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The team at Andover Leisure Centre (ALC) in UK are brave souls – they launched both BODYCOMBAT™ and BODYATTACK™ simultaneously in April 2009. The results were dramatic. Within a few months, the eight weekly LES MILLS™ classes were so oversubscribed that Group Fitness Manager, Jacqui Gentleman had to set up waiting lists. And the decision is still paying off: “We know that 10% of new members join because of these programs,” says Jacqui.

The income generated as a result is substantial. ALC secures an average of 35 new members per week or 1,820 per annum, which means the center can expect to add 180 new memberships thanks to BODYCOMBAT™ and BODYATTACK™ over a 12-month period. The resulting top line forecast revenue of £76,000 helps the ALC team justify the monthly program license fees to management and will also support Jacqui’s goal of bringing a third LES MILLS™ program to ALC in April 2010.

ALC’s main studio is maxed out at 30 participants, so to manage the demand for the two programs, Jacqui plans to run all eight weekly LES MILLS™ classes in the large main hall (which can hold 100 people), in 2010. “Our customers love these programs and we view them as a great way to retain members in a tough economic environment,” says Jacqui

The secret to ALC’s success has been hosting successful initial program launches and quarterly events together with smart management of its small, talented instructor team.

LES MILLS™ Programs Successfully Introduced Into a Predominantly Freestyle Timetable

ALC offers 56 classes per week to its 2,257 members, including eight weekly BODYATTACK™ and BODYCOMBAT™ classes (14% of the timetable). Spinning dominates the 16 freestyle programs offered providing 16 classes per week (29% of the timetable). The remaining 15 freestyle programs are offered two times per week (3.5% each of the timetable). To give BODYCOMBAT™ and BODYATTACK™ enough “air time” Jacqui scheduled four classes a week for both programs between 9.30am and noon, and 6.30pm and 9pm, including two express format BODYATTACK™ classes at 10.45am and 6.30pm. The classes became busy very quickly, in part because the team of four LES MILLS™ instructors launched the programs with huge success.

Successful Launch Key to Getting New Programs Noticed by Members

Jacqui and her team made sure the initial launch event was impossible to miss with a combination of promotional tactics including posters, website content, brochures, local newspaper and, most effective of all, word of mouth. Instructors promoted the launches in their existing classes and center staff also spread the word, ensuring everyone knew something special was happening and that they were invited for free.

The day-long event was a huge success with about 75 people packing the studio for both classes. ALC staff went out of their way to make sure everyone felt very welcome with snacks in the cafe so people could relax between classes and share the buzz of the event. The team set up a big stage with flashing fairy lights and the instructors dressed up according to the theme for each program with some instructors dying their hair green and yellow for BODYCOMBAT™ and BODYATTACK™ classes respectively.



Members love these events as ALC’s [Les Mills Facebook Group](#) demonstrates

Bigger Events to Drive Attendance and Sales

- Not-for-profit facility
- Launched two LES MILLS™ programs in April 2009
- Approx 10% of new members due to LES MILLS™ classes
- Classes are so packed there are waiting lists
- Aim to increase class capacity from 30 to 100 attendees in 2010 to cope with demand
- Three studios
- 2,257 members
- 56 classes per week
- Two LES MILLS™ programs and 16 freestyle programs offered
- BODYATTACK™ and BODYCOMBAT™ are 14% of timetable
- Plan to add another LES MILLS™ program in 2010
- Successful program launches key to success
- Small instructor team incentivized to pack each class

The launch success was repeated last year with the 10-year BODYCOMBAT™ anniversary. The camouflage-themed event was oversubscribed with members soaking up the fun and energy of the class.

At an approximate cost of £350 including instructor wages (instructors are paid £20.76 for each hourly class they team teach), Jacqui doesn't consider the events to be expensive.

"(Even) if we only retain one member, each event more than pays for itself. Having events keeps existing customers wanting more and also introduces new customers to our center," she says.

To take it to a new level, Jacqui is planning to host future events in the main hall which holds an extra 70 people. She also plans to take advantage of the opportunity to secure new members via these regular events with special offers that will help create event revenue from new membership sales. Watch this space!

Small Team of Instructors Incentivized for Success

The ALC currently has four LES MILLS™ certified instructors and plans to add another two teachers soon. To attract the right talent, the center pays for initial training and instructors then pay for their own music and quarterly materials.

Rather than earning a flat rate, instructors receive basic pay plus rewards for having more than 15 participants in a class. For a 45-minute class the basic pay is £18.01, while for a one-hour session it's £20.76, but with rewards instructors can earn between £25.51 and £29.76 if classes are at capacity respectively.

This approach provides great motivation for the instructors to take ownership and increase participation in the classes, especially as ALC's lead instructor, Tommy Gentleman, is a great role model who inspires the small team to give their all and hit the top pay rate regardless of the timeslot.



Plans for Growth in 2010

For Jacqui and the ALC team it's all about "more" and "bigger" in 2010. Growing the LES MILLS™ instructor team from four to six teachers and taking the classes into the main hall will offer a great instructor challenge to fill the extra spaces. Add to that the desire to secure membership sales through regular group fitness events and the goal of bringing on another LES MILLS™ program in 2010, we can expect stellar growth for group fitness at ALC.

Andover Leisure Centre is a not-for-profit facility owned by Valley Leisure, a charitable organisation and has two LES MILLS™ programs

Les Mills says:

What a fabulous example of how a small, talented team can create such huge growth in a substantial recreation center. It's all about great team work and excellent leadership by Jacqui who demonstrates many of the attributes of a role-model GF Manager as outlined in Key Element 8 of the GFM System. We very much look forward to hearing about your big wins in 2010.

