirt and light-colored trousers. He is sitting on a wooden chair, looking directly at the camera with a serious expression. The background is a dark, textured wall.

**THE PURPOSE OF
THE GYM INDUSTRY
IS MAKING PEOPLE
FALL IN LOVE WITH
FITNESS.**

LES MILLS SNR. 1968



PARTICIPANT WORKBOOK

NAME:

REPRESENTING:

DATE:

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COURSE CONTENT

INTRODUCTION: WINNING IN THE CLUB BUSINESS

1. The challenges facing the fitness industry
2. Create a winning GX program in your club
3. The 8 key plays to building a championship winning team

KEY PLAY #1: CREATE A SCOREBOARD

1. Create short-term and long-term attendance goals with your team
2. Use latest technology to count every class
3. Analyze results to drive better decisions

KEY PLAY #2: RECRUIT WINNING PLAYERS

1. Identifying 'A' players
2. Where to find them
3. Successfully recruiting them

KEY PLAY #3: MOTIVATE YOUR TEAM

1. Understanding motivational theory
2. Five ways to motivate your team
3. Being a coach who cares

KEY PLAY #4: DEVELOP A GREAT TRAINING PROGRAM

1. Identifying core skills
2. Creating a training journey
3. Assessment and coaching
4. Elevated coaching skills

KEY PLAY #5: PLAY YOUR 'A' TEAM

1. Schedule more of your best instructors
2. Schedule more of your best programs
3. Maximize your timetable for new members and future trends
4. Extend your timetable with Virtual and at-home

KEY PLAY #6: BUILD A GREAT STADIUM

1. Optimize studio size
2. Design experiential studios
3. Build functional studios

KEY PLAY #7: PROMOTE YOUR GAMES

1. Understanding our consumers' needs
2. New program and quarterly relaunch campaigns
3. Marketing your instructors
4. Educating your membership consultants

KEY PLAY #8: DESIGN A WINNING GAME PLAN

1. Define your GX goals
2. Write your GX game plan
3. Review and report each quarter



INTRODUCTION

WINNING IN THE CLUB BUSINESS

- The challenges facing the fitness industry
- Create a winning GX program in your club
- The 8 key plays to building a championship winning team

INTRODUCTION PRE-THINKING:

What challenges are you currently facing in your club?

What do you want to get out of this course?

Exercise Intro 1

Take a minute to reflect on what is possible for your club and capture your thoughts below:

What do you want for your club in terms of your GX department?

What growth is possible for your club?

KEY PLAY 1 PREPARATION

Please have ready, if you can, ahead of Key Play 1 the following information:

- Class attendance data (weekly/monthly)
- Club total visits (weekly/monthly)
- Competitor analysis

MEMORIAL SCOREBOARD

MVRHS	14	7:09	GUEST	0
DOWN	1	TO GO	BALL ON	QTR
		30		3



KEY PLAY #1

CREATE A SCOREBOARD

- Create short-term and long-term attendance goals with your team
- Use latest technology to count every class
- Analyze results to drive better decisions

KEY PLAY 1: CREATE A SCOREBOARD

Exercise 1.1

Take a minute to capture below your current weekly GX attendance (i.e. what is the total number of attendances in ALL your classes each week) and total club attendances (i.e. what is the total number of attendances at your club each week).

If possible, capture an average week.

	YOUR CURRENT ATTENDANCE SCORES
	Weekly
Total GX Attendance	
Total Club Attendance	

Exercise 1.2

Now you have seen what is possible, what medal would you award yourself for your targets?

Remember:

25% = Bronze

33% = Silver

50%+ = Gold

Revisiting what your current attendance base is, and what your identified 3-year targets are, calculate your GX % of total attendance.

To calculate this, divide your weekly GX attendance by your total weekly club attendance, then multiply by 100.

	Current	Future Potential (36 Months)
Total Weekly GX Attendance		
Total Weekly Club Attendance		
GX % of Total Attendance = (Weekly GX Attendance/Weekly Club Attendance) x 100	%	%

Homework Exercise

Your class attendance goals roll up to your overall club goal, so it's important for you to have the goal detail by class. Calculate your annual and quarterly class attendance goals.

The below is a simple table to help you get started. Ensure you are creating these goals in conjunction with your instructors, so they are engaged in the process.

INSTRUCTOR NAME	CLASS (DAY / TIME)	ATTENDANCE GOAL				
		Q1	Q2	Q3	Q4	TOTAL ANNUAL

Exercise 1.3

In the table below, capture the key reasons why the class targets may have been set as they are, using what you know about the program, day time and results from the last quarter.

🗨️
SHARE

WHAT INFLUENCES SHORT-TERM CLASS TARGETS?

CLASS A

Sunday 10am
BODYPUMP

AVERAGE CLASS ATTENDANCE

LAST QTR	TARGET
20	35

WHY?

CLASS B

Tuesday 6pm
BODYATTACK

AVERAGE CLASS ATTENDANCE

LAST QTR	TARGET
48	52

WHY?

CLASS C

Wednesday 6am
RPM

AVERAGE CLASS ATTENDANCE

LAST QTR	TARGET
40	35

WHY?

Exercise 1.4

Capture in the table below what you think might be possible in the future. Start by writing in your 'current base' then add what might be possible in the future. Dream big!

	What is possible in the future?				
	Current Base	6 months	12 months	24 months	36 months
Total Weekly GX Attendance					

Exercise 1.5

Time to set some action plans in place, specifically focussing on:

Implementing an attendance counting system by...

Creating your clubs goals by.....

Enter these actions into your diary

<p>What other areas have you identified as key actions from Key Play #1?</p>



KEY PLAY #2

RECRUIT WINNING PLAYERS

- Identifying 'A' players
- Where to find them
- Successfully recruiting them

KEY PLAY 2: RECRUIT WINNING PLAYERS

Exercise 2.1

How many great instructors have you recruited and developed lately? Capture in the table below your current team size then how many you have recruited in the last 3,6 and 12 months.

Enter your current instructor team size below	Time period	Last 3 months	Last 6 months	Last 12 months
	# of great instructors recruited			

Exercise 2.2

It's important to think about where you can find people for your club locally that could end up being a rock star instructor. Capture your thoughts below:

Exercise 2.3

Spend some time capturing your key actions. Enter into your diary a date when you will create and implement a recruitment plan for an intake of star players

What other areas have you identified as key actions from Key Play #2?



KEY PLAY #3

MOTIVATE YOUR TEAM

- Understanding motivational theory
- Five ways to motivate your team
- Being a coach who cares

KEY PLAY 3: MOTIVATE YOUR TEAM

Pre-Work

1. Give some thought to the 3 questions below and rate yourself using the scale. Mark it on the below scale with an X.

	Low	High
How motivated are you right now?		
How motivating are you right now?		
Where does your team sit? What is their range?		

2. Watch this You Tube clip where Daniel Pink explains his theories around autonomy, mastery and purpose as motivational tools: [VIDEO](https://www.youtube.com/watch?v=u6XAPnuFjJc&feature=youtu.be)
(<https://www.youtube.com/watch?v=u6XAPnuFjJc&feature=youtu.be>)

Question: Give some thought before you move into this section about what motivates you?

Exercise 3.1

Enter in your diary a day to create a financial and non-financial incentive system.

What other areas have you identified as key actions from Key Play #3?



KEY PLAY #4

DEVELOP A GREAT TRAINING PROGRAM

- Identifying core skills
- Creating a training journey
- Assessment and coaching
- Elevated coaching skills

KEY PLAY 4: DEVELOP A GREAT TRAINING PROGRAM

Pre-work

Question: How do you currently assess and give feedback to your instructor team?

Exercise 4.1

Reflect on a time when someone has provided you feedback which helped you grow and improve. What was it like? How much did it help you?

Capture your thoughts below.

Exercise 4.2

Find a week in your diary to create a training calendar for your team.

What other areas have you identified as key actions from Key Play #4?



KEY PLAY #5

PLAY YOUR 'A' TEAM

- Schedule more of your best instructors
- Schedule more of your best programs
- Maximize your timetable for new members and future trends
- Extend your timetable with Virtual and at-home

KEY PLAY 5: PLAY YOUR 'A' TEAM

Pre-work:

Look at your attendance data both for your club overall and your group exercise attendances

1. What key observations do you notice? Any surprises?
2. Reflect on your most popular programs and instructors
3. What actions do you need to take?
4. How would you prioritise your actions?

Exercise 5.1

How does your club compare to the class attendance global benchmarks?

(Strength 19%, Cycle 18%, Dance 17%, Mind/Body 13%, Other 13%, HIIT 7%, Martial Arts / Boxing 6%)

Exercise 5.2

Reflect on your timetable and consider any key actions or changes you feel you would need to make?

Exercise 5.3

What's the average age of your **current members**?: _____

Average age of your **new joiners**?: _____

Exercise 5.4

Press pause on the video and spend 20 minutes looking at your current GX timetable.

Start with LIVE classes – if you have Virtual programming, use it to fill the gaps at the end.

You aren't starting from scratch – start with what you know works and is popular and fill out those existing slots on the blank timetable on the next page – this will help you identify your gaps.

If you have more than one studio – use a different timetable blank per studio to make it easier – but ensure you are looking holistically at what is offered across all studios.

Make sure you are capturing the program name, instructor and program length on the new timetable. Use the other time slots if need be or alter the start times in the time column to match your needs. Capture your attendance targets for both 12 months and 36 months under each class. This will help you later when you need to figure out if these timetable changes will get you to your GX attendance goals. Total each days attendance, and then combine to figure out your weekly attendance.

Check off each step as you complete it:

- Step 1:** Check you give priority to most popular instructors and programs. Identify opportunities to make changes
- Step 2:** Aim to have your most popular traditional classes (that target your existing members) total 60-70% of your total classes, and the most popular modern programs (that target new/younger members) total 30-40%.
- Step 3:** Within each time zone across the week (e.g. weekdays 6-9am, 9am-2pm, 5-8pm, weekends morning and afternoon), aim to offer at least 1 strength/toning, 1 cardio and 1 mind-body option
- Step 4:** Consider the benefit of offering express classes (particularly in the morning and lunchtime slots) and of adding virtual classes to expand your timetable in off-peak time.
- Step 5:** Add up the total of different programs in each studio (check no more than 7-8 programs per studio)
- Step 6:** Look holistically each day and check the flow of the classes work and are balanced. Now check each time zone during the week and check you are offering balance and consistency (i.e. members can do their favourite core class at least twice in the same time zone)

Studio:

Time		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
5.00 AM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
6.00 AM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
7.00 AM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
8.00 AM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
Other Time:	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
Other Time:	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
9.00 AM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
10.00 AM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
11.00 AM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
12.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
Other Time:	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
Other Time:	Program:							
	Instructor:							
	Att Target:	12m: 36m:						

Continued...

Time		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
2.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
3.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
4.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
5.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
6.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
Other Time:	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
7.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
8.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
9.00 PM	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
Other Time:	Program:							
	Instructor:							
	Att Target:	12m: 36m:						
Total Daily attendance		12m: 36m:						
Grand Total weekly attendance							12m:	36m:

Exercise 5.5

Create some time in your diary to implement your new timetable and set a review time every 3-6 months.

What other areas have you identified as key actions from Key Play #5?



KEY PLAY #6

BUILD A GREAT STADIUM

- Optimize studio size
- Design experiential studios
- Build functional studios

KEY PLAY 6: BUILD A GREAT STADIUM

Exercise 6.1.

Using the table below, rate yourself out of 10 against each criterion.

If you want to rate multiple studios, draw a line down the middle of the rating column.

EXPERIENTIAL	RATING
Purposefully designed	
Quality sound system	
Lighting design	
Décor and fit out	
Theatre design principles (stage & no mirrors)	
Appealing to the senses	
Kept fresh and updated every 2 years	

FUNCTIONAL	RATING
Flooring	
Temperature and Ventilation	
Entrance	
Water availability	
Cleaning	
Health and Safety	
Maintenance	
Storage	
Equipment	

Exercise 6.2

Action: Make time in your diary to create a 3-year studio improvement proposal.

What other areas have you identified as key actions from Key Play #6?



KEY PLAY #7

PROMOTE YOUR GAMES

- Understanding our consumers' needs
- New program and quarterly relaunch campaigns
- Marketing your instructors
- Educating your membership consultants

KEY PLAY 7: PROMOTE YOUR GAMES

Exercise 7.1

Action: Make time in your diary to create a marketing plan.

What other areas have you identified as key actions from Key Play #7?



KEY PLAY #8

DESIGN A WINNING GAME PLAN

- Define your GX goals
- Write your GX game plan
- Review and report each quarter

KEY PLAY 8: DESIGN A WINNING GAME PLAN

Exercise 8.1

Take time to think about your goals and vision to make sure you are clear.

Revisit your goals from Key Play 1. Are they still accurate? After everything you have learned do you want to make any changes?

	Current Base	12 months	36 months
Total Weekly GX Attendance			
GX % of Total Attendance = (Weekly GX Attendance/Weekly Club Attendance) x 100	%	%	%

Can you define this goal in words? Try writing a draft of your Vision Statement.

Exercise 8.2

Press pause and spend some time creating your game plan. This is where you put it all together!

STEP 1: A Quick Cost/Benefit Analysis of your accumulated actions from the course.

Over the duration of this online course, you have captured actions at the end of every Key Play.

With your Goals & Vision statement in mind – and using the completed table as indicative – plot all your actions into the empty table and work out a rough cost vs benefit. This will help you prioritize.

Cost/Benefit Analysis: Indicative Figures (USD\$ used)

ACTION	DETAIL	COST (p.a)	COST BREAKDOWN	BENEFIT (p.a)	BENEFIT BREAKDOWN
			(capital, wages, other)		(income, savings, other)
Scorecard system	install Density attendance tracking system and GFM reporting app	\$530 (p.a) (minimum 5 year life)	\$650 purchase & install \$500 p.a.	\$60k	Better GX management brings 100 extra members p.a. 100 members x \$600
Recruitment plan	one week networking to build a team of 20 potential star trainees, 1 hour per week recruiting	\$2.5k	\$2.3k wages + minor printing costs	\$60k	nets 7 new teachers who attract/retain 100 members p.a. 100 members x \$600
Training Calendar	host Initial training module for BODYPUMP™ (15-20 teachers), Advanced Training for 10 teachers, organise 4 x qtrly launch preps, spend 5 hours per week training, assessing and supporting instructor team	\$6.5k+ (over life of instructor team)	IMT \$2.5k AT \$2k F&B \$1k + wages for training time	\$60k	better instructors adds 100 members p.a. 100 members x \$600
Non-financial incentive scheme	coordinate team purpose statement, team & individual goals, report regularly on Scorecard, host team activities, spend one on one time with teachers, send regular communications	\$6.5k	Wages 5 hours p/wk	\$0k	Supports above and other initiatives
Financial incentive scheme	introduce tiered instructor pay system based on performance, qualifications and extra responsibilities	TBC	Dependent on performance	0	See Key Play #3. Scheme can be designed to be at least self-funding. Supports above and other initiatives
Timetable	introduce virtual system to add 50 extra classes per week to studio. Install 9-screen mosaic screen and license quality Virtual content	\$8.2k p.a. (minimum 5 year life)	Screen \$20k + Content \$4.2k p.a.	\$26.4k	132 extra visits pw ÷ 3 = 44 members x \$600

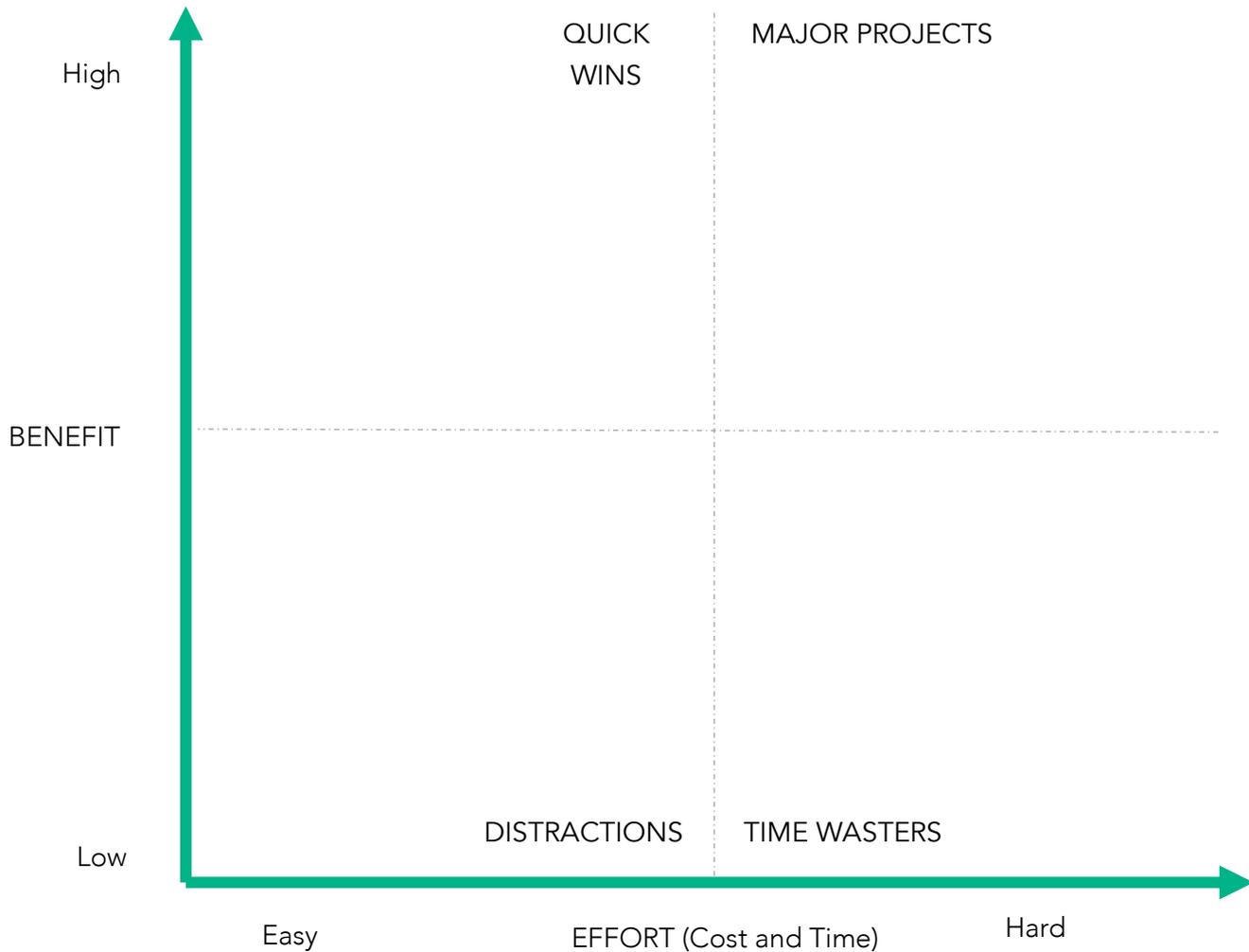
Timetable	add 14 live classes p/wk to studios (name times)	\$21k	Instructor wages @\$30	\$55.8k	14 x 20 people ÷ 3 = 93 members x \$600
Timetable	license high quality live & virtual cycle incl The Trip in cycle studio	14k p.a. (minimum 5 year life)	Installation \$20K Content \$10k p.a for three Les Mills programs incl. Trip	\$39.6k	200 extra visits pw ÷ 3 = 66 members x \$600
Studio Design	install high quality sound system	\$25k (consult local specialist) (minimum 5 year life)	Purchase and Installation	\$19.8k	100 extra visits pw ÷ 3 = 33 members x \$600
Studio Design	Optimize space and layout design	\$100k	Design, décor, fit out	\$69.6k	350 extra visits pw ÷ 3 = 116 members x \$600
Equipment Upgrade	additional equipment sets and storage and upgrade for renovated studios	\$12k	Purchase of equipment and storage	\$15k	75 extra visits pw ÷ 3 = 25 members x \$600
Quarterly Launch Events	Run a significant event once per quarter with a strong referral drive	\$28k	\$7k per event x 4	\$55.2k	920 event attendees and 92 new members x \$600
Instructor Social Media Campaign	Training + post sponsorship + referral incentive	\$12k	Training \$2k Social Media sponsorship \$7k Incentives \$3k	\$19.8k	100 extra visits pw ÷ 3 = 33 members x \$600
Upgraded Induction program	Support membership consultants with prescribed induction program that requires GX and minimum touchpoints	\$5k	Minimal implementation and printing costs	\$99.6k	800 membership sales per annum, moving from 20% GX attendance to 40%, means 166 members stay a year longer

STEP 2: Prioritizing your actions to form your game plan

Now you know the cost vs. benefit, it is time to prioritize.

With your Goals & Vision statement in mind. Plot each of the actions you have outlined in your cost/benefit analysis on the matrix below.

This is to ensure that you aren't wasting time on things of little value.



START PUTTING IT ALL TOGETHER INTO YOUR DRAFT GAME PLAN

Enter your list of **ACTIONS** into the Game Plan, in order of priority. You will need to base this on your judgement, considering factors like which landed in **QUICK WINS** on the diagram above, or which actions from **MAJOR PROJECTS** you feel will make the biggest difference to your club or have the best ROI. Not every action you wrote down will make it into your game plan. Also enter the **COST** and **BENEFIT** figures from your cost/benefit analysis.

YOUR GAME PLAN

CLUB		GFM		DATE					
VISION									
GOALS	Weekly attendance	6m		12m		24m		36m	
	GX attendance % of total	6m		12m		24m		36m	
	# of star players	6m		12m		24m		36m	
	Other	6m		12m		24m		36m	
ORDER	ACTION			TIMEFRAME	STAKEHOLDER/S	COST (p.a)		BENEFIT (p.a)	
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									

STEP 3: Assign a Timeframe

Now you have prioritized your actions, what is the timeframe for implementation?

Your Game Plan outlines key strategies over the next 2-3 years, so not every action needs to be done at once.

Most significant actions will take 3-9 months to implement and we recommend a maximum of 1-2 at once. In the TIMEFRAME column on YOUR GAME PLAN, estimate implementation dates.

STEP 4: Assign Budget – Homework Exercise

You have already estimated costs and revenue benefits – as homework it is time to create a detailed budget.

You can seek help from the person who handles finance and accounting for your club. They usually have financial accounting software that can be used and integrated with the rest of the club's reporting system.

What do you need to include in your budget?

You may not have a revenue line in your budget, as membership fees are unlikely to be re-allocated to GX. However, you can enter financial figures from the "benefits" line in your Game Plan if you wish. If you do not, you must still include an attendance numbers line in the place of an income line, otherwise you will be focusing only on costs.

Enter your BAU expenses, plus any others you have already identified in the cost column of YOUR GAME PLAN on the previous page.

STEP 5: Consult Stakeholders

There will be key people in your club who need to endorse your plan. To maximise your chances of success, you will need to consult each one of them re individual actions and/or the entire plan.

Complete the column marked 'Stakeholder' on YOUR GAME PLAN.

YOUR FEEDBACK

Congratulations on completing the GFM Education Course presented by Les Mills. We are very interested in your feedback so we can continue to improve the course content and workshop framework. Please take the time now to complete the participant survey. Visit www.lesmills.com/gfmsurvey on your internet enabled device or mobile phone to complete now.

Or scan the QR code below.



ADDITIONAL INFORMATION

This course is just the beginning of your journey to better Group Fitness Management. We want to continue to help you on your way!

If you have any questions or need help revisiting any of the exercises or information in this course after today, please reach out to a member of our Customer Experience team.

We have also compiled a selection of the various templates or documents referenced throughout this course that you can access. These additional resources can be found at www.lesmills.com/gfminfo for you to download, save and use.



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