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# Welcome to the Health Club Management Handbook 2016

2016 is shaping up to be a year of exciting opportunities for the fitness sector: new technology will allow operators to reach far beyond the walls of their facilities; social media will continue to spread the fitness word; and new concepts – from boutiques (see p33) to trampolining mega-centres (see p20) – will bring the buzz of exercise to new fan bases.

But behind these trends, subtler shifts in nuance will also have a significant impact on the sector.

One of these is a change in consumer mindset – a new attitude towards fitness – that's being driven by the Millennial market. This group of consumers expects flexibility, both in how they buy membership and in when/where they work out (see p18 and p22). They also expect personalisation: this is the 'blue dot' generation that's happy to be tracked and to share their data, but you have to make it worth their while (see p13). But perhaps the most exciting opportunity lies in Millennials'



take on status. For this group, status isn't about possessions – it's about things they've done that they can share on social media (see p17).

For businesses, that means creating unique, engaging, fun experiences that consumers will want to shout about. That should be easier for the fitness sector than for other industries, and there are some great examples out there already – think Color Run, Tough Mudder, CrossFit. But

the sector as a whole will need to rethink its approach to customer experience. Just having clean showers and working equipment is no longer enough – we need to get creative and deliver Experience with a capital E.

**Kate Cracknell**

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PHOTO: COURTESY LUCYKANE.COM

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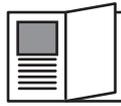
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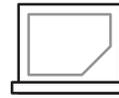
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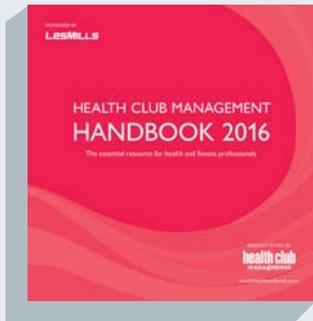
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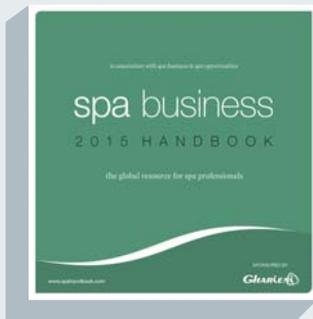
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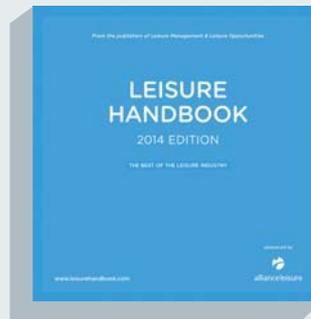
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# Fitness Foresight™ 2016

Fitness Foresight™ looks at trends and influences, and identifies opportunities for industry growth and diversification

## THE NEW WEARABLES INVISIBLES

As wearable technology innovators and activity app developers such as Under Armour, Jawbone, Fitbit and Strava battle for market share, the next phase of activity and wellness monitoring is already being prototyped behind closed doors.

We will move from a time of wearables to a new evolution in body computing: the age of invisibles, when sensors are integrated into the body to give a continuous data stream and establish a complete picture of what's going on with our health, rather than simply measuring and reporting on one aspect of it.

Invisibles will enable us to more accurately understand and diagnose disease and, in turn, to establish better methods of prevention and adherence to wellbeing programmes through lifestyle change. They'll also return us to a more natural state, by removing the need to carry around intrusive devices.



**The next generation of trackers won't be wearable; they'll be inside the body**

## PERSONAL TOUCH DNA TESTING

The public now expects personalisation: this is a generation of consumers who aren't satisfied if they're not recognised, tracked, personally catered for.

For gyms, that doesn't only mean personalised marketing (see beacon technology, p13). It also means personalised workouts, which will be taken to the next

level by DNA testing – programmes tailored to the genetic make-up of people's bodies.

This technology is already becoming mainstream – the 23andMe service is available from UK high street chemist Superdrug – so we aren't far from a time when all workouts will be bespoke to individuals' strengths, weaknesses, nutritional and recovery needs.

**Personalised workouts based on DNA will boost results for members**



PHOTOS: SHUTTERSTOCK.COM

## PERSONALISATION BEACON TECHNOLOGY

As beacon technology moves towards the mainstream, clubs can prepare for a new era of personalised communication with customers and prospects.

Beacons precisely know, within inches, where a consumer is – and this information combines with prior search histories and other user information to provide targeted recommendations, information and offers.

We're likely to see some push-back from customers who feel their personal space is being invaded. However, Millennials in particular are open to being tracked geographically, provided immediate, personalised services are the result; Mintel research shows that 33 per cent of UK 16- to 34-year-olds would be willing to give brands they like access to their 'real-time' location to receive more relevant offers.

If operators can educate people about the benefits of beacon technology, and demonstrate the special benefits they would get from their use, the opportunity to improve customer relationships through higher levels of personalisation is significant.

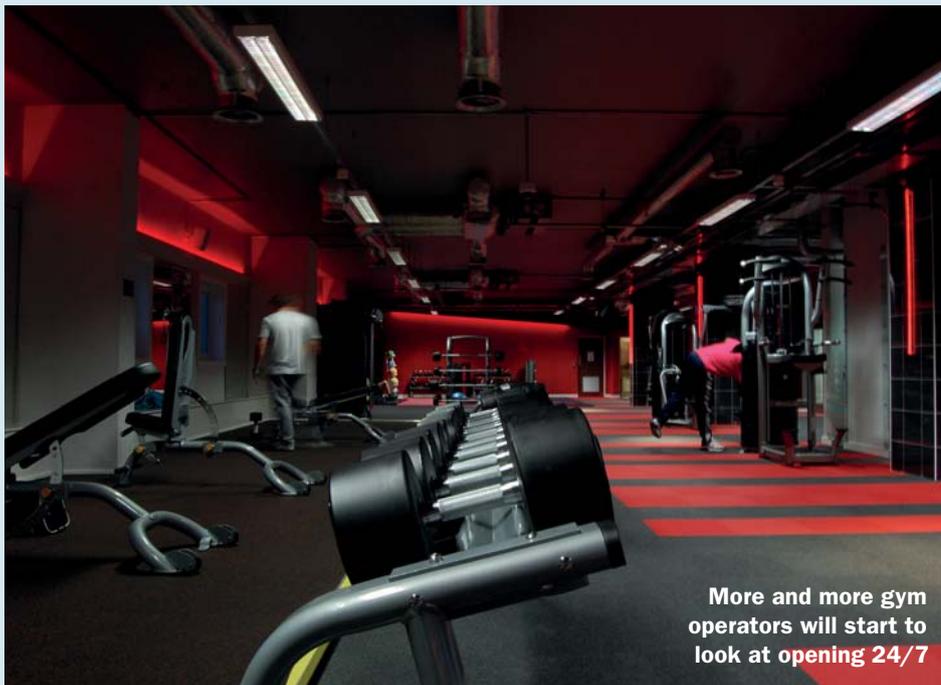
Businesses can use beacons to send tailored offers to passers-by



## NIGHT OWLS AROUND THE CLOCK FITNESS

Many low-cost clubs already open 24/7 – but with operators increasingly pressured to justify the overheads of their facilities, we're likely to see more health clubs looking at ways of opening their doors throughout the night.

Whether that's by retrofitting access and security technology for overnight operation, or employing one or two members of staff for a night shift, expect to see even the larger mid-market clubs considering this option – especially with virtual classes now going mainstream and allowing for a diverse exercise offering to be available around the clock.



More and more gym operators will start to look at opening 24/7



Clubs like My Sportlady aren't just a gym, but a community hub too

## ON A MISSION BUSINESS WITH A PURPOSE

The right product, price – and even good service – is no longer enough to win customers' loyalty. Expectations have raced onwards and upwards, with consumers looking for brands they feel proud to be associated with. Indeed, in GFK's 2015 global survey of 28,000 consumers, 63 per cent said they only buy products and services that appeal to their beliefs, values or ideals.

Operators that are able to tap into this – setting out a mission and social purpose that members can identify with – will create a strong sense of community in their clubs, and with it drive improved loyalty and retention.

We hope 2016 will be the year when more fitness businesses follow the example of those curated by the Gympopia project, an online library of companies whose altruistic efforts have successfully embedded them at – and in – the hearts of their local communities (see [www.gympopia.org](http://www.gympopia.org)).



The nonLin/Lin Pavilion in France has been designed to emulate the morphology of coral

## LEARNING FROM NATURE

### BIOMIMICRY

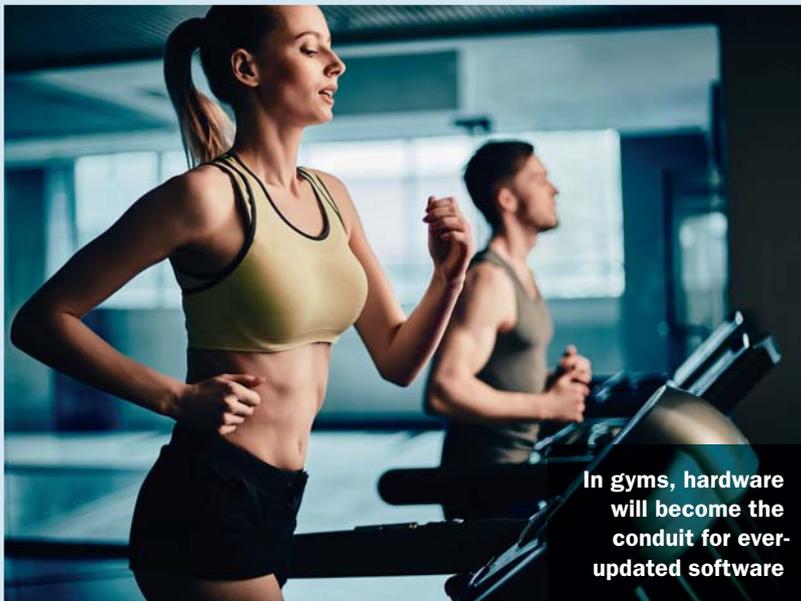
Increasingly architects and designers are turning to nature for inspiration – not just for the way buildings look, but also in the way they function. Biomimicry – the act of applying biological principles to design – hasn't made its way into mainstream health clubs... yet. But we see it as the next step for a sector that's already embracing sustainable and wellness-focused properties, and that's already making steps in the right direction.

*CLADmag* – a sister magazine to *Health Club Management* – recently outlined a number of striking examples of biomimicry in the leisure industry, including thermo-metal cladding that 'breathes' like human skin to heat or cool a building, and super-efficient solar panels modelled on butterfly wings.

In France, the nonLin/Lin Pavilion – consisting of perforated aluminium sheets that can be replicated infinitely – emulates the morphology of coral. Meanwhile, Rome's Jubilee Church uses self-cleaning cement that's inspired by photosynthesis.

In New York, David Benjamin's Hy-Fi art installation is built entirely from fungus, hemp and corn stalk bricks, which grew naturally into shape over five days. "Biological systems have amazing properties like adaptation, self-organisation, self-healing and regeneration," he told *Inhabitat* blog last year. "Imagine our buildings having the same properties."

Read more about this topic in *CLADmag*: <http://lei.sr?a=WIT2p>



**In gyms, hardware will become the conduit for ever-updated software**

### **SOFTWARE IS KING** **CONTINUOUS UPGRADES**

We believe 2016 could be the year when fitness equipment R&D begins to focus as much on software as on the physical kit itself.

Much as the bulk of the iPhone's functionality comes from its apps, so gym equipment will largely be driven by the software that supports it. Regular, remote updates will ensure equipment keeps pace with digital advances – and all in a very cost-effective manner for the operator.

Phillipp Roesch-Schlenderer, founder and CEO of eGym, says: “With the constant advancement of technology, we see that hardware is largely becoming the conduit for ever-updated software.”

One of the biggest benefits, he adds, is that data-driven gym kit will provide unprecedented insights into members' behaviour patterns.

### **EVERY DROP MATTERS** **WATER SCARCITY**

Global drought will make water an increasingly precious, and indeed politically charged, commodity in 2016; while not all countries will be directly affected by water shortages, consumer awareness of this issue will demand innovation and new thinking in all markets.

We've already seen websites publicly naming and shaming Hollywood stars with overly green lawns. Meanwhile praise has gone to those doing their bit for the environment – actress Charlize Theron, for example, who has emptied her swimming pool and re-designed her garden with desert plants.

Health clubs may not need to empty their pools with immediate effect – but there are some quick wins for operators. Sell high quality metal drink bottles to refill at the water fountain, ensure showers are on timers, capture rainwater, offer eco-friendly shampoo and shower gel, and install water-saving devices in toilet cisterns. Then ensure your members are aware that you've taken these steps.

As consumers respond favourably to brands that help them be good global citizens, innovations in water sourcing, recycling and conservation will be key.



**Consumers will demand innovations in water conservation**

PHOTOS.SHUTTERSTOCK.COM



## THE SHARING ECONOMY CREATING EXPERIENCES

For the Millennial generation, what matters isn't owning stuff – it's experiencing things.

“Shareable experiences are the new social currency,” says consumer behaviouralist Ken Hughes, CEO of Ireland's Glacier Consulting. “It's all about creating things for your customers to do that they can then talk about on social media.”

Fitness lends itself well to this mindset: events like Color Run and Tough Mudder are good examples. But there's space for quirkiness too. Outside of the fitness sector, Jafflechutes – a business in Melbourne, Australia – may ultimately prove not to be an enduring business model, but it's caught the attention for now: order your Jaffle (toasted sandwich), turn up at a mystery location and stand on the X, and your Jaffle will float down out of the sky on its own little parachute.

Forward-thinking fitness businesses will start creating shareable experiences for the all-important Millennial market – and keep coming up with new experiences to keep the social media stream fresh.

**Experiences such as the Color Run, which can be talked about on social media, are what engages Millennials**



**Boutique studios have led the way with flexible deals – other clubs must now follow**

### OPEN RELATIONSHIPS AN END TO CONTRACTS?

Research by UK trade association ukactive recently found that gyms and health clubs solely offering fixed-term contracts saw an average membership length of 11.2 months, while gyms offering more flexible options alongside fixed contracts saw a 17.2-month average. Far from being an impediment to member retention, it seems flexibility is fast becoming a driver of loyalty.

The younger generations in particular no longer want to belong to just one gym. As The Futures Company points out: “To win with those aged under 30, gym owners

must embrace – even encourage – a certain degree of promiscuity of membership.”

It’s important to understand that in the new consumer mindset, customers aren’t being disloyal if they don’t only use your gym; operators need to play to their strengths to ensure they stay in the exercise mix, but at the same time accept that ‘mixing and matching’ is the norm.

The boutique studios have recognised this with their commitment-free ‘pay per class’ set-up, and now other health club operators must follow suit.

### IRON LEVELS HAEMOGLOBIN TESTING

We’re led to believe that iron-rich food is good for your health. However, research shows that too much iron in the system can be toxic and oxidising, and can lead to the development of a range of diseases.

Post-menopausal women are especially vulnerable: as menstruation ends, iron counts can climb to levels that are detrimental to health.

With an ageing population, this presents opportunities for health clubs to offer haemoglobin testing and advice on this important health issue. The solution is simple too: give blood.



**Too much iron in the system can be toxic and lead to disease – but the solution is simple: give blood**



Working out is becoming the new, healthy way of going out with friends

## SOCIAL SCENE

### FITNESS NIGHTS OUT

Working out is fast becoming the new, healthy way of going out, with clubs no longer just places to exercise. It's becoming cool to be fit and well, and to be associated with the right fitness brands.

This trend was kicked off by classes like Zumba: ideally suited to venues like nightclubs, these classes bring groups of friends together for fun as much as fitness.

Now the boutique studios have taken it to a new level, with juice bars to hang out in and retail zones selling branded apparel; exercisers can quite literally

wear their allegiance to their workout tribe on their sleeve.

"It's a badge of honour," says Barry's Bootcamp CEO Joey Gonzalez. "People who do Barry's are so proud of it that they want to wear a branded top, whether in class or at Starbucks, to say to others 'this is who I am, this is how I work out, I'm a part of this community'."

But this is a challenge too, as it puts gyms head to head with other leisure options, from cinemas to pubs. The sector has to learn to compete at a whole new level.

## ON A HIGH THE GROWTH OF TRAMPOLINING

Fitness should be fun. That's a statement most would agree with in principle, but thus far little has been done to really deliver on it. Now that's changing with the arrival of the trampolining mega-parks.

Trampolining certainly delivers fitness: NASA research shows that 10 minutes of bouncing on a trampoline is a better cardiovascular workout than 33 minutes of running. It's also undeniably fun, whether you go for the full-size trampolines, a rebounding class, or a dodgeball game.

As freerunning founder Sébastien Foucan explains, it's not just about kids either – adults also want fitness to be fun: “People want freedom. They want escapism. They want an activity that's fun and social and that isn't going to feel like a chore after work.”

Expect to see a huge boom in this sector in 2016.



Trampolining gives a great CV workout – but just as importantly, it's great fun

## THE BIG GET BIGGER CONSOLIDATION OF THE SECTOR

Mergers & acquisitions will continue to be the name of the game in 2016 as players across all sectors of the market jostle for position.

2014 and 2015 have already seen rising numbers of deals across Europe – the acquisition of mid-market LA fitness by UK low-cost operator Pure Gym being of particular note in the latter part of 2015, and with a sale of Fitness First likely in the first half of 2016.

But it isn't just about the private sector operators. In the UK, the biggest changes are likely to come in the trust sector, as more

and more small local trusts are swallowed up into the mega-trusts like GLL and Places for People Leisure.

We can expect more consolidation among the suppliers too: we've already seen Precor acquire Queenax, Pulse take on Trixter, and Life Fitness develop an ever-growing family of brands. Even where we're not seeing full acquisition, larger players are taking on distribution of smaller brands: Matrix Fitness and eGym, for example. Expect the climate to get even tougher for smaller, niche supplier businesses.

## RESPECTING YOUR ELDERS

### AGE-FRIENDLY DESIGN

Accounting for around 450 million people, Baby Boomers are one of the most influential generations in the world.

In recognition of this, the Silver Group in Asia offers an AF Audit tool that helps companies understand the needs of older consumers. CEO Kim Walker says: “A lot of wellness facilities aren’t age-friendly because they just haven’t given thought to it.”

It’s about subtle changes as well as obvious ones, he adds. If a non-slip floor looks wet, for example, people still change the way they walk and are just as likely to fall. “Also, when you enter a gym, you’re bombarded with instructions that most people would

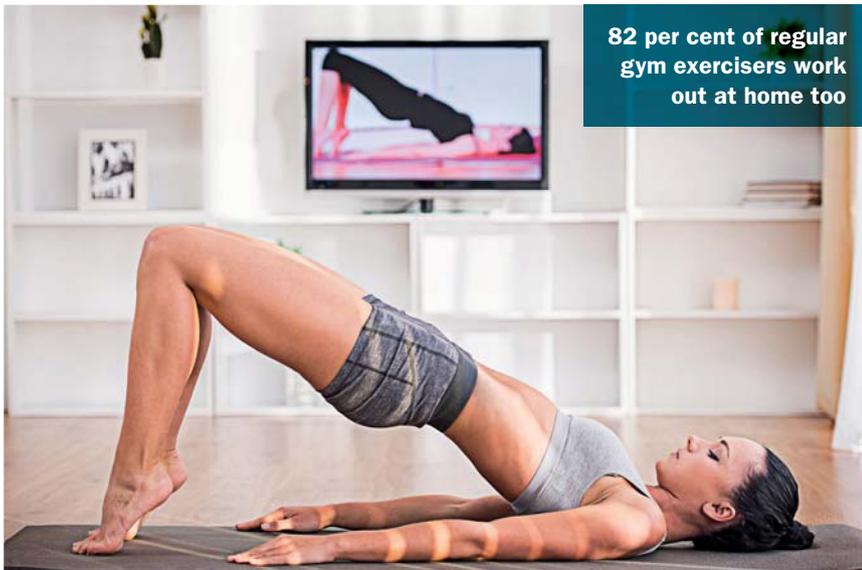
struggle to remember, let alone older adults with cognitive issues. How can you make everything simpler to understand?”

UK-based LiveWire has recognised this: it will open a facility in Q3 2016 that’s not only age-friendly but also dementia-friendly. Alongside appropriate design elements, staff and members of the local community will be trained to understand the condition. It’s developing a number of programmes too: healthy walking classes and tai chi for early onset dementia groups, for example, and a ‘lessen your chances’ programme of activities.

Expect more of this as the world’s population continues to age.



Is your facility age-friendly – maybe even dementia-friendly – in its design and programming?



82 per cent of regular gym exercisers work out at home too

## THE 'ALWAYS ON' CONSUMER

### AT-HOME FITNESS

As technology continues to create more and more opportunities to work out away from the gym, expect to see a shift in health club operators' mindset – away from 'our business is our club' and towards 'our business is getting people active'.

The 'always on' consumer wants to work out when and where they choose; clubs must recognise this or lose out to apps and online gyms. And with recent Nielsen/ Les Mills International research showing that 82 per cent of regular gym exercisers also work out at home, it's clear that operators can expand their offering without cannibalising their own business.

Virtual at-home classes are one great way of reaching into the homes of members and non-members alike. The technology is already out there – Les Mills On Demand and Wexer Streaming, for example – and now individual operators are getting in on the act.

In Asia, the Pure Group has developed [mypureyoga.com](http://mypureyoga.com) – free virtual classes for members and non-members alike – while in Finland, operator EasyFit has created virtual at-home classes for older people: chair-based sessions for those not inclined or not able to attend a gym. In the UK, celebrity personal trainer Matt Roberts has launched Body.Network, which has been dubbed 'The Netflix of Fitness'.

At present, libraries of pre-recorded classes are the norm. But live streaming could be the next step, letting members remotely join their favourite class when they can't make it in person – led by their regular instructor and with their gym buddies on-screen.

## FRIEND OR FOE?

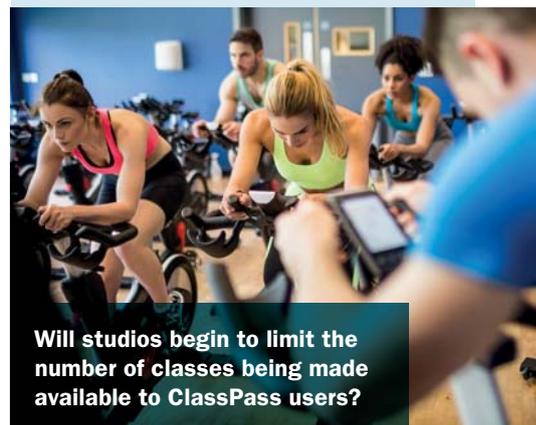
### THE MIDDLEMAN BACKLASH

Businesses like ClassPass – which sell memberships that allow people to cherry pick classes across any participating studios – hit the headlines in 2015.

For consumers, these businesses tick all the boxes: their delivery of the consumer promises of convenience, flexibility and value is unquestionable.

However, operators are starting to query how good these aggregator services are for their businesses. Pitched as a lead generation tool, in fact many studios are finding that the middlemen's customers never upgrade to full membership – too tempting are the discounted rates and huge choice of class and venue.

Expect to see a backlash from operators in 2016, with the terms of engagement renegotiated – fewer classes offered to aggregators' customers, at lower levels of discount, and premium services made available only to regular members.



Will studios begin to limit the number of classes being made available to ClassPass users?

## WILD AT HEART

### ANIMAL MOVEMENT

Crawling on all fours, swinging from bars, leaping between obstacles: we're witnessing a growing trend towards bodyweight movement classes inspired by the animal kingdom.

Early arrivals include Australian workout ZUU – on offer at Virgin Active clubs – and Animal Flow classes at US gym chain Equinox. Other concepts include MovNat – which has a number of affiliated gyms, predominantly in the US but also in the UK, Canada, Australia, New Zealand and various European markets – and Primal Move, with numerous trained instructors around the world.

All of the classes deliver a full-body functional workout. Crucially, they're also great fun, helping participants to rediscover the joy of movement.

We can expect a lot more innovation to come from this category.

**Animal Flow classes – based on bodyweight exercises – are available at US gym chain Equinox**



#### ABOUT THE AUTHORS

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# 2016 events calendar

We look ahead to the key shows, conferences, exhibitions and trade events for the health and fitness sector in 2016

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## FEBRUARY

### 10-11 | Quest NBS and CIMSPA Conferences, UK

A two-day event featuring the Quest and NBS (National Benchmarking Scheme) conference and networking evening on 10th, and the CIMSPA conference on 11th.  
[www.questnbs.org](http://www.questnbs.org)

### 15-16 | SMMEEX International, UK

To mark the 18th birthday of SMMEEX International, this is now a two-day event offering buyers and key decision makers the chance to meet up with premier suppliers of unique products and services.  
[www.smmexevent.com](http://www.smmexevent.com)

### 18-20 | ForumClub-Forum Piscine Gallery, Italy

An exhibition of products and a lively gallery of solutions and applications in the fields of pool and spa, fitness and wellness.  
[www.forumclub.it](http://www.forumclub.it)

### 25-28 | IDEA Personal Trainer Institute East Coast, US

A must-attend event for PTs, fitness professionals, owners and managers aiming to ramp up the success of their fitness business. A West Coast institute takes place in Seattle on 14-17 April.  
[www.ideafit.com/ptrainer](http://www.ideafit.com/ptrainer)



IHRSA 2016 takes place in Orlando

### 28-29 | Professional Beauty London, UK

This exhibition showcases the leading global companies in the areas of skin care, spa, nail, beauty equipment, medical beauty and tanning. Professional Beauty is the largest event of its kind in the United Kingdom.  
[www.professionalbeauty.co.uk](http://www.professionalbeauty.co.uk)

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## MARCH

### 1 | Innovate 2016, UK

Innovate 2016 is a one-day event organised by Leisure-net Solutions and designed for organisations looking for new and innovative activities to enhance both participation and income streams.  
[www.leisure-net.org](http://www.leisure-net.org)

### **18–20 | The 2016 International Fitness Showcase, UK**

The ultimate fitness experience for fitness instructors and enthusiasts, offering three action-packed days of dance, aerobics, step, combat, conditioning, lectures, workshops and mind body sessions designed to enthuse and motivate.

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

### **21–24 | IHRSA 2016, US**

The 35th Annual International Convention & Trade Show will take place in Orlando, Florida, offering a mix of seminars, keynote meetings and educational sessions together with a trade show showcasing around 380 exhibitors. Keynote speakers will include Randy Zuckerberg, Jay Baer, Nir Eyal and Greg McKeown.

[www.ihrsa.org/convention](http://www.ihrsa.org/convention)

### **22–23 | BASES Student Conference, UK**

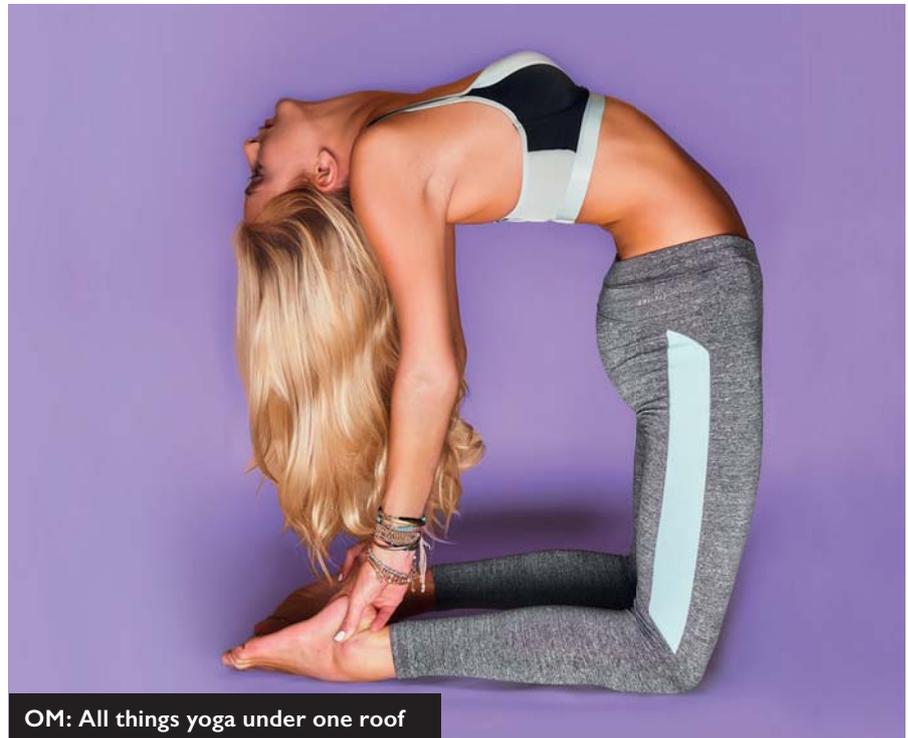
As 2016 marks the first Olympic Games since the success of London 2012, the theme of the conference will be a celebration of how research in sport and exercise sciences has evolved and excelled since the London 2012 Games.

[www.bases.org.uk/student-conference](http://www.bases.org.uk/student-conference)

### **29 March–1 April | ACSM 20th Health & Fitness Summit & Exposition, US**

This event gives students, fitness enthusiasts, personal trainers, certified professionals and more the full spectrum of programming, from scientific to practical application.

[www.acsmsummit.org](http://www.acsmsummit.org)



OM: All things yoga under one roof

## **APRIL**

### **2–3 | The OM Yoga Show Glasgow, UK**

The total yoga experience under one roof, including free yoga and pilates classes, a range of workshops, children's yoga and hundreds of exhibition stands. The London event takes place in October.

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

### **6 | European Health & Fitness Forum, Germany**

EuropeActive and FIBO invite visitors to join them in Cologne for the third annual European Health & Fitness Forum (EHFF) – the opening event of FIBO 2016.

[www.europeactive.eu](http://www.europeactive.eu)

### **7–10 | FIBO 2016, Germany**

FIBO is the world's leading trade show for health, fitness and wellness, offering an international business platform for managers, distributors, suppliers, investors and decision makers. This year's show will see brand new halls added, for a hands-on exploration of the future of the sector.

[www.fibo.de](http://www.fibo.de)

### **8–9 | FitPro LIVE 2016, UK**

FitPro LIVE is changing its format for 2016. The new format will encompass the FitPro LIVE Workshop Series, a series of interactive single-theme workshops, and FitPro LIVE 2016, two two-day multi-theme events.

[www.fitpro.com/live16](http://www.fitpro.com/live16)

### ► 13–14 | Millennial 20/20, UK

Millennial 20/20, the world's first Millennial Business Summit, will gather more than 2,000 brands, companies, founders and start-ups to examine and understand the highly desirable Millennial consumer and the future marketplace they create.

[www.millennial20-20.com](http://www.millennial20-20.com)

### 15–18 | ECA World Fitness Conference / OBOW Show, US

Celebrating its 25th anniversary in 2016, ECA World Fitness is an international organisation representing the fitness and wellness sectors. Its annual shows in New York and Florida highlight new products, ideas and concepts.

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

### 27–28 | Active-net 2016, UK

This networking event is aimed at suppliers and operators with a focus on the public leisure sector. Educational seminars and a networking event take place alongside keynote presentations, development seminars and one-to-one buyer/supplier meetings.

[www.active-net.org](http://www.active-net.org)

### 29 April–1 May | Fitness & Health Expo, Australia

Three days of all things fitness at the southern hemisphere's largest fitness and health event, with world-class events, fitness demonstrations and tips on leading a healthy and active lifestyle.

[www.fitnessexpo.com.au/melbourne](http://www.fitnessexpo.com.au/melbourne)

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## MAY

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### 4–5 | Elevate, UK

A cross-sector event bringing together academia, healthcare, government, the physical activity sector and performance experts to focus on an increasingly important and complex societal challenge – turning the tide of inactivity.

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

### 13–15 | BodyPower Expo, UK

With international stars and industry renowned experts, an extensive exhibition, interactive feature areas and national competitions.

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

### 19–20 | Retention Convention, UK

This event will cover a range of approaches to increase retention, reduce attrition and improve member loyalty across all sectors of the health and fitness market.

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

### 25–26 | SIBEC UK 2016, UK

Brings together UK suppliers and buyers from the local authority, trust and education markets to participate in a series of one-to-one meetings.

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

### 31 May–4 June | ACSM 63rd Annual Meeting, US

Takes place alongside the 7th World Congress on Exercise is Medicine, and World Congress on The Basic Science of Energy Balance, and reflects the broad interests of College members such as biomechanics, epidemiology and metabolism.

[www.acsmannualmeeting.org](http://www.acsmannualmeeting.org)



FIBO: One of the world's leading fitness shows

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## JUNE

### 8–11 | SPATEC Europe, Portugal

SPATEC Europe 2016 will bring together Europe's most important spa operators of leading medium-to-large hotel resort, destination, athletic, medical and day spas to meet with key leading domestic and international suppliers to participate in a series of one-on-one meetings.

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

### 29 | ukactive FLAME Conference, UK

A leading sector event to learn, network and celebrate, attracting more than 850 delegates, with a range of motivational and educational speakers. The day's conference is followed by the Flame Awards gala dinner in the evening.

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

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## JULY

### 13–17 | IDEA World Fitness Convention, US

Claimed to be the world's longest-running international fitness convention and featuring a programme of educational sessions from industry-best presenters.

[www.ideafit.com/world](http://www.ideafit.com/world)

### 27–28 | active-net Australasia, Australia

A new event run by Leisure-net Solutions, active-net Australia will comprise 16 one-to-one business meetings between suppliers and educators as well as a networking lunch and dinner, a keynote speaker and workshops.

[www.active-net-australasia.org](http://www.active-net-australasia.org)



Kids from Harmondsworth Primary School take part in National Fitness Day, which aims to get the UK moving

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## SEPTEMBER

### 1–3 | Annual IHRSA / Fitness Brasil Latin American Conference & Trade Show, Brazil

The IHRSA / Fitness Brasil programme is designed for all types and sizes of clubs – from established clubs to those just starting out in the industry. The programme provides educational opportunities in a variety of interactive formats: traditional seminars, how-to sessions, and best practice. Brazil has over 31,000 clubs and 7.9 million club members.

[www.ihrsa.org/fitness-brasil](http://www.ihrsa.org/fitness-brasil)

### 7 | National Fitness Day, UK

This event sees fitness providers across the UK open their doors for free to allow members of the public to try out a wide range of fitness activities.

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

### 8–10 | FIBO China

About 6,000 trade and private visitors attended FIBO CHINA 2015 in Shanghai, the show growing by more than 40 per cent in only its second year of existence. The exhibitor side also grew compared to the premiere in 2014, with 87 exhibitors presenting a total of more than 100 brands.

[www.fibo-china.cn](http://www.fibo-china.cn)



Interbike Expo in Las Vegas features hundreds of exhibitors on one show floor

► **13–15 | ISPA Conference & Expo, US**

The conference offers three days of speaker presentations covering a range of topics including business strategy, customer service and management. The Expo floor offers the latest spa products available on the market.

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

**20-21 | LIW, UK**

Leisure Industry Week (LIW) is the UK's leading leisure industry event, with a new fitness-orientated focus.

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

**21–23 | Interbike Expo, US**

With hundreds of exhibitors on one floor, the annual Interbike International Bicycle Exposition is where the bicycle industry gathers to celebrate, educate and conduct the business of cycling.

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

**OCTOBER**

**12–14 | Club Industry Show, US**

A conference and trade show aimed at leading, connecting and inspiring the fitness community.

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

**17–20 | 16th Annual IHRSA European Congress, Spain**

With more than 500 industry professionals in attendance, this event offers good networking opportunities. Seminars are designed to help delegates improve their operation and grow their business, and there's the opportunity to meet with suppliers of fitness equipment and services.

[www.ihrsa.org/congress](http://www.ihrsa.org/congress)

**NOVEMBER**

**10 | ukactive National Summit, UK**

The largest political event in the sector's annual calendar, the ukactive National Summit brings together key stakeholders from public health policy and beyond. The event attracts senior influencers from across physical activity, health, policy, brand, media, research, the charity space and local authority commissioning.

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

**16–19 | SIBEC Europe, Tenerife**

Brings the UK and Europe's major operators from the private, local authority and trust markets in health, fitness and leisure together with leading suppliers to participate in a series of one-to-one meetings.

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

**Date TBC | BASES Conference, UK**

The annual conference of the British Association of Sport and Exercise Sciences, the professional body for sport and exercise sciences in the UK.

[www.bases.org.uk](http://www.bases.org.uk)

# HEALTH CLUB MANAGEMENT HANDBOOK 2016

## INDUSTRY INSIGHTS

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# 2016 predictions

What might the coming year bring for the fitness and physical activity sector? We ask our panel of experts



**Ray Algar**

MD, Oxygen  
Consulting, UK

Independent health clubs make up half of the private sector in the United Kingdom, but in spite of this significant market presence, I believe their long-term role is being fundamentally challenged.

Last year, independent clubs accounted for three in every four clubs that went out of business. Those sites that closed had limited physical resources, and were unable to grow their membership or to raise their membership fees.

The offering at these clubs had been slowly 'salami-sliced' by low-cost gyms, upgraded public sector facilities and an array of other club substitutes until what remained was simply a redundant business.

However, as well as resources, what these clubs notably lacked was a compelling purpose or mission – a reason to exist that inspired its stakeholders.

For this reason, during 2016 I'm expecting independent health clubs to begin redefining themselves from 'fitness generalists' to 'signature specialists'. This means serving up more remarkable fitness experiences powered by passion and a deep expertise.

Most independent health clubs cannot become a low-cost provider quite simply because they lack the suitable infrastructure. Instead, if they are to survive this year and going forward, they must innovate and build a formidable reputation by doing less, but doing it better than others. They must harness the power of being small, intimate and deep-rooted in their communities to provide a compelling reason for their members in 2016 to join and stay.

**Independent clubs will begin redefining themselves from 'fitness generalists' to 'signature specialists', powered by passion and a deep expertise**



**Like Lagree Fitness, independent operators must create a niche for themselves if they are to survive**



**Fitness operators need to focus on offering a true sense of community among members**

**A**cross the globe, we've seen the proliferation of high-intensity interval training (HIIT) programmes run by personal trainers in parks, in clubs and as an integral part of niche clubs.

Many believe we had to go this way to keep up with CrossFit, but I disagree. People went to CrossFit because health clubs had morphed into fitness centres. They no longer offered a club or a community, and that's what people wanted. In 2016, the fitness industry will



**Justin Tamsett**

Founder, Active Management, Australia

need to decide if it wants to help the fit get fitter or the unhealthy get healthier.

By choosing the latter we open up a massive market and opportunity, as by far the majority of the world's population

are not gym members. But this will mean a repositioning of exercise, coaching new clients on the basics of exercise, and potentially increasing the yield per client.

2016 will be the year of the super consumer: the person who isn't an avid exerciser but who knows they need to move more, who measures everything on their smart device, who wants to feel part of community – and who's prepared to pay for it. The question is: is there a place for this person to go?

**In 2016, the fitness industry will need to decide if it wants to help the fit get fitter, or the unhealthy get healthier**

▶ **A**s ever, the property market fluctuates, with supply and demand vying to outdo each other. The glut of low-hanging fruit post-Lehman and the subprime mortgage crisis has largely been snapped up over the last three years or so – yet different opportunities now come forward.

Development is back, particularly in London. Large residential and mixed-use schemes are coming through the planning stage and are starting to get off the ground. These will provide opportunity for a wide variety of leisure occupiers.

The re-consolidation of large space users in the supermarket and DIY sectors has also brought new vacant space to the market. This will continue through 2016 and particularly suits the larger



**Jonathan Spaven**

Property director,  
The Gym Group, UK

space leisure operators; the new trend of trampoline parks will benefit and proliferate, with a peak still to come.

Yet prime space will remain highly sought after. As some landlords begin to seek primary prices for tertiary space, there will be those who pay the price now and who run the risk of literally paying the price later. It will be difficult for smaller chains and new entrants, who will find the best sites will go to the best covenants.



Trampoline parks like Oxygen Freejumping will proliferate in 2016



Oculus VR glasses will bring a new dimension to fitness



**Phillip Mills**

CEO, Les Mills International,  
New Zealand

**T**he scandal around junk food companies has been a huge embarrassment for our industry. We'll see more and more junk food regulation, such as sugar taxes, in an attempt to cut soaring national health bills. Sugar is becoming the new tobacco and it's our responsibility as an industry to lobby for this and educate people about how to eat better.

Meanwhile, if we don't become digitally literate, we risk irrelevance. Weight Watchers' share price has fallen by over 90 per cent from its 2011 peak as it's lost market share to digital apps and wearables.

We have to be able to supply exercise programming and health advice inside and outside the gym – anywhere, any time – to stop the same thing happening to our industry.

Traditional gyms will get better at catering for the huge Millennial market. This will mean responding to boutique clubs by creating boutique experiences within our own clubs. Gen Z turns 16 in 2016, which heralds the beginning of even greater dominance of our industry by the Gen Y/Gen Z market. We must cater for these age groups or we will gradually die.

At the low-tech end of the scale, we'll see the continued growth of HIIT classes and other CrossFit-like experiences in clubs. At the hi-tech end, we'll see the dawn of virtual reality (VR) exercise experiences – such as Oculus glasses – entering the fitness market. Virtual reality is going to change the world.



### Arron Williams

Special projects,  
Life Fitness

**H**ealth clubs are moving on from being a place to work out to being a place to work out and hang out in your precious downtime; working out is set to become the new healthy form of going out.

This trend is being led by the boutiques, with a multitude of deluxe studios offering hip and healthy ways to be entertained: kick ass until you reach a blissful dopamine state, then enjoy a post-workout oxytocin surge as you sip coconut water and hug your exercise buddies while considering the merits of tomorrow's workout schedule: a 10k Spartan run followed



Working out will become the new healthy form of going out

by the 'little black leggings challenge' at barrecore, topped off with a kale and cucumber super smoothie, a falafel wrap and a trip to Sweaty Betty.

The industry is fast moving towards a state where the crucial currency is the quality of the exercise experience. Consumers are swamped with an avalanche of information on health club offerings and exercise recommendations, but social media channels have ushered in a new era

of #gymspiration and #fitspiration. Pleasure, surprise and delight are the new order, towards which a supremely confident breed of exercisers stride.

This 'Fit-Gen' use their social media feeds to source inspiration for new types of exercise experience offerings. From this, they create a flexible, ultra-personalised exercise journey towards a healthier, more vibrant lifestyle – and this is ushering in a new model of exercise consumption.



### Tom Williams

Managing director,  
parkrun, UK

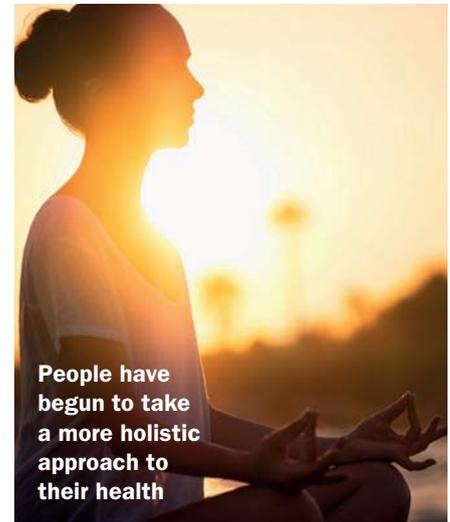
**F**or many years, fitness providers and even fitness trends have existed largely in their own silos, believing themselves to be the sole solution and isolating themselves from their 'competitors'.

Gyms believed everything could be achieved within their own four walls, diets implied you could out-eat poor lifestyle choices, and critical lifestyle factors – such as sleep hygiene or stress reduction – were all but ignored. Unfortunately, the

work-hard play-hard generation are now suffering from burnout.

People have become aware of the need for a holistic approach to their health and fitness, with self-education at the heart of their strategy. Consumers no longer want to simply be told what to do – they want to be educated as to the reasons why, then empowered to make their choices.

In 2016, I believe the most successful organisations in the health and fitness sector will be those that understand not only their strengths but also their weaknesses, and that empower their members to reach out to other providers – all the while benefiting from the brand loyalty generated by this sort of supportive approach to life enhancement.



People have begun to take a more holistic approach to their health



**Stephen Davies**

Digital health consultant,  
bionically.com

**C**orporates have more data on their staff than ever before as big data analytics begins to permeate through the HR office. Increasingly, HR officers can analyse staff on a raft of variables from performance to productivity to general health – measures that have been shown to be linked, with healthy, happy staff also being more productive.

Wearable tech and health apps are therefore starting to play a large part in employee wellness programmes. US research found that, by 2018, employers will integrate more than 13 million wearable devices into their employee wellness initiatives.

Fitbit has recently launched a B2B service aimed specifically at corporates. It's likely



**Wearable tech and health apps are beginning to play a large part in employee wellness programmes**

that Apple is also eyeing this market with the Apple Watch, much as it did with corporate telecommunications and the iPhone. Remember Blackberry as the de facto corporate device in years gone by?

With the valuable data on offer, it's fair to suggest that corporate companies may prioritise digital health innovations over gym memberships, adding more disruption to the traditional gym group model.



**Martin Guyton**

CEO, Tonbridge & Malling  
Leisure Trust, UK

**I** think the fitness industry is beginning to realise just how far behind other sectors it is – sectors such as retail and travel – when it comes to digital marketing and social media. It will therefore begin to demand smarter technologies, linked to CRM software, that will connect it to customers far better and allow more targeted and relevant communication.

In the UK, I predict a backlash against any further increase in the new minimum wage for over-25s, as it could result in fewer jobs. Operators are beginning to count the cost of this – and other employment issues such as pension auto-enrolment – and will potentially reduce some frontline staff. The cost of casual employees is also increasing, which impacts on the differential between these and permanently contracted staff, making recruitment into necessary shift patterns such as weekends and evenings harder. In my experience, despite the clamour about 'zero hours' contracts, many staff like the flexibility to avoid antisocial shifts.

In the UK, I predict the loss of more local trusts from our sector and fear the prospect of consolidation of the industry into fewer, larger players. I also think we'll see further decline in traditional sports provision (sports halls) in favour of extreme sports facilities.

Finally, continued growth in wearable technology marks an opportunity: if we can harness the data, we can make a strong argument to our colleagues in public health about the role we can play in reducing health inequalities. Linked with this, I believe there will be a gradual increase in understanding of the benefits of physical activity in terms of both physical and mental wellbeing.



### Justin Mendleton

Managing director,  
MoveGB, UK

**T**oday's consumer looks very different. For many, the traditional methods of accessing fitness and wellbeing – in the shape of workouts at the local gym – have been replaced by free runs in the park, online fitness communities, wearables and social media-validated diet plans. People are doing HIIT at home and activities in different locations to keep interested.

The point is, consumer behaviour is changing at a rapid pace; they require fitness, and fitness data, on demand – a bit like their movies, music and taxis.



parkrun's collaboration with Fitbit is an example of an effective and relevant tie-up

Facility-based businesses need to figure out how to leverage commercial gain from this to avoid being left behind: 2016 will see more operators entering into affiliations in a bid to stay relevant, similar to Pure Gym's joint membership with British Military Fitness and parkrun's partnership with Fitbit.

On a broader scale, more businesses will partner with flexible membership

providers to enable them to collaborate, not compete, with each other – something the consumer is clearly now demanding.

On the tech side, we'll see a further shift from desktop to mobile. Operators should be investing in helping customers share their in-club exercise data with the apps they use, giving them one comprehensive view of their wellbeing.



### Stephen Tharrett & Mark Williamson

Co-founders, ClubIntel, US

### Brands like Psycle London value the 'cash in clans', not in the masses

**B**outique fitness studios and microgyms will continue to garner a greater share of consumer activity. Consumers' desire to belong to a passionate community, to enjoy specialised experiences that speak to the individual and to receive instant gratification will continue to grow. Consequently, business propositions that value the 'cash in clans' versus 'cash in masses' will thrive.

Digital middlemen, social media, mobile technology and streaming self-directed fitness

applications will make further inroads, while subscription-based business models (such as monthly fees and contracts) will lose market share to on-demand, real-time payment plans – plans whereby consumers pay for what they want, when they want it and how they want it.

A budget club war will also emerge. As more health club operators pursue the budget or low-cost business model, the growing competition will result in a few operators rising to the top – and the majority struggling to survive.



It's not just about wearable tech, but about fundamental changes to how consumers live and run their lives and interface with companies



**Humphrey Cobbold**

CEO, Pure Gym, UK

This year will be characterised by continued polarisation in the market: there will be over 600 budget clubs with over two million members by the end of the year, and we'll see further growth of niche studios too. These operations will garner a lot of column inches, but the reality is they will remain small in terms of overall scale: not many people can afford £20 for a 40-minute workout.

Meanwhile, the relentless march of technology will continue to impact the fitness sector, which is generally backward in this area. It's not just about wearable tech, but about much more fundamental changes to how consumers live and run their lives and want to interface with companies that provide them with products and services.



90 per cent of people train for an Obstacle Course Race (OCR) at a local gym



**Andy Gill**

Director,  
Ethics Leisure, UK

We'll see a sizeable shift from traditional gym-based fitness towards outdoor training and mass participation events this year, as more and more people embrace the opportunity to challenge themselves but have fun at the

same time. Obstacle Course Racing (OCR) will become huge: I believe it will be the fastest-growing sport in the UK in 2016 and may become a future Olympic sport.

But this also represents a great opportunity for gyms, as 90 per cent of participants train for an OCR event at an indoor or outdoor fitness facility. Creating an OCR training community with practical indoor and outdoor sessions will attract more members and differentiate a business, keeping members engaged and motivated for longer.



**Chris Foster**

Professional head of fitness, Nuffield Health, UK

The industry is in a very interesting place right now, with the top-end operators, boutiques and budget chains all offering the consumer very distinct choices. Consumers are also becoming more educated about fitness, while digital technology and wearable devices are changing the way society behaves. Now more than ever, the customer is king – which means it's crucial to set and deliver on (or indeed exceed) their expectations.

With this in mind, we need high quality fitness staff who can go above and beyond the basic capabilities of a fitness instructor or PT. Consumers are looking for the fitness industry to offer a more holistic approach to health, fitness and wellbeing, so we should expect a continued movement towards a whole person approach – taking into account not just a person's physical health and fitness, but also their mental, emotional and psychological wellbeing.

Meanwhile, there's a huge opportunity to upskill the fitness workforce to support individuals with lifestyle-related diseases such as obesity, type 2 diabetes and cardiovascular disease. If we can deliver evidence-based fitness on a wider scale, we can also develop our working relationships within the medical field.



**If clubs can deliver evidence-based fitness, they will be able to forge partnerships with the medical sector**

## Consumers are looking for the fitness industry to offer a more holistic, 'whole person' approach to health, fitness and wellbeing



**Bryan O'Rourke**

President, Fitness Industry Technology Council, US

For health clubs, digital – and especially mobile – strategies must continue to be a major focus in 2016; the CIO will become the key player in the revolution of the industry space in the coming years.

As smartphone adoption has reached maturity, the manner in which fitness brands engage and service members via mobile platforms has reached a critical point. Just having an app is not enough: valuable, elegant functionality that wows members is crucial for apps to be relevant and used.

From a business model perspective, the bifurcation trend will continue to push budget expansion on one front, and boutique/high-end service formats on the other. The mainstream health club

has reached maturity, as evidenced by continued consolidations in 2015.

We've been in an S Curve 'reinvention' phase for a while. Look for niche markets and niche business models continuing to garner market share. Pure digital models delivering online coaching and Uber-like delivery will continue to emerge in fitness, while thoughtful high-end brands focusing on exceptional user experiences – through the deft integration of digital and bricks and mortar strategy – will succeed. ►



**Mark Sesnan**

Managing director,  
GLL, UK

**M**ore than ever before, the public is recognising that managing our health is our own responsibility, and that conditions like diabetes and obesity can be avoided, improved or reversed through regular physical activity.

Our challenge is therefore to ensure we offer people affordable, accessible options to be active, and here the market is becoming more segmented: extreme sports such as clip & climb, skate parks and trampolining are increasingly popular among the younger demographic, while gentler options tailored for older people are also developing. This means individual customers are more likely to find something they want to do.

In a similar vein, if British athletes do well at the 2016 Olympic Games in Rio,

we're likely to see a surge in interest within specific success sports and we must be ready to cater for this.

Women's sport is another area that's growing, whether it's professional football or through campaigns like This Girl Can. However, the UK public sector has always had a 50:50 male-female ratio, so our challenge is getting the inactive, active.

**Women's sport is experiencing strong growth, inspired by events such as the Women's Football World Cup (below)**





**Rasmus Ingerslev**

Executive vice-chair,  
Wexer Virtual

**F**rom a macro perspective, I believe we will see growth in our sector in 2016.

However, market shares may very well shift for two reasons: firstly, the continued growth of low-cost will increase pressure on mid-market operators; and secondly, the boutique clubs will put pressure on the group exercise element of both mid-market and high-end operations.

In regards to major trends in health clubs, I think we will see functional training take up more floor space – predominantly at the expense of resistance machines – while HIIT will take up more space in group exercise schedules and will also move into cycling studios.

There's also an increased awareness that clubs won't be defined by their four walls in the future. As a result, we'll see more investment in technology that can help operators be relevant to their members anywhere, any time. ●

**HIIT sessions and functional training are growing trends that will inform gym spaces and layouts**



**We will see functional training take up more space in gyms – predominantly at the expense of fixed resistance machines**

# The year ahead

**Steven Ward, executive director of ukactive, gives his views on what's in store for the UK fitness and physical activity sector in 2016**

It's a pleasure to be publicly authoring my first 'forecasts for the year ahead' for ukactive. This article has always been a favourite here, as we try and predict what's next for the sector.

Perhaps the most confident prediction we can make for 2016 is that the variety of options to be active will continue to expand. Innovators and entrepreneurs who can bottle up a solid concept with a good price will go far, whether that's specialist boutiques, trampolining mega-centres or mass participation events. Certainly no man, woman or child will go wanting for the provision of fitness in any setting in the forthcoming year. Expect to see more traditional, mainstream operators muscling in on the trend.

## The mega-trusts

Talking of the traditional sector, the sale of LA fitness to Pure Gym could be indicative of what we will see over the next year, especially if more big-name operators seek to move out of the squeezed middle ground between budget and high-end. What a tale Pure Gym has delivered – now the biggest private operator in the UK. What has that done for the growth appetites of its major competitors?

For public operators, contracts and tenders for increasingly long-term

deals with local authorities will be big battlegrounds, with large operators now willing to front up more of an initial investment to seal lucrative partnerships spanning 10, 15 and 20 years. This will make it more difficult for small and medium-sized trusts to compete when the big fish come swimming in even the smallest of ponds. Will they battle on, or will they settle for peace through alliances with the big players?

Nevertheless, as leisure contracts increasingly become tied to local health and sport strategies, community roots and historic investment in local areas will play a part; operators that can convince buyers their offer is not just a box with treadmills and barbells, but rather a lynchpin of modern community life, will thrive. However, they'll be expected to do that at a cost to the leisure operator, as opposed to the local authority client.

## Evolving technology

2016 will prove an interesting time for suppliers too, particularly the large equipment manufacturers. Competition is always tough in the supplier sector, but there are plenty of opportunities too.

The workplace health space for example – a core focus of government spending plans and human resources (HR) policy of all sensible businesses – will require



**Steven Ward sees changes to the public health agenda as positive news for the activity sector**



## We'll see funding traditionally reserved for sports governing bodies widened to include the full span of physical activity promotion and participation

innovative solutions to keep staff moving. Expect to see suppliers reaching beyond their previous boundaries.

Suppliers should also be cautious of the impact of external technology; in the digital age, software can become defunct overnight. Seventeen-year-old app developers in bedrooms across the globe are in a race to once and for all crack the holy grail of

fitness tracking aggregation; something big may be around the corner.

But technology need not be a bogeyman: the growth of tech capabilities means a new generation of fitness kit will have new and exciting capabilities beyond what we're seeing today. Maybe not next year, but sooner than we think, gyms will be using virtual reality to aid workouts. Why run

on a treadmill watching *Homes Under the Hammer* when you could run the 10,000 metres immersed in the atmosphere of the Olympic Stadium? Or battle zombies through a group exercise class?

The fusion of fitness with games – the gamification of real life – will be a revolutionary force in our sector, both inside centres and in other settings too. ►



The options to be active will continue to expand in 2016. Zombie Run anyone?

PHOTO: SHUTTERSTOCK.COM

► **Sector diversification**

The activity sector itself is growing too. ukactive's *Blueprint for an Active Britain* – developed in collaboration with the likes of the Royal College of General Practitioners, Mind, Age UK, Living Streets and the Outdoor Industries Association – shows there's now a huge number of providers coming under our remit. From sporting bodies and new NGBs to charity projects and voluntary initiatives, what our sector means, and the net it casts, is growing.

The Department of Culture, Media and Sports' consultation on the new Sports Strategy, published late last year,

will increasingly tie the knot between the ambitions of sport and what our sector does every day. Whether this arranged marriage will be holy matrimony from the word go remains to be seen, but in the medium term we'll see funding traditionally reserved for sports governing bodies widened to include the full span of physical activity promotion, with any organisation that's able to deliver an increase in participation invited to the party.

We're also set to see a growing interest from large consumer brands wanting to partner with our sector to deliver CSR initiatives and so forth. Leisure operators will start to play a key role in delivering

more programmes along the lines of the Coca Cola Parklives initiative.

Although the sugar debate rumbles on in the media, the physical activity sector stands to benefit from a greater focus on the activity narrative from all sides. With this in mind, brands that act with the true intention of getting more people active – through a credible evidence-based programme not linked to product sales – will remain our partners.

**Embracing public health**

Finally, we remain surer than ever that physical activity is the greatest avenue to improving the nation's health. Despite cuts

**This year will see the launch of the National Diabetes Prevention Service – the NHS linking up with leisure providers in a structured, focused way**

to the Public Health grant of £200m, local authority public health teams continue to increase investment from their public health spending. This has now almost tripled since ukactive first unearthed this data in 2013. On average, all 150 top-tier local authorities in England are spending an extra £300,000 on physical activity versus two years ago, and we're proud of that.

Of course, the downside is that much of this extra spend is countered by cuts in leisure budgets, which have been ongoing for some time. In an austerity regime, it's unlikely this will cease any time soon. The message to operators is that it's crucial to get on board with the public health agenda, making sure local directors of public health are aware of the impact existing activity services have on local population health outcomes – and that they share our vision of how even more could be done.

Driving investment from the NHS by establishing physical activity as core business of Clinical Commissioning Groups (CCGs) will be a big part of



**The office and workplace will need innovative solutions to get people moving**

ukactive's message during 2016. We want to show the CCGs that their local outcome frameworks – which are centred around lower incidences of long-term non-communicable disease – can be influenced by investment into public health initiatives to the extent that they can't afford to leave this solely in the hands of local authorities.

This year will also see the launch of the National Diabetes Prevention Service, an historic initiative that will see the NHS link with leisure providers in a structured, focused way. The opening of this door will

bring added scrutiny of our evidence base, but also another welcome public partner to fulfil the mission of getting more people moving to turn the tide of inactivity.

In summary, we're confident that 2016 will be a positive one. The tide is certainly flowing in our favour as we continue to work with the public and government to get more people, more active, more often. ●



# Consumer trends for 2016

**Vicki Loomes of trendwatching.com outlines five consumer trends your business should be embracing in 2016**

In 2016, consumer expectations will accelerate faster than ever. The following five trends – presented in no particular order – represent some key expectations that should be on your radar in the coming months.

From new frontiers for tech-fuelled health and wellness, to innovative pricing plays, to new ways to seek and display status, opportunities abound for health and fitness clubs to discover new customers, build stronger relationships, and profit. Ready? Good. The race is on.

## INSIDE OUT

By now, even the most backward-looking brands have realised that they must at least pretend to be interested in more than just making money. Today, a brand must be seen to have a 'mission'. So it must combine profit and purpose.

One way to do that? By rethinking what a good brand is and making meaningful, positive changes to its internal culture. After all, the love that brands extend to their staff

will be reflected right back at them – by employees and consumers alike.

Plenty of big brands have embraced 'Inside Out' initiatives to address issues within their own culture.

In the wake of loud criticism over the way the tech industry excludes women and ethnic minorities, Intel committed US\$300m to developing a more diverse workforce. Similarly, Starbucks – a brand often criticised for its treatment of low-paid staff – unveiled Home Sweet Loan, an initiative giving UK employees access to an interest-free loan to help pay deposits for rented accommodation.

Health and fitness brands should not only think about how they treat their own staff, but also how they can partner with other brands in order to better their corporate wellness programmes.

For example, Delta Airlines partnered with Xpress Spa on a series of employee-exclusive spa facilities, located at airport hubs across the United States. What are you able to give back?

## CONTEXTUAL OMNIPRESENCE

Omnichannel has been the marketing buzzword for the past few years. Brands have laboured to make their presence – and offering – felt on every channel, at every moment. The problem? That's an expensive strategy, and overwhelmed consumers are tuning out the noise. It's time for a smarter strategy, focused on serving exactly the right consumer needs at exactly the right time.

But how? Connected objects provide ever-richer data on consumers' preferences



**Treat your staff well: Delta Airlines has introduced employee-exclusive spas at main US airports**



**W.B.R.R. is a music app that's only accessible to people running across the Brooklyn Bridge in New York**

PHOTO: SHUTTERSTOCK.COM

and habits, along with the infrastructure needed to reach them with personalised services. Don't limit your product, service or experience distribution to traditional channels. Instead, think about where your consumer might need you – and get there before your competitors do.

Unorthodox brands are already exploring the possibilities of 'Contextual Omnipresence'. Amazon's Dash buttons let consumers re-order household products (from washing powder to toothpaste, dog food and more) with a single click. Durex's #LoveBot sends introductory tweets to sad

Twitter users when they publish updates with the broken heart emoticon.

For health and fitness brands, there's a clear opportunity to reach unmotivated gym-goers when they're contemplating a night on the sofa, or lapsed dieters about to purchase a mid-afternoon treat. The reward for brands? Consumers will appreciate a helping hand that comes at the right time. And they'll look for it again.

### **STATUS TESTS**

It goes without saying that health and status are intrinsically linked. But the pursuit

of status is a complex affair and, in 2016, consumers will embrace a new type of exclusivity – an exclusivity that demands they prove their worth to the brands they desire.

Driven by consumers' continued desire for brands that empower them to be the best version of themselves, this is a trend that goes far beyond high price tags. By demanding new forms of loyalty or higher levels of commitment, brands can actually foster a stronger emotional connection.

Consider: New York-based record label UNO NYC launched W.B.R.R. (Williamsburg Bridge Radio), an app

**Brands must at least pretend to be interested in more than making money: they must have a ‘mission’**

- ▶ broadcasting music that’s only accessible when runners are crossing the Brooklyn Bridge. Trading on an individual’s self-motivation, one track ‘pushes’ runners across the bridge, while another winds them down on their return.

It’s worth remembering that exclusivity (and the status boost that brings) is even better when it’s converted to tangible rewards. In China, Lee Jeans promoted a range of heat-retaining denim by encouraging consumers to explore their city. Movements were tracked using a GPS-enabled app, and accumulated points could be exchanged for products. Think about how you can ask consumers to prove their worth – just remember to reward participants for their efforts!

## PERSPECTIVE SHIFTS

As crowdfunding platforms bump up against an unending stream of (often digital) innovations that disrupt old business models, consumer attitudes to price

remain malleable and unpredictable. In 2016, smart health and fitness brands will consider ways to reposition products or services and shock consumers into a radically new perspective on the value a product service or experience offers.

Think about the pricing conflicts that exist within the consumer mindset. Those who access free fitness videos on YouTube (instead of shelling out for a personal trainer) often have a wardrobe filled with expensive performance wear. Price, and the meaning of value, has shifted.

Challenge these new viewpoints by reframing an offering as an entirely different product: Dutch budget airline Transavia sold tickets as branded packets of crisps and chocolate bars in vending machines, and in the process equated the purchase decision with casual grocery store spends.

US-based Stockpile offers gift cards that reframe thinking around buying shares. The start-up’s gift cards cost between US\$1-US\$1000, and can be redeemed for shares (or a fraction of a share) in NYSE-traded companies. What pricing conventions will you challenge in 2016?

## VIRTUAL ACTUALISATION

2016 is poised to be the year that virtual reality (VR) shifts from niche to mainstream, assisted in part by the official release of the long-anticipated Oculus Rift. But – as ever – new technologies have little value for consumers unless they serve their needs in useful ways. For the health and fitness industry, that means super-charged self-improvement and more efficient ways to track, meet and beat fitness goals.



**Dutch airline Transavia challenged consumer viewpoints by selling its tickets as branded snack packets**

The Quantified Self movement offered consumers a new, tech-powered route to self-improvement. But now, many fitness fans want to explore new dimensions of personal growth that can’t be tracked by a wristband. Now, they seek health-tech that’s holistic and wholly immersive. Just one example: Icaros, which debuted in October 2015. The workout station pairs with a VR headset to allow users to experience ‘flight’ through a range of virtual reality environments. Muscles in the shoulders, back, abdominals and legs are activated as the user ‘steers’ the experience.

And as health continues to be as much about maintaining a healthy mind as a healthy body, there’s room for VR meditation experiences that expand and challenge cognitive processes. Guided Meditation VR is a customisable meditation experience that immerses users in a series of relaxing locations, from tropical beaches to beautiful sunsets; similarly Cerevrum, whose brain training games improve memory, attention and speed of perception.



Brands like Icaros will help virtual reality move into the mainstream

Don't limit your product or service to traditional channels. Think about where your consumer might need you

### TO SUM UP...

This is just a snapshot of some of the trends that are expected to impact the consumer arena in the coming year. The challenge for you is to absorb these game-changing innovations, and then

adapt and apply them to meaningful ideas that you can own and run with.

Of course, we're not saying that it will be easy – but we do promise that it will be fun and, most importantly, profitable, for your health and fitness operations! ●

### ABOUT THE AUTHOR



Vicki Loomes is a trend analyst for [trendwatching.com](http://trendwatching.com), one of the world's leading trend firms. [trendwatching.com](http://trendwatching.com)

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# The Uber-all economy

Health club members no longer expect to be restricted to just one club.

Imke Schuller of The Futures Company reports on a new style of customer loyalty

The world's biggest provider of accommodation does not own a single hotel room: AirBnB. The biggest taxi company does not own a single taxi: Uber. The biggest media company does not own any content: Facebook. The world around us is changing rapidly, giving rise to new business models.

The health club industry is no exception. Increasingly sedentary lives and convenient food solutions are leading to a steady rise in obesity; it's no surprise that health and wellbeing are increasingly heading to the top of the agenda – for the government, businesses and individuals.

Separately, people's lives are becoming more fluid and flexible, so there's a need for on-demand solutions in the health and fitness space. Anytime, anywhere. Consumers' expectations are shifting, and digital technology is enabling this change.

Meanwhile the continued slow growth of the UK (and global) economy is challenging the current business model of the health club industry – particularly the squeezed, often undifferentiated, middle. To be successful in the 21st century, health clubs, studios and leisure centres will need to rethink the way they engage with customers, the way they recruit new users – and ultimately, the way they do business.



**The new breed of boutique studios retain customers with their great offers, not by imposing a contract**

At The Futures Company, we have identified two main challenges facing the fitness industry. Firstly, loyalty is no longer a given: consumers are becoming more promiscuous and less willing to sign up to loyalty programmes or subscriptions. And secondly, the new 'uber-all economy' redefines what consumers truly value.

## Loyalty redefined

Traditionally, health clubs operate on a monthly or annual subscription basis – a membership model. This leads to a transactional relationship with customers: access to facilities in exchange for a fee.

With a perceived lack of emotional differentiation between different clubs' propositions, customers become more open to shopping around to find the equipment, class, instructor or location that meets their needs for each workout.

This changing consumer mindset lies at the heart of recent 'exercise passport' innovations such as ClassPass and MoveGB, as well as now well established concepts such as payasUgym.com, which allow people to pick and choose locations for each workout rather than being tied to just one particular gym. Indeed, this shift in mindset is key to the boutique model generally, where exercisers typically pay on a by-class basis.

Aided by technology, consumers are becoming more value-conscious, carefully choosing where to spend their money. But importantly, it's perceived value rather than low price that's key – consumers want a great experience. They're keen to try and explore new things: 59 per cent of UK respondents in The Futures Company's Global Monitor values and attitudes tracker say they "like to try new products and services", as opposed to 41 per cent who "like to stick to products and services they know".

The reaction from health clubs tends to be to offer discounts for longer-term memberships, free guest passes, trial periods – all with the objective of recruiting loyal customers. But is this a timely approach? Aren't clubs fostering the transactional model even more by trying to force their customers into subscription?

Clubs need to redefine how they provide value to their customers. In our recent *Consumer Headlines* report – an annual report identifying the current debates in consumers' lives – we identified a growing need for differentiation through reciprocal relationships. In the future, we'll see even more of this kinship economy, and value will be defined by the relevance health clubs provide and the connections they create and enable.

This is particularly true for the Millennials and Centennials. Experience,



**Millennials value flexibility – they want to use more than one gym**

human interaction, flexibility and convenience (allowing for more productive time) are high on the agenda of your potential new recruits. More importantly still, to win with those aged under 30, gym owners must embrace, even encourage, a certain degree of promiscuity of membership.

### **Flexible, personal, on-demand**

The second challenge is how true value will be defined by health club customers in the future of our 'uber-all economy' – a term that was coined by JWalker Smith, chair of The Futures Company.

Consumers' busy lifestyles lead to greater prioritisation of time and effort. They expect

**To win with those aged under 30, clubs must embrace, even encourage, a degree of promiscuity of gym membership**

- ▶ more relevant, timely and convenient solutions. Gyms are no longer competing only with other gyms. More flexible, personalised services are right up there: Jawbone, for example, is providing an in-app fitness coach that monitors and analyses personal data and then provides feedback and suggestions against a peer group benchmark.

With consumers' constant connectivity and access to data and information comes an ability and willingness to research – to review, monitor and judge. Within this context, consumers will value three things in health and fitness clubs:

- **Value from personalised service:** 'One size fits all' membership does not work any more, and health clubs are no exception.

How adaptable to consumer groups, needs and occasions is your offering? This goes beyond personal trainers. Technology challenges the current model, but also provides opportunities. How can the data from personal fitness trackers be used to enhance the current business model?

- **On-demand solutions:** Easy access to information and technology means consumers expect immediate responses and immediate solutions, wherever they are and whenever they want.

However, the current health club model is still built on physical sites and fixed assets – customers generally still have to go to the health club, rather than having the health club come to the customer.

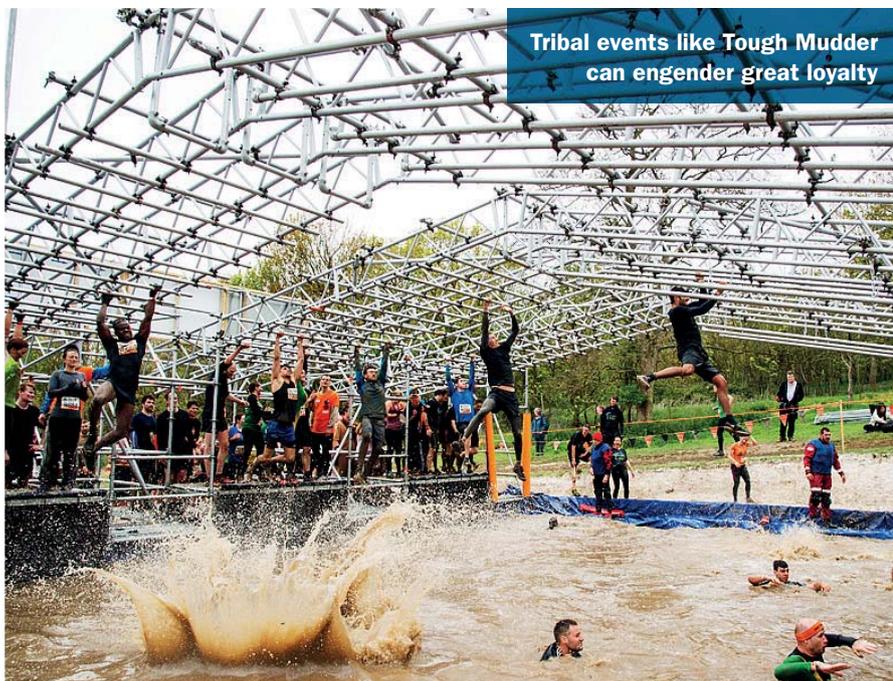
**Uber uses surge pricing. How are health clubs using the supply-demand model to make better use of idle assets?**

New innovations such as virtual classes streamed into the home are beginning to break down these barriers. These virtual offerings provide on-demand fitness solutions in the convenience and privacy of people's own home, but with the benefit of social interaction with like-minded individuals. So how does your health and fitness offering fit into consumers' increasingly fluid and flexible lifestyles?

- **Flexible pricing:** Uber, for example, uses surge pricing – prices rise when demand is higher. How are health clubs currently using the supply-demand model to make better use of idle assets and entice customers into the club during quieter, off-peak times? Can assets or staff be dispatched to the client, rather than asking them to come to the club?

### What's your mission?

In our ever-changing world, health clubs need to adapt to new consumer demands and needs. For the younger generations, experience, social connections and 'tribal wellness' are high on the agenda – witness the rise of Tough Mudder, BMF, Color Runs and so on. Loyalty to a specific club is not.



**Tribal events like Tough Mudder can engender great loyalty**



Gyms must compete with the convenience of virtual at-home fitness

Do you understand what Millennials and Centennials expect from a gym – what their drivers and motivations are?

Most health clubs lack differentiation, and consumers will find it increasingly difficult to be loyal to a club that offers nothing special. How can you better share your club's values to attract new users? What is the mission of your health club? Do you exist to fight obesity? To be the enabler of social connections – to provide a community and also a sense of belonging?

Think about how your club's values can transform the gym from a transactional

environment into a place that offers value through reciprocity and connectedness.

In our on-demand economy, consumers are expecting increased productivity in everything they do and engage with. How can your club be better integrated into customers' lives? In what ways can your services be personalised to sub-groups, or individuals – and how can digital technology enable this? Tomorrow's business models will have to be more flexible, adaptable and make better use of the supply-demand cycles, to make best use of idle assets while servicing customers any time, anywhere. ●

## ABOUT THE AUTHOR



Imke Schuller is a director at strategic consultancy The Futures Company. She's the health and beauty sector lead for the EMEA, helping clients to anticipate change in their operating environment and to find new ways of adapting to an ever-evolving business context.

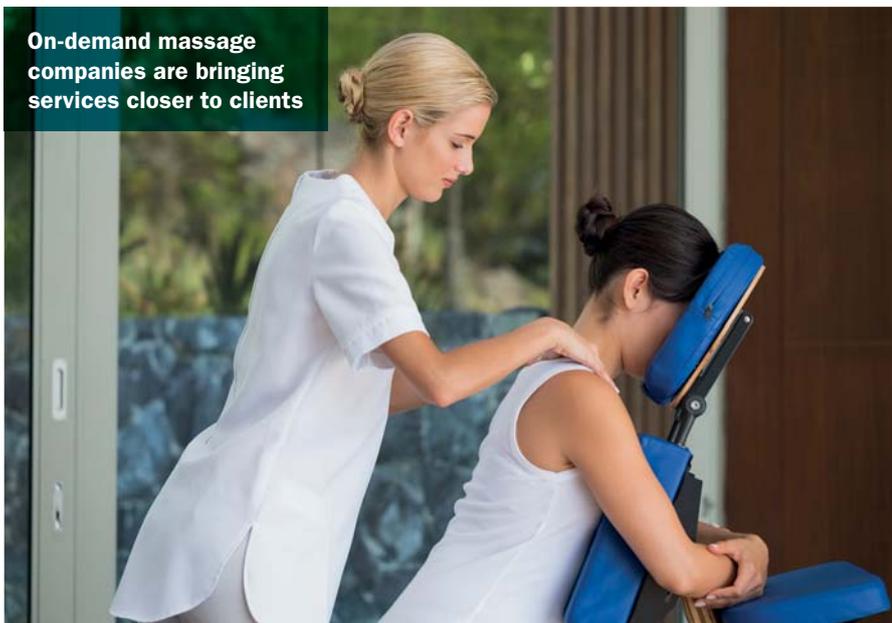
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# Spa Foresight™ 2016

What's coming down the track for the global spa and wellness industries?  
We examine the trends, technologies and strategies that will shape the future

**On-demand massage companies are bringing services closer to clients**



## BUSINESS DISRUPTION MESSAGE ON DEMAND

From Zeel and Soothe in the United States, to Vaniday in Brazil and Urban Massage in the UK, massage-on-demand businesses are cropping up all over the place and are set to shake up the sector.

They enable customers to book same-day appointments – sometimes even

within the hour – with mobile therapists in the area. These new market entrants could whet consumer appetites for spas, but they could also take away custom, not least because they offer an online community and convenience – two things the majority of spas are lacking.

## ON A LEVEL TIERED OFFERING

For years, the airline and hospitality industries have reaped the rewards of appealing to a broad spectrum of customers at the same time. Those who can afford upper class seats or suites get access to nicer food, more space and better service. Yet, there's still an acceptable range of options for those who are on a budget.

It's time spas ventured down the 'tiered offering' route. This would impact all aspects of a facility – from design and service to pricing and marketing – but it would also widen the scope for business.



**Spas could learn from the tiered offerings of the airline industry**



**Faecal transplants can restore balance to the gut and underpin health and the ability to digest and absorb food**

## **HEALING THE GUT**

### **FAECAL TRANSPLANTS**

The health of the gut directly determines the vitality and wellbeing of many aspects of health and controls key systems within the body, such as the immune system. It's also now known to have a direct impact on the brain and mood.

Modern life is hard on gut flora – antibiotics and other medication and refined food upsets the delicate balance. Once the gut flora is damaged, chronic and

acute health conditions can develop, such as candida, IBS, C diff and a range of other highly debilitating disorders.

All these conditions have been successfully treated with faecal transplants: taking faecal matter rich in gut bacteria from a healthy person and, through an approved medical process, inserting them into the gut of the patient, where they immediately start to colonise.

There's evidence that the nature of gut bacteria directly determines the way we metabolise food: when the gut bacteria of an obese person is transplanted into someone of normal weight, in some cases they, in turn, become obese.

We predict that a trade in premium gut bacteria will emerge, with spas offering customised faecal transplants that give specific outcomes to a guest's health. ►

► **We predict a rise in therapist standards when the new AEC comes into effect**



## PAN-ASIAN ECONOMY

### ASEAN MARKET

Spa businesses in South-East Asia will start to feel the impact of the ASEAN Economic Community (AEC), which came into effect at the end of 2015. Likened to the European Union, the AEC is a single market initiative led by the Association of South-East Asian Nations (ASEAN) made up of 10 countries – Thailand, Singapore, Indonesia, Malaysia, the Philippines, Brunei, Cambodia, Laos, Myanmar and Vietnam.

Increased competition in recruiting skilled therapists and managers, a rise in rival businesses, a higher need for differentiation and a greater need for language skills are perceived as challenges of the AEC. On the plus side, operators feel the benefits will include more industry investment, higher spa and therapist standards, a wider diversity of treatments and employee skills from other countries.

## RESTITUTION

### TRIBAL INVESTMENTS

As tribal peoples worldwide receive restitution from governments for the loss of their lands and rights, some are investing this money in leisure, tourism and increasingly in spa.

The world sat up and took notice in 2007 when the Seminole Indian Tribe of Florida bought hotel, casino and hospitality business Hard Rock Café International in a huge deal worth just shy of a billion US dollars. In New Zealand, the Ngai Tahu tribe will invest in a new hot pools complex, while in Australia, the Jawoyn people have invested in Cicadia Lodge, an eco retreat.

We expect this to become a trend as human rights successes mean the pace of restitution increases. Many tribes also have indigenous treatments that complement the spa market.



**New Zealand's Ngai Tahu tribe is investing in hot pool complexes**



**Skincare company AmorePacific has created a visitor attraction out of its factory in South Korea**

## HEIGHTENED EXPERIENCES

### ATTRACTIONS & SPA

The visitor attractions market has emerged as a multi-billion dollar sector. It's growing fast and attracting significant investment worldwide from major players in businesses such as theme parks, brandlands, museums and science centres.

We believe the technology used in the attractions industry has huge potential for use in the development of spa and wellness facilities, and we expect significant collaborations to emerge.

Innovations such as immersive environments, virtual reality, haptic technology, facial recognition software and augmented reality could all be deployed to create amazing experiences

for customers within the spa and wellness industry. In addition, the attractions industry's expertise in creating vivid customer journeys and high levels of engagement can also be used by spas to heighten and elevate the experience being delivered.

Other overlaps could include the use of 360-degree screens and multimedia to deliver ambience or to create another layer to the spa experience. Early adopter, Asian skincare brand AmorePacific, has worked with theme park designer BRC Imagination Arts to create an award-winning brandland in South Korea that mixes a spa theme and visitor attraction. ►

## BEYOND THE BEDROOM SEXUAL WELLNESS

US destination spa Canyon Ranch has teamed up with burlesque icon Dita Von Teese to create a programme that covers sensuality, seduction and discussions about the health benefits of sexuality. Dr Nicola Finely, who heads up the talks, says: "Respecting one's sexuality is an important element of living a full and happy life."

Meanwhile in Europe, one company is experiencing much demand for its luxury sensuality retreats, which include sex counselling and sensual healing therapies. Since launching in 2013, Shh (Sensual, Healing, Harmony) Global has held six retreats in the UK and Ibiza for women. In 2016 it will host twice as many retreats to meet demand.

While a taboo subject (sometimes understandably so in spas), sex and sexuality is important to wellbeing. We expect more operators to explore this trend with sensitivity and integrity.

Dita Von Teese is heading up a sensuality programme at Canyon Ranch



## UNTAPPED NICHE HALAL TOURISM

Muslims spent US\$140bn on international travel in 2013, representing almost 13 per cent of global travel expenditures, according to a report by Crescent Rating. The agency is one of a growing number of firms that rate facilities on their adherence to Islamic traditions, such as no alcohol and gambling, serving halal-certified food and offering gender-segregated leisure facilities.

Spas in Muslim countries already offer separate male and female areas, but we predict further segregation in design and in facilities outside these regions as the growth of halal tourism gains pace.

## MORE THAN JUST PRODUCTS NEXT GEN SKINCARE

How we feel and what we eat has a visible impact on our appearance, so it stands to reason that the next generation of skincare will be about more than just face creams.

Dermalogica's Face Mapping tool already links zones on the face to the health of internal organs. Other product houses such as Comfort Zone, Gazelli and Elemis are tapping into lifestyle and nutritional advice with their packages and prescriptions too.

We expect to see more of this, but wonder what impact it will have on the workforce and the skills demanded of therapists.



Divers enjoy swimming in 4,300 cubic meters of warm spa water in Y-40, the 40m dive tank at the Hotel Terme Millepini, Italy

## HARNESSING PASSIONS

### SPORT & SPA

As the spa market matures and the demand for niche spa offerings becomes greater, operators will look for ways to differentiate their spas. We believe combining sport and spa will be a very powerful and attractive option.

There are great synergies between the two markets, and sport-orientated spas would find an existing group of highly

engaged consumers to tap in to. In Italy, for example, the four-star Hotel Terme Millepini has conceived the Y-40 – the world's deepest swimming pool – otherwise known as The Deep Joy. It offers diving enthusiasts the freedom to dive and swim without a wetsuit, while still enjoying the pleasures of spa.

Measuring 21x18m on the surface, the pool contains 4,300 cubic meters of spa

water that's maintained at a constant temperature of 32–34°C. The pool has a depth of 40m, with intermediate caves for technical underwater diving. It supports a wide range of activities year-round.

Choose pretty much any type of sport, and a spa connection could be developed. We expect to see more this kind of investment going forward. ►

### ▶ FACE FORWARD FACE MASSAGE

Facials are a best seller for spas, with ever more complex rituals on offer. However, just as body treatments include everything from a simple massage to a complex treatment that involves wraps and scrubs, so we expect spas to evolve fuller facial menus that include a new addition – a face massage.

Face massage is a technical treatment that manipulates and releases the muscles of the face, head and neck, relieving tension, re-balancing muscles and improving lymphatic drainage, but without heavy product use.

It can be anti-ageing, relieve the side effects of tension behaviours such as teeth grinding, and help with headaches and puffiness around the eyes.

There's a limit to how often facials can be delivered, but face massage can be done regularly, so would be a profitable, complementary addition to the menu.



**Spas could offer face massage as part of a package with facials to upsell to their regular clients**

#### ABOUT THE AUTHORS



Katie Barnes has a 14-year career in international spa, beauty and health media. She's managing editor of *Spa Business* magazine and was launch editor of the *Spa Business Handbook*.

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**Wellness facilities give high-end residential developments up to 30 per cent uplift in value**

### LIVING WELL SPA & WELLNESS REAL ESTATE

The lifecycle of the spa and wellness real estate market is following the classic growth curve, starting out with high-end offers, but with niche and mass market products now very much being seen on the horizon.

We know adding spa and wellness to hotel rooms and residential developments gives up to a 30 per cent uplift in value at the top end of the market; what's yet to be established is the premium that will be achieved in the mid-market.

We expect wellness real estate to boom as a sector in the next five years, as the property market continues its rebound from the global recession, and for wellness to be a key differentiator in giving a competitive edge to developments.

This trend will play to consumers' increasing interest in wellness and spa, as this is translated into a commitment ●



Liz Terry has been writing about and analysing the global leisure industries since 1983. She's editor of *Spa Business* and *Spa Opportunities* magazines.

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# HEALTH CLUB MANAGEMENT HANDBOOK 2016

## RESEARCH ROUND-UP

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# Sector statistics

**8.2**  
MILLION

Number of members accounted for by Europe's top 20 fitness chains



**100+**  
*Transactions completed from 2005–2014 in which European operators were purchased*

**62%** of millennial females do group exercise

**40%** of club exercisers are using boutiques as part of their workout routines

**82%** of regular exercisers work out at home too

**66%** Proportion of the world's health clubs accounted for by the **top 10 markets** (they also account for **73%** of revenues and **75%** of members)

**50.1**  
MILLION  
Total number of health club members in Europe – up **9%**

**€26.8BN**  
European health and fitness market revenues – up **4%**



**17.2%** Average length of stay for members at clubs offering flexible deals alongside contracts (it's just **11.2** months for clubs using fixed-term contracts only)

**US\$14.3bn**  
Total revenues for Asia Pacific (average penetration is just **3.8%**)

**US\$2.4bn**  
Value of the sector in Brazil across almost **32,000** clubs and **8 million** members

Sources: edelheffer / Leading Operators - Fitness in Europe, Deloitte/EuropeActive European Health & Fitness Market Report 2015, Les Mills International/Nielsen, IHRSA Industry Data Survey, IHRSA Global Report 2015, ukactive Business Performance Benchmarking Insight Report, TLDC State of the UK Fitness Industry

# Tech statistics

70%

of Millennials believe having all fitness records and progress in one place would be a benefit

87%

of the world's population will have a smartphone by 2020

32%

of clubs have equipment that interacts with smartphones

72%

of Millennials would like to be able to track fitness data whenever, wherever

80%

of members bring their smartphones to the gym

32%

Percentage of health clubs that currently have an app

18%

The predicted growth in Millennials' use of mobile apps by 2017 – up from 56% to 74%

60%

The proportion of health clubs with mobile-configured websites

83%

Proportion of clubs with a social media presence – predominantly Facebook (97%)

59%

of Millennials say their health and wellbeing attitudes are affected by Facebook

# 10 billion

The number of connected devices in the world today

40%

of Millennials plan to use wearable tech for fitness purposes

£47.4bn



The predicted value of the wearable tech market by 2025 – up from £15.5bn in 2015

Sources: Netpulse, FIT-C, IDTechEx, Technogym

# Health statistics

## Inactivity

**8.5 hours**

The amount of time each day that 13 per cent of the UK population spends sitting down

**44%** of the British population do no moderate exercise - this figure is just 14 per cent in the Netherlands

**€16.1bn**

The financial benefits of getting just one-fifth of inactive Europeans sufficiently active

**47%**

Watching more than seven hours' TV a day makes you 47% more likely to die from a common cause of death - including cancer, diabetes and Parkinson's (the figure is 15% if you watch three or four hours)

**16.9%**

of all deaths in the UK are attributable to inactivity

**500,000**

Number of European deaths a year attributable to inactivity

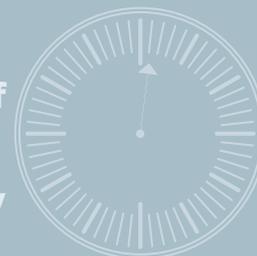
**One quarter**



of kids in the UK think playing a computer game with friends counts as exercise

**Just 2.5%** of

UK kids do more than the recommended 60 minutes' activity a day



**£8.2bn**

The cost to the UK economy of sustaining inactive Britons

**€80.4bn**

Estimated cost of inactivity to Europe's economy

Sources: Barclays, British Heart Foundation, Centre for Economics and Business Research, WHO, ukactive, US National Cancer Institute, World Obesity Federation

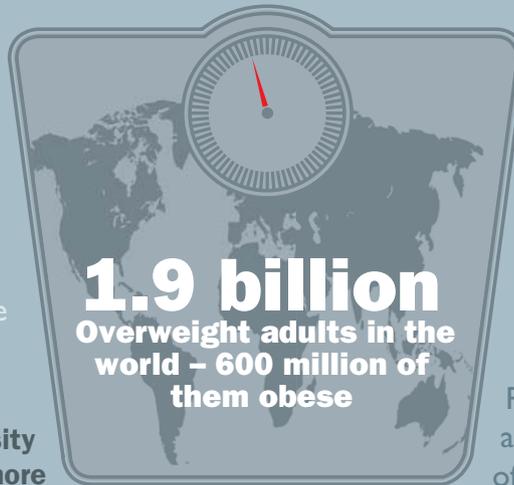
# Health statistics

## Obesity & Disease

**25%** of Britain's adults are now obese – up from **2.7%** in 1972

**59%** of Europeans are overweight or obese

**36**  
Number of US States with obesity rates of 25 per cent or more



**39 million**  
The number of UK adults who will be overweight or obese by 2030 – a rise of 6 million

**74%**  
*of British men will be overweight by 2030 – one in three will be obese*

**One billion**  
Predicted number of obese adults globally by 2025 – 17% of the population

**42 million**  
Global number of children aged under five who are overweight or obese – including nearly a quarter of UK kids

**£1.1bn**

The annual cost to the UK of coronary heart disease, stroke and diabetes

**More than 3 million**  
Number of diabetes sufferers in the UK

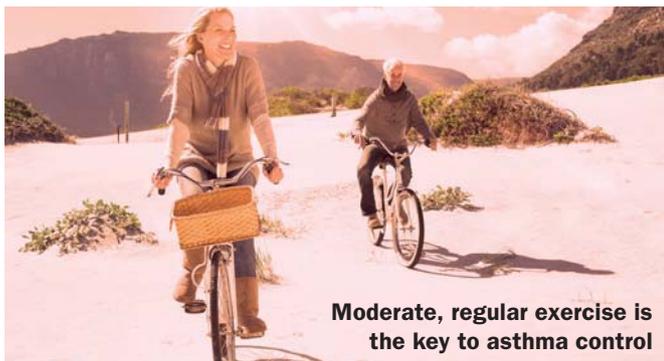
**23 years**  
The reduced lifespan of a 40-year-old man suffering from diabetes, stroke and heart disease – there's a 15-year reduction for a 60-year-old

**1 in 10**  
The number of UK health professionals who know what the CMO activity guidelines are



# Science snapshots

We round up some of the latest research in the area of health, fitness and wellbeing



**Moderate, regular exercise is the key to asthma control**

## BREATHE EASY

**Y**ear-round exercise could be the key to fighting asthma, with frequency more important than intensity, according to new research which suggests exercising for 30 minutes a day may help keep symptoms in check.

The study asked 643 adults diagnosed with asthma to fill out questionnaires on their ability to control asthma, their quality of life as asthma sufferers, and a one-year exercise recall to assess their leisure time physical activity both in the summer and winter.

The findings were clear: those who did around 30 minutes' exercise on most days of the week were nearly 2.5 times more likely to have good control of their asthma symptoms than sufferers who did no exercise at all. The intensity of exercise was less important. "We're not talking about running marathons," explains lead author Simon Bacon. "Just 30 minutes a day of walking, riding a bike, doing yoga – anything active – can have a significant impact."

Another key finding was that those who were able to engage in physical activity on a regular basis year-round benefited most.

Bacon, S et al. *BMJ Open Respiratory Research*. Oct 2015

## HIIT vs FAT

**G**oing for a long run ahead of a night of excess is a familiar ritual for many young people, but working up a sweat with a few sharp sprints may be a better strategy.

Scientists have found that a short burst of high-intensity interval training (HIIT) before a high fat meal is the best way for young people to protect blood vessel function.

The underlying process of cardiovascular disease starts in youth, when an impairment in the function of blood vessels can occur in the hours after consuming a high fat meal.

The study compared HIIT against moderate-intensity exercise on blood vessel function in adolescent boys and girls after they had consumed a high fat milkshake. It found 25 minutes of moderate-intensity cycling prevented the fall in blood vessel function after the meal. But eight minutes of high-intensity cycling not only prevented this fall, but improved blood vessel function.

Alan Barker et al, *University of Exeter, American Journal of Physiology – Heart and Circulatory Physiology*



**Short, sharp bursts of HIIT before a high fat meal could protect blood vessel function**

## HOT TOPIC

**R**egular exercise could help reduce hot flushes in menopausal women and offer a natural alternative to HRT, according to UK researchers.

The team based its research on 17 menopausal women with an average age of 52. Ten of the women undertook a gym-

based exercise programme for four months, while the other seven formed a control group and carried on life as normal.

The women in the active group pushed themselves so that they were out of breath but still able to talk. Their workouts were built up over the four-month period, from three 30-minute sessions a week up to five 45-minute sessions a week.

At the end of the four months, the women in the exercise group experienced far fewer flushes – falling remarkably from 64 to 23 a week on average. The severity of the flushes had also dropped by two-thirds. In contrast, the women who remained sedentary reported very little difference.

The researchers also placed the research

subjects in a hot water suit to induce a hot flush and recorded their physiological reactions. According to lead author Helen Jones, the women in the exercise group sweated less and had less blood flow to the skin. Jones believes exercise could be boosting the body's ability to regulate temperature.

*Unpublished study by Liverpool John Moores University, presented at the European Society of Human Reproduction and Embryology conference, June 2015*



**Exercisers experienced far fewer, and less severe, hot flushes**

PHOTO: SHUTTERSTOCK.COM

## FASTING FIND

**F**asting not only helps protect the immune system, but could also have a role to play in healthy ageing by driving cell regeneration, according to a study.

Over six months, scientists at the University of Southern California looked at the impact of prolonged fasting cycles on mice, as well as patients undergoing chemotherapy. All went without food for two- to four-day periods.

In both cases, not eating initially lowered the white blood cell counts – the cells that defend the body against disease – as the body started getting rid of old or damaged cells. Eventually, however, prolonged periods of fasting in mice kick-started the stem cells into producing brand new white blood cells, rebooting the whole immune system.

Long periods of fasting also lowered levels of IGF-1 in the body – a growth hormone associated with ageing, tumour progression and cancer risk – as well as levels of the enzyme PKA, which has been linked to the regulation of stem cell self-renewal.

“PKA is the key gene that needs to shut down in order for these stem cells to switch into regenerative mode,” explains lead study author Valter Longo.

“The body got rid of the damaged or old parts of the system during the fasting. Now, if you start with a system heavily damaged by chemotherapy or ageing, fasting cycles can generate, literally, a new immune system,” he says.

*Longo, V et al. Cell Stem Cell, June 2014*



**Fasting can help the body regenerate its immune system**



The study participants self-reported their activity levels and their sexual function

## BOOSTING SEXUAL FUNCTION

**R**egular exercise can help men perform better in the bedroom, according to scientists.

Previous studies have highlighted the link between better erectile function and exercise, but this study was among the first to explore the impact on all races. It found that men who exercised more were likely to have better overall sexual function, including the ability to have orgasms and the quality and frequency of erections.

For the paper, nearly 300 study participants self-reported their activity levels, which researchers then categorised as sedentary, mildly active, moderately active or highly active. The subjects also self-reported their sexual function based on this criteria.

Men who reported more frequent exercise – 18 METS a week, equating to two hours of strenuous exercise, 3.5 hours of moderate exercise or six hours of light exercise – had higher sexual function scores regardless of race. Men of all ethnicities who exercised less reported lower levels of sexual function. Additional contributors to low sexual function included diabetes, older age, past or current smoking and coronary artery disease.

*Cedars-Sinai Samuel Oschin Comprehensive Cancer Institute, Journal of Sexual Medicine, March 2015*

## MIND & MOVEMENT

Initial findings from pilot studies presented at the Alzheimer's Association International Conference 2015 offer insights into the relationship between dementia and fitness in different life stages.

One study – by Tina Hoang and colleagues at the Northern California Institute of Research and Education in the US – studied people aged 18 to 30. Participants with both long-term low physical activity and high TV viewing over 25 years were almost twice as likely to have poor cognitive function in mid-life.

Other studies suggest exercise can improve mood, memory and cognitive function among older adults already facing dementia. One study – by the Wake Forest School of Medicine in North Carolina, US – assessed 65 non-exercisers aged 55–89 with mild impairment issues. Over six months, half took part in 45-minute, high-intensity workouts four times a week, working at 75–85 per cent of maximal heart rate for 30 minutes per session. A control group took part in stretching exercises that did little to raise their heart rates.

MRI scans showed exercise improved blood flow to the parts of the brain associated with memory and thought processing, with other tests corroborating an increase in people's attention span and aptitude to plan and organise things. Those in the exercise group also had a reduction in tau protein tangles, which destroy vital cell transport systems and are a primary marker for Alzheimer's.

*Pilot studies presented at the Alzheimer's Association International Conference 2015*

### Older exercisers had better attention and mental agility





**Regular exercise could cut breast cancer risk in women by 30-40 per cent**

## PREVENTING BREAST CANCER

**A** hormone released from muscles during exercise may help prevent breast cancer and boost the effects of chemotherapy drugs used to treat it, according to a study carried out at the University of New Mexico (UNM) in the United States.

Following on from recent findings that exercise can slow the growth of breast cancer tumours in mice, new research suggests women who exercise regularly have a 30 to 40 per cent reduced risk of breast cancer and improved survival rates if they do get the disease.

The team at UNM built on previous studies which had found that the hormone irisin increases with exercise and stimulates metabolism in select tissues, such as fat. Irisin was administered to both non-cancer and cancerous cells, which selectively killed aggressive cancer cells without negatively affecting normal cells.

The researchers observed a 22-fold increase in cancer cell death compared to untreated cells. When irisin was combined with a commonly used chemotherapy drug, the destruction of cells increased significantly, while cells absorbed less of the drug. This could mean that patients could be given a more tolerable dose of the drug.

*Kristina Trujillo et al, University of New Mexico*

## THE RIGHT DOSE

**H**ow frequently should you work out for optimum health, and how hard?

A US-led study collated data on activity levels among 661,137 men and women in Europe and the US, average age 62. They were categorised by how much weekly exercise they did, with this data cross-referenced with death rates over a 14-year follow-up. People who did no exercise faced the highest risk of mortality. However, those whose moderate activity levels fell below the recommended guidelines of 2.5 hours a week – but who at least did something – still reduced their risk of dying by 20 per cent compared to inactive people.

Those who did 2.5–5 hours a week were 31 per cent less likely to pass away during the follow-up. Optimal results were seen in those who did 7.5–12.5 hours of leisurely activity a week: they had a 39 per cent lower risk of death. After that there was a plateau, with no additional mortality benefit for exercising more.

Another six-year study – of 204,542 men and women in Australia aged 45+ – categorised people by how often they exercised and how hard they pushed themselves.

Achieving recommended activity levels – even at moderate intensity – lowered the risk of premature death. Those who spent up to 30 per cent of their weekly exercise time doing vigorous activity were 9 per cent less likely to die prematurely than those who did more leisurely activities. Spending more than 30 per cent of exercise time working out strenuously reduced the risk of mortality by an extra 13 per cent.

*Arem H et al, JAMA Intern Med, April 2015 & Gebel K et al, JAMA Intern Med, April*



**The ideal is 7.5–12.5 hours' exercise a week**

# Shaping up

The fitness industry might be growing, but it needs to do even more to achieve future success. David Minton reports

**F**irst we shape our industry and afterwards our industry shapes us. This aphorism is perhaps the least quoted exposition of the relationship between people and their fitness (and health). In a year when we should be celebrating our successes, I want to question, as a critical friend, why we're not achieving more.

## Size matters

First the good news. The industry has shown itself to be recession-proof and is back in positive headline growth year-on-year. This year's *State of the Fitness Industry Report* (SoFI) infographics are excellent at showing trends over longer periods, something industry veterans and financiers are finding reassuring. The penetration rate across the total population has grown to 13.7 per cent as monthly direct debits hit 8.8 million, up from 13.2 per cent and 8.3 million.

I put this upfront because it recently came to my notice via social media that too many people working in the industry don't know the size of the industry they work in. The day-to-day isolation that many people suffer while working in what should be a very social environment needs to be addressed and we're looking to present more real-time data on our website in 2016.



**GLL's Better is the largest public sector brand with 126 sites**

## Budget becomes mid-market

So back to the good news. The total number of fitness sites stands at 6,312, up from 6,112 in the previous year, and the market value has grown to £4.3bn – representing almost £1bn growth since 2007.

Across the private sector, low-cost sites have continued to drive growth: there are now 319 low-cost clubs, up from 257. Membership of these clubs has jumped to 1.3 million, with a market value of £290m.

Last year, members paid on average £17.99; this year it has increased to £18.23, an indication that more low-cost operators are bordering on the £20 a month definition.

If we keep this definition, then some low-cost brands are either finding the model isn't working on all sites, or else they're finding the strength of the market means they no longer need to be constrained by price. Because some brands are moving not only into the £20-plus but £30-plus



**The UK low-cost sector – including brands like Xercise4Less – has grown to 319 sites**

brackets, particularly in London. So low-cost brands are moving into the very mid-market they were once attacking.

### Public show of strength

The public sector, meanwhile, is playing a far more long-term game, gaining strength and embedding itself into the local community. Public sites have a wider range of facilities and maintain over 3.3 million members paying an average fee of £30, unchanged since last year.

Back in 2011, the public sector opened 81 all-new gyms, but although refurbishments have grown, new openings have dropped year-on-year with 2015 bringing just 46. However, these new sites have 58 stations on average and are charging £31.25 – both figures higher than the all-public site average.

This average is being pushed up by the work of the larger public site operators. At the time our latest report was published, GLL and its Better brand was the largest fitness brand in the country with 126 sites, SLM's Everyone Active had 79, and Places for People Leisure had 78 sites. GLL managed 38 more gyms than it did 12 months previously and was also the largest swim and diving school operator.

### Instagram what?

Our personal preferences can become personal insight based on information in the public domain – yet few public or private brands are taking advantage to engage in meaningful conversations, present real-time information and convert interest into commerce or visits.

For the first time in our *SoFI* report, we've included a Fitness Social Media Index looking at brands on Facebook, Twitter, Instagram and YouTube. The results don't make for good reading: four of the top 10 private brands and nine of the top 10 public brands don't use Instagram. Compare this to the active wear brands that have taken fitness beyond the gym to become a lifestyle.

Nike, Adidas, Vans, Converse, Puma, Under Armour and New Balance have all seen 144–252 per cent growth in Instagram followers, unprecedented in other social media forms. Are fitness brands neglecting a superior indexing platform?

Could the lack of social media strategies, along with a lack of innovation and differentiation, be the downfall of the industry in 2016? Weight Watchers is a good ►





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# Better than you think

We're wrong about how much physical exercise people do – and it matters.

Ipsos Mori's Hannah Shrimpton reports

**D**uring the summer 2012, Olympic fever gripped Britain. It was hoped this would be a starting pistol for the public's own drive to get moving and move more often.

Yet three years on, there has been little improvement. The proportion of adults hitting the recommended amount of physical exercise in England has hovered just below 60 per cent since 2012, with only marginal improvement according to Public Health England (PHE) figures. More worryingly, there's only been a very slight change in the proportion who do little to no exercise at all. Classed as 'inactive', two in five adults still do less than 30 minutes of at least moderate intensity exercise a week in bouts of 10 minutes or more.

And Britain is not alone. The World Health Organization (WHO) identifies

inactivity as the fourth leading contributory factor in global death rates, accounting for 6 per cent of deaths worldwide. On the flip side, physical exercise is associated with a wide range of health benefits including reducing the risk of serious illness such as heart disease, diabetes and cancer. Boosting the painfully slow improvement in activity rates is crucial for public health, bodies both in the UK and internationally.

## Adhering to the norm

One option is to try and 'nudge' the reluctant masses towards healthier behaviour. Social norm theory presents one possible means of doing so. This suggests we can harness our perceptions of what's 'normal' to shift behaviour. Like dominoes, our behaviour tends to fall in line with what we think others do (what social psychologists call 'descriptive norms') and what we think they approve or disapprove of (or 'injunctive norms').

For example, faced with a simple choice, you may pick a full restaurant over an empty one (descriptive norm) or choose a restaurant that sources fair trade food over one that doesn't (injunctive norm).

Applying this simple illustration to choices around physical exercise, it may well be that if health clubs overflowed onto the pavement, or if exercise were seen as a

moral imperative, we could well see physical activity levels increasing much faster.

Social norms matter beyond influencing one-off choices about where to eat or exercise. Perceptions of what others do and approve of are an important influence across the country, and even internationally. Ipsos Mori's international study, conducted for the Behavioural Exchange conference in London in September 2015, looked at the public's perceptions of different behaviours – from tax avoidance to pulling sickies.

## International consensus

One particularly striking finding was the consistency across six different countries – UK, Germany, France, US, Canada and Australia – when considering healthy and unhealthy behaviour. All countries surveyed thought over-indulging on sugar to be the norm – the average guess is that two-thirds eat over the recommended daily amount. We know in the UK that this is a massive over-estimation – we think seven in 10 eat more than the recommended daily limit, when it's 'only' 47 per cent (see Figure 1).

Likewise, the perceived social norm around physical activity remains relatively untouched by country context: people in every nation included in the survey massively under-estimate how much exercise their countrymen really do. The

**Our behaviour tends to fall in line with what we think others do, and what we think they approve or disapprove of**



People in every nation hugely under-estimate how much exercise their countrymen do

PHOTO: SHUTTERSTOCK.COM/LZF

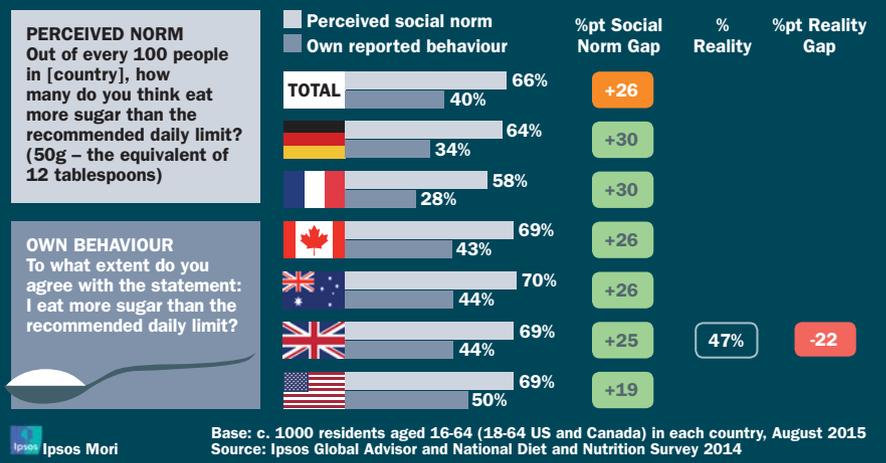
worst offender is Germany, where the perception is that just four in 10 do the recommended amount of physical activity, when the reality is that over seven in 10 are hitting the target (see Figure 2).

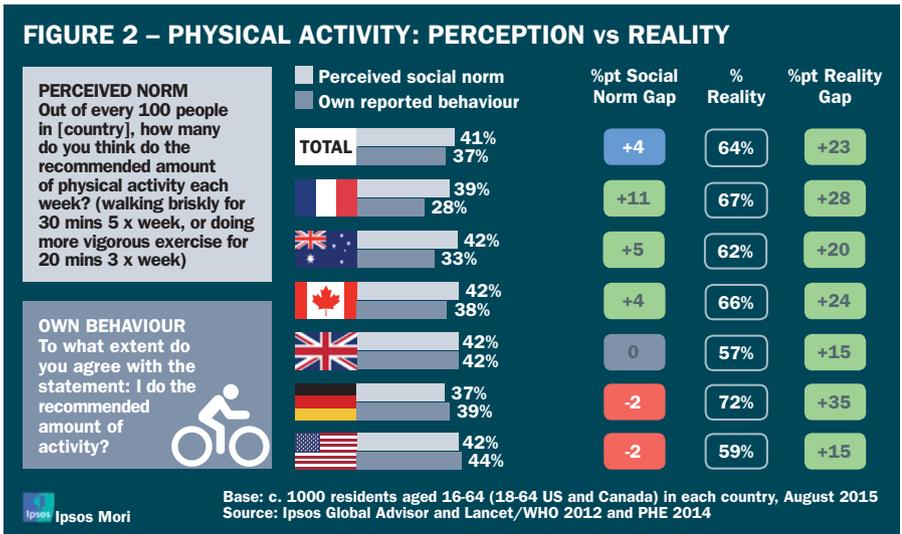
### Harnessing norms

So our health habits are bad, but not as bad as we think. And due to the power of social norms, that misperception could actually encourage the negative behaviours. In fact, there's a real risk that well-meaning communications on the scale of the issue could actually reinforce the very behaviours we're trying to shift.

American psychologist Robert Cialdini has long warned about the dangers of inadvertently normalising negative

**FIGURE 1 – SUGAR CONSUMPTION: PERCEPTION vs REALITY**





women and was about sex, not sport – but at its heart is the aim of normalising and positively displaying a behaviour that people (wrongly) think is a minority pursuit.

**Are you ashamed?**

But there are further challenges, as norms work differently for different issues. Our survey suggests a splintering of opinion when looking at sugar consumption compared with physical activity. We distance ourselves from the rest of our sugar-guzzling populations – for example, while we believe seven in 10 people in the UK over-indulge on sugar, only 44 per cent of us admit to doing this ourselves. Yet we have no problem saying we’re as inactive as everyone else. On average, people in the US think only 42 per cent do the recommended amount of exercise and 44 per cent say they do the right amount too.

One possible explanation of the difference here could be shame. The British public seem to be more ashamed

► behaviours in this way. It’s a really tough line to tread: campaigners want to draw attention to the issue of physical inactivity and get a number of different audiences focused on it – from the public and the media to policymakers and politicians. But the problem is that, by highlighting how commonplace the negative behaviour is, you normalise it: there’s a message lurking under the surface that everyone is doing it.

Cialdini argues that, in order to unleash the power of the norms, you need to be paying attention to both the descriptive norm (show that the positive behaviour is widespread) and the injunctive norm (show that everyone ought to be doing it).

Successful campaigns should therefore focus on the desirable of aspects of a given behaviour and how all sorts of different people are doing it. This is partly why Sport England’s ‘This Girl Can’ campaign

has garnered such positive attention and awards. It’s too early to assess its impact on actual activity levels, and there have been various objections to its execution – *The Guardian* argued the campaign objectified



## From a behavioural science perspective, campaigns focusing on health behaviours may need to account for the level of shame associated with them



**Brits feel guilty about sugar consumption and try to distance themselves from it**

about their sugar consumption than they are about the running shoes collecting dust at the back of the wardrobe. From a behavioural science perspective, campaigns focusing on different types of health behaviours may need to take a different tack – to account for this level of shame.

Another possible explanation could be our relatively poor judgement on what counts as the recommended amount of exercise. Most comprehensive surveys on levels of physical activity still rely on self-assessment.

However, evidence from the last objective measure of physical activity in England (the *Health Survey for England*, carried out in 2008) suggests we may have a warped view on the amount of exercise we actually do. The survey used accelerometers to collect data on the frequency, intensity and duration of physical activity undertaken by a sample of adults over seven days. The data revealed that only 6 per cent of men and 4 per cent of women actually met the recommended targets for physical activity – a shocking six

times lower than the self-reported rates measured in the same year.

This strongly suggests that the reality of activity levels could be much worse than thought – by the public, campaigners, the media and public health bodies. Rather than being pessimistic, we could actually have a far too optimistic view of the norm. This could have implications for the way we go about tackling levels of physical inactivity.

To use norms to nudge people into a more active lifestyle, we must communicate that exercise is a normal, socially desirable pursuit. The power of norms is significant – they carry weight. Used correctly, they could help people lose some of theirs. ●

### ABOUT THE AUTHOR



Hannah Shrimpton is a senior researcher at Ipsos MORI's Social Research Institute – a leading UK-based market research

company that supports politicians and decision-makers through analysis of a range of societally relevant topics, including the healthcare field.

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# It all adds up

Is it worth getting your members to visit more frequently? **Dr Melvyn Hillsdon** does the sums based on the latest findings of the **TRP 10,000** survey

**T**here's considerable variation in how frequently members use their clubs. A fine balance is required to avoid clubs feeling over-crowded, but at the same time ensure members attend often enough to feel they're getting value for money.

We've previously reported that member attendance is linked to membership

retention, with non-attendance in any given month increasing the risk of cancellation in the subsequent month. Using data from the updated *TRP 10,000* study of membership retention, we'll use visit frequency and retention data to examine the financial implications of member usage patterns with the aim of informing club strategy and policies on usage levels.

## Frequency of use

During the first 12 months of their membership, *TRP 10,000* members used their clubs an average of 4.1 times each month. However, this is skewed somewhat by a small number of health club members who visit a lot, and a higher number of visits in the early months.

Figure 1 (left) shows the proportion of health club members reporting no visits at all in each month after joining: approximately 30 per cent of members fail to visit their club in each of the first three months of membership, increasing to more than half by month 12.

However, this is only important if we show that not visiting in a month increases the risk of cancellation – and our data shows that each month a member makes at least one visit to their club, their likelihood of cancellation reduces by 20 per cent compared to members who don't attend at all.

For members in the first six months of membership, the benefit of attending is even higher: making at least one visit in a month reduces the risk of cancelling in the next month by 27 per cent.

This suggests that failing to attend the club for a month is more likely to lead to cancellation among newer, rather than the more established, members.

**FIGURE 1: THE NO-SHOWS**

The proportion of members reporting no clubs visits (by number of months after joining)





Each month a member makes at least one visit to their club, their likelihood of cancellation reduces by 20 per cent compared to members who don't attend at all

### The bottom line

A key question is, of course: do more visits translate into more income?

One way to estimate the impact of retention on income is to model the retention of 1,000 members over the first 24 months of membership. Assuming all members pay a monthly fee of £50, we can then plot the income for each month by multiplying the £50 monthly fee by 1,000 (the original number of members) and then by the proportion of members who are still paying in any given month.

We can then layer visit frequency on top of this. Table 1 displays the

### ONGOING TRACKING

The *TRP 10,000* study initially surveyed 10,000 health and fitness members on their exercise habits and membership behaviour between July and September 2013.

In the next development of this project, this same group of health club members has now been followed for a further two years, tracking cancellation and survival rates up to the end of August 2015.

During the follow-up period, 45 per cent of participating members cancelled their membership. To date, *TRP 10,000* club members have an average follow-up period (to their cancellation date or the end of August 2015, whichever comes first) of 20 months from the date that they completed the questionnaire, and 47 months from their original joining date.

- income for each month after joining according to frequency of visit. Each column is a separate scenario, each based on 1,000 original members and assuming all retained members attend the same number of times a week. So in month one, the income from an original 1,000-member sample paying £50 a month and all attending less than once a week would be £48,875 [ $1,000 \times 50 \times 0.9775$  – the latter being the retention rate in the TRP 10,000 study]. In month 18, the income from an original 1,000-member sample paying £50 a month and all attending twice a week would be £35,610 [ $1,000 \times 50 \times 0.7122$ ].

Standardising the number of members in each group and the monthly fee paid means we can judge the impact of different attendance levels, and the accompanying retention rates, on total income without the results being skewed by differences in fee or the number of members.

Over 24 months, a difference in total income of 17 per cent is seen between a member base where all members attend less than once a week versus one where all members attend at least three times a week.

Monthly incomes are also higher in each month after joining for every increase in visit frequency: any increase in the average visit frequency of health club members results in increased income from membership dues with immediate effect.

## Theory into practice

In Table 2, rather than use a simulated sample of club members, we applied the method to the actual members who participated in TRP 10,000.

**TABLE 1: MORE VISITS = MORE REVENUE?**

Estimated income per month for 24 months after joining, for four different scenarios – 1,000 original members all attending: (a) less than once a week, (b) once a week, (c) twice a week, or (d) three or more times a week

	<1/WEEK	1/WEEK	2/WEEK	>=3 WEEK
1	£48,875	£49,385	£49,555	£49,315
2	£47,360	£48,575	£48,855	£48,580
3	£45,510	£47,305	£47,900	£47,665
4	£44,135	£46,300	£47,220	£46,705
5	£42,640	£44,935	£46,350	£45,925
6	£41,425	£43,885	£45,185	£45,285
7	£39,840	£42,640	£44,290	£44,415
8	£38,940	£42,025	£43,865	£43,590
9	£37,740	£41,045	£42,975	£42,995
10	£36,740	£40,090	£42,295	£42,355
11	£35,860	£39,365	£41,700	£41,895
12	£34,905	£38,650	£40,745	£41,115
13	£33,760	£37,915	£39,835	£40,430
14	£32,650	£36,935	£39,070	£39,650
15	£32,090	£36,365	£38,350	£39,240
16	£31,155	£35,750	£37,670	£38,690
17	£30,415	£35,135	£37,095	£38,415
18	£29,040	£33,360	£35,610	£37,865
19	£28,335	£32,730	£35,040	£36,950
20	£27,895	£32,050	£34,485	£36,310
21	£27,245	£31,365	£33,785	£35,670
22	£26,645	£30,725	£33,425	£34,980
23	£26,050	£30,205	£32,915	£34,480
24	£25,465	£29,610	£32,300	£33,745
<b>TOTAL</b>	<b>£844,715</b>	<b>£926,345</b>	<b>£970,515</b>	<b>£986,265</b>



Clubs should view all member attendances as a chance to 'sell' another visit to those members

In our sample: 2,724 members attended their club less than once a week on average; 3,977 less than twice a week; 2,261 less than three times a week; and 1,038 at least three times a week. Assuming they all paid £50 a month, Table 2 shows the 24-month income from each group based on attendance and retention rates observed for them. On this basis, an original 10,000 members paying £50 a month according to their visit frequency would yield just over £9m.

It's important to note that the highest income comes from the members who

#### TABLE 2: THEORY INTO PRACTICE

Estimated 24-month income from TRP 10,000 members based on retention rates for different attendance groups

	<1/WEEK	1/WEEK	2/WEEK	>=3 WEEK	TOTAL
NUMBER OF PEOPLE (N)	2,724	3,977	2,261	1,038	10,000
24-MONTH INCOME	£2,301,004	£3,684,074	£2,194,334	£1,023,743	£9,203,155

► **TABLE 3: BOOSTING ATTENDANCE - SCENARIO 1**

Estimated 24-month income from TRP 10,000 members based on retention rates for different attendance groups, if attendance in each group were increased by 10%

	<1/WEEK	1/WEEK	2/WEEK	>=3 WEEK	TOTAL
NUMBER OF PEOPLE (N)	2,452	3,851	2,433	1,264	10,000
24-MONTH INCOME	£2,071,241	£3,567,355	£2,361,263	£1,246,639	£9,246,498

**TABLE 4: BOOSTING ATTENDANCE - SCENARIO 2**

Estimated 24-month income from TRP 10,000 members based on retention rates for different attendance groups, if the number of members in the bottom group were reduced by 50% and these members equally redistributed between 1/week and 2/week

	<1/WEEK	1/WEEK	2/WEEK	>=3 WEEK	TOTAL
NUMBER OF PEOPLE (N)	1,362	4,658	2,942	1,038	10,000
24-MONTH INCOME	£1,150,502	£4,314,915	£2,855,255	£1,023,743	£9,344,415

Any increase in the average visit frequency of club members results in increased income from membership dues with immediate effect

visit once a week simply because they represent the largest group and have a higher retention rate than those members who attend less frequently – not because attending only once a week is the most effective attendance pattern.

**Changing visit frequency**

We can repeat this exercise to estimate how a change in visit frequency would alter income over 24-months.

For the purposes of this article, Table 3 (see above left) displays revised incomes based on a 10 per cent upward change (the same 10,000 total, but a revised ‘N’ – the number of people in the group – for each of the groups); the new income numbers for each group are displayed in the second row of the table.

Over 24 months of membership, a 10 per cent increase in average attendances would lead to an increase in revenues of £43,343 from this cohort of 10,000 members.

**RECOMMENDATIONS**

- Understand the patterns of attendance and non-attendance, their impact on membership and how this applies to the clubs you run.
- Develop a customer experience strategy to reduce the proportion of members who visit less than once a week.
- Develop a strategy for targeting any members in their first six months of membership who fail to attend for a month – use a range of methods to effectively intervene.
- View all health club attendances as an opportunity for all employees to ‘sell’ another visit – that is, provide an experience that members wish to return for, signpost members to activities they may enjoy, discuss attendance with them, and ask members about their next visit.



**Clubs should be working harder to reduce the number of members attending less than once a week**

An alternative strategy would be to work harder simply to reduce the number of members attending less than once a week. Table 4 shows what would happen to incomes if the number of members in the lowest attending group were reduced by 50 per cent, with half of them moved to a once a week visit frequency and half moved to twice a week. The second strategy would yield an additional £141,260 compared to the income displayed in Table 2.

It can be seen that using retention rates and fee rates in this way allows for any combination of events to be modelled for estimates of income.

### Summary

It's clear that increasing the average visit frequency of members yields more income from membership dues because of higher retention rates. Although any uplift in average visit frequency will increase income, reducing the proportion of members who visit less than once a week – moving them to an average of once a week – yields more income than increasing the visit frequency of members already visiting regularly.

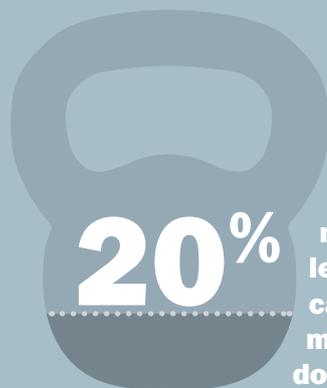
Also, targeting members in their first six months who fail to attend in a given month will have the greatest impact on reducing premature cancellations. ●

### ABOUT THE AUTHOR



Dr Melvyn Hillsdon is associate professor of exercise and health at the University of Exeter, where he researches physical activity and population health. Since his landmark retention report in 2001 (*Winning the Retention Battle*), he has published numerous reports into the determinants of membership retention.

# Member retention - facts & stats



Members who visit their club at least once a month are **20%** less likely to cancel than members who don't attend at all

**11%**

Attending the club with the frequency planned makes a member **11% less likely to cancel their membership**

**17%**

The difference in total income over 24 months if a club's members all attend at least three times a week, compared to less than once a week

**30%** of cancellations would be avoided if all members were aged at least 35 (members aged 35+ have a cancellation rate that's 50 per cent lower than members aged under 35)

**40%**

Members who've made a friend in the last three months are **40% less likely to cancel** than those who haven't



**Fewer than half** of members were spoken to by gym staff on their last visit (even though members **who are frequently not spoken to, and who find this annoying, are 50% more likely to cancel**)

**53%**

The reduced risk of cancellation each month if reception and fitness staff speak to members regularly and those members make a friend at the gym

**FOUR**

For every 1,000 members, **four extra cancel each month** if they track their physical activity compared to those who don't

Source: All figures from the ongoing TRP 10,000 study



**Proportion of members who say reception staff always speak to them – making them 30% less likely to cancel (35 per cent say they're never spoken to)**



## 1 IN 10

**The proportion of members who aren't spoken to by staff, but who still say they've made a lot of progress (more than half of those who are spoken to on each visit say they've made progress)**



**10% of cancellations would be avoided each month if anyone making little progress against their goals were spoken to on a regular basis**

# £32,335

Additional eight-month revenue from members **motivated by social factors**, compared to **1,000 members motivated by appearance** who fail to achieve that goal

## ZERO PROGRESS

Members who **aren't motivated by their appearance**, and who **make no progress** in this area, are still **less likely to cancel** than those motivated by appearance and **who actually make progress!**

# 29%

The number of cancellations that would be avoided if all members purchased the equivalent of four or more PT sessions in a 12-week period

# 30%

Members who do at least some group-based exercise are 30% less likely to cancel than those who never do group exercise

# 40%

of members report attending their club for **gym only**

# ONLY 7%

of members say they often learn a new piece of equipment, but **72%** say it's enjoyable when they do

# 69%

of members find queuing for equipment annoying (only 10 per cent of members report regularly queuing, but when it does happen it increases the risk of cancelling by 80 per cent)





# All the rage

Stephen Tharrett and Mark Williamson of brand insights firm ClubIntel share the findings of the 2015 *International Fitness Industry Trend Report*

Over the past decade, several fitness industry-serving organisations have put out studies that proclaim to have identified the fitness trends to watch.

Unfortunately, predicting trends takes more than asking people's opinion – it requires digging down and understanding

the behaviours of an industry. The American Council on Exercise (ACE), the International Health, Racquet and Sportclub Association (IHRSA) and ClubIntel therefore decided a 'true trend' report was needed – one that measured behavioural practices, looking at what the health and fitness industry was actually

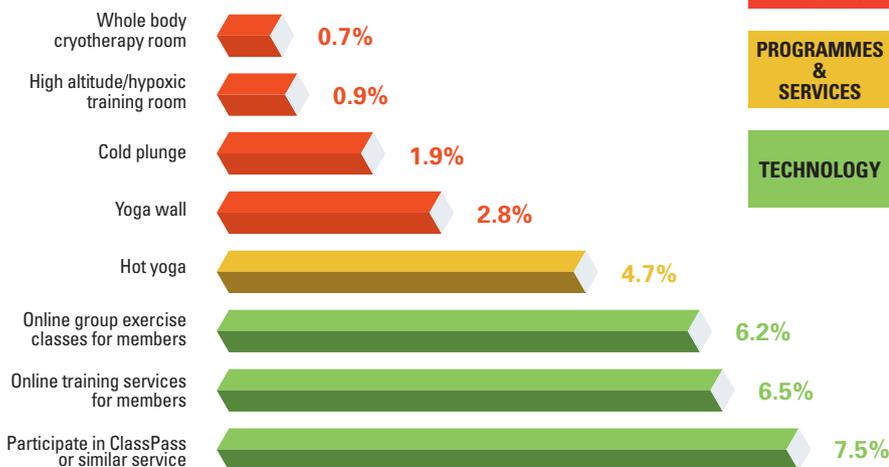
adopting and how adoption rates were changing over time.

Our collective goal was to identify what was 'all the rage' – in other words, what it is that currently occupies the pinnacle of popularity in our sector.

This article provides a brief glimpse into the work and the resulting outcomes which appear in both the executive summary and full report entitled *2015 International Fitness Industry Trend Report – What's All the Rage*.

## PRACTICES SERVING NICHE IN 2015

Percentage adoption by health and fitness industry



## FAD VERSUS TREND

It's important to understand the difference between fads and trends.

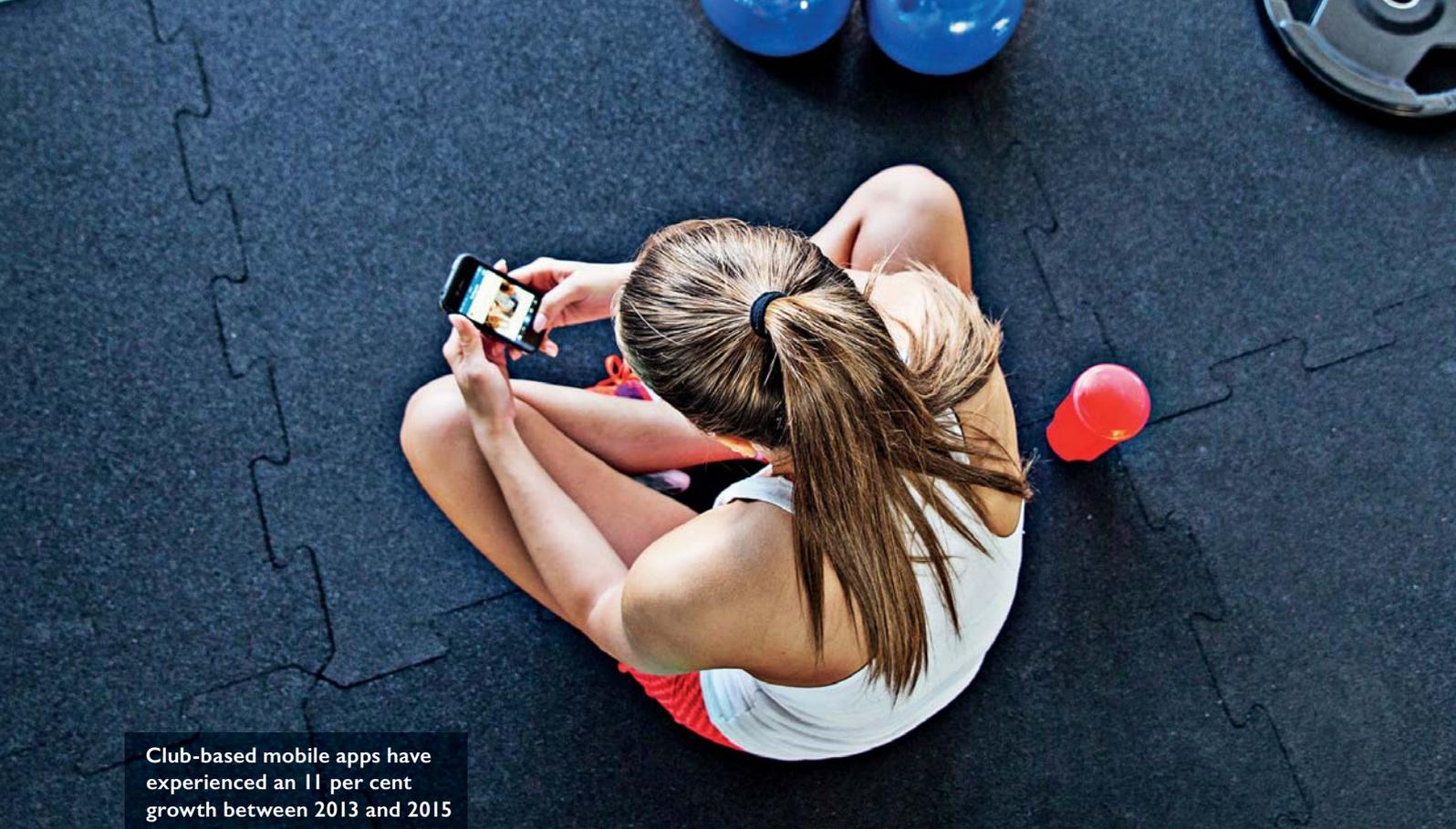
Fads are short-term phenomena that arise quickly, take the world by storm and just as quickly fade into obscurity. They span every aspect of human culture. In business they have been known to create mercurial success and mercurial failure. In social spheres, fads have created short-term changes in social consciousness that were just as quickly forgotten.

Fads are a virus that can quickly take over business thinking, sometimes generating short-term profit but more often than not causing permanent harm.

Conway Twitty, a singer from the 50s and 60s, said about fads: "Fads are the kiss of death. When the fad goes away, so do you."

NEARLY 90% OF ALL NICHE TRENDS ARE EQUIPMENT- & FACILITY-DRIVEN OR TECHNOLOGY-DRIVEN

**50% FACILITY-DRIVEN**  
**38% TECHNOLOGY-DRIVEN**



Club-based mobile apps have experienced an 11 per cent growth between 2013 and 2015

PHOTO: SHUTTERSTOCK.COM

It's vital to see fads for what they are and not incorporate them as a central point of your business strategy.

Meanwhile, trends are events that evolve into movements. They have the ability to gain momentum and create long-term societal and business impact. Trends have vitality, often ingraining themselves within the cultural roots of society, whether it's a social or a business trend. The power of a trend can manifest itself in the attitudes, values and behaviours of its audience.

Consequently it's trends, not fads, that industry leaders need to focus on as they map out strategies for their businesses. As Bill Clinton, former US president, said: "Follow the trend lines, not the headlines."

## RISE AND FALL

Understanding what's 'all the rage' required us to conduct a two-dimensional analysis looking at the interplay between a trend's level of industry adoption and its absolute level of growth. Where a trend falls in that matrix tells us if it's emerging, growing, mature, in decline, or if it's a niche trend rather than mainstream.

So what are the insights garnered from the study? For the purposes of this section, we've used the word 'trend' to define a specific practice of the industry; over time we will be able to establish whether they are actually trends or fads.

Among the top 10 trends by level of industry adoption, six are programme-driven, three are equipment-driven – and

just one is technology-driven. In essence, what this speaks to is the health and fitness industry's heavy reliance on programming, as well as its snail-like pace when it comes to adopting new technologies to enhance its value proposition.

Among the trends with the greatest absolute growth over the past two years, 60 per cent are programme-driven – for example, HIIT classes, HIIT small group training, barre classes and suspension training. Three (21 per cent) are technology-driven: the use of social media, offering transparent online pricing of memberships and services, and the development of fitness club-based apps.

Among the eight trends that have captured less than 10 per cent of the

► industry – making them niche trends – three are technology-driven (such as online training offerings and the use of internet middlemen) and four are equipment-orientated (cold plunge, yoga wall, high altitude training rooms and whole body cryotherapy). Interestingly, only one programme trend – hot yoga – would fall into this segment.

Over the past two years, more than 20 trends have seen a decline in market

penetration. Of the trends whose decline was more than 4 per cent, 80 per cent are programme-driven. When you factor in this statistic alongside the fact that 60 per cent of the fastest-growing trends are also programming trends, in our opinion this sector may be fad-driven more than it is trend-driven. We'll be able to establish this once we have additional years' data.

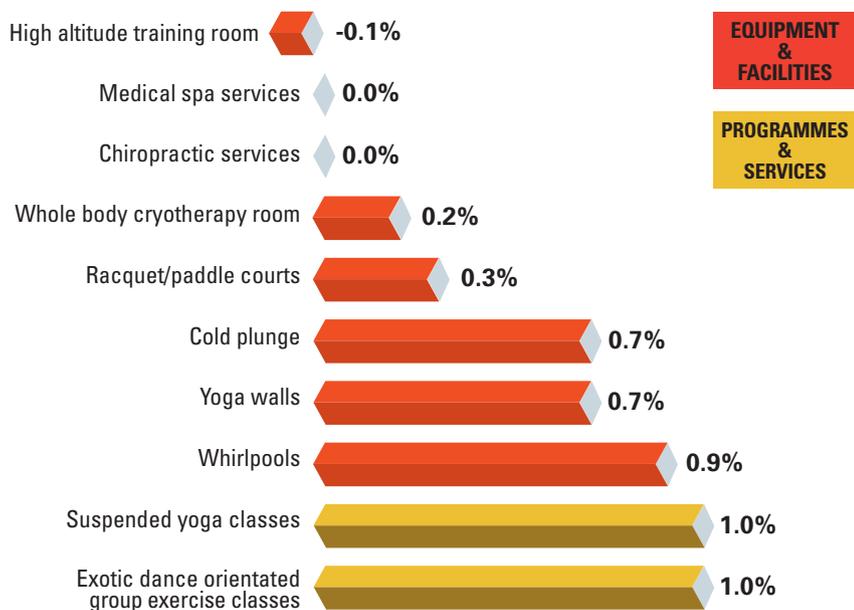
Notably, non-US markets have achieved considerably higher levels of adoption for

technology-driven trends. This suggests the world market has been quicker than the US to adopt technology as part of its value proposition and operating platform.

Group cycling, traditional yoga and recumbent bikes were the only trends to be classified as mature. A large majority of the 90-plus trends measured fell into either the emerging or niche categories, indicating that in most cases, these trends may not evolve into mainstream trends. ●

## PRACTICES IN NEUTRAL FROM 2013–2015

Trends with less than 1% absolute growth from 2013–2015



**NEARLY  
50/50 DRIVEN**

THE TRENDS EXPERIENCING IDLE TO SLUGGISH GROWTH ARE EITHER EQUIPMENT- AND FACILITY-DRIVEN OR PROGRAMME-DRIVEN

### WANT TO KNOW MORE?

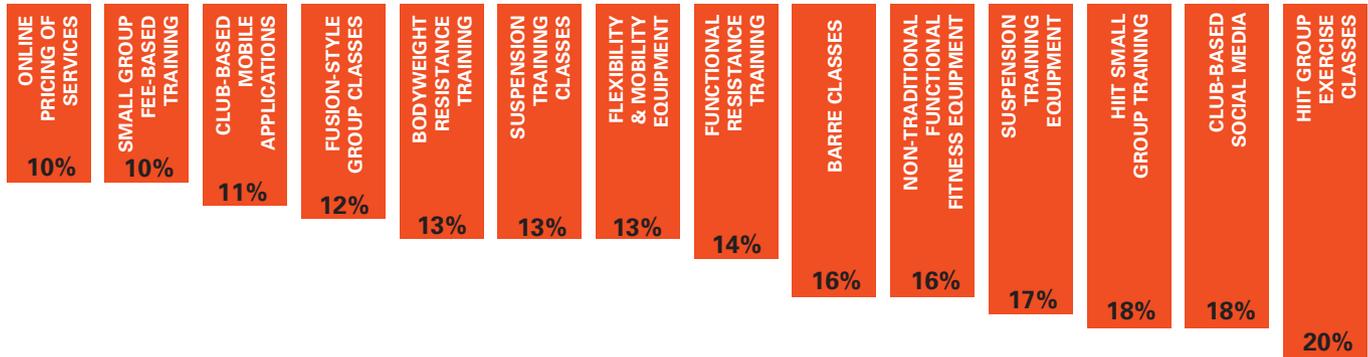
During the second quarter of 2015, ACE, ClubIntel and IHRSA commissioned a fitness trend study among global health and fitness professionals. The study measured adoption rates and growth rates for over 90 fitness practices across multiple categories (programmes, services and training protocols, equipment and facilities, and technology) and industry segments (region, size of business, type of business model, and so on).

Special thanks go to Melissa Rodriguez of IHRSA, Todd Galati of ACE and Jim Peterson of Healthy Learning.

For further detail, please download the executive summary from ACE ([acefitness.org](http://acefitness.org)), IHRSA ([IHRSA.org](http://IHRSA.org)) or ClubIntel ([club-intel.com](http://club-intel.com))

The full report can be purchased from the ClubIntel store ([club-intel.com](http://club-intel.com)) or Healthy Learning ([healthylearning.com](http://healthylearning.com)) for US\$99.95

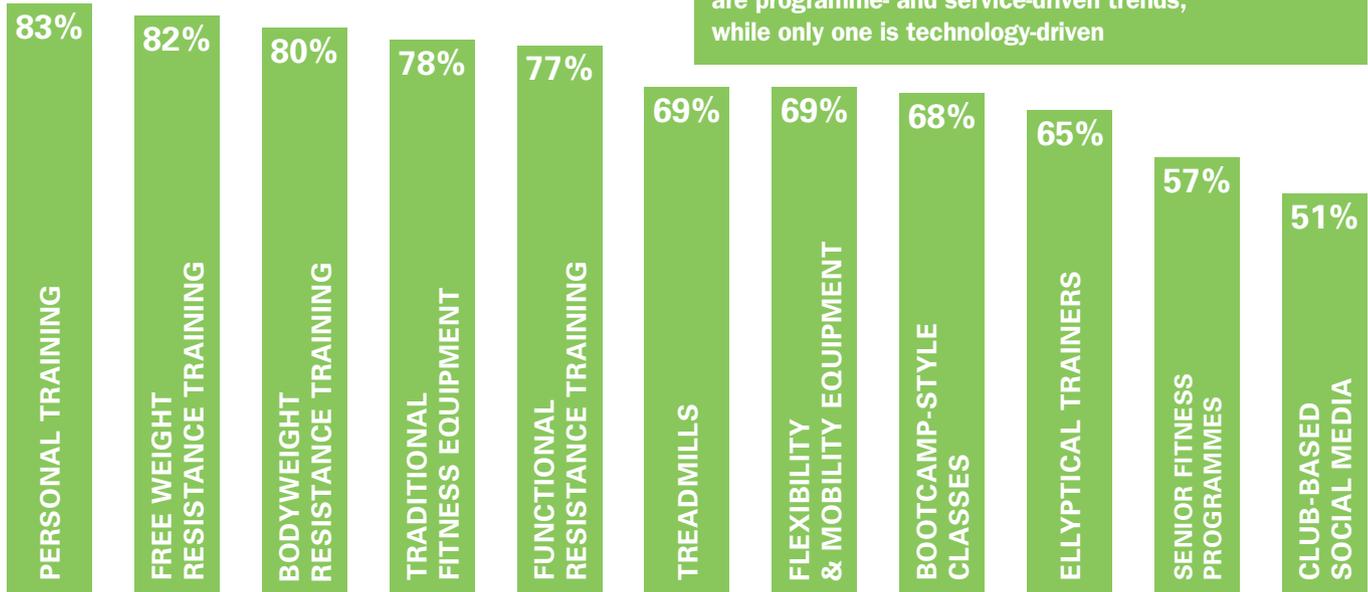
## TOP 10 INDUSTRY TRENDS BY ABSOLUTE PERCENTAGE GROWTH 2013–2015



### 60% PROGRAMME-DRIVEN

Eight of the top 14 trends by absolute growth are programme- and service-driven trends, three are technology-driven and three equipment- and facility-driven

## TOP 10 INDUSTRY TRENDS BY PER CENT ADOPTION 2015



### 60% PROGRAMME-DRIVEN

Six of the top 10 trends by adoption percentage are programme- and service-driven trends, while only one is technology-driven

# Demonstrating value

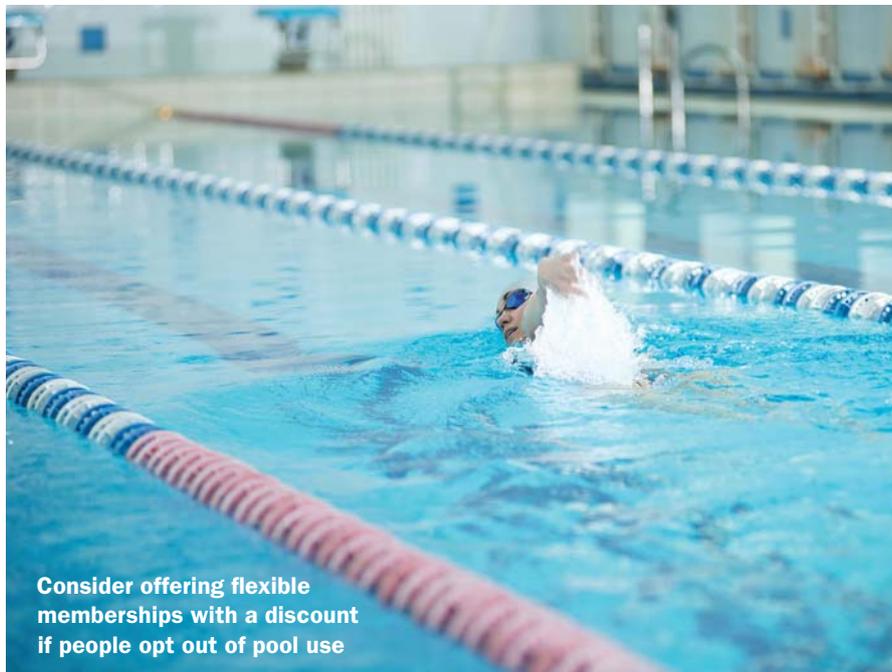
Mintel's senior leisure and technology analyst, Paul Davies, looks at the state of the health and fitness market and explores key issues for 2016 and beyond

**N**early four in five UK adults (79 per cent) having at least one health and fitness goal, with most wanting to lose weight, improve their cardiovascular fitness or tone up – yet only 13 per cent currently belong to a gym. There's clearly a huge target audience.

However, having survived the recession, the health and fitness club sector now has a new battle on its hands – because the arrival of more sophisticated health and fitness tracking apps and wearables means there's more pressure than ever for clubs to demonstrate their value versus the 'do it yourself' alternatives.

Purely on a price basis, the budget club model would logically be well placed to offer perceived value; anyone wanting access to gym equipment – and in many cases classes too – is unlikely to argue over membership fees that typically come in under £20 a month.

But justifying a higher price point will be more challenging, whether you operate in the already 'squeezed middle' (see Repackaging the mid-market, p108) or at the premium end of the market. Indeed, Mintel research shows that nearly three-fifths (57 per cent) of consumers believe that full-service health and fitness clubs

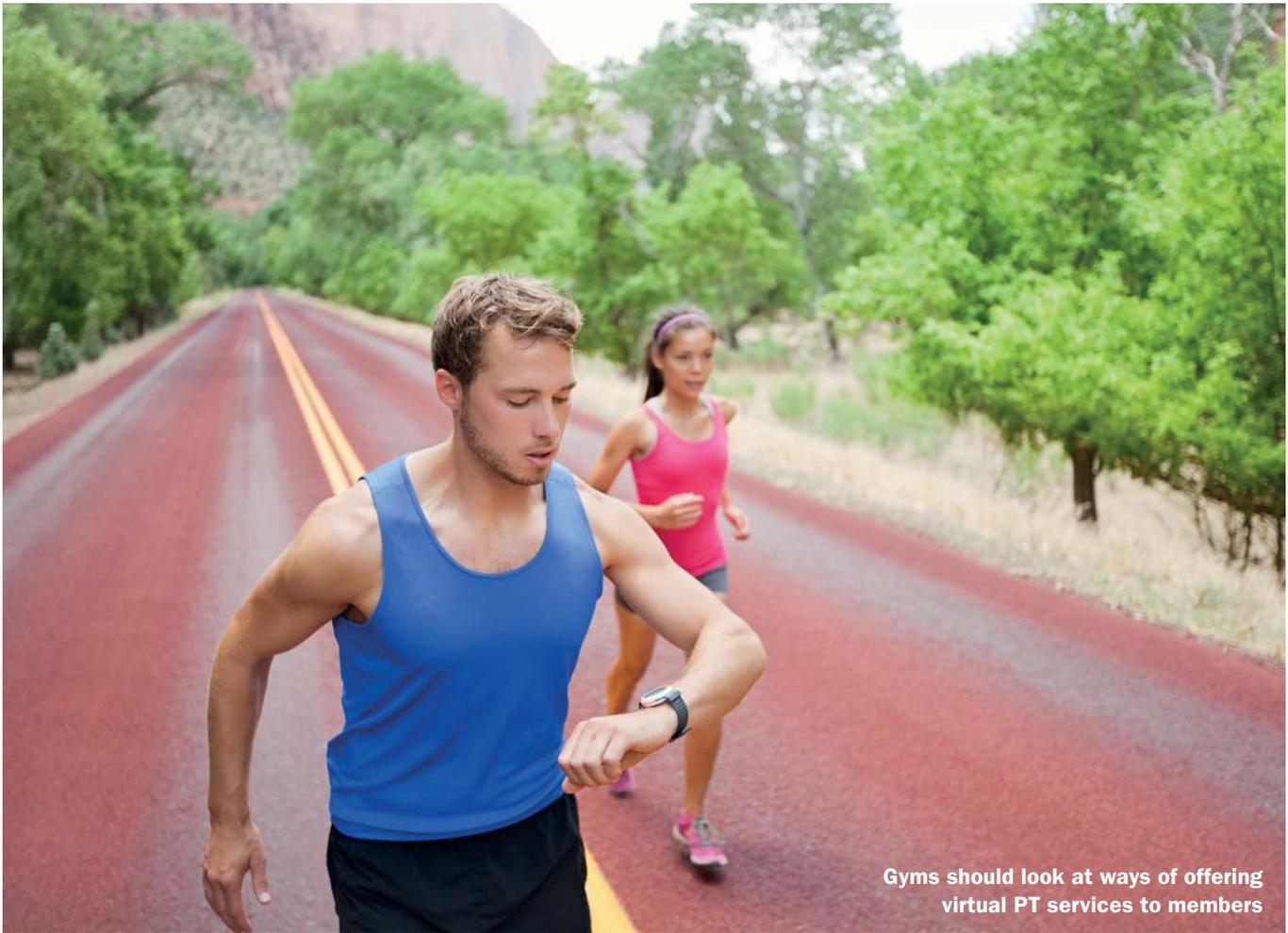


**Consider offering flexible memberships with a discount if people opt out of pool use**

(eg with a swimming pool and other facilities) are expensive, while only 12 per cent of consumers describe these health and fitness clubs as innovative. Meanwhile, some 57 per cent of consumers who don't go to the gym cite the high cost of membership fees as a barrier.

## Flexible innovation

The fact that the younger generation in particular view full-service clubs as 'not innovative' should be particular cause for concern, as many operators will have hoped that their recent technological developments would give them some credit in this area.



**Gyms should look at ways of offering virtual PT services to members**

However, mobile apps that allow people to log their activity, manage their diet, view class timetables and share information on social media websites are really only a first step – and in fact ‘innovation’ doesn’t necessarily have to mean ‘technology’.

Rather than viewing technology as a tick list – “we must have an app” – operators must instead recognise what technology allows them to do in terms of meeting customer expectation, as this is where they will win points on innovation.

One key thing consumers want nowadays is flexibility; this is why businesses such as ClassPass are doing so well. Operators may like to consider introducing more flexible memberships, as Barcelona-based operator DiR has done with its ‘a la carte’ packages whereby members pay only for what they use.

Whether that means allowing people to remove swimming pool access in exchange for a discount, or alternatively to add specialist classes/boot camps to their standard package, consumers will tend to ►

**In Mintel research, only 12 per cent of consumers described full-service health clubs as innovative**

## REPACKAGING THE MID-MARKET

Squeezed from both sides in a polarising market – budget clubs at one end, boutiques at the other – the mid-market in particular has struggled to demonstrate its value to the consumer over recent years.

But it is possible to avoid being caught in No Man’s Land: the turnaround of Fitness First, with its heavy investment in refurbishment and staff training, is a case in point. Arguably however – and particularly in London – prices have risen to a premium level, lifting this operator out of the mid-market altogether.

In the meantime, Anytime Fitness is rapidly on its way to becoming the leading mid-market operator. The company has set out to repackage the traditional mid-market model, broadly following the format of budget gyms but with a few added extras to justify a slightly higher price point – but still not as high as mid-market operators used to charge.

Much of its strategy is centred around convenience, as it looks to make its gyms as accessible as possible: open 24/7 and located in residential areas. Unlike some lower-cost rivals, it doesn’t charge members extra for multi-club access, meaning they can use any of its UK venues as well as its thousands of sites worldwide.

Customer service – a key area in which mid-market operators can still differentiate themselves – is also a priority. Average membership at Anytime Fitness is just under 1,000, far lower than the 5,000+ members seen at a typical budget club; the operator sells itself on its safe, inviting, familiar atmosphere.

With the franchise opening its 3,000th club worldwide late last year, it’s evident there’s still scope for success in the mid-market, provided you have a distinct and relevant proposition, offering perceived value compared to the competition.

- favour the brands that adapt to their own personal requirements.

### Apps & streaming

Flexibility also means working out where and when they want, assisted by technology – but also potentially supported by their gym if this is done better than any app could do.

Clubs must therefore embrace fitness apps by making them an integral part of their offering, effectively creating a virtual personal trainer service. Operators could lease or sell wearable devices (fitness bands, smart watches) as part of a

membership package, particularly as gyms’ core demographic of 16- to 34-year-olds show the most interest in owning these gadgets. By analysing the data gathered by these devices and using it to deliver tailored exercise and nutrition plans, both in and away from the gym, operators will still have a valuable role to play – even the embattled mid-market.

Not only that, but with almost half of consumers (46 per cent) acknowledging that a lack of motivation stands in the way of achieving a healthy lifestyle, the opportunities are there for health clubs to step in; most people will still get better

results when they’re accountable to a person rather than an app, even if that person is sometimes accessed virtually rather than face-to-face.

Further innovations could include the streaming of PT sessions or exercise classes into people’s homes; operators such as the Pure Group in Asia and Fitness First in Germany have already embraced this technology. In addition, in the same way Amazon allows owners of its Kindle Fire tablets to video-call product experts by pressing the ‘Mayday’ button, gyms could support home workouts by allowing members to call in via fitness apps.

### Becoming a hub

And why not look at making the club more of a hub in members’ lives, via the addition of services that allow them to conduct more activities at the gym – setting the club up as a collection venue for parcels and Amazon deliveries, for example.

This could help premium venues avoid the troubles encountered by mid-market establishments over recent years. ●

## ABOUT THE AUTHOR



Paul Davies is senior leisure and technology analyst at Mintel.

Mintel’s latest *Health and Fitness Clubs UK*

report was published in July 2015. The company also produces market reports such as *Healthy Lifestyles* and *Sports Participation*.

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# Fitness on the rise

The European fitness market continues its strong growth, according to the *European Health & Fitness Market Report 2015*

With the 2016 edition of the *European Health & Fitness Market Report* not due until April, the 2015 report still represents the most up-to-date figures for the European fitness market.

These figures show that the sector continued to grow at an impressive rate throughout 2014, as the total number of health and fitness club members increased by 9 per cent to 50.1 million. While in younger fitness markets such as Poland, Turkey and Russia an increasing percentage of the population incorporate fitness into their lives, the more developed northern and western European markets

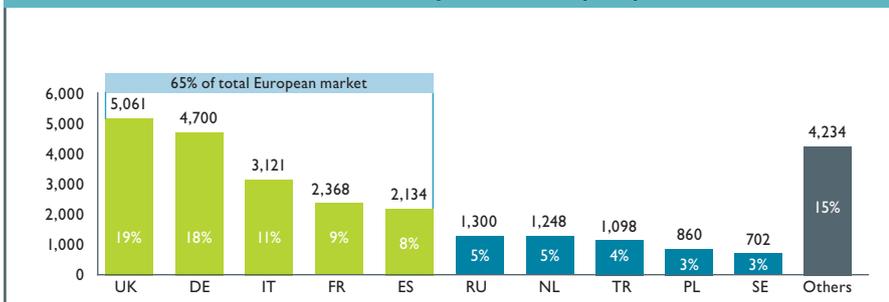
grow mainly through innovation and diversification of fitness offers.

In value, the European health and fitness market grew by 4 per cent to achieve total revenues of €26.8bn. This further strengthens its position as the largest fitness market in the world ahead of the US, which was valued by IHRSA at €16.9bn (US\$22.4bn) in 2013.

These are some of the main findings of the *European Health & Fitness Market Report 2015*, published in April by EuropeActive in co-operation with Deloitte. “The higher membership growth compared to total revenues underlines the ongoing market trend towards broader



**FIGURE 1 Top 10 European fitness markets by revenues in million EUR and share of the total European market (2014)**



Source: *European Health and Fitness Market Report 2015* (EuropeActive/Deloitte)

fitness offerings, including in the discount segment,” says Karsten Hollasch, partner at Deloitte and head of the German Deloitte Sports Business Group. “For me, this is clearly a sign that the markets have matured and are reacting to their members’ various needs and demands.”

## Budget boom

The ongoing trend of an emerging discount segment, offering memberships for monthly fees of €30 or less, is visible in the membership ranking of European fitness providers, which is again led by German



**Had the Pure Gym/Gym Group merger gone ahead in 2014, the combined companies would have ranked third in Europe for members**

budget operator McFit. After entering the Italian and Polish market in 2014 and growing in Germany, Spain and Austria, the company had around 1.3 million members across its 223 European clubs by the end of 2014. McFit charges €19.90 a month for a membership and €9.90 for its new concept – functional training studio brand High5.

Meanwhile Netherlands-based Leisure Group Europe managed to surpass the

one million member mark in 2014 and comes second in the rankings by member numbers. While the company also runs a premium concept (HealthCity), its growth was clearly driven by its budget brand Basic-Fit, which operated 264 clubs in Europe by the end of 2014.

At the same time, UK-based companies Pure Gym and The Gym Group were among the fastest growing companies in

the EuropeActive/Deloitte membership ranking. Had their aspired merger not been thwarted in 2014 after the Competition and Markets Authority (CMA) decided to enter a second phase in the approval process, the combination of the two companies would have ranked third in Europe with 720,000 members.

### **Membership and market share**

With regards to competitive position, the Danish operator Fitness World retains by far the largest market share in any fitness market, with 450,000 members – more than 56 per cent of the Danish market.

Overall, the 30 leading operators by members increased their total



**A total of 19 M&A transactions were registered in 2014, more than doubling the previous year's total of nine deals**

- ▶ memberships by 10.6 per cent to 10.2 million in 2014 – equalling 20 per cent of the total European market.

### Revenue ranking

While budget operators strengthened their positions in the membership rankings, the revenue rankings are once again led by the major premium operators. Virgin Active, part of Richard Branson’s Virgin Group, remains the revenue leader with an estimated €498m in revenues across Europe, despite the sale of nine British facilities to fellow top 10 operator Nuffield

Health in August 2014. Virgin Active is among the market leaders in Italy and the UK and also operates health and fitness clubs in Spain and Portugal.

Another premium operator, UK-based David Lloyd Leisure (DLL), is second in terms of revenues (€403m) and fifth in terms of membership (450,000). DLL operates 86 clubs in the UK and a total of 10 health and fitness facilities in the Netherlands, Belgium, Spain and Ireland.

Health & Fitness Nordic – which operates clubs in Sweden, Norway and Finland under the SATS ELIXIA, Fresh

Fitness and Metropolis brands – is third in the revenue ranking with €363m, while ranking fourth in terms of membership with 487,000 members across 188 clubs.

Fitness First and INJOY are present in the revenue top 10 list. While Fitness First’s club business declined slightly in 2014, the company entered the growing online fitness market via the acquisition of NewMoove last November. Meanwhile INJOY operates in the premium market; a 30 per cent share in the company was acquired last year by fellow top 10 operator Migros, the Swiss retailer which has the largest per-member revenues of any major operator at €1,000 annually.

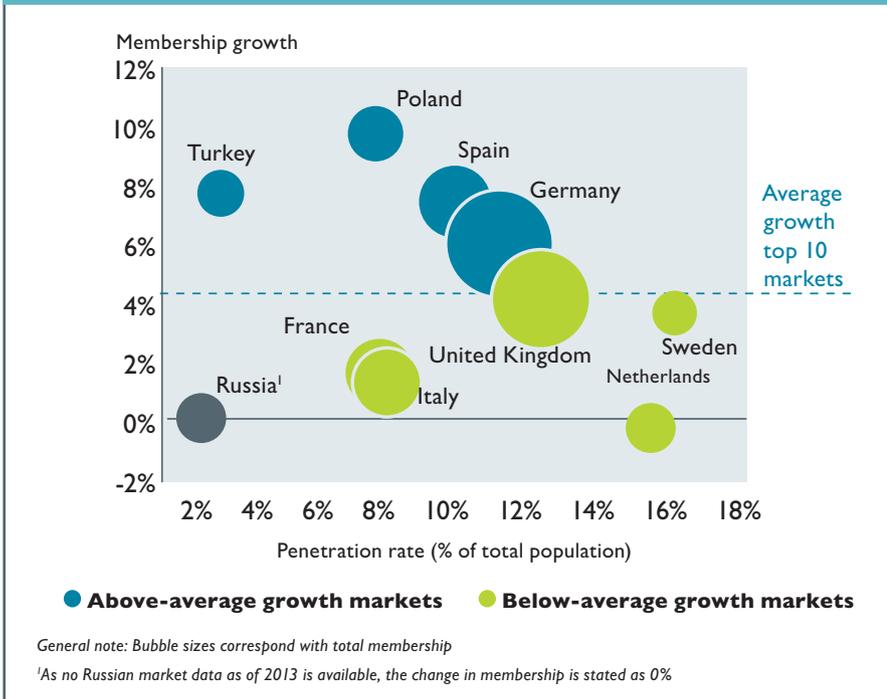
### Investor interest

The fact that the top 10 operators now account for revenues of more than €2.8bn and appear to be on track to reach the mark of €3bn within the next two or three years is also driven by the increasing interest of investors in the fitness industry, as eight of the top 10 operators were involved in merger and acquisition (M&A) activities during 2014.

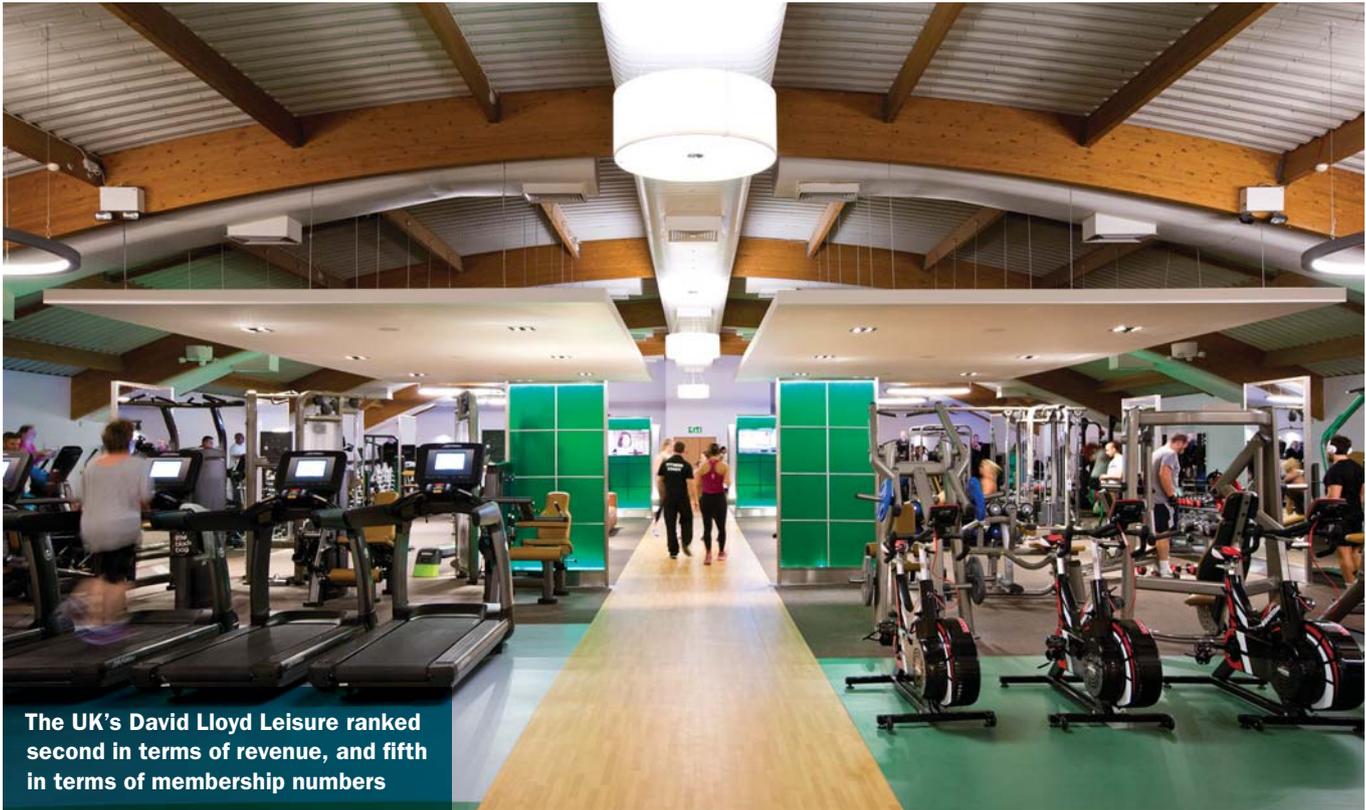
A total of 19 M&A transactions were registered in 2014, more than doubling the previous year’s total of nine deals. Of the 19 deals, 10 were conducted by financial investors. “The large number of M&A transactions in 2014 is a strong indicator that the financial world sees the health and fitness market as an attractive sector in which to invest,” says Hollasch.

“These investors will help the industry to continue its current growth, assist established operators in expanding their business, and support start-ups in entering the market with innovative concepts and offerings,” he concludes.

**FIGURE 2 Total membership, membership growth and penetration rate of top 10 European fitness markets (2014)**



Source: European Health and Fitness Market Report 2015 (EuropeActive/Deloitte)



**The UK's David Lloyd Leisure ranked second in terms of revenue, and fifth in terms of membership numbers**

## Significant potential

Despite strong growth in 2014, plenty of future potential remains in all European health and fitness markets. In the two largest national markets – Germany (9.1 million members) and the UK (8.3 million members) – budget clubs and specialised operators are driving an expansion of the fitness market. Yet these markets still have relatively low penetration rates.

Notably, less developed markets such as Turkey and Russia still display considerable market potential. There are around 47,000 inhabitants for every club in these markets, with penetration rates of 2.3 per cent and 1.9 per cent respectively. By contrast, Norway is the most mature market with a ratio of 5,192 inhabitants per club and a penetration rate of 19.6 per cent.

Looking forward, the market will be shaped by macro-societal drivers such as increasing obesity, ageing populations and a growing middle class, as well as technological advances such as mobile applications, networked equipment, wearables and cashless payments. With major operators and suppliers already reacting to these trends, it's hopeful that they can use them to their advantage.

“Last year, we announced ‘80 million members of health and fitness clubs in the European region by 2025’ as our industry goal,” says Herman Rutgers, board member at EuropeActive.

He continues: “We’re well on our way to reaching that goal. It shows the increased consumer enthusiasm for our industry’s products and services.” ●

## READ ALL 145 PAGES...

A hard copy of the *European Health & Fitness Market Report 2015* can be purchased via the EuropeActive website – visit [www.health-club.co.uk/europe2015](http://www.health-club.co.uk/europe2015). The report costs €95 for EuropeActive members, or €195 for non-members, plus delivery.



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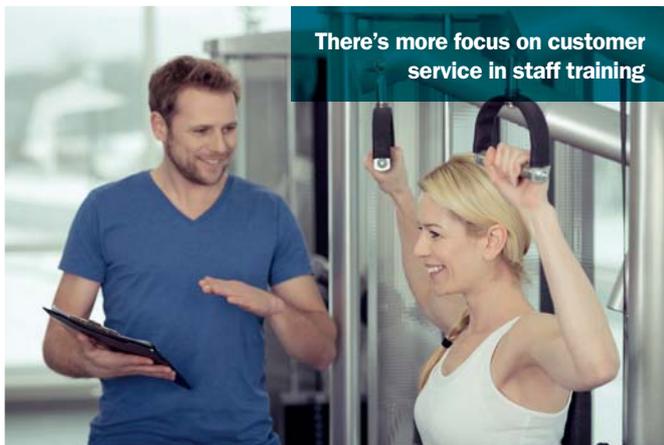
# From the operators...

Work experience is viewed as more important than academic qualifications, and secondary spend is a growing focus. **Mike Hill** reports

**T**he latest *UK Fitness Industry Confidence Survey (FICS)* made some interesting discoveries – not least that operators feel that work experience is more important than academic qualifications when applying for a job (see the section on ‘FICS Facts’, right).

Other key themes are that member retention is still the main challenge for operators – but more positively there’s also an increased focus on customer service, customer experience and retention within staff training. Staff numbers are on the up too: 37 per cent of respondents believe they will employ more people in 12 months’ time than they do now. Meanwhile, social media is now recognised as by far the most significant opportunity to improve health and fitness operators’ position in the market.

We speak to a selection of industry experts for their views on this year’s FICS findings.



## FICS FACTS

Confidence in the sector as a whole is higher: **34%** of respondents feel more confident and **49%** feel the same as three months ago. But only **27%** are more confident about the future of their own business

**47%** of respondents say work experience is the most important thing when applying for a job; **15%** say academic qualifications; **18%** say volunteering

**24%** are more confident about their primary income stream, although most (**59%**) feel the same; confidence in secondary income is growing for **20%**

**65%** say competition for their business has increased over the last three months

**27%** of operators say they are already committed to recruiting apprentices, while **45%** are considering it

**37%** believe they will employ more staff in 12 months’ time than they do now

A willingness and aptitude to have a go at everything, alongside customer service and soft skills, are seen as the most important skills new staff can have

Major challenges facing the health and sector are seen as member retention, the economy and staff costs

Customer retention, customer service and industry knowledge are seen as key areas for further staff training and development

Social media is seen as by far the biggest opportunity to improve operators’ position in the market (**32%**), followed by online advertising (**17%**) and PR (**15%**)



**Well-trained, enthusiastic staff are key to the sector's success**

**47 per cent of respondents said work experience was the most important attribute a school leaver could have when applying for a job, compared to just 15 per cent saying academic qualifications. A further 18 per cent said volunteering**



**Karen Burrell**

SALES AND MARKETING DIRECTOR, FREEDOM LEISURE

The leisure sector attracts people with a range of qualifications and experience. At entry level, no specific qualifications are required: the most important quality an applicant can have is the confidence and personality to work with customers of all types and ages to ensure they leave having had a positive experience.

We offer many work experience opportunities to students at local schools, colleges and universities and, while the student's age determines the level of their programme, they're offered experience across all activities in our facilities, including reception, management, gym, catering and cleaning.

The transition from school to the working world can be difficult, and work experience – particularly in a customer service environment – can really help young people to start their careers with more confidence.

In the leisure industry, there are many paths to progression that require further training, such as fitness, lifeguarding and sports coaching. A good operator will have a training plan in place to help staff to achieve their goals. After all, well-trained and enthusiastic staff are key to success in our industry; academic qualifications don't necessarily indicate the best candidates.

The government sees apprenticeships as a key driver of skills and business growth



**27 per cent of operators are already committed to recruiting apprentices and 45 per cent are considering it. But while 62 per cent of organisations know how to recruit an apprentice, 42 per cent are unsure how to implement a scheme**



**Nigel Wallace**  
CLIENT SERVICES DIRECTOR, LIFETIME TRAINING

You'd have to have been on the moon to have missed the focus that's been placed on apprenticeships of late. The government views them as a key driver of skills and business growth, and is now aiming to deliver three million more apprenticeships in its second term of office. This is a huge commitment on the part of

the government, and one that's built on the proven understanding that apprentices are good for business.

The active leisure sector is already drawing on this benefit, so it's surprising to learn that almost half of operators are still unsure how to implement an apprenticeship scheme. From our perspective it couldn't be more straightforward. Operators literally outline the training needed to support any area of their business and we, as a training provider, offer the options and steps to getting started. If recruitment is required we also take that on, so the whole process can be fully supported and, in many cases, fully funded.

This survey found work experience to be more important than academic qualifications, which reinforces why apprenticeships are so highly prized. The training is on-the-job, embedding the knowledge and skills alongside performing the role. This approach to employing potential and moulding to the position fits the way business operates.

**Confidence in secondary income is growing for 20 per cent of respondents, although most (63 per cent) feel the same**



**Kevin Yates**  
DIRECTOR, 1REBEL

**B**ack in the day, secondary spend was much harder because it was all given away at the point of sale. But if you give things away for free they have zero value, so a T-shirt will be worn when decorating the house and not offer you any brand value. Most operators have now reduced the amount they give away. If they haven't, they should.

In budget clubs, everything is secondary spend – even the padlocks – which is a great business model. Think Pure Gym's vending machines. It's all there if you want it. Leisure Connection – where I worked previously – also did superbly well on its secondary spend, but it was mostly impulse purchases like arm bands and goggles. That's right for its market though.

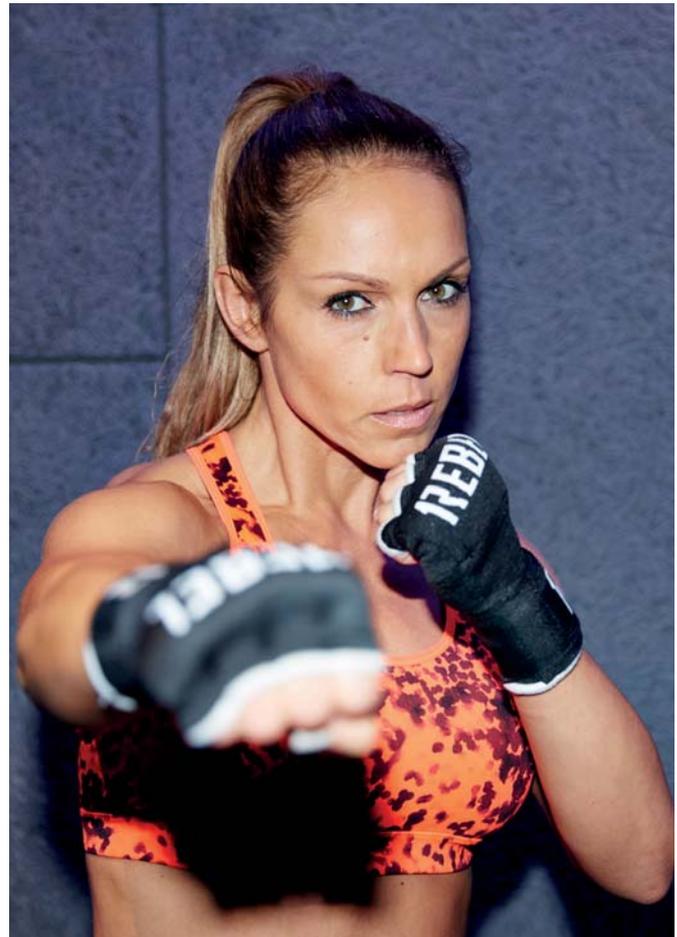
However, for the boutique sector it has to be things people really want, rather than things they really need. It's all about brand value.

A staggering 12 per cent of SoulCycle's revenue is from secondary spend – that's a massive amount from £1bn-valued business. Everyone has bought into the brand and they want to be seen wearing the SoulCycle clothing.

At 1Rebel, our aim is to make it cool to buy a 1Rebel top, cool to have a 1Rebel keyring, cool to drink from 1Rebel-branded bottles of water. Every item has to be an experience.

We sell thousands of boxing wraps for our Rumble classes every week and even featured on the catwalk at London Fashion Week, where a model used the wraps as a belt. This doesn't happen without brand identity and brand value.

Secondary spend is a very important part of our business, but it should be a key indicator for any business. Even a small club can turn over thousands of pounds a month on shakes if it gets it right.



**Boutique operator 1Rebel aims to make it cool and desirable for customers to buy its branded merchandise**

**Secondary spend is a very important part of our business... but this doesn't happen without brand identity and brand value**

Operators should look at growth areas like wearables and virtual exercise



PHOTO: SHUTTERSTOCK.COM/MILA SUPINSKAYA

**27 per cent of operators say they are more confident about the future of their individual businesses than they were three months ago**



**Martin Guyton**  
CEO, TMACTIVE

I'm not sure whether the fitness industry as a whole feels bullish, but the opportunities presenting themselves through increased understanding of the beneficial impact of physical activity are, I believe, there to be taken advantage of.

I certainly feel confident about the future in terms of our own business. We've seen some resurgence in casual swimming and fitness memberships continue to grow. We're growing our resources too, for example creating a co-ordinator post to oversee our health and wellbeing strategy: developing programmes and partnerships and seeking grant aid where possible. We're also looking at business development options, including wearable technology and virtual exercise, to help engage with new and existing customers both inside and outside of our facilities.

The biggest challenges we face, in common with many in the sector, are recruitment and growth in staff costs.

I'm an advocate of the professional development framework being implemented by CIMSPA, and am seeking to introduce an apprenticeship programme within the business too. I also believe that, while we're currently enjoying lower energy costs, we need to be mindful of long-term price rises in this area. ●

**ABOUT THE AUTHOR**



Mike Hill is director of insight specialist Leisure-net Solutions, which carried out the FICS research in collaboration with Leisure Industry Week (LIW) and Lifetime Training. The survey was completed by 143 senior managers and directors of health club operations across the UK: 58 per cent public sector and 42 per cent private sector.

For more information: [mikehill@leisure-net.org](mailto:mikehill@leisure-net.org)

# HEALTH CLUB MANAGEMENT HANDBOOK 2016

## WHO'S WHO

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Independent operators – project profiles	p154

# Who's who – UK operators

We profile the UK's leading health club operations, from number of locations to plans for 2016

## 1Life

**Si Two, St Ives Business Park, Parsons Green,  
St Ives, Cambridgeshire PE27 4AA**

**Tel** +44 (0)1480 401 300

**Email** Neil.King@1Life.co.uk

**Web** www.1life.co.uk

**Twitter** /1Lifeuk

### Company profile

1Life is a forward-thinking lifestyle and leisure management company. Working within communities to improve engagement and participation, 1Life encourages everyone to lead a healthy and fulfilling lifestyle through physical activity, sports, health and wellbeing. In 2015, 1Life retained ukactive's FLAME award for Energy Management and also won the Go Outdoors FLAME award for the St Albans Marathon Event.

### Number of sites

47.

### Plans for 2016

Launching brand partnership with Milton Keynes Council.

### MD: Neil King

#### Professional background

I've spent 22 years in the UK and European public and private sectors. I became managing director at 1Life in 2013, joining from SLM. I was previously a board member of ukactive and SkillsActive. Trustee of Health & Fitness Foundation.

#### Best piece of advice you've ever been given

If you don't know, ask someone who does.

#### People might be surprised to know that...

If I hadn't had glandular fever aged 18, I was going to study theology and hopefully become a vicar.



## 3d Leisure

Peel House, Upper South View, Farnham, Surrey, GU9 7JN

**Tel** +44 (0)1252 732 220

**Email** info@3dleisure.com

**Web** www.3dleisure.com

### Company profile

Owned by Mark Bremner, Andrew Deere, Paul Ramsay and Paul Dickinson, 3d Leisure is a facility management company operating in the hotel, corporate, education and private sectors. It offers a complete management solution for owners and operators, but can also provide support in key areas such as marketing and sales. The services provided by 3d Leisure are tailor-made to meet each client's specific objectives.

### Number of sites

65 sites across the UK and Ireland.

### Plans for 2016

A target of 10 new management contracts for 2016.

### Operations director: Paul Ramsay



### Professional background

I started as a fitness instructor with 3d Leisure 18 years ago. I worked my way up through duty manager, club manager and operations manager to my current role as operations director. I have a team of five regional managers and together we're responsible for all areas of operations within our clubs.

### Best piece of advice you've ever been given

Turnover is vanity, profit is sanity!

### People might be surprised to know that...

I bought a pub when I was 20.

## Active Nation

Unit 1B, Hatton Rock Business Centre, Stratford-upon-Avon  
Warwickshire, CV37 0NQ

**Tel** +44 (0)845 658 8360

**Email** stuart.martin@activenation.org.uk

**Web** www.activenation.org.uk

### Company profile

Active Nation is a registered charity campaigning to persuade the nation to be active. It works in partnership with local authorities, managing facilities and promoting sport and exercise to communities as the principal means of increasing activity participation and reducing the incidence of obesity and other major chronic diseases.

### Number of sites

15 venues.

### Plans for 2016

To enhance the Active Nation 'core' proposition that attracts people to get more active and to stick with it.

### MD: Stuart Martin



### Professional background

I started out as a fitness instructor in the early 90s and the story moves on from there. My adventure through the industry has been via the experience of different roles within varied organisations and in the settings of different countries.

### Best piece of advice you've ever been given

Change nothing, nothing changes.

### People might be surprised to know that...

I was an Orc in *The Fellowship of the Ring*, the first of *The Lord of the Rings* film trilogy in 2001.

## Anytime Fitness UK

**Unit 7B, Building 6, Croxley Business Park,  
Hatters Lane, Watford, WD18 8YF**

**Tel** +44 (0)800 033 7773

**Web** [www.anytimefitness.co.uk](http://www.anytimefitness.co.uk)

**Facebook** /AnytimeFitnessUK

**Twitter** AnytimeFitUK

**Instagram** /anytimefitnessuk/

### Company profile

A franchise health club operation originating in the US and rapidly expanding globally, which offers 24/7 access to affordable, conveniently located facilities. Members have universal access to Anytime clubs worldwide.

### Number of sites

55 sites currently open in the UK and Ireland. In total there are 3,000+ sites globally in 23 countries including the US, Canada, Japan, Australia, New Zealand, Mexico, UK, Ireland and other European markets.

### Plans for 2016

Around 150 clubs are set to open in the UK and Ireland in 2016.

### General manager: Brett Edwards



### Professional background

An accomplished business leader with 15+ years' experience of managing and developing people and building teams. A motivated and forward-thinking executive and board member with a sharp mind and the ability consistently to deliver results individually or as part of a team.

### Best piece of advice you've ever been given

It's all about your people and trusting them to deliver.

### People might be surprised to know that...

I started my career as a holiday rep in Tenerife.

## The Bannatyne Group

**Power House, Haughton Road, Darlington, DL1 1ST**

**Tel** +44 (0)1325 356 677

**Email** [kimcrowther@bannatyne.co.uk](mailto:kimcrowther@bannatyne.co.uk)

**Web** [www.bannatyne.co.uk](http://www.bannatyne.co.uk)

### Company profile

Bannatyne's Health Clubs targets a broad demographic and has a holistic approach to exercise and wellbeing. The brand is designed for people with a passion for living a healthy lifestyle, be they beginners or experienced health club users. It offers state-of-the-art equipment, an extensive range of group exercise classes, swimming pools, saunas, steamrooms and spa pools. Owned by chair Duncan Bannatyne, the group also operates spas and hotels.

### Number of sites

63 health clubs, 36 spas and four hotels.

### Plans for 2016

Continued investment in health clubs, spas and hotels.

### Executive chair: Duncan Bannatyne



### Professional background

Business career began with an ice cream van bought for £450; expanded by buying more vans and eventually sold the business for £28,000, founding a care home business. After selling Quality Care Homes and kids' nursery chain Just Learning, I branched out into health clubs, bars, hotels and property.

### Best piece of advice you've ever been given

If you want to start a business, just borrow, borrow, borrow. Invest the bank's money and get a better return.

### People might be surprised to know that...

I paid £8,000 in a charity auction to be in a Guy Ritchie film!

## BH Live

**Bournemouth International Centre, Exeter Road  
Bournemouth, BH2 5BH**

**Tel** +44 (0)1202 456 400  
**Email** enquiries@bhlive.co.uk  
**Web** www.bhlive.org.uk

### Company profile

Social enterprise BH Live is the south coast's leading operator of leisure and event venues, specialising in delivering engaging visitor experiences in health and wellbeing, sports, entertainment, hospitality, arts and culture, business events and ticketing.

### Number of sites

Approaching 45 sites across the south, including Oxfordshire, London and the home counties.

### Plans for 2016

Develop and establish more local authority and trust partnerships, and private sector contracts to deliver integrated services throughout the sectors.

### CEO: Peter Gunn



### Professional background

Chair of sporta with over 25 years' executive experience in developing and implementing core strategies in local authority, private and trust sectors. Before becoming first CEO of BH Live, I was GM at Guildford Spectrum and MD of Bournemouth International Centre and Bournemouth Pavilion.

### Best piece of advice you've ever been given

Attitude always shines through.

### People might be surprised to know that...

I was Yard of Ale drinking champion when a student.

## British Military Fitness

**Unit 2.08 Power Road Studios, 114 Power Road,  
Chiswick, London W4 5PY**

**Tel** +44 (0)20 7751 9742  
**Web** www.britishmilitaryfitness.com  
**Facebook** /BritishMilitaryFitness  
**Twitter** /britmilfit

### Company profile

British Military Fitness (BMF) is the UK's undisputed leader in outdoor fitness classes, delivering fitness classes in over 140 parks across the UK. The idea was, and still is, to get people of all fitness abilities outdoors training in parks, with motivation provided by military-trained instructors.

### Number of sites

140.

### Plans for 2016

To increase the numbers of members in the existing parks and to work with some key partners in order to grow more customers.

### CEO/MD: Harry Sowerby



### Professional background

The original owner and founder of BMF in 1999, I returned to the company as chair in 2014 after serving as a section commander in Iraq in Afghanistan since 2003. I'm still a serving member of 7 Rifles with the rank of Sergeant in the Mortar Platoon. BMF now trains up to 20,000 people every week in 140 parks around the UK.

### Best piece of advice you've ever been given

You only get out of life what you put in.

### People might be surprised to know that...

I'm the owner and founder of British Military Fitness.

## Central YMCA

**112 Great Russell Street, London, WC1B 3NQ**

**Tel** +44 (0)20 7343 1700

**Web** [www.ymca.co.uk](http://www.ymca.co.uk) / [www.ymcaclub.co.uk](http://www.ymcaclub.co.uk)  
[www.ymcafit.org.uk](http://www.ymcafit.org.uk)

**Facebook** /ymcaclub

**Twitter** /centralymcaclub

**Youtube** /centralymcaclub

### Company profile

Central YMCA is a health and education charity with operations including: Central YMCA Club, central London's largest fitness facility; YMCA Awards, an international qualifications awarding body; YMCAfit, a national fitness training provider; and YMCA Training, a nationwide training provider focusing on young people.

### Number of sites

Central YMCA is the world's first YMCA. There are now 121 YMCAs in England. It's also the world's biggest youth organisation, with 58 million members globally.

### Plans for 2016

Campaigning on health, youth and body image issues.

### CEO: Rosi Prescott



### Professional background

Both a private and a social entrepreneur with almost 30 years' experience in the business. Prior to my appointment at Central YMCA, I was the founder and owner of one of the UK's first personal training health clubs.

### Best piece of advice you've ever been given

You only hit what you aim at.

### People might be surprised to know that...

Beryl Cook was my aunt – but she didn't pass any of her talent on to me.

## Circadian Trust

**Bradley Stoke Leisure Centre,**

**Fiddlers Wood Lane, Bradley Stoke, BS32 9BS**

**Web** [www.activecentres.org](http://www.activecentres.org)

### Company profile

Circadian Trust operates sport and leisure centres in South Gloucestershire and has continued to improve its facility stock and services. Our mission is 'Inspiring Active Lifestyles'. Last year, 2015, marked the occasion of our 10th anniversary.

### Number of sites

Responsible for seven leisure centres and sports facilities (pools, halls, health and fitness, athletics and pitches).

### Plans for 2016

This year sees the major refurbishment of our flagship facility, Bradley Stoke Leisure Centre.

### CEO: Mark Crutchley



### Professional background

A graduate with 25 years' leisure experience from the ground floor up. Previously worked in local government and for other trusts in roles such as operations and business development director. I've also managed community leisure facilities, events and attractions over the years.

### Best piece of advice you've ever been given

Change happens – make it happen, don't let it happen.

### People might be surprised to know that...

I played the lead role in *Oliver!* at primary school.

## The Club Company

**Bath Road, Knowl Hill, Reading, Berks, RG10 9AL**

**Tel** +44 (0)844 561 1790

**Web** [www.theclubcompany.com](http://www.theclubcompany.com)

### Company profile

The Club Company's golf and country clubs combine a traditional golf environment with modern health and fitness facilities. The company's target market comprises individuals and families who value quality facilities and a high level of customer service. The Club Company was formed as a result of a management buy-out of Clubhaus in 2004.

### Number of sites

11 in the UK, including newly acquired Wharton Park.

### Plans for 2016

Significant club extension at Castle Royle; construction of a 56-bedroom hotel at The Warwickshire. Looking for suitable acquisition opportunities.

### CEO: Thierry Delsol



### Professional background

I was an auditor before managing a subsidiary of a Japanese property company in France. I joined The Club Company (Clubhaus at the time) in 1997. Various roles led to my present position of chief executive officer, to which I was promoted in 2005.

### Best piece of advice you've ever been given

Surround yourself with the best people.

### People might be surprised to know that...

I enjoy training and competing in triathlons.

## David Lloyd Leisure

**PO Box 439, Hatfield, Hertfordshire, AL10 1EF**

**Tel** +44 (0)845 217 6464

**Email** [freya.dangiola@davidlloyd.co.uk](mailto:freya.dangiola@davidlloyd.co.uk)

**Web** [www.davidlloyd.co.uk](http://www.davidlloyd.co.uk)

### Company profile

Synonymous with health, sports and leisure, the David Lloyd Leisure Group encompasses David Lloyd Leisure, Next Generation Clubs, Harbour Clubs and Amida Spa & Health Clubs. It targets the ABCI demographic within a 20-minute drive time. Owned by TDR Capital.

### Number of sites

82 Health & Racquets Club sites and three DL Studio premises in the UK, plus 10 clubs in mainland Europe including Holland, Brussels, Barcelona and Dublin.

### Plans for 2016

To open a new club in the Belgian city of Antwerp.

### CEO: Glenn Earlam



### Professional background

I previously worked in various roles at Merlin Entertainments for nearly 20 years, most recently as the managing director for Midway Attractions, Merlin's largest division encompassing Madame Tussauds, The Dungeons, The Eye, Sealife and Legoland.

### Best piece of advice you've ever been given

People like to develop their own businesses rather than be told how to develop their businesses.

### People might be surprised to know that...

I used to be a fighter pilot in the Sri Lankan Air Force.

## easyGym

**The Plaza, 120 Oxford Street, London, W1D 1LT**

**Web** [www.easygym.co.uk](http://www.easygym.co.uk)

### Company profile

easyGym is a premium low-cost model with a brand licence agreement to use the easyGym name from easyGroup, the private investment vehicle of Sir Stelios Haji-Ioannou. Membership prices start at £17.99 a month on a rolling monthly contract basis. easyGym is private equity backed.

### Number of sites

14 sites in the UK.

### Plans for 2016

We are looking to add between six and eight gyms in the UK and our European expansion plan kicks off with an entry into Spain.

### CEO: Paul Lorimer-Wing



### Professional Background

A Deloitte-trained accountant who set up Fore Capital Partners in 2009 – a venture capital platform focused on identifying investment opportunities in growing markets. As part of this venture, easyGym was co-founded.

### Best piece of advice you've ever been given

Seek the best in everything and everyone.

### People might be surprised to know that...

I have broken par for 18 holes of golf, playing both right- and left-handed.

## Edinburgh Leisure

**Vantage Point, 3 Cultins Road,  
Edinburgh, EH11 4DF**

**Tel** +44 (0)131 458 2100

**Email** [mail@edinburghleisure.co.uk](mailto:mail@edinburghleisure.co.uk)

**Web** [www.edinburghleisure.co.uk](http://www.edinburghleisure.co.uk)

**Facebook** /EdinburghLeisure

### Company profile

Established in 1998, Edinburgh Leisure is an independent, not-for-profit charitable trust with a turnover of £20m. It aims to make a difference to communities by creating opportunities for everyone to get active, stay active and achieve more.

### Number of sites

Over 30 facilities, including a major climbing arena.

### Plans for 2016

To continue using our expertise and enthusiasm, great venues and range of services to make a positive difference to people and communities across Edinburgh, helping people of all ages to stay active.

### Acting CEO: June Peebles



### Professional background

A BEd in Human Movement Studies propelled me into the sport and leisure industry, where I've worked ever since. I've had various jobs within this industry, initially working in the private sector, then local authority and latterly in the trust environment. I also did an MBA along the way.

### Best piece of advice you've ever been given

The more you put into life, the more you get out.

### People might be surprised to know that...

I would have loved to have been a dancer.

## The énergie Group

energie House, Tongwell Street, Fox Milne,  
Milton Keynes, MK15 0YA

**Tel** +44 (0)845 363 1020

**Email** info@energiehq.com

**Web** www.energiefranchise.com

**Facebook** /theenergiegroup

### Company profile

The énergie Group is a fast-growing fitness franchise group based in the UK. The business is now in its 12th year and has a network turnover of almost £30m and more than 100,000 members across the group. The business operates three key health club brands: énergie Fitness Clubs, énergie Fitness for Women and low-cost operation Fit4Less.

### Number of sites

93 clubs in the UK, Ireland, Europe and Middle East.

### Plans for 2016

The Group is set for 40 scheduled openings throughout the year.

### Chair & CEO: Jan Spaticchia



### Professional background

An entrepreneur who has been building health and fitness club businesses since the late 1980s. I launched énergie in 2003 and have since, with my team, built the business into the UK's leading fitness franchise company, with a £30m network turnover and more than 100,000 members.

### Best piece of advice you've ever been given

Bite off more than you can chew and then chew like hell!

### People might be surprised to know that...

I was a teacher in the further education sector.

## European Corporate Wellbeing (ECW)

2nd Floor, Titan Court, 3 Bishops Square,  
Hatfield, AL10 9NW

**Tel** +44 (0)1707 226 638

**Web** www.europeancorporatewellbeing.com  
www.highfive.nl

### Company profile

Part of the Netherlands-based High Five Health Promotion, ECW offers a total package of corporate wellness services, from tailor-made health and fitness programmes to employment re-integration and behavioural change.

### Number of sites

15 health centres in the UK – and a total of 65 across the UK, Netherlands and Germany.

### Plans for 2016

Strengthening our foothold in the UK and to continue to focus on achieving growth in Europe with a view to opening 75-100 new sites over the next five to 10 years.

### Co-owner & chair: Paul Kienstra



### Professional Background

I was a PE teacher before founding a corporate health company in 1990, then merging it with High Five which I acquired in 2000. I've also owned commercial health clubs.

### Best piece of advice you've ever been given

If business is good, look to all those who are working with you – they are responsible for your success. If business is weak, look in the mirror to see what you can do better.

### People might be surprised to know that...

I am a basketball coach of an enthusiastic team of teenagers.

## Feelgood Fitness

5th floor, Market Square House,  
St James Street, Nottingham, NG1 6FG

**Email** dave.wright@cfm.net

**Web** www.feelgoodfitness.net &  
www.voyagefitness.com.au

### Company profile

Feelgood Fitness and Ladies Only Suite has been designed to fill a niche in the market by allowing men to train with a substantial weight selection, as well as offering an exclusive ladies-only environment. With affordable rates, and members ranging from age 14 to 84, we aim to encourage people to experience and embrace fitness and wellbeing. We're dedicated to ensuring that our facilities are safe, clean and friendly.

### Number of sites

11 (four in the UK and seven in Australia).

### Plans for 2016

Ensuring our 20,000 members have a MYZONE belt!

### CEO: Dave Wright



### Professional background

A degree in recreation leadership and marketing. Passionate entrepreneur.

### Best piece of advice you've ever been given

Beliefs – Actions – Results: the ultimate success formula. Combine this with always doing what you say you're going to do – too many people talk a good game but don't follow through.

### People might be surprised to know that...

I love working with kids. True mastery in management, leadership and sales can be learned from dealing with kids.

## Finesse

4th Floor, Campus West,  
Welwyn Garden City, Hertfordshire, AL8 6BX

**Tel** +44 (0)1707 357 102

**Web** www.finesseleisure.com

### Company profile

Finesse is an NPDO established in 2003 to deliver sport and leisure services for Welwyn Hatfield Council. We've established a reputation as a company that consistently delivers quality customer-focused services, continuous improvement and ongoing financial savings.

### Number of sites

We manage four fitness/sporting sites, as well as parks and playing fields. We also operate a commercial grounds maintenance subsidiary in the region.

### Plans for 2016

Increase turnover within our fitness offering and expand to include wider commercial services.

### FD & head of paid service: Natalie Palmer



### Professional background

A qualified accountant with over 15 years' experience in the sports and leisure trust sector. Prior to that, I spent eight years in accounting practice with a wide range of engagements including accounts preparation, taxation and auditing. Recently promoted to the head of paid service role, acting as the senior director for Finesse.

### Best piece of advice you've ever been given

Nothing changes if nothing changes.

### People might be surprised to know that...

I sang in the choir of *Jason and his Technicolor Dream Coat!*

## Fitness First

**58 Fleets Lane, Poole, Dorset, BH15 3BT**

**Tel** +44 (0)1202 845 000

**Web** [www.fitnessfirst.co.uk](http://www.fitnessfirst.co.uk)

### Company profile

Fitness First is one of the most innovative and supportive health club groups worldwide. Its unique recruitment selection/certification processes enables staff to use new technologies and training to engage over a million members across 300+ clubs globally. Its new majority owners, Oaktree Capital and Marathon, provide a strong financial position.

#### Number of sites

74 clubs in the UK.

#### Plans for 2016

To work with our strategic partners, like inspirational Team GB, to continue to grow our offering.

### MD (UK): Martin Seibold

#### Professional background

Due to my love of fitness, tennis, squash and cycling, and my passion for communication and managing people, I studied economy and sports management. Since starting work with Fitness First in Germany in 1998, I've worked in various global roles; currently MD of Fitness First UK.

#### Best piece of advice you've ever been given

Michael Jordan's famous quote: "You miss 100 per cent of the shots you never take."

#### People might be surprised to know that...

Despite being 5'9", I was a professional basketball player.



## Fitness4Less

**Windsor Close, West Cross Centre,  
Great West Road, Brentford, TW8 9DZ**

**Email** [info@fitness4less.co.uk](mailto:info@fitness4less.co.uk)

**Web** [www.fitness4less.co.uk](http://www.fitness4less.co.uk)

**Twitter** [www.twitter.com/Fitness4LessUK](http://www.twitter.com/Fitness4LessUK)

**Facebook** [fitness4lessuk](https://www.facebook.com/fitness4lessuk)

### Company profile

We were one of the first gyms offering the budget gym experience and we still maintain our values, offering a 'no catches - no brainer' membership to our customers. We aim to be accessible to all, fun and friendly, and ensure we provide a great range of free group fitness classes. It's our objective to encourage social interaction and a positive atmosphere at our facilities.

#### Number of sites

Fitness4Less currently has 15 sites.

#### Plans for 2016

We are opening four new venues in the UK and exploring expansion overseas.

### Director: Emma Edwards

#### Professional background

The management team has all been in the leisure industry since leaving school or university. We have a good mix of operational, property and marketing skills between us; my personal passion is brand development, marketing, web development and design.

#### Best piece of advice you've ever been given

My father is a constant and lasting inspiration to me. He believed in business diversification - my current mantra.

#### People might be surprised to know that...

I love to run and want to build up to a marathon, in 2016?



## Freedom Leisure

**The Paddock, 1-6 Carriers Way,  
East Hoathly, Lewes, East Sussex, BN8 6AG**

**Tel** +44 (0)1825 880 260

**Web** [www.freedom-leisure.co.uk](http://www.freedom-leisure.co.uk)

### Company profile

Freedom Leisure is the trading name of Wealden Leisure Ltd, a not-for-profit industrial and provident society (leisure trust) with HMRC Charitable Status set up for community benefit.

### Number of sites

54 sites on behalf of 10 local authorities and other trust/agency partners.

### Plans for 2016

A number of major facility development schemes in partnership with local authority partners are planned for 2016. Also, we are starting contracts to manage facilities in Worcester and Arun early in the year.

### MD: Ivan Horsfall-Turner



### Professional background

27 years' experience in the leisure industry. Instrumental in the externalisation of leisure services in Wealden, which led to the formation of Freedom Leisure in 2002. Eleven years as business development director before being promoted to MD in 2012.

### Best piece of advice you've ever been given

It's better to fail aiming high than to succeed aiming low.

### People might be surprised to know that...

I represented Wales in the 1986 World Cross Country Championships.

## Fusion Lifestyle

**Unit 4, Bickels Yard, 151/153 Bermondsey Street,  
London, SE1 3HA**

**Tel** +44 (0)20 7740 7500

**Email** [peter.kay@fusion-lifestyle.com](mailto:peter.kay@fusion-lifestyle.com)

**Web** [www.fusion-lifestyle.com](http://www.fusion-lifestyle.com)

### Company profile

Fusion Lifestyle is an independent registered charity whose primary objective is to provide high quality community health, fitness, sport and active leisure services for social and physical wellbeing. Delivered through leisure centres, gyms and sports facilities in partnership with local authorities and voluntary/public sector organisations.

### Number of sites

87 sports, leisure and community centres in the UK.

### Plans for 2016

Continue the expansion of our portfolio into additional UK locations and deliver core community leisure services alongside cutting-edge innovation.

### CEO: Peter Kay



### Professional background

Over 25 years in private, public and not-for-profit sectors. More than 15 years' business management experience at a senior level, plus experience as a commercial projects manager and consultant.

### Best piece of advice you've ever been given

Never say 'never' – never dismiss an opportunity out of hand without first taking a good look at it.

### People might be surprised to know that...

In my spare time, I like to drive my VW campervan to the beach and crack open a cold one.

## Glasgow Life

**220 High Street, Glasgow, G4 0QW**

**Tel** +44 (0)141 287 4350

**Email** info@glasgowlife.org.uk

**Web** www.glasgowlife.org.uk

### Company profile

A cultural trust that operates museums, libraries, cultural venues and leisure facilities across Glasgow. It's the biggest trust in Scotland, with an annual turnover of around £120m.

### Number of sites

150 in total, of which 32 are sporting facilities including the Emirates Arena, the largest dedicated sports centre in Europe, and Tollcross International Swimming Centre.

### Plans for 2016

Focus on continuing to grow The Glasgow Club as well as increasing our engagement with the disconnected, deconditioned and disengaged. Delivering on the legacy of the 2014 Commonwealth Games.

### Head of sport: Billy Garrett



### Professional background

I've worked for the council since 1993, initially in the department of performing arts, managing cultural venues. I moved into sports eight years ago, just before it adopted charitable status under the Glasgow Life brand.

### Best piece of advice you've ever been given

Never take things too personally.

### People might be surprised to know that...

In 1983, I appeared on-stage at the Edinburgh Festival, in a play alongside Gary Oldman and Sean Bean.

## GLL

**Middlegate House, The Royal Arsenal, London, SE18 6SX**

**Tel** +44 (0)20 8317 5000

**Web** www.gll.org / www.better.org.uk

### Company profile

Leisure's leading charitable social enterprise, operating facilities and services in partnership with local councils, public, third sector bodies and standalone. GLL's consumer-facing brand 'Better' unites our offering across leisure, health, children's centre, library and performing arts.

### Number of sites

Over 250 across England and Northern Ireland, including London 2012 Olympic & Paralympic venues, the London Aquatics Centre and the Copper Box Arena.

### Plans for 2016

Further develop regional structure and overall business through organic growth and intelligent partnerships.

### MD: Mark Sesnan



### Professional background

Over 35 years in public sector leisure and culture management, senior local government officer to managing director of GLL on its creation in 1993. Since then we have reinvested some £100m back into local facilities and communities, such as our GLL Sports Foundation.

### Best piece of advice you've ever been given

Never give up.

### People might be surprised to know that...

In 2016, our 'Better' brand will be the official Health & Fitness sponsor for Sport Relief.

## gym etc

**King Street, Leyland, Lancashire, PR25 2LF**

**Tel** +44 (0)1772 482 266

**Web** [www.gymetc.co.uk](http://www.gymetc.co.uk)

### Company profile

Previously known as FX Leisure, the company has been rebranded with a new name – gym etc – and a philosophy of offering a full-service club at budget club prices. All clubs are priced at just £20–25 a month but still retain high-end facilities including full swimming pools, full-service classes and luxury relaxation wet zones with saunas, steamrooms and spas.

### Number of sites

Seven sites in the north of England.

### Plans for 2016

We have just set up an office in the US and plan to develop clubs in Florida, the first by the end of the year.

### Director: Stuart Taylor



### Professional background

Attended college in the States before becoming a golf professional. After several years of failing to beat Tiger Woods, I set up FX Leisure with my brother and father in 1998. I still enjoy a round or two on the golf course.....

### Best piece of advice you've ever been given

Balance is the key to happiness. Determination is the key to success.

### People might be surprised to know that...

I can't watch the film *Armageddon* without crying!

## The Gym Group

**6a St George Wharf, Vauxhall,**

**London, SW8 2LE**

**Tel** +44 (0)844 871 6701

**Web** [www.thegymgroup.com](http://www.thegymgroup.com)

**Facebook** [thegymgroup](https://www.facebook.com/thegymgroup)

**Twitter** [@thegymgroup](https://twitter.com/thegymgroup)

### Company profile

The Gym Group is the longest established national operator of 24-hour low-cost gyms. We offer highly affordable, flexible and rewarding gym membership from just £10.99 a month. It is the only group operator to achieve Silver standard accreditation by Investors in People and was ranked 25 in The Sunday Times' Profit Track 100 in April 2015.

### Number of sites

74 gyms by the end of 2015.

### Plans for 2016

To continue rolling out 15-20 gyms a year, hitting 100 in the UK in 2016, while exploring overseas markets.

### CEO: John Treharne



### Professional background

Former managing director and founder of Dragons Health Clubs. Founded Dragons in 1991, floated the business on AIM in 1997 and then sold the business in 2001 to facilitate investor exit. Founded The Gym Group in 2007 and listed on the London Stock Exchange in November 2015. Former chair of Squash England.

### Best piece of advice you've ever been given

Let the manager manage.

### People might be surprised to know that...

I hold a Guinness World Record for playing racquetball.

## Gymbox

**50-51 High Holborn, London, WC1V 6ER**

**Tel** +44 (0)20 7240 2959

**Web** [www.gymbox.com](http://www.gymbox.com)

**Facebook** /gymbox

### Company profile

Gymbox is a unique gym chain that combines fitness with entertainment. Targeting men and women who want to enjoy their exercise, it looks, feels and sounds different from any other gym in the UK. Gymbox management has the majority shareholding. The gym chain was refinanced in 2014 with significant investment from BGF and HSBC.

### Number of sites

Gymbox has eight sites in London - Bank, Westfield London, Covent Garden, Farringdon, Holborn, Old Street, Westfield Stratford and Victoria.

### Plans for 2016

To open two new sites.

### CEO: Richard Hilton



### Professional background

I spent 12 years working in advertising in New York City and London. After realising that I wasn't going to become the next Don Draper, I decided to try my luck at the gym sector. So I left advertising to set up Gymbox in 2001. Since then, I have looked back regularly.

### Best piece of advice you've ever been given

Turnover is vanity, profit is sanity.

### People might be surprised to know that...

I'm still sane.

## gymophobics (Licence) Ltd

**The Franchise Office, 13-15 Greyfriars, Stafford, ST16 2SA**

**Email** [admin@gymophobics.co.uk](mailto:admin@gymophobics.co.uk)

**Web** [www.gymophobics.co.uk](http://www.gymophobics.co.uk)

### Company profile

Gymophobics is a ladies' 30-minute gym concept with franchised facilities throughout the UK. Our unique workout – Resisted Tension – integrates isotonic and isometric exercise, making exercise easy and fun for women who are unlikely to use conventional gyms. Our full-time national training academy in Stafford provides 23 training modules to train both franchisees and their staff in programme prescription, sales and marketing.

### Number of sites

39 sites throughout England and Scotland.

### Plans for 2016

Introducing a free slimmers' Food App; five new classes.

### MD: Richard Hubbard



### Professional background

With a career spanning 51 years, I joined Universal Health Studios in 1963. I set up Gymophobics in 2003 with my wife Donna and won the Special Achievement Award at the National Fitness Awards in 2012.

### Best piece of advice you've ever been given

Sell them the next visit every time they come in.

### People might be surprised to know that...

I run 40 miles a week on the roads since taking up running in my 20s.

## Halo Leisure

**Lion Yard, Broad Street, Leominster, Herefordshire, HR6 8BT**

**Tel** +44 (0)845 241 0340

**Web** [www.haloleisure.org.uk](http://www.haloleisure.org.uk)

**Twitter** @haloleisure

### Company profile

Halo Leisure is a social enterprise with charitable status managing leisure centres in Herefordshire, Bridgend and Shropshire. A wholly-owned trading subsidiary oversees consultancy work. It's one of only five social enterprises in the West Midlands to be awarded Flagship status.

### Number of sites

19 leisure centres.

### Plans for 2016

To focus on the completion of our £9m investment programme to transform the leisure portfolio across the Herefordshire partnership.

### CEO and director of operations: Scott Rolfe



### Professional background

A founder member of Halo's senior management team, I oversee strategic direction. I'm also MD of Halo's trading subsidiary providing asset management software and consultancy solutions.

### Best piece of advice you've ever been given

Always try to employ people smarter than you.

### People might be surprised to know that...

Through our trading subsidiary we now provide asset management software to around 300 leisure centres in England, Scotland, Wales and even Jersey.

## Hand Picked Hotels

**The Old Library, The Drive, Sevenoaks, TN13 3AB**

**Tel** +44 (0)1732 471 000

**Email** [lbacon@handpicked.co.uk](mailto:lbacon@handpicked.co.uk)

**Web** [www.handpicked.co.uk](http://www.handpicked.co.uk)

**Facebook** handpicked hotels

**Twitter** /hp\_hotels

### Company profile

The Hand Picked Hotels collection, created by former City lawyer Julia Hands, comprises luxury country house hotels. All of its health clubs provide private membership and facilities for hotel and day spa guests, with gyms and studio classes, pools, hydro spas, experience showers, saunas, steamrooms, treatment and relaxation rooms.

### Number of sites

21 hotels across the UK, including 11 health clubs and spas.

### Plans for 2016

The £2.5m refurbishment of St Pierre Park Health Club & Spa, Guernsey; the gym refurbishment at Grand Jersey.

### Group health club & spa manager: Lesley Bacon



### Professional background

My career started in hotel management overseas. I moved back to the UK and worked for Esporta as a club manager, European director and south-east regional manager. I then joined Holmes Place Health Clubs as a regional manager prior to joining Hand Picked Hotels.

### Best piece of advice you've ever been given

Don't be afraid to take a risk.

### People might be surprised to know that...

I once cooked for Pavarotti!

## Hilton Worldwide (LivingWell Health Clubs)

Hilton Worldwide, Maple Court, Reeds Crescent,  
Watford, Herts, WD24 4QQ

**Tel** +44 (0)20 7856 8000  
**Email** matt.tailby@hilton.com  
**Web** www.livingwell.com

### Company profile

A leading global hospitality company, spanning the lodging sector from luxury and full-service hotels and resorts, to extended-stay suites and focused-service hotels. The company's portfolio of 12 world-class global brands is comprised of 4,440 properties, with more than 715,000 rooms in 93 countries and territories.

### Number of sites

46 health clubs.

### Plans for 2016

Openings across Europe under various brands together with the ongoing investment planned on our UK sites throughout the year.

### Director of fitness development & operations, Europe: Matt Tailby



### Professional background

I have 23 years' experience in the fitness industry in various roles, including fitness instructor, club manager and regional manager.

### Best piece of advice you've ever been given

Life's too short. Make the most of every minute and every opportunity.

### People might be surprised to know that...

I kitesurf to relax. I'm now training for and competing in triathlons, aiming to compete at a full Iron Man in 2016.

## Impulse Leisure

Head office – Blackshots Leisure Centre,  
Blackshots Lane, Grays, Essex, RM16 2JU

**Tel** +44 (0)1375 385363  
**Email** mbaden@impulseleisure.co.uk  
**Web** www.impulseleisure.co.uk  
**Facebook** /impulseleisure  
**Twitter** /impulseleisure

### Company profile

Impulse Leisure is a non-profit-distributing organisation providing support services to local leisure charities, investing in facilities and services for the benefit of local communities. Encouraging people to be physically active via the provision of great facilities, maintained to the highest standards, creating active and healthy communities with sports accessibility for all.

### Number of sites

We operate eight leisure centres, an 18-hole golf course and entertainment venues in Essex and West Sussex.

### Plans for 2016

Sizeable developments in Essex and West Sussex.

### CEO: Mike Baden



### Professional background

I have over 27 years' experience working in the public sector leisure industry, including the last 16 years as chief executive of TCL (Thurrock Community Leisure) and the Impulse Leisure group of companies.

### Best piece of advice you've ever been given

Don't eat the chicken if you still want eggs.

### People might be surprised to know that...

I used to be a waiter in a Chinese restaurant. And I still support Everton Football Club.

## JD Sports Gyms Ltd

Hollinsbrook Way, Bury BL9 8RR

**Tel** 0151 556 0842

**Web** [www.jdgyms.co.uk](http://www.jdgyms.co.uk)

**Facebook** JD Gyms

**Twitter** @jdgyms

### Company profile

In early 2014, JD Sports Fashion, the UK's leading sports fashion retailer, ventured into the fitness industry with the creation of JD Gyms, opening a test site in Hull in March 2014. Embarking on a roll-out of sites in 2016, the clubs offer high value fitness designed within an enlightening space, using innovative thinking and cool décor.

### Number of sites

Four.

### Plans for 2016

We are planning to open eight to 12 new clubs through organic growth and are open to the possibility of further expansion through acquisition.

### MD: Alun Peacock

#### Professional Background

Most of my time in this industry has been with JJB Health Clubs/DW Sports Fitness, where I opened the first club in Warrington as general manager in 1998 and grew with the business to open more than 60 clubs as national operations director over 14 years.

#### Best piece of advice you've ever been given

Never confuse activity with progress.

#### People might be surprised to know that...

I was a professional rugby union player for over 10 years.



## Jubilee Hall Trust

30 The Piazza, Covent Garden, London, WC2E 8BE

**Tel** +44 (0)20 7395 4094

**Email** [philrumbelow@jubileehalltrust.org](mailto:philrumbelow@jubileehalltrust.org)

**Web** [www.jubileehalltrust.org](http://www.jubileehalltrust.org)

### Company profile

A charity founded in 1978 to build healthier communities by promoting the fitness and wellbeing of the individuals within them. We cater for all members of our local communities, but with particular emphasis on the groups with significant health inequalities.

### Number of sites

Four.

### Plans for 2016

To improve our core fitness product to deliver outstanding value to customers; also expanding outreach programmes to appeal to the least active; to include more outdoor running events and school Energy Clubs.

### CEO: Phil Rumbelow

#### Professional background

I have almost 30 years' experience in the leisure industry, including 20 years in the not-for-profit sector. I'm vice-chair of the national association sporta and chair of the Active Westminster partnership board. In my spare time, I'm a trustee of the Luol Deng Foundation, which aims to increase participation in basketball.

#### Best piece of advice you've ever been given

Live, love, learn, and leave a legacy.

#### People might be surprised to know that...

I spent four ski seasons in Val d'Isere in the early 90s.



## Kew Green Group

**Second Floor, Dome Building, The Quadrant  
Richmond, Surrey, TW9 1DT**

**Tel** +44 (0)208 334 4830  
**Email** justin.andrews@kewgreen.co.uk  
**Web** www.kewgreen.co.uk  
www.spirithehealthclubs.co.uk  
www.healthcentral-leisure.co.uk

### Company profile

Kew Green owns and manages full service hotels and is Europe's largest franchise of IHG-branded hotels. Our portfolio includes management of five-star hotels including The Grand, Brighton, and Richmond Hill Hotel. Within the UK, we have 21 health clubs with independent membership, all of which include both wet and dry-side facilities.

### Number of sites

21 health clubs and 12 hotel gyms.

### Plans for 2016

Expand our portfolio of hotels through management contracts and acquisition in both the UK and Europe.

### Director of Leisure: Justin Andrews



### Professional background

I gained a masters degree in Exercise and Sport Psychology before working as a fitness director in Auckland, New Zealand. Back in UK, I held regional/senior management posts in the health club industry, joining Kew Green in 2014 to oversee the strategic direction of its health clubs.

### Best piece of advice you've ever been given

Life is too short to be anything other than happy.

### People might be surprised to know that...

I owned a surf brand company specialising in hand-crafted retro longboards.

## Life Leisure

**4th floor, Landmark House, Station Road,  
Cheadle Hulme, Cheshire, SK8 7BS**

**Tel** +44 (0)161 482 0900  
**Web** www.lifeleisure.net

### Company profile

Life Leisure is a not-for-profit social enterprise and registered charity formerly known as Stockport Sports Trust. We seek to provide a best-value service in all areas of the borough and operate an extensive mix of sports and leisure facilities, ranging from small community recreation centres to large, multi-use leisure centres. We express our vision as follows: 'We live for fitness. We live for sport. We live for improving the lives of the people around us.'

### Number of sites

15, all within Stockport.

### Plans for 2016

10-20 new facilities, including outside of Stockport.

### MD: Malcolm McPhail



### Professional background

PE teacher to CEO – proud of both and everything I've done in between. This has included head of health and fitness for Bolton Metropolitan Borough Council, general manager of Edinburgh's Next Generation club and then group fitness manager.

### Best piece of advice you've ever been given

You can't plan the future if you can't see it – live your life plus five years at all times.

### People might be surprised to know that...

Even though I'm rubbish, I take my golf very seriously.

## Lifestyle Fitness

**Competition Line (UK) Ltd, Unit 6, Sky Business Park,  
Eversley Way, Thorpe, Surrey, TW20 8RF**

**Tel** +44 (0)1784 471 466  
**Email** enquiries@compline.co.uk  
**Web** www.lifestylefitness.com

### Company profile

Owned by the Swedish Gripenstedt family and with over 32 years in the UK fitness business, CLUK own and operate under the Lifestyle Fitness brand. The company is the leading provider of fitness facilities to the public sector, a leisure management operator for colleges and schools and is the owner of 22 quality low-cost fitness clubs.

### Number of sites

54 across the UK.

### Plans for 2016

To further develop our sales and operations team and to continue to invest in our current facilities.

### MD/CEO: Gordon Hall



### Professional background

I started my professional career experience while still at school, as a lifeguard in the public sector. Prior to joining CLUK (Competition Line UK) in 1998, I took the local authority successfully through two rounds of compulsory competitive tendering.

### Best piece of advice you've ever been given

What you do, do well and never give up.

### People might be surprised to know that...

I've raised almost £20,000 for charity by taking part in various activities and challenges.

## Link4Life

**Floor 3, Number One Riverside, Smith Street  
Rochdale, OL16 1XU**

**Tel** +44 (0)1706 926 232  
**Web** www.link4life.org  
**Facebook** /yourLink4Life

### Company profile

Rochdale Boroughwide Cultural Trust trades under the name Link4Life, providing services on behalf of Rochdale Borough Council. It's a registered charity and leads and manages culture, leisure and sport in the borough of Rochdale.

### Number of sites

11 sites in Rochdale borough.

### Plans for 2016

New three-year corporate plan with focus on six key areas: financial viability, health and wellbeing, children and young people, technology and innovation, culture and heritage, and open spaces.

### CEO: Gillian Bishop



### Professional background

Experience of leading and managing a range of organisations. Over the last 10 years, working at corporate/executive director level within the local authority sector. Greatest achievement in current role is to have increased turnover and staff satisfaction, maintained customer usage numbers whilst reducing our management fee.

### Best piece of advice you've ever been given

The most valued things are those you work hard for.

### People might be surprised to know that...

I have a background in competitive swimming.

## Matt Roberts Ltd

**16 Berkeley Street, London, W1J 8DZ**

**Tel** +44 (0)20 7491 9989

**Web** [www.mattroberts.co.uk](http://www.mattroberts.co.uk)

**Twitter** /mattrobertspt

### Company profile

Matt Roberts Personal Training caters for more than 1,200 private clients in London, who are managed by a team of more than 100 trainers. The company also produces a range of home gym equipment that's sold across the UK, and Matt has written 14 best-selling books.

### Number of sites

Four purpose-built PT centres in central London.

### Plans for 2016

To see the launch of small group training clubs. Growing our new digital company, body.network, working with leading industry brands as a platform for on-demand and live content.

### CEO: Matt Roberts



### Professional background

Started the company 20 years ago and remained a pioneer in the industry since that time. Having worked with a large number of companies, media and with the public sector, I've experienced and solved problems in a wide range of arenas.

### Best piece of advice you've ever been given

If you can't explain your concept in 20 seconds, it'll never get traction.

### People might be surprised to know that...

I still train clients on a daily basis – it's in the blood!

## Mosaic Spa & Health Clubs

**Fitness Express, Park Farm, Hethersett, Norwich, NR9 3DL**

**Tel** +44 (0)1603 812 727

**Web** [www.mosaicspaandhealth.co.uk](http://www.mosaicspaandhealth.co.uk) &  
[www.imaginespa.co.uk](http://www.imaginespa.co.uk) &  
[www.fitnessexpress.co.uk](http://www.fitnessexpress.co.uk)

### Company profile

Mosaic owns The Shrewsbury Club and Holmer Park Health Club & Spa in Hereford. We also have a contract management division that operates health clubs and day spas for hotels under our Imagine and Fitness Express brands, or the hotel's own brand. We offer a licence service for BOOST CRM software and digital services.

### Number of sites

25.

### Plans for 2016

To acquire a further standalone site to replicate the success of Holmer Park. Opening new contract management spa sites; evolving online spa offering.

### MD: Dave Courteen



### Professional background

Set up Mosaic on leaving university and have been involved in the industry my whole working life. As former chair of the FIA and a board member, I've been actively involved in the development of the industry's Code of Practice and REPS.

### Best piece of advice you've ever been given

Treat everyone in the way you would hope to be treated yourself.

### People might be surprised to know that...

I published a book called *The Last Chocolate Brownie*.

## Movers & Shapers

**148 West End Lane, London, NW6 1SD**

**Email** info@moversandshapers.co.uk

**Web** www.moversandshapers.co.uk

**Twitter** /MoversShapers

### Company profile

The privately owned Movers & Shapers brings group personal training to the high street. Its equipment-based group training takes place in six boutique studios, making it London's largest boutique operator. Offering a personalised service, Movers & Shapers attracts an audience primarily in the 30 to 50-year-old age bracket with a compelling value and service proposition.

### Number of sites

Six.

### Plans for 2016

Targeting four new sites.

### CEO: Ben Margolis



### Professional background

Qualified as a Chartered Accountant then moved to multi-site leisure and hotel operations with Whitbread & Marriott Inc. Board member at leisure technology and fitness wearables plc prior to starting Movers & Shapers.

### Best piece of advice you've ever been given

Listen, listen, listen. You can always find the answers to issues and generate the best ideas if you tune in to your customers and encourage participation from staff.

### People might be surprised to know that...

I never quite made it as a professional footballer.

## Mytime Active

**4th Floor, Linden House, 153-155 Masons Hill, Bromley BR2 9HY**

**Tel** +44 (0) 20 8323 1778

**Web** www.mytimeactive.co.uk

### Company profile

As a social enterprise with charitable objectives, Mytime Active runs lifestyle preventative health services across the UK, and in leisure centres in the London Borough of Bromley. We are the leading pay-and-play golf operator in the country with courses in London, Kent, the Midlands and on the south coast.

### Number of sites

11 leisure centres and sports facilities, 16 golf courses and over 30 health contracts across the UK.

### Plans for 2016

To consolidate our overall offering on active and healthy lifestyles, and to continue to invest for growth.

### CEO: Marg Mayne



### Professional Background

With 20 years' experience at board level, I've spent my working life bringing business and commercial disciplines to organisations that have a broader social purpose. My career has spanned housing associations, charities, cultural organisations and international NGOs.

### Best piece of advice you've ever been given

There's no such thing as luck – good things happen when opportunity meets preparedness.

### People might be surprised to know that...

My parents met over a gooseberry bush – honestly!

## North Lanarkshire Leisure

**Head office, 100 Buchanan Street, Coatbridge, ML5 1DL**

**Web** [www.nlleisure.co.uk](http://www.nlleisure.co.uk)

**Facebook** North Lanarkshire Leisure LTD

**Twitter** @nlleisure

### Company profile

Charitable sport and leisure trust with an annual turnover of £28m. Since 2006, NLL has provided value-for-money sport, recreation, play and leisure opportunities, and has experienced significant growth over its first eight years, with 131 per cent growth in customer attendances and 279 per cent growth in customer income.

#### Number of sites

19.

#### Plans for 2016

Initiate health improvement programmes as a result of NLL's *Social Return on Investment* report and continue to invest in areas of financial, health and social return.

### CEO: Blane Dodds



#### Professional background

Extensive experience in the sport, health and fitness industry – private and public sectors. Appointed CEO of NLL in 2006. Representative for charitable trusts on the ukactive board. President of the UK European Capital of Sport Association.

#### Best piece of advice you've ever been given

Focus and deliver.

#### People might be surprised to know that...

I was ranked number two in Scotland at tennis in 1990–91 and played against Vitas Gerulaitis and Tim Henman.

## Nuffield Health Wellbeing

**Nuffield Health, Epsom Gateway Building,  
Ashley Avenue, Epsom, Surrey, KT18 5AL**

**Tel** +44 (0)20 8329 6200

**Web** [www.nuffieldhealth.com](http://www.nuffieldhealth.com)

### Company profile

Nuffield Health is a not-for-profit healthcare organisation providing complete healthcare, and access to more than 10,000 health experts. We re-invest everything back into improving services and facilities, and in providing public health education. A leading UK employee health and wellbeing provider, working with more than 60 per cent of the FTSE 100.

#### Number of sites

31 hospitals, 77 gyms, more than 201 corporate facilities.

#### Plans for 2016

Linking private hospitals, clinics, gyms, diagnostic units, healthcare services for a complete healthcare service.

### COO: Dr Andrew Jones



#### Professional background

I joined Nuffield Health in 2007 as its first medical director and have undertaken a number of roles within the company over the years. I'm now COO of the merged business, which brings together our hospital and wellbeing divisions.

#### Best piece of advice you've ever been given

Be convincing on a Wednesday, so people vote for your ideas on Thursday, and deliver them on Friday.

#### People might be surprised to know that...

I was a surgical trainee on the Transplant Team in Leeds.

## Parkwood

Attwood House, Perdiswell Park, John Comyn Drive,  
Worcester, WR3 7NS

**Tel** +44 (0)1299 243 400

**Web** www.leisurecentre.com

### Company profile

Parkwood Leisure is a leading leisure management operator working across the UK public and private sectors. Extensive experience of wet and dry facility management, Parkwood has diversified into theatre operations, outdoor education, watersports, cycling, school facilities and is a specialist in DBOM contracts.

### Number of sites

86 venues including three theatres and three outdoor activity centres.

### Plans for 2016

Continued community engagement with a focus on health agenda and improved social outcomes.

### CEO: Andrew Holt



### Professional background

After leaving university in Cardiff with a BEd degree, I enjoyed 10 years working in the public leisure sector before joining CCL Leisure in 1990 as operations director. I joined the Parkwood Group in 1995 to start up the new leisure business, Parkwood Leisure. In 2012, I was appointed CEO of the Leisure Division.

### Best piece of advice you've ever been given

Pay attention to the detail and learn to listen.

### People might be surprised to know that...

I can still swim 50m Butterfly in under 28 seconds.

## Places for People Leisure

Waters Edge, Riverside Way, Watchmoor Park,  
Camberley, Surrey, GU15 3YL

**Tel** +44 (0)1276 418 200

**Email** businessdevelopment@pfpleisure.org

**Web** www.placesforpeopleleisure.org

### Company profile

Places for People Leisure (PfPL) is a social enterprise owned by the Places for People Group, an award-winning property management company. PfPL specialises in development and management of local authority leisure facilities and was recently awarded ukactive's Leisure Centre Operator of the Year Award for the third consecutive year.

### Number of sites

More than 100.

### Plans for 2016

To extend further our mission of 'creating active places and healthy people' by winning more contracts.

### CEO: Sandra Dodd



### Professional background

I'm a chartered management accountant who has worked in the business for 20 years, leading a management buy-out in 2003, raising finance for PFI projects and playing a significant role in selling the business to Places for People Group in 2012. I'm currently a Treasurer of the ukactive board.

### Best piece of advice you've ever been given

It's nice to be important, but it's important to be nice.

### People might be surprised to know that...

I'm a keen scuba diver.

## Pure Gym

**Town Centre House, The Merrion  
Centre, Leeds, LS2 8LY**

**Tel** +44 (0)113 831 3333  
**Email** info@puregym.com  
**Web** www.puregym.com  
**Facebook** www.facebook.com/puregym

### Company profile

Pure Gym is the largest gym operator in the UK by members and sites, with a model based on providing affordable, flexible, high quality fitness facilities to its members. Membership is offered on a one-month rolling contract and can be cancelled at any time. Pure Gym is owned by its management team and funds associated with CCMP Capital Advisors.

### Number of sites

Around 160 trading sites by the end of 2015.

### Plans for 2016

To complete the conversion of LA Fitness sites to the Pure Gym brand, and to continue to expand organically.

### CEO/MD: Humphrey Cobbold



### Professional background

Previously the CEO of online cycle retailer Wiggle. Launched Wiggle's international business across Europe as well as in Japan, Australia, USA and China. Extensive business experience via management consultancy with McKinsey & Company, private equity with Candover, and as director of Strategic Development at Trinity Mirror.

### Best piece of advice you've ever been given

Try new things - regret is more painful than failure.

### People might be surprised to know that...

I completed my first full Ironman before my 50th birthday.

## Qhotels

**Wellington House, Cliffe Park, Bruntcliffe Road,  
Morley, Leeds, LS27 0RY**

**Tel** +44 (0)113 289 8989  
**Web** www.qhotels.co.uk  
 www.leisureandspaatqhotels.co.uk  
**Facebook** /QHotels  
**Twitter** /QHotels

### Company profile

QHotels has 26 four-star hotels and one five-star hotel located in the UK, having expanded the chain in 2014 with the purchase of six De Vere resorts. Our leisure clubs offer a range of facilities for hotel guests and leisure club members. We offer spa treatment rooms, state-of-the-art gyms, swimming pools, exercise studios and wet spa areas; all our spas are ESPA spas. We now have over 20,000 members across all our sites.

### Number of sites

24 leisure clubs and 24 spas.

### Plans for 2016

Further investment in leisure and spa facilities.

### Group leisure and spa manager: Dave Heap



### Professional background

Started in the fitness industry 20 years ago as a leisure attendant for Jarvis Hotels. I worked up to club management for Swallow Hotels, Moathouse Hotels, Paramount Hotels, Fitness Express and Barceló Hotels. I joined QHotels in 2009.

### Best piece of advice you've ever been given

Expect the unexpected.

### People might be surprised to know that...

In 2012, I cycled from Land's End to John O'Groats, raising £24k for Acorns and Alder Hey Children's Hospitals.

## RedefineBDL (Spirit Health Clubs)

**RedefineBDL Hotels UK Limited,**  
**The Mille, 1000 Great West Road, Brentford, TW8 9DW**  
**Web** [www.redefinedbdl.com](http://www.redefinedbdl.com)  
[www.spirithhealthclubs.com](http://www.spirithhealthclubs.com)

### Company profile

RedefineBDL Hotels (RBH) is an independent hotel management company with a diverse collection of branded and private label hotel properties across the UK. RBH work in partnership with six of the most prestigious international hotel brands, including IHG, Hilton, Starwood, Accor, Marriott and Wyndham. RBH also operate a portfolio of hotel-based health clubs including much of the Spirit Health Club brand.

### Number of sites

20 health clubs and 10 hotel exercise suites.

### Plans for 2016

Hotel management acquisition across UK and Europe.

### Group leisure manager: Mark Mantell



### Professional background

I progressed through a fitness background to club and regional management with leading global hospitality organisations before joining IHG to head up Spirit Health Clubs. At RBH I oversee the current and growing portfolio.

### Best piece of advice you've ever been given

If you're not part of the solution, you must be part of the problem.

### People might be surprised to know that...

I lived and worked in Japan before returning to the UK to start a career in the fitness industry.

## Roko Health Clubs

**Roko Health Clubs, Wilford Lane, West Bridgford,**  
**Nottingham, NG2 7RN**  
**Web** [www.roko.co.uk](http://www.roko.co.uk)

### Company profile

Roko Health Clubs is part of The Sports & Leisure Group. It's a premium health club and spa business, averaging 35,000sq ft at each site, providing premium facilities and services at affordable prices. We specialise in member engagement through our 'get fit, stay fit' promise and a keen focus on the member journey which is helping to deliver exceptional retention levels.

### Number of sites

Five Roko Health Clubs.

### Plans for 2016

Always looking at new site development and continued investment into our assets - our people and our clubs.

### MD: Neil Stanton



### Professional background

Graduated in business studies and have spent the last 20 years in the hospitality and fitness industry in varied sales, marketing and operational roles at Marston Hotels, Esporta and for the past 11 years at Roko, growing the business from one to five sites.

### Best piece of advice you've ever been given

Perspective always depends on where you're standing.

### People might be surprised to know that...

I helped project manage the renovation of a derelict 13th-century French chateau into a four-star hotel.

## Serco Leisure

7 Merus Park, Meridian Business Park, Leicester, LE19 1RJ

**Tel** +44 (0)116 240 7500  
**Email** iphelps@serco.com  
**Web** www.serco.com/leisure

### Company profile

Serco Group is an international service company, formed in 1988. It's wholly British-owned, employing over 100,000 staff globally and with a turnover of £4bn. The leisure division manages 70 facilities for 20 local authorities, trusts and universities, including the National Sports Centres at Bisham Abbey and Lilleshall, and the National Water Sports Centre in Nottingham.

### Number of sites

70.

### Plans for 2016

Four new sites are scheduled to open in 2016.

### MD: Ian Phelps



### Professional background

Over 40 years in leisure management. Joined Serco in 1991 after 18 years in the local authority market. I now focus on business development, client negotiations and client relationships.

### Best piece of advice you've ever been given

Don't over-complicate things. Keep things simple and do simple well.

### People might be surprised to know that...

I played rugby with Gloucester and recently swam a three-hour leg of a cross-Channel swim.

## Sheffield International Venues

23 Carbrook Hall Road, Sheffield, S9 2EH

**Tel** +44 (0)114 223 3800  
**Email** s.brailey@sivltd.com  
**Web** www.sivltd.com

### Company profile

Sheffield International Venues (SIV) is the operating company for a registered charity, Sheffield City Trust, and operates a range of sport, leisure and entertainment venues. It's dedicated to encouraging community and elite participation, promoting the region's image and boosting its health and economy.

### Number of sites

17 sports, leisure and entertainment venues operated in Sheffield, Derbyshire and North Yorkshire.

### Plans for 2016

Increased profiling of health and exercise to the local community to make Sheffield the UK's most active city.

### CEO: Steve Brailey



### Professional background

I managed pubs, seaside piers, theatres, bars and the Blackpool Tower before moving to Sheffield International Venues.

I'm committed to the three core values: customer focus, continuous improvement and a 'can-do' culture. Awarded an MBE for services to the leisure industry.

### Best piece of advice you've ever been given

Always be honest and treat everyone in the manner in which you would expect to be treated.

### People might be surprised to know that...

I ran 52 miles around the track at Don Valley Stadium.

## Shire Hotels

**The Old Wine Warehouse, Larkhill Street,  
Blackburn, BB1 5DF**

**Tel** +44 (0)1254 267 442

**Web** www.shirehotels.com

**Facebook** thorpe park hotel leeds

**Linkedin** /pub/stuart-angus/10/b02/979

### Company profile

Shire Hotels are four-star, full-service hotels known for award-winning hospitality throughout the UK. All fitness and spa facilities in our hotels are operated under the Shire Spas brand. These offer a comprehensive range of facilities – including a total of 34 treatments rooms – and we have around 6,500 leisure members.

### Number of sites

Six.

### Plans for 2016

Continue investing in and developing our facilities, to ensure that we deliver a strong and consistent offering to our leisure members, spa clients and hotel guests.

### Group spa director: Stuart Angus



### Professional background

Started as a fitness instructor over 20 years ago and worked my way up to club management. Moved into spa in 2004. Now responsible for sales, marketing, standards, HR, customer service and profitability in our leisure/spa offering.

### Best piece of advice you've ever been given

Never wait for something to happen – you have to make it happen.

### People might be surprised to know that...

I run on just one kidney.

## Sodexo (Healthworks)

**1 Southampton Row, London, WC1B 5HA**

**Tel** +44 (0)207 404011

**Email** healthworks.group@sodexo.com

**Web** www.sodexo.com

### Company profile

Sodexo is a world leader in the provision of integrated facilities management services and has become a global strategic partner for companies that place a premium on performance and the wellbeing of employees. Healthworks specialises in providing wellbeing services, including full management and daily operations of a gym facility.

### Number of sites

38 clubs in the UK and Ireland.

### Plans for 2016

To increase the number of sites we operate through the Sodexo IFM Model and continue to develop integrated wellbeing solutions for all our clients and customers.

### Development manager (Sodexo): Alan West



### Professional background

Started out as a fitness instructor for Savoy Group, leaving in 1997 as operations manager. Helped design, launch and operate two award-winning destination spas for private hotel chains in the Midlands. Joined Sodexo in 2002 as account manager and progressed to development manager.

### Best piece of advice you've ever been given

Surround yourself with motivated and inspirational people.

### People might be surprised to know that...

I'm a passionate Evertonian, it completely controls my life.

## Soho Gyms

**13–16 Empire Square, London SE1 4NA**

**Tel** +44 (0)20 7234 9395  
**Email** michaelcrockett@sohogyms.com  
**Web** www.sohogyms.com  
**Facebook** Soho Gyms London

### Company profile

Founded in 1994 and since grown a strong reputation for its urban styling, innovation, fitness excellence, gym standards, customer service and attention to detail. We also have a PT division and an academy that's producing high quality fitness professionals with real gym work experience – we've employed many new team members through it. Our key target market is 25 to 40-year-old professionals.

### Number of sites

Nine in London: eight Soho Gyms, one Budget Gym.

### Plans for 2016

Major upgrade of gym and studio equipment, expand Farringdon gym and new sites if opportunities arise.

### MD: Mike Crockett



### Professional background

M.Inst.SRM. Originally an electronics design engineer in the defence industry, I've been in leisure for over 20 years – half of them at Soho Gyms, which I joined in 2003. I previously worked in leisure centres, working in the public sector at Hounslow, as well as golf centres and as a squash coach.

### Best piece of advice you've ever been given

Electronics is not for you!

### People might be surprised to know that...

I used to ring the bells at a church in my home town.

## Sports & Leisure Management (SLM - Everyone Active)

**3 Watling Drive, Sketchley Meadows, Hinckley, LE10 3EY**

**Tel** +44 (0)1455 890 508  
**Web** www.everyoneactive.com  
**Facebook** /everyoneactive  
**Twitter** /everyoneactive

### Company profile

Everyone Active is the trading name for Sports & Leisure Management (SLM). As the longest established leisure management contractor, Everyone Active supports councils in enhancing service delivery, reducing costs and raising participation across the UK. SLM's new Everyone Health Division is focused on securing new contracts to deliver on local authority health and wellbeing objectives.

### Number of sites

117 leisure venues in partnership with 36 local authorities.

### Plans for 2016

Continue to develop digital developments, grow our portfolio of sites and develop Everyone Health Division.

### MD: David Bibby



### Professional background

I'm a chartered accountant and joined Everyone Active as finance director in 1992. I was promoted to MD in 2006. It's been highly rewarding for me to see our new brand develop, overseeing significant investment programmes in our centres and gaining industry recognition for all the hard work our team puts in.

### Best piece of advice you've ever been given

See the bigger picture.

### People might be surprised to know that...

Other than football, skiing off-piste is my favourite sport.

## Sports Direct Fitness

**Unit A, Brook Park East, Shirebrook, NG20 8RYT**

**Web** [www.sportsdirectfitness.com](http://www.sportsdirectfitness.com)

**Facebook** /SportsDirectFitness

**Twitter** @SportsDirectFit

### Company profile

Sports Direct Fitness is the health club offering from retail giant Sports Direct. Launched in June 2014 with the acquisition of a number of sites from LA fitness, it will follow the Sports Direct model of focusing on becoming the biggest, including building health clubs within existing retail stores. Clubs will offer both gym and group exercise options.

### Number of sites

29 including those acquired from LA fitness, plus sites in Aintree, Keighley, St Helens and Newport.

### Plans for 2016

A number of clubs already in the pipeline, with overall plans to build a 200-club empire.

### CEO: Winston Higham



### Professional Background

Initially from a graphic design background, I worked with various design agencies in the entertainment industry. I then moved into the leisure sector, joining JJB Sports as marketing director and serving as CEO of DW Sports before moving to Sports Direct Fitness.

### Best piece of advice you've ever been given

You must never let the memories become bigger than the dreams.

### People might be surprised to know that...

I do have a sense of humour!

## Sportspace Dacorum

**Sportspace Hemel Hempstead, Park Road, Hemel Hempstead, Herts, HP1 1JS**

**Tel** +44 (0)1442 507 100

**Email** [dave.cove@sportspace.co.uk](mailto:dave.cove@sportspace.co.uk)

**Web** [www.sportspace.co.uk](http://www.sportspace.co.uk)  
& [www.thexc.co.uk](http://www.thexc.co.uk)

### Company profile

Dacorum Sports Trust is an independent CLG and registered charity, managing and developing sports facilities and opportunities in north-west Hertfordshire. Facilities vary in size from a small, dual-use site to a large wet and dry complex with a million visits a year, and range from traditional sports centres to golf courses and a new extreme sports facility.

### Number of sites

Eight.

### Plans for 2016

Development of a golf complex and investigation of two new facility developments.

### CEO: Dave Cove



### Professional background

25 years in the private, public and trust sectors. I headed up the transfer of Dacorum to a trust in 2004. Previous experience includes working for the Rank Organisation, as well as in sports development, facility management, and head of services for children and young people.

### Best piece of advice you've ever been given

Don't sweat the small stuff – and it's all small stuff!

### People might be surprised to know that...

I once appeared on Channel 4's *Big Breakfast* with Keith Chegwin as a pantomime horse.

## Stevenage Leisure (SLL)

**Stevenage Arts & Leisure Centre, Lytton Way,  
Stevenage, Herts, SG1 1LZ**

**Tel** +44 (0)1438 242 233  
**Email** ian.morton@sll.co.uk  
**Web** www.sll.co.uk

### Company profile

SLL is a leading leisure management registered charity and social enterprise working in partnership with six organisations to deliver leisure, health, wellness, cultural and educational services for the whole community at affordable prices.

### Number of sites

18.

### Plans for 2016

Deliver more community-focused outcomes targeting improved health, wellbeing and community safety improvements. Enter into new schools partnerships; manage community and health and wellness facilities.

### MD: Ian Morton



### Professional background

37 years in the leisure industry – 23 years in local government and 14 in leisure trusts. Director of various community not-for-profit boards and a member of CIMSPA, Sporta, CLOA, E3M and Ella.

### Best piece of advice you've ever been given

No job is too small or too insignificant, so if you expect your people to do it, show them that you will too!

### People might be surprised to know that...

I once played the drums in a concert in Middlesbrough Town Hall.

## Tees Active

**Redheugh House, Thornaby Place,  
Thornaby, Stockton on Tees, TS17 6SG**

**Tel** +44 (0)1642 527 322  
**Email** steven.chaytor@teesactive.co.uk  
**Web** www.teesactive.co.uk

### Company profile

A social enterprise formed in 2004 and operating in Stockton-on-Tees. We focus on service quality, increasing visitor numbers, developing outreach and health-based services, and investing in a Sports Academy. Clients include local authorities, private/public sector organisations and the Canal and Rivers Trust.

### Number of sites

Six major facilities.

### Plans for 2016

Two new high rope and climbing adventure facilities to open in early 2016 to complement the existing leisure facility offerings.

### MD: Steven Chaytor



### Professional background

I trained as a PE teacher but moved into leisure after a year at the chalk face. Now approaching my 32nd year in leisure – initially in the public sector, and as MD with Tees Active since forming in 2004. I'm chair of sporta NE and Yorks region and sit on the national executive.

### Best piece of advice you've ever been given

Abraham Lincoln said: 'Your own resolution to succeed is more important than any one thing.'

### People might be surprised to know that...

I like to write and have had four books published.

## Third Space

16–19 Canada Square, Canary Wharf, London, E14 5ER

Tel +44 (0)20 7970 0900

Web [www.thirdspace.london](http://www.thirdspace.london)

### Company profile

First opened in 2001 in the heart of Soho, Third Space is a ground-breaking group of unique spaces dedicated to training for life. The first clubs to see true health as diverse, individual and long term, they combine world-class facilities and expertise with a bespoke approach, catering from every health and fitness need whether that be in training, medical, recovery or nutrition.

### Number of sites

Four sites: Canary Wharf, Soho, Tower Bridge, Marylebone

### Plans for 2016

Following conversion of Tower Bridge club to Third Space, former Reebok Sports Club to be converted.

### CEO: Colin Waggett



### Professional background

I have over 10 years' experience in the health and fitness industry having been the global CEO of Fitness First, as well as co-founder of Psycle, a boutique gym with a focus on indoor cycling in central London. Third Space aims to serve the fitness-savvy Londoner who appreciates the very best quality in service.

### Best piece of advice you've ever been given

Focus on what you can change.

### People might be surprised to know that...

No surprises. You get what you see.

## Tonbridge & Malling Leisure Trust

1-5 Martin Square, Larkfield, Aylesford, Kent, ME20 6QL

Tel +44 (0) 1732 876 150

Email [www.tmactive.co.uk](http://www.tmactive.co.uk)

### Company profile

TMLT was formed in 2013 as an independent charitable trust operating leisure facilities in the borough. The trust has a turnover in excess of £5.6m and over one million customers per annum. The brand, tmactive, is focused on the national agenda, delivered locally. The mission is to provide a clean, safe and happy experience for the benefit of the health and social wellbeing of residents and visitors.

### Number of sites

Four – including a golf course.

### Plans for 2016

Deliver new health and wellbeing strategy; implement a range of identified business development options.

### CEO: Martin Guyton



### Professional Background

Over 35 years in the industry, starting as a lifeguard in my local pool. An abiding interest in sport and leisure has kept me in the industry. I have an MBA gained with distinction, work as a Quest Assessor and have chaired the South East Leisure Centre Operators network for over 15 years.

### Best piece of advice you've ever been given

Be hard on the problem, soft on the people.

### People might be surprised to know that...

I once turned down a game of golf!

## Tone

**The Deane House, Belvedere Road,  
Taunton, Somerset, TA1 1HE**

**Tel** +44 (0)1823 217 111

**Web** [www.toneleisure.co.uk](http://www.toneleisure.co.uk)

**Facebook** [/pages/Tone-Leisure/278279903226](https://www.facebook.com/pages/Tone-Leisure/278279903226)

**Twitter** [/toneleisure](https://twitter.com/toneleisure)

### Company profile

A charitable leisure trust operating leisure facilities, as well as delivering a wide range of sports and health development services and community outreach projects. Tone is focused on helping you feel great and improving community activity, health and wellbeing.

### Number of sites

11 in Somerset and Devon.

### Plans for 2016

To open a new swimming pool, spa and cafe to be delivered at Blackbrook Pavilion, Taunton, in June this year. In addition, we will be refurbishing two gyms and investigating a potential studio extension.

### MD: Juliette Dickinson



### Professional background

BEd (Hons), DMS, MBA. Originally graduated with a teaching degree, but decided to pursue a career in leisure management. Instrumental in the set-up of Tone Leisure Limited – now rebranded Tone – and have been the managing director since inception in 2004.

### Best piece of advice you've ever been given

Life is for living: work hard and play hard.

### People might be surprised to know that...

I nearly pursued a career as a history teacher.

## Total Fitness

**Wilmslow Way, Handforth, Wilmslow,  
Cheshire, SK9 3PE3**

**Tel** +44 (0)161 440 2600

**Web** [www.totalfitness.co.uk](http://www.totalfitness.co.uk)

### Company profile

Total Fitness operates across the North of England and Wales offering superbly equipped gyms with a full range of facilities for every age and ability. Each gym offers a large gym floor, three pools and a wide range of free studio classes. The company has over 550 employees and over 90,000 members and is currently undergoing a £15m+ redevelopment programme.

### Number of sites

17.

### Plans for 2016

Continued investment in our current offering and further expansion of our estate.

### CEO: Richard Millman



### Professional background

I've worked in the health and fitness sector for over six years. Prior to that, I served as an officer in the Royal Air Force and also have extensive UK and international experience in marketing and general management roles in FMCG and retail.

### Best piece of advice you've ever been given

It's not what happens to you that matters, it's how you react to what happens to you.

### People might be surprised to know that...

I took part in a white collar boxing event last year.

## Virgin Active

**Active house, 100 Aldersgate Street, London, EC1A 4LX**

**Tel** +44 (0) 20 7786 7300

**Web** [www.virginactive.co.uk](http://www.virginactive.co.uk)

**Facebook** /virginactiveuk

**Twitter** /VirginActiveUK

**Blog** [www.virginactive.co.uk/active-matters/blog](http://www.virginactive.co.uk/active-matters/blog)

### Company profile

A leading global health club operator that was formed in 1999. It set out to revolutionise the UK health club industry, putting members at the heart of the business and adopting a consumer-focused approach. This remains true today. Our vision is to enrich people's lives through activity.

### Number of sites

Operating 262 fitness clubs in the UK, South Africa, Italy, Spain, Portugal, Australia, Namibia, Thailand and Singapore.

### Plans for 2016

Significant re-investment programme across UK clubs; continued investment into innovations for members.

### COO: Matt Merrick



### Professional background

Graduated in economics and joined KPMG. Qualified as a chartered accountant before moving to Virgin Active as the group's financial controller. Became UK finance director in 2006, UK MD in 2012 and COO in 2014.

### Best piece of advice you've ever been given

You get nowhere in life if you opt for the path of least resistance.

### People might be surprised to know that...

I once did three bungee jumps and a 15,000ft sky dive in the space of a week. Not sure I'd be as brave these days!

## West Lothian Leisure

**Head Office, Xcite Bathgate Leisure Centre, Balbardie Park, Torphichen Road, Bathgate, West Lothian, EH48 4LA**

**Tel** +44 (0)1506 237 871

**Email** [rstrang@westlothianleisure.com](mailto:rstrang@westlothianleisure.com)

**Web** [www.westlothianleisure.com](http://www.westlothianleisure.com)

### Company profile

West Lothian Leisure, which operates under the Xcite brand, is a charitable trust managing sport and leisure facilities and services on behalf of West Lothian Council for the benefit of the local community, to increase participation and improve wellbeing.

### Number of sites

10.

### Plans for 2016

The £2m extension to Xcite Linlithgow Leisure Centre will open together with a new full-size third-generation synthetic turf pitch. The extension will provide a larger gym, more fitness studios and larger changing rooms.

### CEO: Robin Strang



### Professional background

Over 20 years' experience in the sport and leisure industry, including as head of leisure at Midlothian Council and chief executive of Manchester Sport and Leisure Trust. Joined West Lothian Leisure as CEO in 2010. Trustee of the Livingston Youth Foundation, which uses football to improve the health of children.

### Best piece of advice you've ever been given

Get a mentor.

### People might be surprised to know that...

I do unpaid voluntary work one day each month.

## Xercise4Less

**Unit 1, Kirkstall Industrial Estate,  
Kirkstall Road, Leeds, LS4 2AZ**

**Tel** +44 (0)113 203 8668  
**Email** jon@xercise4less.co.uk  
**Web** www.xercise4less.co.uk

### Company profile

Owned by CEO Jon Wright, Xercise4Less is a budget operator that typically offers 30,000–40,000sq ft of space and up to 400 stations of equipment. All our clubs have large studios and incorporate combat areas and ladies-only gyms. We have won numerous awards over recent years, including a Yorkshire Newcomer Award, a Young Entrepreneur of the Year Award for Jon Wright, and Budget Gym of the Year at the National Fitness Awards in 2012 and 2013.

### Number of sites

40 sites by the end of 2015.

### Plans for 2016

A further 25 sites to open in 2016.

### CEO: Jon Wright



### Professional background

I've been in the industry for 20 years. Worked for Pulse Fitness after university, becoming client support director. Left in 2001 to join Reviva ladies-only clubs as sales and marketing director. Left in 2003 to open my own club.

### Best piece of advice you've ever been given

Try to be different.

### People might be surprised to know that...

I used to be a professional rugby player for Leeds and Harlequins.

## Your Leisure Kent Ltd

**Northdown House, Northdown Park Road,  
Margate, Kent, CT9 3TP**

**Tel** +44 (0)1843 868 302  
**Email** info@yourleisure.uk.com  
**Web** www.yourleisure.uk.com

### Company profile

Industrial & Provident Society with charitable status, which has enlarged owing to a merger between Thanet Leisureforce Ltd and Vista Leisure Ltd to improve the health and wellbeing of the residents of East Kent with our partners, Thanet District Council and Dover District Council. The new business operates three divisions: cultural services, outdoor leisure and indoor leisure.

### Number of sites

12 sites.

### Plans for 2016

Continue development across East Kent and work with Thanet District Council on HLF for our two theatres.

### MD: Steve Davis



### Professional background

I have 25 years' experience in local government, and a further 10 years in the cultural trust sector. I work with many local organisations, sitting on many executive committees, and am currently treasurer to five.

### Best piece of advice you've ever been given

If you want people to take notice of what you say, don't use 100 words when 10 will do.

### People might be surprised to know that...

My first job while still at school was a silver service waiter.

## Who's who – European operators

Who are the key players in  
your market? We take a look  
at some of Europe's leading  
health club chains

### Altafit

**c/Villanueva no. 24, 30**

**28001 Madrid, Spain**

**Web** altafitgymclub.com / hexxa.es / mystgymclub.com

**Facebook** /altafitgimnasios

**Twitter** @Altafit

**Instagram** @altafitgimnasios

**Email** hola@altafit.es

#### Company profile

Altafit is the largest fitness club chain in Spain. The franchise embraces the aim of being more than a gym, offering a high quality service at a fair price. Launched in 2012, since then a further 38 clubs have been added. In 2015 we created a new premium brand, Myst Gym Club.

#### Number of sites

39 clubs across Spain, and one Myst Gym Club in Madrid.

#### Plans for 2016

To become 'the company of the sportsmen' and launching a new line of business, the Fintech Sport brand, HEXXA. We will also open up to 10 new Altafit clubs, and two new Myst Gym Clubs.

#### CEO: José Antonio Sevilla



#### Professional background

BSc in physical activity and sport, and a Masters in the management of sport organisations. CEO at Altamarca, managing municipal sports services of San Sebastián de los Reyes (Madrid). Founding partner of Altafit Gym Club, now integrated into the new Geomethrix group, along with Myst Gym Club and Hexxa sport technology brand.

#### Best piece of advice you've ever been given

Life can be wonderful.

#### People might be surprised to know that...

I do sport every day. It's my profession and my passion.

## Anytime Fitness

12181 Margo Avenue, South Hastings,  
MN 55033, US

**Tel** +1 651 438 5000

**Web** www.anytimefitness.com

### Company profile

Ranked #1 on *Entrepreneur's* prestigious Franchise 500 list, Anytime Fitness is the fastest-growing gym franchise in the world, with over 3,000 gyms serving nearly 3 million members on five continents. Open 24/7, 365 days a year, Anytime Fitness prides itself on providing its members with convenient fitness options and a friendly, personal service in well-maintained facilities.

### Number of sites

Over 3,000 clubs are now open in 25 countries.

### Plans for 2016

Planned openings in Sweden and Italy, plus growing the number of clubs in Europe and worldwide.

**Director of European operations:**  
Diane Vesey



### Professional background

Twenty years' experience in the industry including co-founder of Aura Sport & Leisure management in Ireland. I have worked in a variety of roles, managing, consulting, owning, and franchising with Anytime Fitness, overseeing fast-paced growth in Europe.

### Best piece of advice you've ever been given

Better to remain silent and be thought a fool than to speak and remove all doubt.

### People might be surprised to know that...

I have a qualification in crowd management.

## Aspria

Hill Place House, 55a High Street,  
London, SW19 5BA, UK

**Tel** +44 (0)20 8944 4070

**Web** www.aspria.com

### Company profile

Managed by Chief Executive Officer Brian Morris, Aspria Holdings BV offers unique members' clubs for culture, business, sport and wellbeing across various brands: Aspria Clubs, Royal La Rasante and the Harbour Club.

### Number of sites

Aspria currently operates eight clubs in key European cities across Belgium, Germany and Italy. The latest new club opened in Hamburg, Germany, in 2012.

### Plans for 2016

Quietly progressing on a number of opportunities throughout the year.

**CEO: Brian Morris**



### Professional background

A reformed property development professional (chartered surveyor) who gets to do what I love doing in an industry that adds value to people's lives. Set up the Riverside and Espree health clubs with Peter Beckwith in the 1980s. Launched the first Aspria club in 2000.

### Best piece of advice you've ever been given

Keep your head down and follow through.

### People might be surprised to know that...

I play tennis at the oldest court in England.

## Athletic Fitness

78 Yanko Sakuzov Blvd,  
1504 Sofia, Bulgaria

**Tel** +359 (0)889 140 264

**Web** www.athletic-bg.com

**Facebook** /athletic.fitnes

### Company profile

Athletic Fitness is one of the leading fitness operators in Bulgaria. The company was founded in 1994 by current CEO Peter Angelov and currently has nine clubs in four of Bulgaria's major cities: six in Sofia, one in Plovdiv, one in Stara Zagora and one in Burgas. In addition, the company runs Fitness Academy Bulgaria, where nationally-recognised instructor courses are taught.

### Number of sites

Nine clubs.

### Plans for 2016

To double the number of our members and to open at least two new sites.

### CEO: Peter Angelov



### Professional background

My first experience of the fitness industry was in Scandinavia, where I saw the opportunity for developing this business in my home country. I founded Athletic Fitness in Bulgaria in 1993 and then Bulgarian Health and Fitness Association, also Fitness Academy, the first to gain a national and European licence in Bulgaria.

### Best piece of advice you've ever been given

Take care of your staff and they will take care of you.

### People might be surprised to know that...

I have a Physics degree and was a DJ for some time.

## Aura Sport & Leisure

Unit H, Mount Pleasant Business Park,  
Mount Pleasant Avenue, Ranelagh, Dublin 6, Ireland

**Tel** +35 31 497 8988

**Email** paulogrady@auragroup.ie

**Web** www.auraleisure.ie

### Company profile

Aura Sport & Leisure was formed in 1999 in response to requests from local authority clients who were asking us to expand our consultancy role into direct facility management. Aura is a multi-award winning, Irish-owned company.

### Number of sites

Aura currently operates 12 public and private sports/fitness facilities in Ireland.

### Plans for 2016

Aura will open another Anytime Fitness club in January 2016 and is in negotiations to take over a number of existing sites.

### Executive Chair: Gar Holohan



### Professional background

Having established Ireland's most successful specialist sports architectural firm, I set up the Aura Group with Diane Vesey in 1999 which now comprises four divisions: architecture, consultancy, events and facility management.

### Best piece of advice you've ever been given

What people say isn't always what you think they mean!

### People might be surprised to know that...

I'm a former international squash player – and in fact I represented Ireland in the 1981 Men's World Team Squash Championships.

## Basic-Fit

**Daalmeerstraat 24, 2131 HC Hoofddorp, the Netherlands**

**Tel** +31 23 8901750

**Web** [www.healthcity.nl](http://www.healthcity.nl) (.be and .de)  
[www.basic-fit.nl](http://www.basic-fit.nl) (.be and .sp)

### Company profile

Owned by founders Rene Moos and Eric Wilborts, HealthCity International encompasses two health club brands: premium full-service operation HealthCity, and budget operation Basic-Fit. It operates across a number of markets – Benelux, Germany, France, Spain and Italy – having acquired the full Fitness First estate in Benelux, France, Spain and Italy in 2010–11.

### Number of sites

51 HealthCity International clubs and 338 Basic-Fit clubs, totalling 389.

### Plans for 2016

To open 65 new Basic-Fit clubs.

### CEO: Rene Moos



### Professional background

Founder and chief executive officer of HealthCity International. I started out as a tennis player and tennis coach, then moved into management and ownership of tennis clubs around 30 years ago. We then began to introduce fitness into our tennis clubs, and the HealthCity business evolved from that.

### Best piece of advice you've ever been given

Be focused and keep improving your product.

### People might be surprised to know that...

I was a tennis teacher for many years.

## CMG Sports Club

**235 avenue Le Jour se Lève,  
92100 Boulogne-Billancourt, France**

**Tel** +33 1 41 04 70 05

**Email** [franck.hedin@cmgsportsclub.com](mailto:franck.hedin@cmgsportsclub.com)

**Web** [www.cmgsportsclub.com](http://www.cmgsportsclub.com)

**Facebook** /cmgsportsclub

### Company profile

CMG Sports Club is a unique network of clubs located in the cities of Paris, Geneva and Zurich. Targeting urban inhabitants, it's a pioneer of fitness, with a strong focus on group exercise and innovation.

### Number of sites

22 clubs in France, all in Paris, including a high-end club operating under the Pure brand and located in Place de la Bastille beneath the Opera House; 20 clubs in Switzerland under the Silhouette brand; and 30+ private fitness centres within large corporations in France and Switzerland.

### Plans for 2016

To open new clubs and develop new concepts.

### CEO: Franck Hedin



### Professional background

Graduated from ESS EC in 1991, after two years of audit at Deloitte & Touche in Switzerland. Set up my own company, iProgress, in the e-learning sector. When the internet bubble burst, I moved into advertising as CFO of European company FULLSIX. I joined Club Med Gym in 2009 as CFO, and was promoted to CEO in 2012.

### Best piece of advice you've ever been given

Don't look to the future in your rear-view mirror.

### People might be surprised to know that...

I'm a private pilot with Instrument Rating.

## Curves

**Stationsplein 139, 3818LE Amersfoort, The Netherlands**

**Tel** +31(0)33 30 32 132

**Web** [www.curves.co.eu/uk](http://www.curves.co.eu/uk)

**Facebook** /curvesenglandandwales

### Company profile

Curves is one of the largest global chains of fitness centres for women, with locations in 80 countries. Curves is famous for its 30-minute circuit that works every major muscle group, with strength training, cardio and stretching. All Curves workouts always include a coach to help members with proper form, answer questions they may have, and offer encouragement and motivation.

### Number of sites

Over 5,000 locations in 80 countries, over 100 in the UK.

### Plans for 2016

To continue to open new sites.

**President international:**  
**Nico Engelsman**



### Professional background

After an MBA in the US, I moved around the world with Philips working in various divisions and countries, before taking on general management jobs in different industries for three years. At Curves I'm responsible for international markets.

### Best piece of advice you've ever been given

Treat people as you wish to be treated. Some will take advantage of that, but most will return the favour.

### People might be surprised to know that...

I'm also president of a fantastic golf club.

## DiR

**Gestora Clubs DiR, SL. Industria 90, entresuelo, 08025 Barcelona, Spain**

**Tel** +34 93 450 48 18

**Facebook** /ClubDiR

**Twitter** @ClubsDiR

**Instagram** @ClubsDiR

**Web** [www.dir.cat](http://www.dir.cat)

### Company profile

DiR's mission is to improve the lives of the local population through fitness, with a focus on on-going innovation. CEO Ramon Canela is the main shareholder, with other minority shareholders including many club members.

### Number of sites

16 clubs in Barcelona and a yoga centre: Yoga One. DiR offers memberships adapted to all budgets, including a low-cost option across all its clubs.

### Plans for 2016

We have successfully completed the expansion of the 'a la carte gym' model to 11 of our 16 centres. We are preparing to open four new gyms in Barcelona.

**CEO: Ramón Canela**



### Professional background

I worked in my family business before studying business and commerce, opening my first sports centre, Sport Met, in 1979. DiR evolved from that first club: a pioneer in bringing the modern gym concept to Barcelona. In 2002 I was named best entrepreneur of Catalonia.

### Best piece of advice you've ever been given

Solve problems when they're small, not when they're big.

### People might be surprised to know that...

I have an ability to react to circumstances and changes in society.

## Donna's Frauenfitness

**Ernst Robert-Curtius Str. 29, 53117 Bonn, Germany**

**Tel** +49 228 689 7234

**Email** noll@wiff.de

**Web** www.donnas.de

### Company profile

Donna's Frauenfitness is a regional, women-only fitness group. The first club was founded in 1998 by owners Daniela Hahn and Günter Noll, who still own and run the clubs today. All clubs are tailored to the needs of women of all ages. The size of the gyms varies from 1,000–1,700sq m, including group fitness, wellness, cosmetics and special physical and nutrition programmes.

### Number of sites

Seven clubs with over 12,000 members in Bonn; three clubs in a nearby area under our sub-brand Mona Lisa.

### Plans for 2016

We are going to open one club, with another in Q1 2017.

### CEO: Günter Noll



### Professional background

Various roles in the fitness industry, from a legally authorised expert writing reports and carrying out inspections, to working as a university lecturer and management consultant. I'm also the German delegate on the new EU commission, developing European certification standards for health clubs.

### Best piece of advice you've ever been given

Be careful – you always meet people twice in your life. Respecting others will take you a long way.

### People might be surprised to know that...

Red wine gets better with age; I just get calmer and wiser!

## Elements

**Baierbrunner Str. 85,**

**81379 Munich, Germany**

**Email** info@elements.com

**Web** www.elements.com

### Company profile

Elements stands for a unique, first-class fitness and wellness concept. Members and guests receive a structured work-out programme, developed by scientists at the University of Zurich, the latest gym equipment, and functional and healthy training methods. It also offers relaxing and exclusive wellness experiences in the spacious, first-class spa area.

### Number of sites

Six; three in Munich, two in Frankfurt, one in Stuttgart.

### Plans for 2016

3,500sq m Elements Henninger Turm to open in Frankfurt am Main, with rooftop pool.

### COO: Sandra Geiselhardt



### Professional background

After law studies and working for notary offices, real estate companies and a publishing group, I became responsible for the back office at Elements. After coordinating the unit's HR, marketing, customer service and controlling, I took the next step and became COO.

### Best piece of advice you've ever been given

Treat others as you would like to be treated yourself.

### People might be surprised to know that...

I took first place at the Wake Park World Championship (Amateur Female) in Antalya in 2010.

## EVO Fitness (operated by Fitness Group Nordic AS)

Oscarsgate 20, 0352 Oslo, Norway

**Email** morten@fitnessgroup.no

**Web** www.evofitness.no

### Company profile

EVO Fitness operates 450–500sq m premium PT and boutique clubs equipped by Technogym and Precor. The use of technology is extensive to enhance operational efficiency, as well as to drive the digital customer experience. The company's leading vision is to become a fitness facilitator – more than just a fitness facility.

### Number of sites

40 sites in Norway and Finland including franchises, and a total membership base of around 35,000.

### Plans for 2016

Increase presence in Europe through partners, opening around 10 new boutique clubs.

### CEO: Morten Hellevang



### Professional background

CEO of Fitness Group Nordic since December 2013. Started in Fitness Group Nordic as CFO in 2010. Previous experience from the telecommunications, IT and FMCG sectors, mainly as CFO. I have a degree in business administration and psychology.

### Best piece of advice you've ever been given

Being a manager is like being a conductor of an orchestra, not acting as a soloist.

### People might be surprised to know that...

I once considered a career as a trombonist.

## FITLane Fitness Centers

201-204 Avenue Francis Tonner, Cannes

La Bocca, 06150 Alpes Maritime, France

**Tel** +33 (0)49 390 9649

**Email** info@fitlane.com / peter@fitlane.com

**Web** www.fitlane.com

**Facebook** /fitlane

### Company profile

FITLane is the largest health club operator on the French Riviera. The company has around 35,000 members – representing approximately two per cent of the entire Côte d'Azur population – primarily on direct debit at an average of around €50 a month. In the Côte d'Azur, this places the brand at the value end of the market. The company has revenues in excess of €14m. It was founded in 2004, with the first site opening in Mandelieu.

### Number of sites

10 clubs, mainly equipped by Star Trac.

### Plans for 2016

To open two more clubs.

### Owner & CEO:

Hans Peter Franklin



### Professional background

Graduated from PE college. Brief spells with Linguarama in France and Nestlé in Japan before co-founding the SPORTathlon group Hong Kong in 1986 (now part of Fitness First Asia) and California Fitness Centers Asia in 1995. Moved to France and formed FITLane in 2004.

### Best piece of advice you've ever been given

'Tick tock' goes the clock, so don't hesitate – go for it!

### People might be surprised to know that...

I play the flute and speak four languages.

## Fitness Hut SA

**Espaço Amoreiras – Centro Empresarial, The EDGE Group/  
UKSA Portugal (Fitness Hut), Rua D. João V, n.º 24,  
1250 – 090 Lisbon, Portugal**  
**Web** [www.fitnesshut.pt](http://www.fitnesshut.pt)

### Company profile

Fitness Hut operates premium low-cost fitness clubs. For €6.60 a week, members have access to a world-class fitness experience. Gyms are filled with the very best in class equipment, plus seven training zones, and the best personal trainers in the market. We offer more than 70 group fitness classes a week.

### Number of sites

13 clubs.

### Plans for 2016

Five clubs are currently being fitted out to open in Q1 of 2016, with a further seven to 10 clubs expected during the year, taking the company to 25+ clubs by year end.

### Owner: Nick Coutts



### Professional background

From club manager at the first Holmes Place in Chelsea, London, I eventually became regional director for Europe before leading an MBO for the Iberian business in 2005. In 2011, I founded Fitness Hut along with two of my former Holmes Place colleagues: Andre Groen and JP Carvalho.

### Best piece of advice you've ever been given

Our best opportunities lie ahead of us.

### People might be surprised to know that...

I studied art at college – I chose between fine art and sports university courses on the toss of a coin.

## Fitness World

**Mosedalvej 11, 2500 Valby, Denmark**

**Email** [Info@fitnessworld.dk](mailto:Info@fitnessworld.dk)

**Web** [www.fitnessworld.dk](http://www.fitnessworld.dk)

### Company profile

At Fitness World, we train smarter. Denmark's largest fitness chain with 450,000+ members offers best-in-class value for money. As the market price leader we take great pride in optimal equipment, centre configuration, cleanliness, in-demand studio classes and a welcoming atmosphere. Helping more than 12 per cent of the Danish population live stronger, healthier and more active lives, we take our role in local communities very seriously.

### Number of sites

165 clubs across Denmark and nine in Poland.

### Plans for 2016

Strengthen our footprint in Denmark and Poland.

### CEO: Steen Albrechtslund



### Professional background

Previous roles include commercial director of Carlsberg Breweries, CEO Skagen Designs, SVP global manufacturing and APAC commercial, Fossil Inc. I will further fuel Fitness World's growth in new markets as well as build on its market-leading position in the Danish market.

### Best piece of advice you've ever been given

Create the box before you think out of it.

### People might be surprised to know that...

I love thinking out of the box.

## Fresh Fitness

**Kirkeveien 159, 0451 Oslo, Norway**

**Tel** +47 22 04 15 15

**Web** [www.freshfitness.no](http://www.freshfitness.no)

### Company profile

Fresh Fitness AS is owned by Health & Fitness Nordic AB and Fresh Fitness top management. A budget concept, it nevertheless offers very high quality facilities with group exercise included – some classes are led by instructors, while other classes are run as virtual sessions.

### Number of sites

34 clubs in Norway, eight in Sweden, three in Finland.

### Plans for 2016

We will continue our expansion in 2016, with 20 to 30 new facilities planned to open in Norway, Sweden and Finland this year.

### CEO: Paal Hansem



### Professional background

Former regional director at Norway's largest grocery chain, REMA 1000, and CEO for 7-Eleven in Norway.

Renowned speaker and advisor to Scandinavian companies within the field of motivation, leadership, sales and service. Now building a low-cost fitness chain.

### Best piece of advice you've ever been given

It's not knowing what to do, it's doing what you know.

### People might be surprised to know that...

I started my career as a locksmith.

## Genae Fitness Club

**332 avenue du Général de Gaulle, 69500 Bron, France**

**Email** [anthony.barquisseau@genaefitness.com](mailto:anthony.barquisseau@genaefitness.com)

**Web** [www.genaefitness.com](http://www.genaefitness.com)

### Company profile

Genairgy network – a specialist in sports, travel, media, leisure and restaurants. Our mission is to make high quality fitness accessible to everyone. Our company is definitively orientated in providing a quality service, with our team being our best asset. We offer fitness, conditioning, dance and martial arts for everyone aged from 2.5 years and upwards.

### Number of sites

Five Genae clubs.

### Plans for 2016

Refurbishment of one club and the planned opening of one site in Toulouse.

### CEO: Anthony Barquisseau



### Professional background

I was involved in creating sports concepts for Oxylane-Decathlon for 10 years (My Sporteezy, Domyos Club and so on) and now run Genae Fitness Club to develop the concept.

### Best piece of advice you've ever been given

Hard work and passion pay.

### People might be surprised to know that...

I'm a specialist in making PlayMobil stories with my children, and I played basketball at a national level for 25 years.

## Groupe Moving

60, rue de Miromesnil, 75008 Paris, France

**Tel** +33 (12) 1 56 43 35 30

**Web** [www.groupemoving.fr](http://www.groupemoving.fr) / [www.moving.fr](http://www.moving.fr)  
[www.ladymoving.fr](http://www.ladymoving.fr) / [www.gardengym.fr](http://www.gardengym.fr)  
[www.fitnesspark.fr](http://www.fitnesspark.fr) / [www.movingexpress.fr](http://www.movingexpress.fr)

### Company profile

Owned by CEO Philippe Herbette, the Moving Group is currently number one in France and number five in Europe in terms of club numbers. It has five brands: Club Moving, a mixed offering; Lady Moving, for women only; Garden Gym, for nature lovers; Fitness Park, with low-cost, high quality clubs; and Moving Express, which is a low-cost self-service fitness concept.

### Number of sites

212 sites in France, French Overseas Department, New Caledonia, UAE, Romania, Morocco and Portugal.

### Plans for 2016

We will be opening 35 more clubs.

### CEO: Philippe Herbette



### Professional background

A businessman who graduated from the French Business School HEC in management and finance. I launched my first sports club when I was 21 years old. Twenty years later, after creating 14 clubs, I became CEO of Groupe Moving in September 2015 – a strong franchise network of 405,000 active members .

### Best piece of advice you've ever been given

Luck is an opportunity seized on a cultivated ground.

### People might be surprised to know that...

I was the French bodybuilding champion in 1993.

## Health & Fitness Nordic

P.O Box 4949 Nydalen, N-0423 Oslo, Norway

**Tel** +47 23 30 70 00

**Web** [www.healthandfitnessnordic.com](http://www.healthandfitnessnordic.com)

### Company profile

Health & Fitness Nordic (HFN) is the Nordic region's leading provider in the health and fitness sector with companies offering various training options, providing instructors with training and nutritional guidance. HFN is the result of a multi-chain ambition, creating synergy between companies and concepts within the Group. The Group consists of SATS ELIXIA, Fresh Fitness, SAFE Education and Metropolis.

### Number of sites

More than 160 fitness clubs in large cities.

### Plans for 2016

Approximately five new clubs in 2016.

### CEO: Olav Thorstad



### Professional background

Before the merger of SATS and ELIXIA, I was CEO of SATS and Health & Fitness Nordic since 2009. Seven years in FMCG, running Norway's largest supermarket chain. Worked for The Coca-Cola Company in various management positions in the Nordic and Baltic countries. BSc majoring in Economics.

### Best piece of advice you've ever been given

Know your customer.

### People might be surprised to know that...

I've played water polo at a national level.

## High Five Health Promotion

**Schinkeldijkje 18, 1432 CE, Aalsmeer, the Netherlands**

**Tel** +31 20 4261222

**Web** [www.highfive.nl](http://www.highfive.nl)  
[www.europeancorporatewellbeing.com](http://www.europeancorporatewellbeing.com)  
[www.intenz.nl](http://www.intenz.nl)

### Company profile

A total package of corporate wellness services, from tailor-made health and fitness programmes to employment re-integration and behavioural change programmes.

### Number of sites

65 corporate health centres in the Netherlands, UK, Germany and Belgium, and a contracted and certified network of 1,100 clubs linked to [www.nationaalgezondheidsplan.nl](http://www.nationaalgezondheidsplan.nl)

### Plans for 2016

Strengthening our foothold in the UK and continuing to focus on achieving growth in Europe with a view to opening 75 to 100 sites over the next five to 10 years.

### Owner & CEO: Paul Kienstra



### Professional background

I was a PE teacher before founding a corporate health company in 1990, then merging it with High Five which I acquired in 2000. I've also owned commercial health clubs.

### Best piece of advice you've ever been given

If business is good, look to all those who are working with you – they are responsible for your success. If business is weak, look in the mirror to see what you can do better.

### People might be surprised to know that...

I am the coach for a very enthusiastic team of teenage basketball players.

## Holmes Place Group

**Health and Fitness International Holdings,  
38-40 Leidsegracht, Amsterdam, the Netherlands**

**Tel** +31 20 52 13 040

**Web** [www.holmesplace.com](http://www.holmesplace.com)

### Company profile

Founded over 35 years ago, Holmes Place remains the leading premium health club chain in Europe.

The Group leverages its expertise in the premium sector to launch offerings in both the boutique and premium low-cost segments. With a collaborative corporate culture, the Group often works with local partners and other operators in the industry to optimise its offerings.

### Number of sites

85 units across nine countries.

### Plans for 2016

To open 15 new clubs across existing countries.

### Group CEO: Jonathan Fisher



### Professional background

Having graduated from Cambridge University with a Masters in Social and Political Science, I established the Holmes Place concept in emerging markets such as Poland, Czech Republic, Israel and Greece. As CEO since 2007, I have presided over several acquisitions and continue to pursue a growth strategy backed by a strong shareholder base.

### Best piece of advice you've ever been given

Happiness comes from within.

### People might be surprised to know that...

I meditate twice daily.

## Impuls

**Kareiviu 14, Vilnius, Lithuania**

**Email** vidmantas@impuls.lt

**Web** www.impuls.lt

**Facebook** Impuls

**Instagram** impulsIt

### Company profile

Impuls Group operates fitness clubs in both premium and budget segments, under Impuls and Lemon Gym brands respectively. Impuls runs full-service clubs with an average size of 2,500–3,000sq m. The first budget operator in the Baltics, Lemon Gym was launched in 2014 and is expanding across all three countries in 2016 with modern gyms of 1,000sq m.

#### Number of sites

19 with 30,000 members in Lithuania, Latvia and Estonia.

#### Plans for 2016

Further growth in premium and budget segments, reaching a total of 25 clubs, serving 40,000 members.

### CEO: Vidmantas Siugzdinis



#### Professional background

I joined the company in 2012, when it was acquired by private equity fund Baltcap. Since then we have launched a group of fitness clubs, training providers and started a swimming school, introducing many best fitness practices in Lithuania. Prior to this I worked for nine years in the entertainment sector.

#### Best piece of advice you've ever been given

There are no impossible things in this world.

#### People might be surprised to know that...

I've done the highest bungee jump in eastern Europe.

## Jatomi Fitness

**Prosta 69 Business Centre,**

**Prosta ST. 69/111 floor, 00-838 Warsaw, Poland**

**Web** www.jatomifitness.pl/en

**Facebook** /JatomiFitness

**Twitter** @jatomipolska

**Instagram** /jatomipolska

**Pinterest** /jatomipolska/

### Company profile

Jatomi Fitness is the fitness leader in Poland with 38 clubs in our home market portfolio. Other markets include the Czech Republic, Romania, Turkey, Indonesia, Malaysia and Thailand. Our clubs are equipped with top-class strength and cardio training equipment, bespoke floor and studio classes and personalised customer service.

#### Number of sites

64 sites: 38 Poland; five Czech Republic; three Romania; 10 Turkey; two Indonesia; four Malaysia; two Thailand.

#### Plans for 2016

Up to 20 new locations; continue to grow our presence.

### CEO: Tracy Gehlan



#### Professional background

A career in the hospitality industry spanning over 20 years with roles in development, new country entry and budgetary strategic planning, most recently as chief operations officer at Burger King EMEA region.

#### Best piece of advice you've ever been given

You cannot lead a strong business brand if you don't know how to develop a strong personal brand.

#### People might be surprised to know that...

I have a sister whose name is...Tracey. She is CEO and co-founder of Hoodlum.

## Just Fit

ernst-heinrich-geist-str.3-5, 50226 Frechen, Germany

**Tel** +49 (0)2234 933450

**Web** www.justfit-clubs.de

### Company profile

Founded in 2002, Just Fit is the largest fitness club chain in North-Rhine Westphalia, Germany, and offers first-class service and personal fitness support to some 60,000 members. Its 21 fitness clubs, including two high-end premium clubs located in Cologne and Dusseldorf, offer fitness and wellness, and feature unique characteristics with their location at the sites of former factories.

### Number of sites

21 clubs in North Rhine Westfalia, Germany.

### Plans for 2016

Just Fit's growth is consistent and fast-moving, opening three new fitness clubs in 2016, close to Cologne.

### CEO: Frank Böhme



### Professional background

With a career of more than 30 years, I founded my first fitness club in Cologne, Germany, in 1984. My comprehensive experience in the industry has been recognised with my selection to join Germany's Senate of Economy. I'm also founder and president of Interfit, a network of nearly 1,000 clubs across Germany, Austria and Switzerland.

### Best piece of advice you've ever been given

Input from staff is essential in the fitness industry.

### People might be surprised to know that...

I love to work with members of my family.

## LadyLine and EasyFit (Ab LL International Oy - LLI)

Ab LL International Oy (LLI),

Sulvantie 218, 65450 Sulva, Finland

**Tel** +358 (0)40 586 9060

**Email** jyrki@lli.fi

**Web** www.lli.fi / www.ladyline.fi / www.easyfit.fi

### Company profile

The first female-only full-service LadyLine club was established 20 years ago and is currently the largest female-only chain in the Nordic area with some 20,000 customers. EasyFit chain was established five years ago, operating a low-cost model for its 35,000 members.

### Number of sites

27 LadyLine sites; 31 EasyFit sites.

### Plans for 2016

LadyLine is modernising its customer experience and introducing digital solutions for club operations. EasyFit has a tight focus on technology and will be opening up to nine new locations during 2016.

### CEO: Jyrki Hannula



### Professional background

CEO of LLI since October 2014, I was previously MD for Technogym distributor Qicraft in Finland and Estonia, after spending over 20 years in different managing director and general manager positions in Finland and Europe in the fast-moving premium brands and ICT businesses.

### Best piece of advice you've ever been given

Live the moment! Also tomorrow!

### People might be surprised to know that...

I was (very) briefly in the modelling business...

## Linzenich Fitness Group

**Richard Zanders Str. 8-10, 51465 Bergisch Gladbach, Germany**

**Tel** +49 (0)22029 555 775  
**Email** johannes@linzenich-fitnessgruppe.de  
**Web** linzenich-fitnessgruppe.de / family-fitness.de / kursboutique.de / sportsclub4.de / figurfabrik.de www.topfit-fitnessclub.de

### Company profile

It all started in 1982: the Linzenich brothers opened the Sports and Fitness Centre of Gladbach. Originally a combination of moderate fitness area, 'muscle factory' and martial arts mecca, the chain today comprises 16 gyms in North Rhine-Westphalia. The Group follows a diverse brand strategy, whether high class, athletic or exclusive women's gym, the concept is fully realised in each location.

### Number of sites

16.

### Plans for 2016

To grow by three further clubs by the end of the year.

**Joint CEOs: Ferdinand, Johannes and Marc Linzenich**



### Professional background

We're three brothers who discovered a gap in the market in Cologne and have opened 16 gyms since 1982. Under the umbrella brand, we run and market different fitness concepts: Family fitness clubs, Topfit gyms, Sportsclub4 and Kursboutique.

### Best piece of advice you've ever been given

Sorrows can be an entrepreneur's best advisers.

### People might be surprised to know that...

Eldest brother Ferdinand is also a well-known comedian in Germany ([www.ferdinand-linzenich.de](http://www.ferdinand-linzenich.de)).

## Metropolitan Sport Club & Spa

**C/Galileo 186, 08028 Barcelona, Spain**

**Tel** +34 93 330 38 10  
**Web** [www.clubmetropolitan.net](http://www.clubmetropolitan.net)

### Company profile

Metropolitan Club began its activity in Barcelona in 1989, with a philosophy that remains to this day: sophisticated clubs providing high-quality services to clients at competitive prices. The Club already has 22 fitness centres across Spain, making it the country's first chain. The Club's hallmarks are the facilities, featuring top-quality designs, areas devoted to relaxation and health, and high quality service.

### Number of sites

22 sports club and spa centres across Spain.

### Plans for 2016

To open a new 4,000sq m centre in Badalona.

**CEO: Javier Pellón**



### Professional background

A Bachelor of Law and an MBA from the IE (Madrid) and London Business School (UK). Founder and president of BSR in 1985, and founder and president of Llefisa in 1987, before becoming founder and chief executive of Metropolitan Spain in 1989.

### Best piece of advice you've ever been given

Act. Don't be afraid to make mistakes.

### People might be surprised to know that...

I've been a national champion in squash for three consecutive years.

## Mrs.Sporty

Helmholtzstr. 2-9, 10587 Berlin, Germany

Web [www.mrssporty.de](http://www.mrssporty.de)

### Company profile

Mrs.Sporty is a women-only health club franchise chain. It offers exercise and nutritional coaching developed and designed for women, in convenient locations. Founded in 2004 by joint CEOs Niclas and Valerie Bönström in partnership with tennis legend Steffi Graf.

### Number of sites

578 clubs.

### Plans for 2016

Up to 50 new clubs in Germany, 15 in Italy, 10 in Switzerland and 20 in Poland; to focus on development in Czech Republic and Moscow, and to start our pilot club and newest equipment, Pixformance, in the USA.

### Joint CEOs: Niclas Bönström & Valerie Bönström



### Professional background

Niclas: Coca-Cola Sweden, SATS Europe, 24 Hour Fitness and co-founder of Mrs.Sporty.

Valerie: computer scientist, IBM, JP Morgan, EMBA London Business School and co-founder of Mrs.Sporty.

### Best piece of advice you've ever been given

Niclas: the entrepreneur sees opportunities that others do not see. He overcomes the fear of the new.

Valerie: Innovation is a natural consequence of business development: you always try better the next day.

## Nordic Wellness

Gustaf Daléngatan 13, 417 05 Gothenburg, Sweden

Web [www.nordicwellness.se](http://www.nordicwellness.se)

### Company profile

Nordic Wellness is one of the largest fitness companies in Sweden, by number of fitness clubs. The business was founded in 1997 and today has more than 200,000 members across more than 115 clubs.

### Number of sites

115 clubs.

### Plans for 2016

We will continue to work towards our goal of 150 clubs by 2018. In 2015, Nordic Wellness opened Skidome in Gothenburg's New Arena, and is responsible for what is now Scandinavia's largest ski facility for indoor cross-country skiing.

### Owner and CEO: Magnus Wilhelmsson



### Professional background

I founded Nordic Wellness in 1997, although the business was previously known as Sportlife until the end of 2012.

I have started and managed my own businesses throughout my whole career – I'm a true entrepreneur who always goes all in.

### Best piece of advice you've ever been given

To always be solution focused and flexible.

### People might be surprised to know that...

I have painted the walls in several of my clubs.

## Servicio, Culture, Sports & Recreation SL

C/ Vázquez de Parga 5-20,  
15700 Carballo (La Coruña) España  
Tel +34 (0)902 313 110  
Web www.servicio.es

### Company profile

Servicio, Culture, Sports & Recreation SL was founded in 1993 in A Coruña, Spain, and is dedicated to the construction, management and operation of sports facilities in the public sector under administrative concessions, as well as in the private sector. The Group began its national expansion in 1998 and since then has experienced steady growth in turnover and contracts.

#### Number of sites

27 centres in 11 Spanish provinces.

#### Plans for 2016

Embedding new commercial operating brand Be One, plus continued expansion into new markets.

### CEO: Roberto Ramos



#### Professional background

I'm the founding partner of Servicio and have a degree in the Science of Physical Activity and Health and a masters degree in Management of Human Resources.

#### Best piece of advice you've ever been given

If you have a real expert in front of you, you'll understand everything they say. If you don't, they aren't an expert. Don't worry about interrupting if they're not making sense.

#### People might be surprised to know that...

When we set up Servicio the market surprised us, driving the business into sports management.

## Strata Holding

Mytnaya ul 30-1-50, Moscow, Russia  
Email info@strata.ru  
Web www.strata.ru  
www.orangeFit.ru  
www.cityfit.ru

### Company profile

Strata Holding is one of the leading fitness operators in Russia, operating under two distinct brands: OrangeFitness, offering premium services, mass market CityFitness brand in Russia, and developing the GravityStudio project in South Florida, USA. Strata Holding is owned by the company founders.

#### Number of sites

28 clubs in Russia, Armenia and Bulgaria – 15 operating under OrangeFitness and 12 operating under the CityFitness brand. Two studios in the USA.

#### Plans for 2016

To open one 6000m2 OrangeFitness club in Tatarstan.

### President: Anastasia Yusina



#### Professional background

Before founding Strata Partners in 2001, I gained marketing experience in senior positions with big multinationals. I have a PhD in economics and am a trained journalist. Joint winner of the 2011 IHRSA European Club Leadership Award.

#### Best piece of advice you've ever been given

You are responsible for your life, your relationships and your future. All good and bad things that happen around you are initiated by yourself.

#### People might be surprised to know that...

In 1991, I did a bike ride from London to Moscow.

## Trainmore BV

**Willem de Zwijgerlaan 2, 1111 ZS Diemen, the Netherlands**

**Tel** +31 20 640 82 01

**Web** [www.trainmore.nl](http://www.trainmore.nl)  
[www.clubsportive.nl](http://www.clubsportive.nl)

### Company profile

Trainmore is an innovative fitness chain in the Netherlands aiming to ensure everyone in our society exercises more regularly. Members who work out more often receive a larger discount, or even for free: train an average of three times a week in a quarter and receive free membership during following three months; train twice a week and receive a 50 per cent discount.

### Number of sites

10 clubs.

### Plans for 2016

Opening our first boutique fitness club, and to open one Trainmore club

### CEO: Han Doorenbosch



### Professional background

I started out as a teacher of physical education before opening my first club in 1996. I finished an MBA in 2010 (including research into Dutch fitness chains), sold the Clubsportive chain in 2011 to SportCity, and then developed and became the CEO of the Trainmore fitness chain in 2011 and 2012.

### Best piece of advice you've ever been given

Happiness is a choice. Believe: it's up to you.

### People might be surprised to know that...

I'm doing more yoga and meditation. The best gift!

## Vivafit

**Edificio 8 Lagoas Park, Porto Salvo 2740-244, Portugal**

**Tel** +35 1 210 970 651

**Web** [www.vivafit.eu](http://www.vivafit.eu)

**Facebook** [VivafitInternational](https://www.facebook.com/VivafitInternational)

**Linkedin** [vivafit](https://www.linkedin.com/company/vivafit)

**Twitter** [vivafit](https://twitter.com/vivafit)

**Instagram** [vivafit](https://www.instagram.com/vivafit)

### Company profile

Vivafit is a fitness franchise for women, comprising express group exercise and nutrition expertise. It offers group fitness for results programmes, with a mix of differently designed circuit interval training options, mind-body programmes and Les Mills programmes.

### Number of sites

Vivafit has 60 sites in eight countries: Portugal, India, Singapore, Uruguay, Spain, UAE, Oman and Indonesia.

### Plans for 2016

To open 10 new sites in the Middle East and Asia. Vivafit has also launched a second fitness franchise concept - Personal20 Studios with Electronic Muscle Stimulation.

### CEO: Pedro Ruiz

### President: Constance Ruiz



### Professional background

Connie has been in the fitness industry for 20+ years and Pedro has 30 years' experience in engineering, management and entrepreneurship.

### Best piece of advice you've ever been given

Never forget where you came from and who helped you get where you are today.

### People might be surprised to know that...

We like to see ourselves as 'global citizens', with residences both in Portugal and Florida.

# ELEVATE

4-5 MAY 2016 | OLYMPIA | LONDON

THE ARENA OF  
EXERCISE, HEALTH  
& PERFORMANCE



## WHAT IS ELEVATE?

Elevate is the UK's first cross sector event bringing together physical activity providers, academia, healthcare, industry, government and those working in performance to focus on an increasingly important and complex societal challenge: turning the tide on inactivity.

Taking place at Olympia London between 4-5 May 2016 Elevate is a free-to-attend occasion where all stakeholders can contribute their perspectives and learn more about how the connections between exercise, health and performance are strengthening.

**FREE TO ATTEND – REGISTER NOW**

**WWW.ELEVATEARENA.COM**

### Supporters:



## WHAT'S ON?

### 4,000 ATTENDEES

represent the fitness industry, healthcare, sport clubs, local government, public health, leisure, education, performance, military, retail, press and policy influencers.

### 150 EXHIBITORS

demonstrate advances in technology, research, analysis, rehabilitation, psychology, biomechanics, training, sports medicine and service provision.

### 100 SPEAKERS

share knowledge and ideas on the strategies to increase participation, physical activity for health and wellbeing and the future of performance.

### 9 CURATIONS

present demonstrations, installations, innovative products, evidence-based talks delivered by thought leaders via 2 attractions and 7 feature areas.

**WWW.ELEVATEARENA.COM**



# The age of independents

Going green, old school, outdoors... We shine a light on some independent operators who are thinking outside of the box

## TEAMING UP AGAINST INACTIVITY

Operator: 3-1-5 Health Club,  
Lancaster, UK

Supplier: Myzone

Independent operator 3-1-5 Health Club has teamed up with activity tracking system Myzone to make Lancaster and the Bay area one of the healthiest communities in the country, as part of three-year research project worth more than £1m.

Launched on National Fitness Day in September 2015, the Shake it Up campaign aims to transform the lives of 500 inactive local residents through exercise over the next three years. Participants receive a 50 per cent discount on membership at 3-1-5 Health Club, where they must commit to one exercise session a week.

As well as offering X-Force equipment, which uses negative resistance to give clients fast results, the club has introduced 60 small group training sessions catering specifically for campaign members. The participants also receive a free Myzone activity tracker to monitor their progress and to keep them motivated.

“One of the fitness industry’s key challenges is retaining customer interest



and retaining members. By giving feedback and rewarding effort, Myzone supports and facilitates this,” says Ceri Smith, co-founder of 3-1-5 Health Club, which is initially funding the campaign.

“We’re using the technology to create challenges for our members, with prizes to reward effort, and to increase interaction between staff and members,” she says.

Participants’ Myzone data will be collated each quarter, along with measurements and psychological information, which will be

validated by the University of Solent. After 12 months, the data will be presented to the local Clinical Commissioning Group, the NHS, MPs and ukactive.

“The Shake it Up campaign aims to put the knowledge and expertise of our sector in front of government and the NHS, to prove how health clubs can support the NHS in treating inactivity and its related conditions. We believe every club in the UK should roll this scheme out to their own local community,” says Smith.

## GOING OLD SCHOOL

Operator: Daley Fitness, London, UK

Supplier: Core Health and Fitness

**A**thletics legend Daley Thompson is channelling the same ambition that helped him win two Olympic gold medals, and dominate the sport of decathlon between 1979 and 1987, into a new high-end gym venture.

The first in a proposed chain of Daley Fitness clubs launched in west London in May 2015. The concept is a fun approach, combining the best in old school fitness along with the best modern training methods.

Core Health and Fitness – which markets Star Trac, StairMaster, Nautilus and Schwinn – was involved from the outset on a consultancy basis, helping Thompson and Daley Fitness CEO Gavin Sunshine scour the capital for sites. Eventually a dilapidated former bed store was secured.

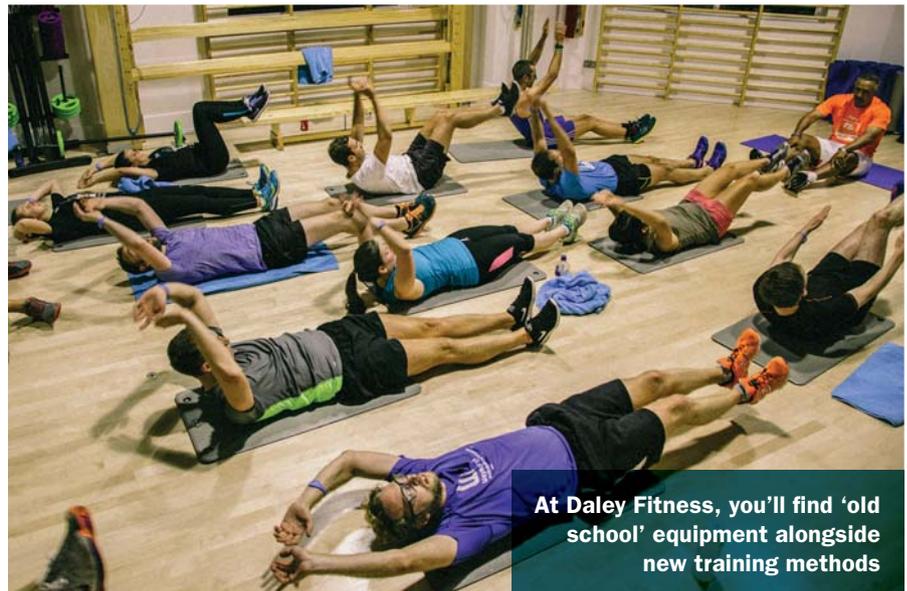
Thompson wanted to create a premium offering at the same time as replicating the gym hall from his former school. The result features leather medicine balls, ropes and rings, a wall ladder and vaulting horse, along with the latest cardio equipment: a Star Trac BoxMaster; strength and CV equipment; Oartech Sliders; and Origin benches, racks and free weights. This is all backed up with wearable technology from Myzone.

Trainers help inject fun into the experience and introduce members to the ‘old meets new’ training approach. “I started off doing my fitness at school in a little space like our studio, where you jump over things and pull yourself up things,” says Thompson. “It should be all about sweating, having a good time and not over-complicating things.”



PHOTO: COURTESY OF WWW.LUCYKANE.CO.UK

Former Olympic decathlete Thompson says he's putting the fun back into fitness



At Daley Fitness, you'll find 'old school' equipment alongside new training methods

### ► TAKE IT OUTSIDE

Operator: University of Nottingham, UK

Supplier: Life Fitness

In summer 2016, the University of Nottingham will see the completion of a new £40m sports complex that's three times the size of the existing centre.

As part of its continued investment in sport, the university has also partnered with Life Fitness to create a challenging outdoor functional fitness trail, featuring nine Synrgy BlueSky training stations.

The 1.7-mile active trail – the largest global installation of Synrgy BlueSky to date – extends across five University Park campus sites and has transformed areas to create new outdoor training spaces for students, staff and the local community.

Life Fitness created 30-minute training tutorials, introducing users to energetic workout sessions featuring circuits, interval training and fun challenges. After gaining popularity with the university's sports teams, a growing number of students are now enjoying free outdoor functional training.

“The university's ambition is to increase participation in sport at all levels, from encouraging children to experience a range of new pastimes, to the enhancement of elite performance at a national and international level,” says Samantha Bell-Minogue, the university's assistant director of sport participation. “Since launching the active trail, there has been notable activity happening across campus. It has provided an alternative, free method of training for our whole community and we hope to engage many more people over the coming months as people become aware of the new trail and become confident in using it.”



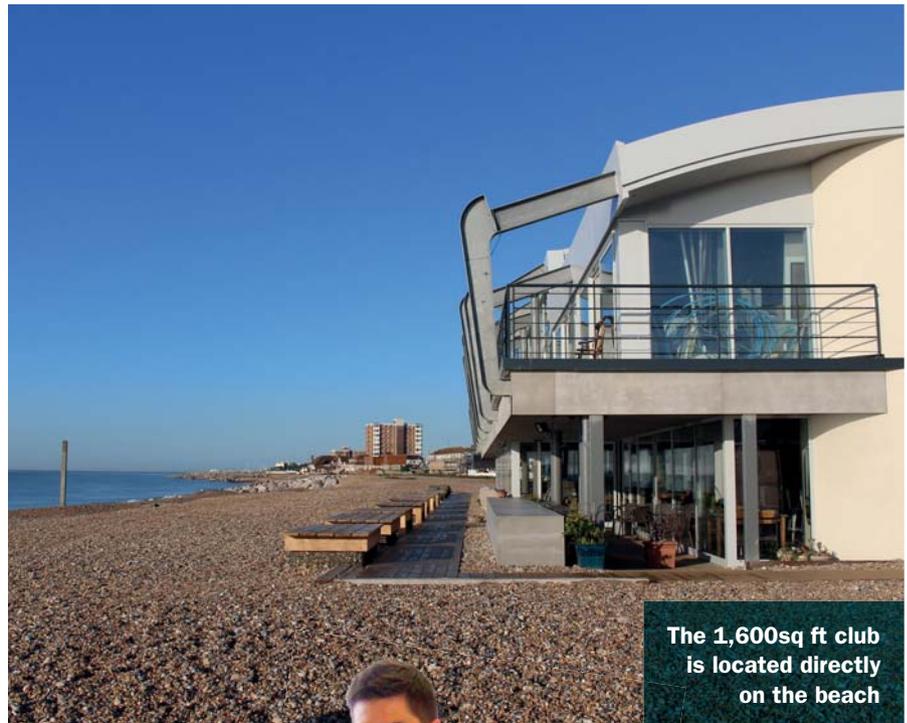
**The challenging outdoor fitness trail offers nine Synrgy BlueSky training stations**



**The training area has proved popular among the university's sports teams**



The Eco Powr range turns human energy, generated by exercisers, into electricity



The 1,600sq ft club is located directly on the beach

## GREEN CREDENTIALS

Operator: Beach Fit, Lancing, UK

Supplier: SportsArt

When opening his second seafront gym in Sussex in June 2015, environmental issues were at the top of Paul Crane's agenda. As a result, he chose an equipment supplier that allows human energy to be harvested as electricity: SportsArt.

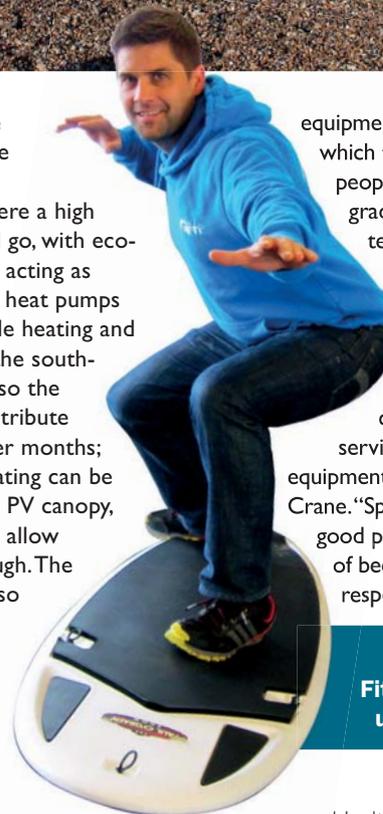
Located directly on the beach at Lancing, the 1,600sq ft Beach Fit club is part of a development to breathe new life back into an abandoned building and create activity on a neglected stretch of coastline.

The refurbishment has been led by the owners of the building – the Hole family – with everything finished to a high standard. The project includes an unusual mix of residential and commercial elements: on the ground floor, alongside the gym, there's

a café/restaurant, while upstairs there are three new apartments.

Green credentials were a high priority from the word go, with eco-architects Zed Factory acting as consultants. Air source heat pumps and solar panels provide heating and hot water. Meanwhile the south-facing façade is glazed, so the solar heat gain can contribute to heating during winter months; in the summer, overheating can be controlled by the solar PV canopy, which is translucent to allow filtered blue light through. The ventilation system is also able to recover the heat from outgoing air.

SportsArt supplied the strength and cardiovascular



equipment from its Eco Powr range, which turns energy created from people working out into utility grade electricity, by using technology similar to that used in solar panels and wind turbines. "We're able to offer our members a truly unique gym experience – one that combines excellent customer service with eco powered gym equipment and fantastic sea views," says Crane. "SportsArt and Beach Fit are good partners, as we share a vision of becoming more environmentally responsible businesses."

Paul Crane says Beach Fit offers members a truly unique gym environment

### ► PRACTICE MAKES PERFECT

Operator: Njinga cycling centre,  
London, UK

Supplier: Wattbike

**N**jinga cycle training and performance centre was launched in January 2015 by husband and wife team Togo Keynes and Leigh Rogers, who set out to create an environment where cyclists could become more confident and efficient on their bikes, at the same time as having fun.

Located in Richmond, south-west London, the club combines a mix of accredited coaches and 13 Wattbikes to offer expert tuition for both beginner cyclists and intermediate level riders who want to improve their technique, such as climbing hills more efficiently or cycling in a way to reduce fatigue. In addition, the club helps members achieve weight loss and fitness goals by providing nutritional knowledge to help them improve their eating habits.

Keynes was drawn to Wattbike because of its Polar View pedalling technique analysis, believing this feature would help his clients become more efficient on the bike. The power cycling software and individual rider data have also proved useful features within a group cycling setting.

“We were determined to make our cyclists stronger and more confident and, after extensive research, we chose Wattbike for its detailed rider analysis and pedal technique feedback,” says Keynes. “We use the bikes to teach pedalling technique and to conduct submaximal and maximal ramp tests to generate training zones, which are then used to teach riders how to train smarter.”

The club also offers one-to-one coached sessions, group class cycling using Spivi group



**Cyclists can practise their new skills during outdoor workshops**

cycling software, and workshops in Richmond Park – putting what customers have learnt on the Wattbikes into practice on real bikes.

The cycling club donates 5 per cent of its profits to Re-Cycle, a UK charity that is changing lives in Africa by shipping unwanted bikes to those less fortunate. ●

**The club aims to make cyclists stronger and more confident**



PHOTO: WWW.SPORTLIVEPHOTO.COM

# HEALTH CLUB MANAGEMENT HANDBOOK 2016

## PRODUCTS & SERVICES

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# health sport activity

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# 1Life

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Twitter: @1LifeUK

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Facebook: [www.facebook/1LifeUK](http://www.facebook/1LifeUK)



NEIL KING

## About us

1Life is a forward thinking lifestyle and leisure management solutions company encouraging everyone to get the most out of life. Across the UK 1Life engages with communities and inspires people, enhancing their lives through health & wellbeing, sports and physical activity. Our approach is collaborative, innovative and focused on creating tailored solutions to help Local Authority clients achieve local outcomes and deliver results at a local level.

## Product range and services

1Life has over 20 years' experience working with Councils and other organisations, employing over 2,000 people to operate 45 venues nationwide. Operating gyms, swimming pools, golf, tennis and sports centres, theatres, nature parks, design centres and national



stadia, 1Life provides health & wellbeing services, sports and outreach initiatives, learning and arts programmes for all. By making capital investment available, securing funding or generating revenue, high standards of operational excellence are achieved and from partnering with industry experts we drive innovation.

## Key customers

Local authorities, corporate companies, hotel chains and charitable institutions.

## Plans for 2016

Two new partnerships will begin in 2016. Firstly with Milton Keynes Council, 1Life will start managing five new venues, investing £1.5 million to launch brand new services. In Lincolnshire, with Boston Borough Council 1Life are refurbishing Princess Royal Sports Arena to reach a broader audience with new services.

## Shows attending in 2016

Active-net, Sibec, FLAME, CLOA as main sponsors, LIW and other specialist network events.

## Key personnel

### Neil King

Managing Director

### Stephen Waterman

Operations Director

### Andy Haworth

Business Development Director

For more information please contact

TEL: +44 (0) 1480 484260

EMAIL:

[businessdevelopmentgroup@1life.co.uk](mailto:businessdevelopmentgroup@1life.co.uk)

"I attended the Flame awards with our leisure management partner 1Life in 2015 on behalf of St Albans Council. The number of nominations that they had, speaks volumes about the successful work 1Life does, not just in St Albans but around the country."

**RICHARD SHWE, HEAD OF COMMUNITY SERVICES**

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We supply all types of products whatever your budget. From premium brands such as Werksan or custom made equipment designed just for you. Our products are competitively priced, without compromising on quality.

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# 029 2036 2664

e: [info@aperformance.co.uk](mailto:info@aperformance.co.uk)



# Absolute Performance Ltd

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TONY BUCHANAN

## About us

We're setting the standard in equipment solutions. Whether creating a facility from scratch, refurbishing or needing help to source equipment or flooring, we'll take the hassle away, providing the right solution on budget. Tackling projects of all shapes and sizes, we provide: • Independent specialist advice with a professional and personal approach • World-class strength equipment that suits your needs • Unrivalled service and support throughout your project, and beyond.

## Product range and services

AP provides a full range of strength equipment, including: • IWF Accredited Werksan, one of the world's leading manufacturers of Olympic weight training equipment. • Branding options available. • Europe's official distributor for DC Blocks • Our own AP Series strength

equipment, fully customisable. • The AP Functional Series – custom designed rigs and boxing rings to foam rollers and soft plyometric boxes. AP Flooring Solutions: • AP Heavyweight Flooring – heavy duty rubber for dropping & lifting • AP Turf – a range of temporary and permanent turf solutions for a variety of uses.

## Key customers

We work across all sectors – schools, universities, colleges, professional sports clubs, institutes of sport, public and private health clubs and armed forces. Examples include Fitness Garage, Cardiff Blues, England Rugby, Cambridge University, easyGym, Royal Grammar School Newcastle, Stoke City FC and Essex County Cricket.

## Plans for 2016

To continue to provide our customers

with the level of consultation and product choices that provides them with hassle free facilities, that are both fit for purpose and within budget.

In January 2016 introducing two new packages for existing and new customers alike: Absolute Performance Kit Coaching: customers can now book complete training packages to help those using the equipment get the most out of their new gym facility.

The AP Equipment Health Check: offer a range of fixed-fee preventative maintenance packages depending on how often customers would like their equipment checked or if they have any particular service requirements.

## Shows attending in 2016

FIBO Global Fitness, Independent Schools PE Conference, Elite Sports Performance Expo, UKSCA Annual Conference

## Key personnel

**Tony Buchanan**

Managing Director

**Simon Britton**

National Sales Manager

**Sian Buchanan**

Director

“This new training area, designed and supplied by AP, enables our sporting teams, community clubs and schools to benefit from a first-class facility and equipment, which will ultimately help them train better and reach their full potential. It's a unique space that is going to make a huge difference to the training options available to the sportspeople of the University and the wider Cambridge community.”

**KAREN PEARCE, ACTING DIRECTOR OF SPORT AT THE UNIVERSITY OF CAMBRIDGE.**

# Grow your business with Active IQ



Active IQ is the UK's leading awarding organisation for the active leisure, learning and wellbeing sector and offers over 100 innovative and dynamic qualifications ranging from Entry Level to Level 5.

We also provide pioneering resources for teaching, eLearning and assessment and our experts will give you the help you need to give your learners the best opportunity for success.



Contact us today & discover the new opportunities you can give your learners with an Active IQ qualification.

[www.activeiq.co.uk/skillsgap](http://www.activeiq.co.uk/skillsgap)



## Active IQ

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Web: [www.activeiq.co.uk](http://www.activeiq.co.uk) Twitter: @Active\_\_IQ

Facebook: [www.facebook.com/active.iq](http://www.facebook.com/active.iq)

LinkedIn: Talking Active Leisure Qualifications



JENNY PATRICKSON

### About us

Active IQ is the UK's leading awarding organisation for the active leisure, learning and well-being sector. Our range of qualifications equip individuals with all the knowledge and skills they need to kick-start or progress their careers in the active leisure sector. With first-class resources, an extensive suite of eLearning and free electronic lecture packs, we lead the way with dynamic fit-for-purpose qualifications that ensure success.

### What is the name of your parent company?

Premier Global

### What range of courses do you offer?

Active IQ offers a range of qualifications for the active leisure, learning and well-being sector from entry level to level 5. Our qualifications include fitness instruction, personal training, health, wellbeing and exercise referral, leisure operations and management, sports massage therapy as well as business administration, customer service, and management and leadership programmes. All qualifications are accredited by Ofqual

and a wide range of programmes are recognised by CIMSPA and REPs.

### Who buys your courses?

Active IQ works with over 500 approved centres, including private training providers, colleges, employers, leisure service providers, universities, schools, prisons, young offender institutes and international centres.

### What are you plans for 2016?

Launching in 2016 - Active IQ Talent Match (a recruitment service for providers), Professional Career Development (training & development for staff) & Professional Recognition (an endorsement service for bespoke training).

### What shows will you be attending in 2016?

AoC Sports in the Curriculum Conference  
The Skills Show  
Elevate  
Active-net  
Flame Conference  
LIW  
Active Training Awards  
Sibec

### Key personnel

#### Jenny Patrickson

Managing Director

#### Sarah Edmonds

Director of Quality and Standards

#### Laura Sheasby

Business Development Manager (North)

#### James Clack

Business Development Manager (South)

For more information please contact

TEL: +44 (0) 7725 240511

EMAIL: [jenny@activeiq.co.uk](mailto:jenny@activeiq.co.uk)

"We have been working with Active IQ for over 6 years and have always found them forward thinking, helpful and professional."

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Email: [memberships@ashbournemanagement.co.uk](mailto:memberships@ashbournemanagement.co.uk)

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



GRANT HARRISON

## Product range

More than 1000 gyms, health clubs and leisure centres in the UK and Ireland simplify their membership management by outsourcing Direct Debit collection and debt recovery to Ashbourne.

Like them, by using our services you can save time, money and stress and can focus on developing your club. There are no hidden fees - just an all-inclusive collection and integrated club software service.

## Main services

Ashbourne offers integrated support for all of the main aspects of running a club: Membership collection + clear management KPIs; booking systems for joining, for classes and for maximising your facilities; and recruitment and retention of members. Our entry/access control checks members' payment status when entering your club, linked to real-time payment data via swipecard, fingerprint reader or RFID devices. Our tracking and retention tools let you email and text targeted members direct from the system, using a choice of templates. New for 2016 is Scheduler+, our complete facility and staff scheduling system.

## Additional services

Our ebook, 100 Ways to Attract More Members is packed with recruitment and retention tips which you can use in your club. Download your copy at: <http://bit.ly/AshbourneEbook>

We can also provide YourApp, your own smartphone app for your club, making it easy for members to access all your services on the move.

## Key customers

Ashbourne provides membership management services for over 1000 independent gyms, health & fitness clubs, leisure centres and martial arts academies across the UK and Ireland.

## Shows attending in 2016

Elevate, Leisure Industry Week

## Key personnel

### John Clayton-Wright

Managing Director

### Grant Harrison

National Accounts Manager

### Mark Beaumont-Thomas

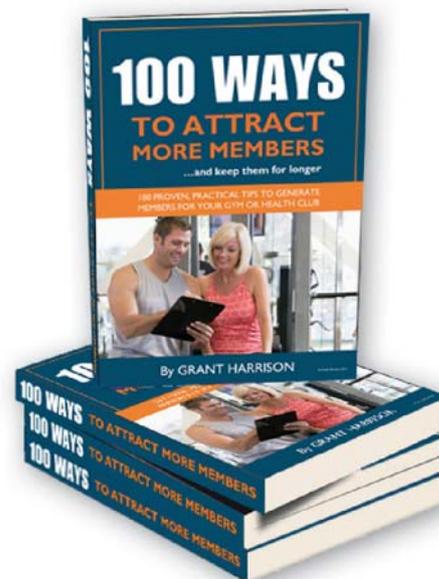
Marketing Manager

## FOR MORE INFORMATION

Ashbourne customer service team:

TEL: +44 (0)871 271 2088

Email: [memberships@ashbournemanagement.co.uk](mailto:memberships@ashbournemanagement.co.uk)



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Web: [www.balancedbody.com](http://www.balancedbody.com)



balanced body®

### Year established 1976

#### About us

Stocked in the UK for fast, cost-effective delivery, Balanced Body® delivers versatile and space-saving mind-body equipment and education that is perfect for personal training or group programming. Products include the new MOTR® and Bodhi Suspension System®, in addition to our best-in-class Allegro® System, EXO® Chair and CoreAlign®. We also offer a superb line of rock maple Pilates studio equipment, plus small props and accessories.

#### Additional services

Balanced Body® instructor training is available in the UK and at over 250 sites worldwide. Training for instructors at all levels is tailored to fitness centers, including Pilates, Anatomy in Three Dimensions™, Balanced Body Barre®, Bodhi Suspension System®, MOTR® and CoreAlign®. We offer flexible, modular programmes, and flat rates per student.

#### Key customers

Major health clubs worldwide in addition to small clubs, instructors and personal trainers.

### Shows attending in 2016

See our full Events Calendar at [www.balancedbody.com](http://www.balancedbody.com)

#### Key personnel

##### Tony Tran

Commercial Fitness Manager

For more information please contact

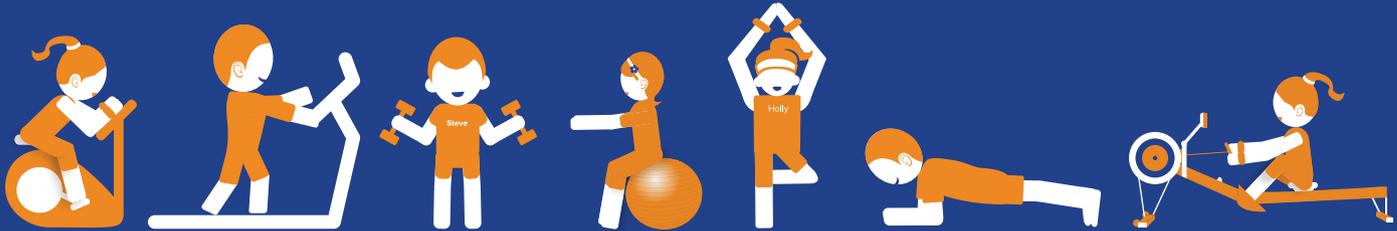
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# ClubWise

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GUY FOSTER

## About us

ClubWise integrates club management software, direct debit collection, sales, retention and marketing solutions to provide clubs with an all-in-one solution. ClubWise enables health and fitness clubs to strengthen cash flow, manage memberships, retain members and generate new business from the cloud-based system, whilst reducing admin to give clubs the freedom to focus on what matters most: members.

## Product range

Streamlined day-to-day running, generating new business, member retention and performance analytics are all key to the success of your club.

ClubWise provides the platform for success with Direct Debit Collection services and a robust club management software package which includes...

- Member Management • Member Rewards • Dashboard Analytics
- Prospect Tracking • Location Intelligence with Demographic census data • Reports
- Campaign Manager
- Automated CRM • Mobile Apps
- Check-in • Access Control integration
- POS • Booking.

## Key customers

ClubWise works in partnership with over 900 health and fitness clubs worldwide. Our customers vary from small independents to

large groups and franchises, all of which are provided a supportive and friendly service from day one.

## Shows attending in 2016

Leisure Industry Week, FIBO

## Key personnel

### Guy Foster

UK Sales Manager

### Innes Kerr

Customer Services Manager

For more information please contact

TEL: +44 (0) 800 072 6411

EMAIL: [sales@clubwise.com](mailto:sales@clubwise.com)

WEB: [www.clubwise.com](http://www.clubwise.com)

“ClubWise manages everything that you need to operate a successful club”

**NEIL GODLY, OXYGEN FIT**

“I would wholeheartedly recommend looking at ClubWise, they’re a critical partner in the running of our clubs”

**DECLAN RYAN, ACTIVE4LESS**

“This is the best business decision we’ve made... If you want a truly fully integrated system then ClubWise really is the number one choice”

**JONATHAN LYALL, LANGLEY’S COUNTRY CLUB**



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Unit 4, The Gateway Centre, Coronation Road, Cressex Business Park,  
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JOHN GAMBLE

### About us

Core Health & Fitness is the world's fifth largest marketer and distributor of commercial fitness products to health clubs, community recreational centers, hotels, government, educational facilities and more. Core Health & Fitness markets its products under the Star Trac®, StairMaster®, Schwinn® and Nautilus® brands. Headquartered in Vancouver, Washington, we employ over 400 people worldwide and serve a global customer base. Core maintains sales, engineering service offices throughout the United States (Vancouver, WA; Irvine, CA; Independence, VA as well as in the United Kingdom (High Wycombe); Germany (Munich); Spain (Barcelona) and Brazil (São Paulo). We operate our primary warehouse locations in the United States, the Netherlands and China.

### Product range and services

We offer the commercial fitness and health club marketplace an unmatched portfolio of brands including Star Trac® fitness equipment solutions, StairMaster® cardio products, Nautilus® commercial strength products and Schwinn® indoor cycling bikes.

### Key customers

David Lloyd Leisure, Fitness First, Virgin Active Health Clubs, Nuffield Health, Parkwood Leisure, IHG Hotels, Active4Less, University of Kent, Stoke Park Country Club Spa and Hotel, North Lanarkshire Leisure, Bannatyne Health Clubs, Simply Gym.

### Plans for 2016

New cardio products from Star Trac will debut in 2016 featuring all new consoles incorporating our OpenHub platform.

Open Hub provides connectivity for asset management, entertainment and more. We will also debut 3 new indoor Star Trac group cycles, refreshed strength equipment from Nautilus and introduce an upper body ergometer under the StairMaster brand.

### Shows attending in 2016

IHRSA, FIBO, SIBEC, HOTECH, LIW, ENAS

### Key personnel

#### John Gamble

Managing Director of Europe, Middle East and Africa

#### Peter Rigg

Director of Key Accounts EMEA

#### James Anderson

UK Sales Manager

For more information please contact

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EMAIL: [uksales@corehandf.com](mailto:uksales@corehandf.com)

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**memberdrive**



DAVE WRIGHT

### About us

For 25 years around the globe CFM have been the world leader in generating new members. When our clients engage with our 6 week membership campaigns, with no outlay and no risk, they are also tapping into the experience of a company that has generated over 1 million new members for over 4000 health clubs worldwide.

### Product range

We offer an unparalleled membership generation service that creates a large influx of income from untapped corners of the market. This is guaranteed to be over and above the membership income the club would normally achieve themselves.

### Key customers

We have customers in the majority of the health club sectors from the Chains, Local Authority, Trust, Hotels, Spas and Independent Health Clubs.

### Plans for 2016

To continue to be at the forefront of finding new and innovative ways to attract the hard to reach members to health clubs around the country.

### Shows attending in 2016

IHRSA, FIBO, Leisure Industry Week

### Key personnel

#### Dean Godfrey

Director

#### Ryan Kildare

Business Development Manager

#### Jonny Packard

Business Development Manager

For more information please contact

TEL: +44 (0) 115 777 3333

EMAIL: [uk@cfm.net](mailto:uk@cfm.net)

WEB: [www.cfm.net](http://www.cfm.net)

A large list of club owner testimonials can be seen on  
[www.youtube.com/creativefitnessmkt](http://www.youtube.com/creativefitnessmkt)



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Blog: <http://blog.cybexintl.com/uk>



ROB THURSTON

## About us

Cyber International is a leading manufacturer of premium commercial fitness equipment. The company's dedication to exercise science, through the Cyber Institute, leads the fitness industry in the development of exercise machines that enhance human performance. With over 90 patents, Cyber equipment is innovative in design, durable in structure and engineered to be biomechanically correct to produce optimum results with minimum stress on the body.

## Parent company

Cyber International Inc.

## Product range and services

Cyber manufactures the industry's largest range of strength equipment with over 150 unique pieces including the new Prestige Strength VRS and Eagle NX selectorised lines, the Bravo functional training series, plate loaded, free weights and Big Iron power racks. Its cardio range includes treadmills, bikes,



the patented Arc Trainer and the all-new SPARC Trainer, a self-powered high intensity training machine.

Cyber also provides custom 3D CAD design and bespoke marketing packages, flexible financing, ongoing service and warranty support and over 30 REPs accredited seminars across the UK.

## Key customers

Nuffield Health, Snap Fitness, Northampton Borough Council, Telford & Wrekin Council, URBANFITNESS London, National Aquatic Centre Dublin, Metro Fitness, University College Dublin, University of Liverpool, University of Nottingham, Champneys Health Resorts, BodyPower Personal Training Studios, Sole Fitness, Ricky Hatton Health & Fitness & SportHouse.

## Shows attending in 2016

IHRSA, FIBO, BodyPower, Elevate, Leisure Industry Week.

## Key personnel

### Rob Thurston

Commercial Director

### Luke Berry

Key Account Manager

For more information please contact Rob Thurston, Commercial Director  
TEL: +44 (0) 7796 998873  
EMAIL: [rthurston@cybexintl.com](mailto:rthurston@cybexintl.com)

"Cyber was chosen because of its premium quality equipment that not only meets the needs of our diverse gym members, but is also highly durable and robust in its design. Innovation, accessibility and user-friendliness were high on our checklist and Cyber came out on top; we continue to work closely with the Cyber team who also provide excellent after-sales care."

**SOPHIE GRIFFITHS, GROUP SERVICES DEVELOPMENT MANAGER,  
TELFORD & WREKIN COUNCIL**

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## DFC

16 Davy Avenue, Knowlhill, Milton Keynes, Buckinghamshire, MK5 8PL, UK

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IVAN STEVENSON

### About us

At DFC, we offer a totally transparent membership collections service, with clear pricing and no hidden extras. Constantly working hard to provide new solutions for our clients, we deliver on our promises – day in and day out. Our mission is to help you improve your relationships with your customers so that they stay longer. You can leave us to collect your Direct Debits, while you concentrate on running – and growing – your business.

### Parent company

Transaction Services Group

### Product range and services

Our flexible Fully Managed Service efficiently collects DD payments using traditional paper-based methods or our online portal, FASTDD, using your own SUN or ours. With transparent processes and a competitive and clear pricing policy, and a full default procedure handled entirely in-house to ensure no hidden extras.

### Key customers

We have happy customers in the majority of the leisure sectors, including, Chains, Local Authority, Trust, Budget, Hotels and Independent Health Clubs.

### Plans for 2016

We will continue our expansion throughout Europe with our SEPA solution, along with continuing to deliver innovative solutions that significantly benefit our clients businesses.

### Shows attending in 2016

FIBO, Active-Net, Leisure Industry Week, The UK Active Flame Conference, SIBEC Europe.

### Key personnel

#### Ivan Stevenson

Director

#### David Mellor

Head of business development  
– leisure division

For more information please contact

TEL: +44 (0) 1908 422000 ext 826

WEB: [www.debitfinance.co.uk](http://www.debitfinance.co.uk)

“We employed DFC as our partner and expert in the management and collection of DD income that has been very successful - their approach is both transparent and ethical which fits the Trust’s ethos. DFC is meticulous to detail and customer service is second to none, not to mention the expertise and advice they offer our management team at all levels. This partnership, and the strength of their collection systems, will give us the platform to push the membership base forward and invest in the future of the Trust. A true partnership in every sense.”

**MIKE LYONS, BH LIVE**



# HOW MUCH OF AN IMPACT DOES YOUR FUNCTIONAL ZONE MAKE TO YOUR BOTTOM LINE?

If you are like a lot of businesses today, your answer could be that you're not sure, or a very little.

For nearly 16 years, Escape Fitness has been invited to work with over 1,000 fitness clubs in 80 countries to help them improve their bottom line.

Therefore, we have gained a lot of first hand experience about what does and does not work in this space.

Over the last 18 months we have been working with a growing number of commercial fitness businesses who are silently stealing market share from traditional models and reporting higher-than-industry-average profit margins.

To help more businesses deal with the challenges we have identified, we have created

a white paper that uncovers the 7 common mistakes made by most businesses when introducing functional training into their facility and how to avoid them.

#### You will learn:

- Simple steps for differentiating your offering.
- How to save money by only buying equipment that will be used.
- How to create a highly-engaged fitness team.
- Why layout is so important and what most people do wrong.



#### GET IN TOUCH.

Download the free white paper today and discover the 7 common mistakes and how to overcome them.

Go to:

[www.escapefitness.com/hchh](http://www.escapefitness.com/hchh)

Email us at:

[sales@escapefitness.com](mailto:sales@escapefitness.com)

#ESCAPEYOURLIMITS

escape  <sup>®</sup>

# Escape Fitness Limited

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Blog: [www.escapefitness.com/blog](http://www.escapefitness.com/blog)



MATTHEW JANUSZEK

## About us

Since starting 16 years ago, Escape Fitness has built a reputation for product innovation, quality and design and, through great partnerships, has managed to grow and compete in very challenging markets. Escape Fitness is always encouraging fitness professionals and their clients to 'Escape Their Limits' and this forms the foundation of everything the company has to offer.

## Product range and services

As a leading expert in functional fitness solutions, Escape Fitness can design, equip and install any facility with quality training and exclusive products. 2016 sees the launch of brand new 'Octagon' functional frames, with extensive choice regardless of facilities' styles. We are also launching a brand new STEP solution, which aims to revolutionise the way clubs deliver this

group exercise favourite. Escape Fitness helps clients provide challenging and engaging fitness experiences, maximising member attraction and retention, therefore maximising revenue.

## Key customers

Escape Fitness has been built on repeat custom and word of mouth, working with industry leading brands including Fitness First, Virgin Active, UFC Gyms, Crunch, Nuffield Health, David Lloyd, IRebel and Anytime Fitness.

## Plans for 2016

Escape Fitness plans to build on 2015's success in North America and EMEA by reaching more distributors, more direct customers and globally growing the brand's presence at trade events.

## Shows attending in 2016

IHRSA, NIRSA, FIBO, IDEA World, Asia Fitness Convention, SIBEC UK, SIBEC Europe, SIBEC North America.

## Key personnel

### Matthew Januszek

Customer Solutions Director

For more information please contact

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EMAIL: [sales@escapefitness.com](mailto:sales@escapefitness.com)

"Escape Fitness is always cutting edge; we receive fantastic service and are continually looking to develop the functionality of all our clubs. The wide variety of equipment supports our values of high quality and premium choice. It motivates our team and gives members choice."

**SARAH PLANT, LIFESTYLE FITNESS OPERATIONS DIRECTOR**



# EZ

# RUNNER

Management Software

## FOR PEOPLE WHO WANT SOMETHING MORE

One of the primary differentiations between us and our competitors is not only our flexibility but our huge online offerings as well. Our system can be moulded to your specific requirements.

We've been around since the 90's, and built up quite a reputation over the years with over 600 clients world-wide. All of them using some or all aspects of our voucher management, online facilities to our automated integrated mass marketing tools.

Book, sign-up and pay-off debt via websites, tablets, and smart phones. All fully integrated into your DESIGN and your ONLINE BRAND.



t: 0844 847 5827

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e: [info@ez-runner.com](mailto:info@ez-runner.com)

# EZ-Runner Systems Ltd

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## About us

With over 600 clients worldwide in Spa, Golf, Health Club, Hotel and Kids Play Leisure, we have a proven track record endorsed by a diverse range of industry leaders including Hilton Livingwell, David Lloyd Spa, Hand Picked Hotels, sk:n, Gambado, Golds Gym, Third space London, Bodyism, Oxygen Freeejumping, World of Golf, Kidspace, Dermalogica & Soho Gyms – all of whom benefit from using Ez-Runner software solutions.

## Product range and services

Hardware supply and support; website design; in-house custom development; 24/7 365 hosting and backup; 365 in-house support services; membership cards.

Complete range of online and web services with key products including:

- ClubRunner
- PlayRunner
- SpaRunner
- GolfRunner

## Key customers

Hilton Livingwell, sk:n, David Lloyd Spa, Gambado, Shire Hotels, Golds Gym, Hand Picked Hotels, Dermalogica, Soho Gyms, World of Golf and Kidspace, Third Space London, Oxygen Freeejumping and Bodyism.

## Plans for 2016

- Add APPLE PAY, Credit card Registrations
- Voucher Fulfilment including sites without our Software.
- Repeat Billing with Credit Cards.

## Shows attending in 2016

- LIW
- SPATEC
- SPALIFE

## Key personnel

**Stefan Drummond**  
MD

**Shez Namooya**  
Business Development

For more information please contact  
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“Through our commitment to using the latest in technology, Hand Picked Hotels have recently embarked upon an upgrade to the latest Ez-Runner central on-line solution. This has allowed us to combine the strengths and versatility of the software with our website to maximise all sales opportunities from the Central Reservations and Hotel Revenue Teams, to the Spa/Club Teams.”

**HELEN WYNNE, HEALTH CLUB & SPA PROJECT MANAGER, HAND PICKED HOTELS**

## BEEF UP YOUR BOTTOM LINE WITH NFC TECHNOLOGY

GANTNER creates an environment that enables access control, check-in, lockers, and cashless payment to operate with a single NFC membership credential: card, wristband, key tag or smart phone. With cutting edge technology, members enjoy a more convenient and secure visit to the club, while you see a quick return on investment thanks to reduced operating costs and increased secondary income. GANTNER combined with 3rd party club management software creates a fully integrated system solution to beef up your bottom line.

### FEATURES

- Improve security with a robust access control solution.
- Streamline operations with automated check-in.
- Go mobile with your club management system.
- Benefit from superior locker room management.
- Boost income with cashless payment.

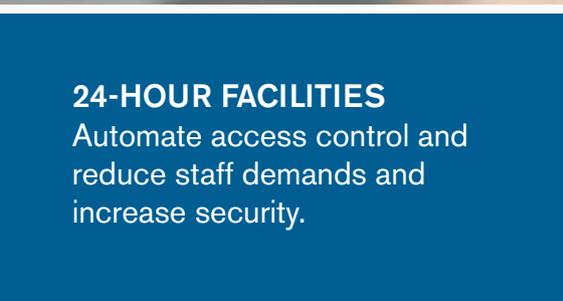


Improved Club Management



### LOCKER MANAGEMENT

Know what lockers are in-use and control locker usage from your front desk.



### 24-HOUR FACILITIES

Automate access control and reduce staff demands and increase security.



### BOOST SECONDARY INCOME

Automate the process of selling timed-services – sun beds, power plates, showers, and more.

## Gantner Technologies

The Havens, Ransomes Europark, Ipswich, Suffolk IP3 9SJ UK

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**Gantner**  
technologies



MORGER MARIO

### About us

GANTNER is the leading supplier of SMART Card system solutions. Our products are designed for the global leisure industry (leisure centres, water parks, fitness clubs, spas etc.). Within a building, the check-in, lockers and any point of sale are operated with a single Smart card or wristband. High quality, great design and short payback times are GANTNER's strengths. Our hardware and 3rd party club management software create a fully integrated system solution which is convenient and secure.

### Product range and services

The system solutions include access control, automated check-in, electronic locking systems and cashless payment applications. Devices in all areas can be controlled using contactless technology with a credential of your choice - from the turnstile, up to the lockers in the wardrobe. If cash sums are credited, the chip works like a wallet in the club.

GANTNER operates an 'open-source' system, which means that all of its technology and hardware can be easily retro-fitted into a leisure facility's existing software. Not only can this save the client



money, it gives leisure businesses the freedom to partner with local software suppliers for a truly bespoke solution.

### Key customers

Virgin Active, Fitness First, Fresh Fitness, McFit, Health City, Holmes Place, Hard Candy (NeV), Pure JATOMI Fitness, and countless individual clubs around the world are since many years satisfied customers.

### Plans for 2016

We will develop further solutions to create a real member experience.

### Shows attending in 2016

Leisure Industry Week, FIBO, IHRSA, Elevate, SIBEC Europe

### Key personnel

#### Mario Morger

International Key Accounts,  
Business Development Manager

For more information please contact

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# software for *Life*



## Gladstone Health & Leisure

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Twitter: [@gladstonemrm](https://twitter.com/@gladstonemrm)



TOM WITHERS

### About us

Gladstone Health & Leisure has been at the forefront of leisure management software technology for 35 years and have never stood still. Driving innovation throughout the years, we continue to work with industry leaders to build the ultimate software that delivers genuine business value to operators and enhances consumer experience.

With more than 30,000 licensed users relying on our core management system delivering advanced membership, bookings, check-in, security, point of sale and business intelligence applications

everyday, but more importantly millions of members also engage twenty-four seven from signup to booking and payments via Smartphone apps, online or in club through self-service kiosks. Our catch-all solution means no matter how the member wants to engage with you we have a solution that fits.

### Product range

Leisure management software including membership management, epos, booking, resources, reporting, access, kiosks, swim school software, contact manager, mobile, theatre bookings and online customer portal.

### Additional services

Custom development, project management, online and on-site training, implementation, 3rd party integration and card services.

### Key customers

Leisure trusts, local authorities, universities and private chains.

### Key personnel

#### Tom Withers

Managing Director

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“It has been great to see Gladstone working in conjunction with it’s customers over the past couple of years. This has resulted in them successfully delivering on a number of key developments with Edinburgh Leisure and our customer’s reaping the benefits.”

**STUART FAIRBAIRN, ICT  
MANAGER, EDINBURGH LEISURE**



# INDIGOFITNESS

The UK's only end-to-end solution provider:

- › Facility design
- › Bespoke manufacturing
- › UK's largest strength range
- › Exclusive DuraFLEX flooring distributors
- › Expert installation

Leading the way in performance strength training for almost 20 years, the Indigo Fitness team have a wealth of experience in creating and delivering high quality, functional training spaces.

We'd love to bring our expertise, creativity and enthusiasm to your next project, so get in touch!



London Irish



Official strength equipment partners of  
London Irish RFC, Northampton Saints RFC  
and ASM Clermont Auvergne.

## Indigo Fitness

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Twitter: @Indigo\_Fitness



# INDIGOFITNESS

### About us

For almost 20 years Indigo Fitness has been a leading provider of performance training facilities. Specialising in delivering facilities to suit your exact training needs, our in-house design team work closely with clients and use the latest 3D software to bring your ideas to life. With our own manufacturing plant we are able to specify equipment to your bespoke requirements and we're also exclusive UK distributors for Powerbag, DuraFLEX premium flooring and RAZE strength and conditioning equipment.

### Product range and services

We are the UK's only truly end-to-end solutions provider when it comes to your training space. Our experienced



team can guide you through the process of gym layout and equipment selection, and we in-house design and manufacture a wide range of selectorised and plate loaded station strength equipment, power racks and functional training rigs – all with the option of full customisation. We are also the UK exclusive distributors for Powerbag, RAZE strength and conditioning equipment, and DuraFLEX premium fitness flooring. Plus, our skilled and knowledgeable installation team will be on-site to make sure your ideal training space becomes a fully functioning reality.

### Key customers

We work with a broad spectrum of clients; from small independent gyms to larger gym chains, universities and colleges, right through to elite sports teams such as London Irish RFC, Northampton Saints RFC and Wolverhampton Wanderers FC.

### Plans for 2016

We'll be continuing to develop new and innovative strength and conditioning equipment, with a particular focus on our modular rigs, outdoor training solutions and offering client branding over a wider

range of products. We'll also be launching some exciting new products such as the Slambag and ProLog – watch this space!

### Shows attending in 2016

FIBO

### Key personnel

#### Rob Coleman

Managing Director

#### Andy Turner

Technical Director

#### Jamie Taylor

Marketing Director

#### Phil Littlewood

Director

For more information please contact

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EMAIL: [info@indigofitness.com](mailto:info@indigofitness.com)



intenza®

Intenza Fitness UK Ltd

+44 (0)3300 241 313

INTENZAfitness.CO.UK

## *TIMELESS DESIGN*

Intenza equipment is made without compromise. No detail is too small and no process is “too much” when it comes to setting a new gold standard for overall customer satisfaction

## Intenza Fitness

Barrowford Road, Colne, Lancashire, BB8 9AJ

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JEZ WHITLING  
& GRAHAM BERTRAND

### About us

Intenza Fitness UK was established in May 2015 to supply and service this exciting new brand to the UK market. The vision of Intenza Fitness UK is to deliver the high quality Intenza cardio equipment to the UK market while delivering world-class customer service.

### Product range and services

Intenza Fitness UK provides a full package, one-stop shop to its UK customers. Alongside the award winning Intenza cardio equipment, Intenza Fitness UK have also partnered with a number of high quality, commercial strength, free-weight and ancillary product companies to ensure every possible requirement can be provided to facilities.

### Key customers

Intenza Fitness UK has already established a number of key customers including; 1Life, Rush Fitness.

### Plans for 2016

Along with continuing to establish the brand within the UK, Intenza Fitness UK will be launching a number of new innovative products, which will be showcased at IHRSA and FIBO.

### Shows attending in 2016

IHRSA, FIBO, others to be confirmed

### Key personnel

#### Jez Whitling

Managing Director

#### Graham Bertrand

Director



For more information please contact  
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“As soon as I first saw the Intenza range, I could see the superior quality and contemporary design of the products. The installation was world class, the members love the products and the service support is exemplary. I would highly recommend Intenza Fitness.”

**MARK ANTHONY, CEO, RUSH FITNESS**



# JC LEISURE, WE HAVE ALL THE SOLUTIONS

SWIMMING POOLS & SPAS, STEAM ROOMS & SAUNAS



## What can **JC Leisure** offer you?

The leading provider in poolside services, JC Leisure delivers preventative and reactive maintenance – as well as parts – across the UK and Eire. Our specialist engineers offer an extensive range of services, as well as full 24/7 support, helping us to give you the perfect solution, every time.

- |  |  |
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|  24/7 REACTIVE MAINTENANCE  |  POOLSIDE PRODUCTS        |
|  FILTER & MEDIA MAINTENANCE |  POOL OPERATIONS TRAINING |
|  SAUNA & STEAM ROOM BUILDS  |  PLANNED MAINTENANCE      |

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NICOLE O'CALLAGHAN

### About us

Committed to raising the standards of the UK's swimming facilities and reducing facility downtime. Award winning JC Leisure Solutions are the UK's leading specialists in swimming pool & spa service and engineering. Operating throughout the UK and Ireland, a leisure facility is no further than 2 hours away from a qualified JCL engineer.

### Product range and services

- 24/7, 365 days a year helpdesk/call out provision
- Site specific planned maintenance schedule
- Bespoke pool operations training - ensuring your staff know how to operate their facilities
- FREE technical help to avoid unnecessary call out costs
- Pool plant refurbishment and enhancement



- Chemical dosing systems
- Wellness, sauna, steam & hydrotherapy pools
- Balance tank cleaning
- Filter media cleansing and media change
- Water Treatment/legionella
- Comprehensive catalogue of chemicals for pool and sauna.

### Key customers

JCL's client base includes hotel groups, health clubs, holiday parks as well as public and state pools. Clients include Sports Direct, Virgin Active, Freedom Leisure, Handpicked Hotels, Center Parcs.

### Plans for 2016

We will launch our water treatment and legionella risk management program. Our unique web based Legionella risk management system is designed to make Legionella monitoring & control simple and easy.

### Key personnel

#### Alan Lester

CEO

#### Jamie Bewers

Head of Technical

#### Nicole O'Callaghan

Business Development Director

For more information please contact

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"JCL have been a breath of fresh air. The service provided has been excellent, from the people that deal with our phone calls, through to the engineers who come to maintain the equipment/plant. It feels like there is a very good customer focus."

**NICK FROST WATERGATE SCHOOL**



# FUNCTIONAL FITNESS SPECIALISTS

01553 7632285 ■ [jordanfitness.com](http://jordanfitness.com)

## Jordan Fitness

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Blog: [www.jordanfitness.co.uk/blogs/news](http://www.jordanfitness.co.uk/blogs/news)



Functional Fitness Specialists



ZAK PITT

### About us

Jordan Fitness are one of the world's leading specialists in Functional Fitness equipment and education. We design, manufacture and distribute a wide range of products to suit the requirements of any facility.

For 25 years we have been working our way towards the top of the industry. The experiences and expertise gained during that time mean that we can provide the best service possible, no matter who the customer is and what their goals may be.

### Parent company

Jordan Leisure Systems Ltd.

### Product range and services

As a specialist in Functional Fitness Equipment our range covers Free Weights, Performance, Studio, Combat, Flooring and much more.



### Key customers

Various gyms chains including Bannatyne Health and Fitness, Anytime Fitness, The energie Group, Virgin Active, Nuffield etc, along with a wide range of Independent Gyms, Universities and Schools, Elite Sports Teams and Personal Trainers.

### Shows attending in 2016

FIBO, LIW, IHRSA, BodyPower, SIBEC, Elite Sports Therapy, Elevate.

### Key personnel

#### Zak Pitt

Managing Director

#### Scott Lamber

Global Trade Sales Manager

#### Paul Ferreira

Head of UK Direct Sales

For more information please contact

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EMAIL: [sales@jordanfitness.co.uk](mailto:sales@jordanfitness.co.uk)

“We’ve worked closely with Jordan Fitness for many years and we have a fantastic relationship with the sales and training academy teams; Jordan’s range and quality of its products make them our go-to supplier for functional training equipment and our partnership allows us to deliver a complete training solution for our clients.”

**ROB THURSTON - COMMERCIAL DIRECTOR UK – CYBEX INTERNATIONAL**

# DEAD QUIET

AN EMPTY CYCLE STUDIO IS A VERY BAD PLACE

**“TRULY  
TERRIFYING”**

Many multi-purpose clubs' cycle studios sit empty for more than 80% of their opening hours.

**“I HAVEN'T SLEPT  
PROPERLY SINCE”**

Boutique cycle studios are growing fast – with 42% of US club members also using boutiques... this number has doubled since 2014!

**“ABSOLUTELY  
SHOCKING”**

Clubs with just 2-3 cycle classes a day could be missing out on a horrifying US \$180,000\* a year in membership revenue.

**LES MILLS**

Book your exorcism today. Contact the Les Mills team at [lmuk.busdev@lesmills.com](mailto:lmuk.busdev@lesmills.com)

# Les Mills UK

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Twitter: @lesmillsuk

Facebook: [www.facebook.com/LesMillsUK](http://www.facebook.com/LesMillsUK)



MARTIN FRANKLIN

# LES MILLS

## About us

Committed to creating a fitter planet, Les Mills UK works with clubs and instructors to deliver mind-blowing group exercise programmes to millions of people.

## Parent company

Les Mills International

## Product range and services

BODYPUMP, BODYBALANCE, BODYATTACK, BODYCOMBAT, CXWORX, RPM, BODYSTEP, SH'BAM, BODYJAM, BODYVIVE, LES MILLS GRIT, LES MILLS Virtual, LES MILLS On Demand, LES MILLS SPRINT, IMMERSIVE FITNESS, BORN TO MOVE, SMART TECH EQUIPMENT.



## Key customers

We work with club operators, instructors and consumers to deliver world-class group fitness programmes.

## Key personnel

**Martin Franklin**

CEO

**Wendy Coulson**

Customer Experience Director

**Matt Adey**

Business Development Director

“We aim to be the best in class, so only pick the best products for our clubs. We chose Les Mills for the continual innovation, product development and excitement that comes with each programme. The management support we receive is fantastic. It inspires and excites the team – which is passed onto our members and keeps them coming back for more. I can count on one hand the number of suppliers we would recommend - Les Mills is top of the list.”

**SARAH PLANT, OPERATIONS DIRECTOR, LIFESTYLE FITNESS**

For more information please contact

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Our mission is to develop fitness solutions that get the world moving.

**Life Fitness** and **Hammer Strength** offer outstanding options for exercisers of every fitness level to reach their goals. **SCIFIT** are the leader in inclusive upper body cardio equipment. **InMovement** blends healthy behaviour with daily job function, to create happier, healthier and more productive employees and businesses.

*Life Fitness*

**HAMMER  
STRENGTH**

**SCIFIT**

 **inmovement**

## Life Fitness

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Blog: [www.lifefitness.co.uk/blog](http://www.lifefitness.co.uk/blog)




JASON WORTHY

### About us

For more than 45 years, Life Fitness has been dedicated to creating fitness solutions that benefit both facilities and exercisers. The Hammer Strength range offers biomechanically superior design, durability and reliability that has made it the choice of elite athletes around the world. SCIFIT became part of the Life Fitness brand in 2015, and continues to provide innovative products and expertise within the active ageing and medical exercise categories. InMovement offers products and services that give employees the freedom to move during the workday, all while maintaining productivity.

### Parent company

Brunswick. Life Fitness is headquartered near Chicago, in Rosemont.

### Product range

Life Fitness: Elevation Series, Integrity Series, RowGX Trainer, Lifecycle GX, IFI range, SYNRGY360, SYNRGY BlueSky, Insignia Series. Hammer Strength: MTS, Plate-Loaded, Ground Base, HD Elite, Hammer Strength Select, freeweights and accessories, and consumer fitness equipment. SCIFIT: StepOne Recumbent Stepper, REX

Recumbent Elliptical, PRO1 Upper Body Exerciser, PRO2 Total Body Exerciser. InMovement: Treadmill Desk, Elevate Desktop Series, Integrate accessories.

### Additional services

LFconnect.com allows you to manage your entire connected cardio portfolio. See detailed usage data, learn about preventative maintenance, create customised attract screens, workouts for exercisers and much more. The LFconnect app for both Apple and Android devices interacts with Life Fitness cardio equipment, tracks workouts, syncs with popular fitness apps and wearable devices, and keeps exercisers connected to a facility. Through our Life Fitness Solutions Partners, we can deliver design and build services, finance solutions, management solutions and membership retention services. Life Fitness Academy delivers

globally accredited training courses, and offers industry leading qualifications from YMCA Awards at Level 2 and Level 3.

### Key customers

Anytime Fitness, David Lloyd Leisure, Fitness First, Marriott Hotels, Nuffield Health, Serco Leisure, plus leisure trusts, local authorities, universities and schools, independent gyms, and sports teams.

### Shows attending in 2016

IHRSA, FIBO, SIBEC, ukactive Flame Conference, PADSIS Annual Conference

### Key personnel

#### Jason Worthy

Managing Director, Direct Business - EMEA

For more information please contact

TEL: +44 (0) 1353 666017

EMAIL: [life@lifefitness.com](mailto:life@lifefitness.com)

WEB: [www.lifefitness.co.uk](http://www.lifefitness.co.uk)

“As part of our refurbishment programme, we selected Life Fitness as a preferred supplier because of their superior exercise equipment and ability to tailor fitness solutions to meet our specific needs.”

**NIKKI HOARE, REGIONAL FITNESS OPERATIONS MANAGER FOR HILTON HOTEL GROUP**



# MATRIX

*THE FASTEST-GROWING COMMERCIAL  
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[www.matrixfitness.co.uk](http://www.matrixfitness.co.uk)

# Matrix Fitness

Johnson House, Bellringer Road, Trentham Lakes South,  
Stoke on Trent, Staffordshire, ST4 8GZ, UK

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Twitter: @MatrixFitnessUK

Facebook: [www.facebook.com/MatrixFitnessUK](http://www.facebook.com/MatrixFitnessUK)

# MATRIX



JON JOHNSON

## About us

At Matrix Fitness, our goal is to make innovative commercial fitness equipment that stands out and sets new industry standards.

Matrix provides equipment to facilities in all market sectors, including private health clubs, hotels, local authorities, schools, professional sports teams, and the uniformed services. We also offer a comprehensive backup support service, incorporating 2D and 3D CAD designs, marketing support, and competitive warranty and maintenance contracts.

## Product range and services

Matrix strives to offer equipment that will captivate your members, is easy to maintain, and delivers the best return on investment.

Intuitive operations on our complete

range of cardio equipment combine technology and entertainment to provide an engaging and challenging workout. Our premium 7xi Series CV equipment offers the most cutting-edge, fully integrated entertainment options; from regular television programming, to Internet connectivity and virtual workouts.

We also offer a full strength range - Ultra, Aura, and Magnum products are all of commercial standard - created to address the spectrum of end-user needs; from fixed resistance to plate-loaded equipment.

## Additional services

Matrix provides a comprehensive range of business solutions and services to help your operation succeed; including facility layout, design and build, finance solutions, training, and marketing support.

## Key customers

Matrix customers include: Red Bull Racing, Lotus F1, Derby County FC, Abbeycroft Leisure, The Club Company, Bicester Golf & Spa, Cranford Sports & Fitness Club, Handpicked Hotels, Blackpool Council, Everybody Leisure, The Gym Group, City University, Hatton Academy, Eden Fitness, Edgbaston Priory, Herts University, Holiday Inn, Limehouse Marina Elite, Marriott Hotels, Pure Gym Ltd; The Swan at Streatley, Reynolds Fitness Spas; Old Thorns Golf & Country Estate, Staffordshire University.

## Shows attending in 2016

IHRSA, active-net, FIBO, Elevate, SIBEC UK, The ukactive Conference, Leisure Industry Week, SIBEC Europe

## Key personnel

### Jon Johnson

Managing Director

For more information please contact

TEL +44 (0)800 389 6078 /

01782 644900

EMAIL [info@matrixfitness.co.uk](mailto:info@matrixfitness.co.uk)

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

“The range of kit I purchased, compared to other brand leaders, shows how Matrix has increased its foothold in the marketplace by supplying high quality and member-engaging equipment which outperforms other CV and resistance equipment at comparable price bands... the Matrix brand, promise, and desire to get the right equipment for my specific requirements was second to none.”

**MURTAGH MULHOLLAND, DIRECTOR AT MYGYM**



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# MERRITHEW™

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Facebook: [www.facebook.com/STOTTPILATES](http://www.facebook.com/STOTTPILATES)

LinkedIn: [www.linkedin.com/company/Merrithew](http://www.linkedin.com/company/Merrithew)



LINDSAY G. MERRITHEW  
& MOIRA MERRITHEW

## About us

MERRITHEW™ enriches the lives of others with responsible exercise modalities and innovative, multi-disciplinary fitness brands worldwide including STOTT PILATES®, ZEN•GA™, Total Barre™, CORE™ Athletic Conditioning & Performance Training™



and Halo® Training. We've trained more than 45,000 instructors in over 100 countries.

## Product range and services

Recognized as The Professional's Choice™, our premium professional and home equipment line includes the V2 Max Plus™ Reformer, Stability Barre™, Halo® Trainer and the unique, dual-functionality Stability Barrel™. We also offer an extensive collection of Reformer exercise accessories, mats, yoga accessories, strength and rehab tools, plus a DVD library of 145 titles.

## Additional services

MERRITHEW provides first-rate education at more than 100 global training centers, offering contemporary courses, workshops, and manuals that provide practical programming options to teach effective group or personal training programs for a range of clientele.

## Key customers

MERRITHEW caters to exercise enthusiasts, fitness professionals, studio and facility owners, athletes as well as physical therapists.

## Shows attending in 2016

IHRSA (Florida), FIBO (Germany), canfitpro (Toronto), IDEA World (California). See our full events calendar at [www.merrithew.com/events](http://www.merrithew.com/events).

## Key personnel

### Lindsay G. Merrithew

President and CEO

### Moira Merrithew

Executive Director Education

For more information please contact

TEL: 0800 328 5676

EMAIL: [info@merrithew.com](mailto:info@merrithew.com)

Equipment Sales: x 264

Education: x 297

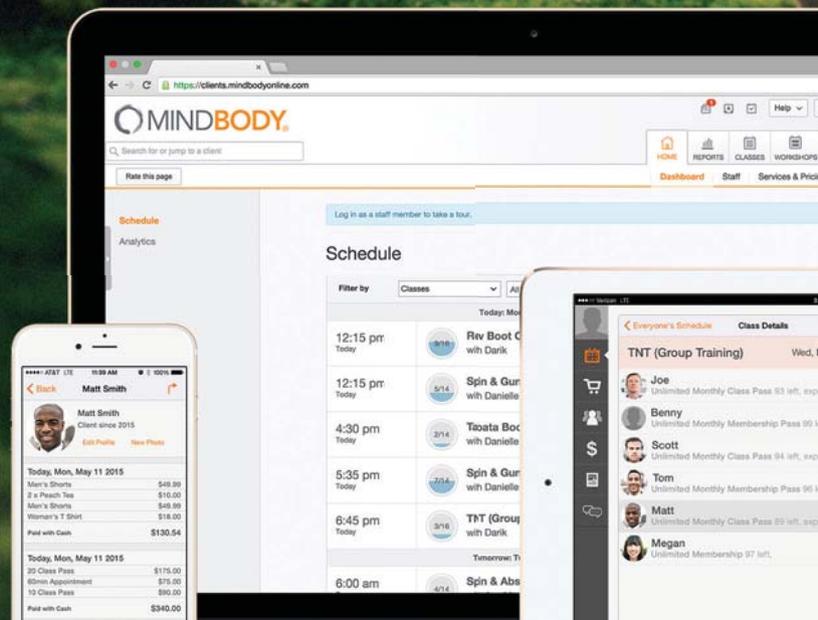


# MINDBODY CUSTOMERS HELP PEOPLE OVERCOME

MATT BARTSCH | RIPTIDE FIT CAMP | MINDBODY CUSTOMER

Trainers do so much more than build muscle. They empower people to strengthen their resolve. MINDBODY's gym management software lets them spend less time worrying about running their business and more time running alongside their athletes. Life, lived generously. That's MINDBODY BOLD.

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# Mindbody Ltd

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Website: [www.mindbodyonline.com](http://www.mindbodyonline.com)

Twitter: [@mindbodyonline](https://twitter.com/mindbodyonline)

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Facebook: [www.facebook.com/mindbodyonline](http://www.facebook.com/mindbodyonline)

Blog: [www.mindbodyonline.com/blog](http://www.mindbodyonline.com/blog)



RICK STOLLMAYER

## About us

The mission of MINDBODY is to leverage technology to improve the health and wellness of the world. MINDBODY business management software streamlines your day-to-day tasks and saves you time with automation, online booking and payments, client relationship and marketing tools, staff scheduling, point of sale tools and business metrics. Trusted by thousands of health, wellness and beauty businesses worldwide, MINDBODY gives your business the tools it needs to succeed.

## Product range and services

MINDBODY provides web based business management software for health and fitness providers. It's program is all-encompassing-bringing scheduling, client management, reporting, point of sale, and marketing under one roof.

## Key customers

MINDBODY's web and mobile solutions cater to various sectors in the wellness and beauty industries including pilates, yoga, health club, personal training, martial arts, salon and dance.

## Plans for 2016

MINDBODY is constantly evolving its product to remain the leader in the industry-always on the cutting edge.

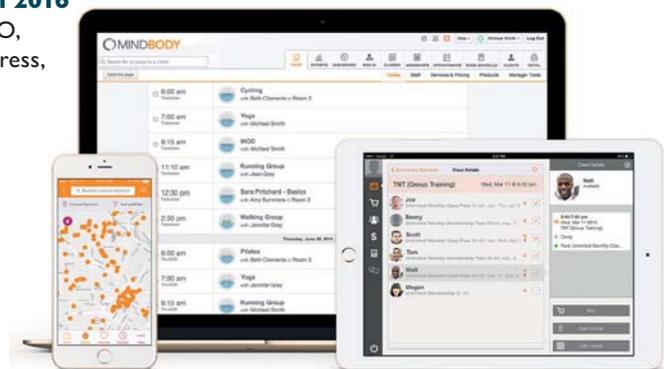
## Shows attending in 2016

LIW, Body Fitness, FIBO, IHRSA European Congress, Om Yoga Show

## Key personnel

**Rick Stollmeyer**  
CEO & Co-founder  
**Stephanie Jennings**  
SVP of Sales

For more information please contact  
TEL: +1 877 755 4279  
EMAIL: [info@mindbodyonline.com](mailto:info@mindbodyonline.com)



"Excellent company, great customer service, and perfect asset that has helped my business grow. Well worth every penny!."

**MICHELLE, OWNER OF BE FIT WITH MICHELLE**



# JOIN THE MOVEMENT

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Andrew Crossley, Group Sales Manager, SpringHealth

## move<sup>GB</sup>

We have members waiting to join you. Visit [movegb.com/partners](http://movegb.com/partners)



## MoveGB

The Innovation Centre, Carpenter House,  
Broad Quay, Bath, BA1 1UD, UK

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Web: [www.movegb.com/partners](http://www.movegb.com/partners)

Twitter: @MoveGB

Facebook: [www.facebook.com/MoveGB](http://www.facebook.com/MoveGB)

# moveGB



JUSTIN MENDELTON

### About us

Move is the largest provider of 'flexible memberships' to the UK health and fitness industry. What is a flexible membership? Our model allows our customers to access a broad range of fitness venues in our partner network under one simple weekly subscription. We share this revenue with our partners, helping to grow their membership revenue and casual income, all at no outlay. Our mission is to increase the active population and create a sustainable model of exercise for our customers by removing as many barriers as possible.

### Product range and services

We invest heavily in marketing to generate leads for our partners. These leads convert to members who either pay our partners direct or via their Move account. Our partners therefore see us as a high

value corporate account. We have a range of online reporting tools for our partners to track leads and revenue and there is a very simple process for validating Move customers when they attend.

### Key partners

We have hundreds of partners across all sectors. These include Pure Gym, Everyone Active, iLife, British Military Fitness, Total Fitness, Leeds City Council, 3d Leisure, Legacy Leisure, Hilton and Sheffield International Venues.

### Plans for 2016

We will be continuing our UK wide rollout and are looking for new partners to join our expanding network. We will be enhancing our feedback features so our partners can learn more about our customers' opinions on their facilities and staff.

### Shows attending in 2016

To be confirmed.

### Key personnel

**Justin Mendleton**

Managing Director

**Alister Rollins**

Founder and CEO

For more information please contact

TEL: 0345 519 6626

EMAIL: [partners@movegb.com](mailto:partners@movegb.com)

"The MoveGB system is exceptionally simple and the income generated from MoveGB customers has been outstanding. Highly recommended for any company looking into becoming a partner."

**CLEMENTINE GOODWIN, MANAGER, YMCA CENTRAL**

The most  
advanced fitness  
wearable for your  
health club.

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upsells today.



# MYZONE GROUP LTD

5th Floor, Market Square House, St James Street, Nottingham, NG1 6FG, UK

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Blog: [www.myzone.org/blog](http://www.myzone.org/blog)



DAVE WRIGHT

## About us

At MYZONE we reward EFFORT to solve the pervasive problem of 'diminishing motivation within exercisers' by leveraging the most relevant wearable technology for gym users. The platform achieves its purpose using feedback loops, gamification and social accountability tools. For Health Club Operators, we provide a member engagement system that enhances the fitness experience, drives revenue, and capitalises on the ACSM's number global fitness trend for 2016, wearable technology.

## Product range and services

MZ3 Physical Activity Belt: - Accurate to 99.4 of an ECG machine - Syncs with free MYZONE App and in-club group display systems - Bluetooth, ANT+, Analogue and Memory to be the most

versatile and interoperable wearable fitness tracker in the world. MZ50 watch - Provides a live feedback of HR and calories, display when not linked to a smartphone or Group display system. MYZONE Group Display - Low cost club solution to enhance a group training environment through a focus on effort.

## Key customers

Village Hotels, Fitness First, Sheffield City Council, Bannatynes, Speedflex, Exxon Mobil, Oxford Brookes University, RAF, Surrey Sports park, F45, PFP Leisure, o2, Telefonica, Fusion lifestyle, 1life, Active4less, Heartcore, Blackpool Council

## Plans for 2016

New Group Training Software release including Power integration. New App Release.

## Shows attending in 2016

All major Global Fitness and Wearable Technology Events.

## Key Personnel

**Dave Wright**

Founder & CEO

**Jonathan Monks**

Director EMEA

For more information please contact

TEL: +44 (0) 115 777 3333

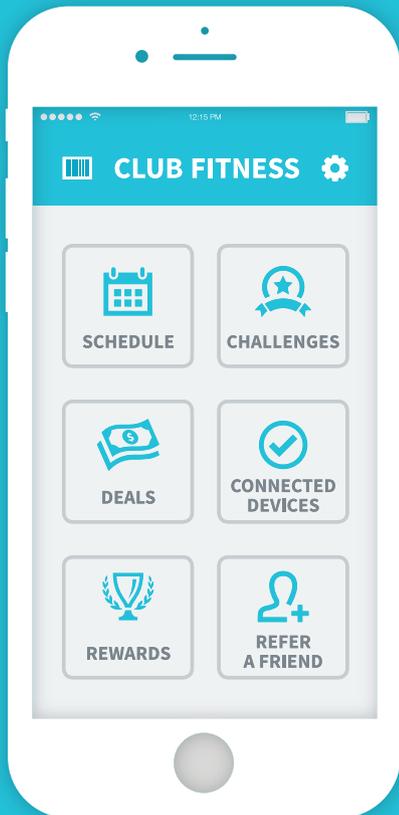
EMAIL: [jonathan.monks@myzone.org](mailto:jonathan.monks@myzone.org)

"We have incorporated MYZONE into every new membership as we see MYZONE as an integral part of our members' journey and the significant role MYZONE plays in our retention strategy."

**GEORGE FLOOKS, COO, FITNESS FIRST, MIDDLE EAST**



# THE RULES *of business* HAVE CHANGED



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# Netpulse

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ALEX PEACOCK

## About us

Founded in 2001, Netpulse is the #1 provider of branded mobile apps for health clubs. With thousands of customers globally, Netpulse provides the fitness industry's most robust integrated digital platform for engaging members, driving revenue and enhancing the club experience. Thousands of clubs worldwide rely on the Netpulse platform to strengthen engagement, increase revenue and enhance the member experience by integrating key technologies together in one mobile app.

## Product range and services

Club Mobile Apps are a must-have for 2016 if you want to stay ahead of the competition and use technology to engage members and increase revenue. The most successful clubs use

their mobile app to engage members, drive revenue and enhance the club experience through member referrals, participation in fitness challenges, personal training sales, and much more. Netpulse apps integrate fully with the leading fitness tracking devices and fitness apps, major cardio equipment brands and member management software providers.

## Key customers

Gold's Gym, Goodlife Health Clubs, Orangetheory Fitness, Planet Fitness, UFC Gym

## Plans for 2016

Focused European expansion and the release of powerful mobile marketing features that enable clubs to attract prospects and convert them into members using the club mobile app.

## Shows attending in 2016

IHRSA, FIBO, Elevate, SIBEC

## Key personnel

### Alex Peacock

Vice President International

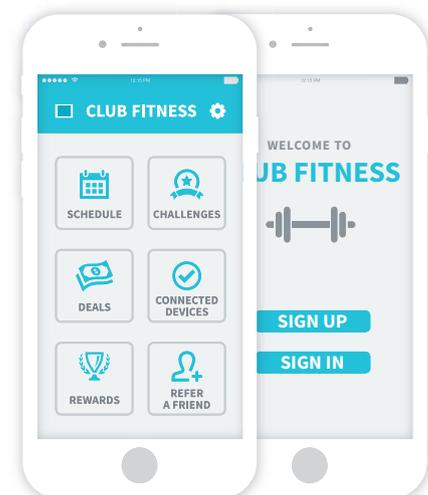
For more information please contact

TEL: +44 (0) 1372 253425

EMAIL: [emea@netpulse.com](mailto:emea@netpulse.com)

“Since launching our app, I have seen revenue and referrals go up. Our members also love how all of their favourite health apps integrate with our app and how they are able to check-in with their mobile device.”

**MEL TEMPEST, OWNER OF BALLARAT BODY AND SOUL**



# COMPLETE. FITNESS. SOLUTIONS.

Equipment | Training | Programming | Gym Design

Creators of:



The 'ready-made' gym floor group training solution which can strengthen the class table, bring fresh energy to the gym floor and develop strong relationships between personal trainers and members.



SCAN FOR  
OUR 2016  
CATALOGUE



# Physical Company Ltd

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LinkedIn: [www.linkedin.com/company/John Halls](http://www.linkedin.com/company/John Halls)

Skype: john\_halls



JOHN HALLS

## About us

Physical Company Ltd provides complete fitness solutions, including equipment, flooring, gym design, programming and training to individuals and organisations across the UK and Europe. Striving to offer their customers the very best in service, over the last 26 years Physical Company has earned the reputation of delivering on all levels and takes pride in offering a quick, reliable service and lowest industry prices.

## Product range and services

With over 1,700 products, Physical Company offers an unrivalled selection of equipment covering all aspects of fitness including:- Strength, Studio, Functional, Mind Body, Sports Specific and Wellness. They distribute ranges from world leading brands:- BOSU®, TRX®, Exigo®, Stroops Performance range, freeFORM Board,

Airex® and Stott Pilates™ as well as offering a wide range of own brand commercial fitness equipment and a variety of gym flooring and programming solutions.

## Key customers

Virgin Active, Freedom Leisure, David Lloyd, Fusion Lifestyle, DW Sports, Everyone Active, Village Hotels, Active4Less, NHS, Sandwell Leisure Trust, Parkwood Leisure and Nexus.



## Plans for 2016

2016 will see the official launch of Apex Series, the eagerly anticipated gym floor group training solution. Product innovation will continue with the addition of several exciting lines, and the bar is set to be raised further in terms of quality, aesthetics and durability on many ranges including Kettlebells, Medicine Balls, Power Bags and boxing equipment.

## Shows attending in 2016

IFS, FIBO, LIW.

## Key personnel

### John Halls

Managing Director

### Lloyd Salmon

Key Account Manager

For more information please contact

TEL: +44 (0) 1494 769 222

EMAIL: [info@physicalcompany.co.uk](mailto:info@physicalcompany.co.uk)

“We had a very tight deadline for the size of the project and knew it would need a fast thinking, problem solving team with a ‘can do’ approach. Physical Company is a company we do work with on a wide range of existing products so we intuitively turned to them first to help source what we needed.”

**JAMES TREVORROW, PRODUCT INNOVATION MANAGER, VIRGIN ACTIVE**





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**PRECOR**<sup>®</sup>

# Precor

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LinkedIn: [www.linkedin.com/company/precor](https://www.linkedin.com/company/precor)



## About us

For over 35 years, Precor has driven fitness forward. We continue that heritage every day, by advancing what's possible in design innovation, member experience and service.

We understand the challenges that fitness facilities in multiple sectors face, and our team of experts from sales and marketing to after-sales support and service will ensure your investment in fitness equipment is maximised.

## Product range

2015 saw Precor add Queenax functional training to its product portfolio, as well as announcing its partnership with Spinning®, the world leader in indoor cycling, which will see the launch of three new Spinner bikes in 2016. In addition, 2016 will see an assortment of exciting new products released, details of which will be announced throughout the year.

In its history, Precor have been at the vanguard of fitness innovation, creating the world's first elliptical fitness crosstrainer (EFX), inventing the cushioned treadmill and launching the Adaptive Motion Trainer (AMT). As well as award-winning CV products, Precor can offer the full suite of strength equipment and cloud-based, networked fitness solutions.

Precor's in-house engineers provide a superior service which includes a first time fix rate of over 98%, seven days a week cover and guaranteed response time within 48 hours. All of this results in maximum equipment uptime, which is now proven to increase retention.

## Key customers

easyGym, Sports Direct, Places for People, Parkwood Leisure, The énergie Group incorporating Fit4Less, Fitness4Less,



Anytime Fitness, 3d Leisure, Active Nation, Hilton Hotels, David Lloyd, Thistle Hotels plus single site operators, universities and local authorities.

## Shows attending in 2016

IHRSA, FIBO, SIBEC, ukactive Flame Conference, active-net, Spinning Showcase at the International Fitness Show, Anytime Fitness Conference (UK and US)

## Key personnel

**Justin Smith**, Head of UK  
**Jonathan Griffiths**, UK Marketing Manager

## Parent Company

Precor is part of the Amer Sports Corporation, with other internationally recognised brands including Wilson, Atomic, Suunto and Salomon.

“As a world-leading university we are always looking to improve and pioneer, and the unique touch screen console from Precor met our needs perfectly. We can provide the very best fitness equipment around and with Preva's superb technology it is helping us take our member engagement to new levels.”

**JIM AITKEN MBE, DIRECTOR – Centre for Sport and Exercise, University of Edinburgh**

# **SPEEDFLEX**



**Speedflex MyIntensity™ training combines high intensity, low impact cardio and resistance exercise and offers a personalised experience, tailored entirely to you.**

A heart rate monitor tracks your efforts as the Speedflex machines hydraulics adjust every second to set resistance levels based on your force. As you fatigue your effort levels lessen, the machines recognise this and respond, allowing you to keep exercising for a longer period of time, with an elevated heart rate. The concentric focus of the machines mean you are required to engage opposing muscle groups to complete a variety of complex, compound exercises ensuring your muscles are never stretched beyond their capability, reducing, or eliminating, post exercise pain.

The low impact Speedflex exercises reduces the risk of injury, opening the training up to a wide range of individuals, from those who have not exercised for years to ex-professional athletes with joint problems like Alan Shearer.

**Speedflex is expanding with plans to open 100 Speedflex studios across the United Kingdom, opening exercise up to people of all ages and abilities.**

**Owner or Manager of a gym, health and wellness centre or fitness club? Get in touch to enquire about partnership, leasing us some space, or investment from Speedflex.**

**[www.speedflex.com](http://www.speedflex.com) | 0191 212 7450 | [headoffice@speedflex.com](mailto:headoffice@speedflex.com) | @SpeedflexEurope**

# Speedflex Europe Ltd

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Twitter: @SpeedflexEurope

Facebook: <https://www.facebook.com/SpeedFlexEurope/>

LinkedIn: <https://uk.linkedin.com/in/speedflex-europe-25895266>

## SPEEDFLEX



GRAHAM WYLIE



### Key customers

Busy professionals' Athletes & sports professionals Those wanting to lose weight Exercise enthusiasts Those with medical conditions.

### Plans for 2016

To continue expansion in the UK, Speedflex are actively looking for suitable studio spaces within existing gym environments, as well as the possible acquisition of existing health clubs and gyms

### Key Personnel

**Graham Wylie**

Chairman

**Paul Ferris**

Managing Director

**Ibrar Ali**

Head of Operations

For more information please contact

TEL: +44 (0) 191 212 7450

EMAIL: [headoffice@speedflex.com](mailto:headoffice@speedflex.com)

### About us

A Speedflex session is a dynamic experience for all involved. Small groups of people train together with an experienced personal trainer to ensure everyone is motivated and getting the most benefit

from their session. The system allows for a professional athlete to train alongside a pensioner as the machines respond to your force as opposed to the addition of weights. This means there is little to no damage to muscles and users.

“After having my second baby, I really struggled to shift the baby weight and fit exercise into my busy lifestyle. My husband told me about Speedflex and I thought there was no harm in giving it.”

**RUBY FARRELL, 43, TRAINED WITH SPEEDFLEX NEWCASTLE AS PART OF THE STUDY AND COMMENTS**



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When these **ECO-POWER™** products are plugged into a power outlet, the human energy generated is converted into utility-grade electricity.

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SportsArt House, Unit 2 / 3 Charnwood Business Park  
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## SportsArt

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Email: [ukinfo@gosportsart.com](mailto:ukinfo@gosportsart.com)

Web: [www.gosportsart.com](http://www.gosportsart.com)

Twitter: @sportsArt\_UK

Facebook: [www.facebook.com/SportsArtUK](http://www.facebook.com/SportsArtUK)

LinkedIn: [www.linkedin.com/SportsArtUK](http://www.linkedin.com/SportsArtUK)



JEREMY JENKINS

### About us

SportsArt manufacture and supply a complete range of high quality, commercial, retail and Biomedical grade fitness equipment products. Established in 1977, SportsArt supplies over 80 countries worldwide and continues to develop innovative and industry leading solutions. We are also pioneers of the eco powr "Green System" which converts Human energy into electrical power which is then fed back into the local electrical grid, reducing a site's power consumption and hence the operators' "Carbon Footprint".

### Parent company

SportsArt Industrial Taiwan.

### Product range

Status and performance cardiovascular and strength ranges, plate loaded, Eco Powr and specialist Biomedical machines including I.C.A.R.E.

### Additional services

SportsArt provide marketing support, financial leasing, rental packages, and innovative partnerships that can provide unique funding opportunities to support

CSR initiatives: our Eco Powr (Green) solutions provide sustainable results and support for companies who are looking to reduce their carbon footprints. We work alongside numerous solution partners to provide a one stop business model.

### Key customers

Pride fitness, University of Southampton, Winchester College, Xtreme CSC Gym, Evolve Pro Fitness, Firehouse Fitness, Gomersal Park Hotel, Cedar Court Hotels and various Fire and Police authorities.

### Plans for 2016

Global launch of new UI Touch Screen Cardiovascular Range, Indoor Group Cycle, DAP and Plate Loaded along with redesigned Dual Function Strength.

### Shows attending in 2016

IHRSA, FIBO, UK active events including flame conference, Fire Fit and various health and medical shows.

### Key personnel

#### Jeremy Jenkins

Managing Director

#### Roger Eldergill

National Business Development Manager

For more information please contact

TEL: +44 (0) 1509 274440

EMAIL: [ukinfo@gosportsart.com](mailto:ukinfo@gosportsart.com)

"We were approached by SportsArt who believed in our brand and were excited by the prospect of helping us grow. When we were introduced to the SportsArt equipment and staff it quickly became apparent that there was no need to look for another supplier. The equipment is excellent and the feedback from our customers has been very positive, leading to an increase in membership sales and customer satisfaction."

**ROB MCGUIGAN & DENNIS ROEBUCK, FIREHOUSE FITNESS LTD**

Software at its best



Webshop



Facebook Booking App



Digital Signage



Promotions



Kiosk

**TAC** | The Assistant Company

24/7 support | 18 languages | 54 countries | 1.200 customers | Single & Multi Club

# TAC | The Assistant Company

Schildbach 111, Hartberg, Styria, 8230, Austria

Tel: +43 3332 6005 990 Fax: +43 3332 6005 950

Email: [office@tac.eu.com](mailto:office@tac.eu.com)

Web: [www.tac.eu.com](http://www.tac.eu.com)

Facebook: [www.facebook.com/reservationassistant](http://www.facebook.com/reservationassistant)

LinkedIn: [www.linkedin.com/Company/tac-gmbh](http://www.linkedin.com/Company/tac-gmbh)

**TAC** | The  
Assistant  
Company



GUENTHER POELLABAUER

## About us

TAC | The Assistant Company is a global software development company with its headquarters in Hartberg, Austria which was founded in 2001. TAC specializes in developing and implementing software solutions for Membership Management and Spa & Activity Management. Already, 1.200 customers in 54 countries save valuable time every day; they delight their guests with a service that is second to none, and strike out on new paths in sales and marketing.

## Product range and services

### • ClubAssistant–MembershipSoftware

Our Membership software organises all processes of a modern fitness club – from check-in up to accounts

receivables management.

### • Reservation Assistant – Spa & Activity Software

Spa & Activity Software Reservation Assistant manages all spa services and activities with just a single tool – from booking appointments up to organising resources.

## Key customers

Fitness clubs (e.g. Aspria, MIGROS), health clubs, single-sites and multi-property chains.

## Plans for 2016

Continue to support the fitness and health business with a state-of-the-art software solution; delighting customers with innovative solutions and new

directions with sales and marketing; providing customers an excellent resource management software

## Shows attending in 2016

Meet the Top (Spain), ITB (Germany), FIBO (Germany), HITEC (USA), ISPA (USA), Interbad (Germany).

## Key personnel

### Thomas Roessler

Managing Director

### Guenther Poellabauer

Managing Director

For more information please contact

TEL: +43 3332 6005 990

EMAIL: [office@tac.eu.com](mailto:office@tac.eu.com)



“The TAC software solution facilitates our organizational work and enables us to delight our guests with convenient functions such as gift certificates. The software helps us take care of our guests attentively and represents our clubs as one of the most extraordinary and classy ones..”

**ASPRIA, MICHAEL SIEBER,  
GROUP TECHNOLOGY DIRECTOR**

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**+45%**  
ATTENDANCE

**+10%**  
MEMBERSHIPS

**+26 POINTS**  
SATISFACTION  
INDEX

Recent surveys of a selected number of worldwide facilities featuring ARTIS<sup>®</sup> by Technogym uncovered an increase in membership sales and daily visits by members, as well as a substantial rise in customer satisfaction.

WATCH THEIR SUCCESS STORIES ON [TECHNOGYM.COM/ARTIS](https://www.technogym.com/artis)

#ARTISCLUB

**TECHNOGYM<sup>®</sup>**

The Wellness Company

# Technogym

Two The Boulevard, Cain Road, Bracknell, Berkshire, RG12 1WP, UK

Tel: +44 (0) 1344 300236 Fax: +44 (0) 1344 300238

Email: [uk\\_info@technogym.com](mailto:uk_info@technogym.com)

Web: [www.technogym.com](http://www.technogym.com)

Twitter: @Technogym

Facebook: [www.facebook.com/Technogym](http://www.facebook.com/Technogym)

LinkedIn: [www.linkedin.com/company/technogym](http://www.linkedin.com/company/technogym)



NERIO ALESSANDRI

## About us

Founded in 1983, Technogym is the world's leading supplier of Wellness and Fitness products, services and solutions. With over 2,200 employees across 14 branches, Technogym is present in 100 countries. More than 65,000 Wellness centres are equipped with Technogym and 35 million users train every day on Technogym equipment. Technogym was the official supplier for the past five Olympic Games, and has been appointed as the Official Supplier for Rio 2016.

## Product range and services

We provide a full range of best-in-class cardiovascular, strength and functional equipment for both professional and home use. We have also developed an ecosystem of smart applications, consoles and networks that allow operators to engage end-users both in and outside the gym, and run their facilities more efficiently. We offer an end-to-end Wellness solution, including consultation, training and certification, marketing support, interior design, installation and maintenance, technical support, warranty and service contracts and financial solutions.

## Key customers

We supply clubs, hotels, spas, rehabilitation centres, corporate gyms, universities, sports facilities, athletes, homes and more. These include St George's Park; the Ferrari and McLaren F1 teams; football teams Chelsea FC, AC Milan, Inter Milan and Juventus; and many more.

## Plans for 2016

We will continue to lead fitness innovation with connected products, devices and apps. In line with our mission as the Wellness Company, we will also build on the growing success of Let's Move for a Better World. 2016 marks the third edition of this global campaign which inspires people to get moving for their community whilst raising awareness of childhood inactivity.

## Shows attending in 2016

IHRSA, FIBO, Rimini Wellness, SIBEC UK, SIBEC EU, Elevate, ukactive Flame Conference, National Fitness Awards.

## Key personnel

### Nerio Alessandri

Founder and President

### Steve Barton

Sales Director, UK

### Simon Clarke

Sales Director (Key accounts), UK

### Paul Morris

Sales Director (Home & Hospitality), UK

### Alex Bennett

Marketing Director, UK

For more information please contact

TEL: +44 (0) 1344 300236

FAX: +44 (0) 1344 300238

EMAIL: [UK\\_info@technogym.com](mailto:UK_info@technogym.com)

# TVS SPORTS SURFACES

## Gym flooring specialists



■ FREE WEIGHTS FLOORING – FUNCTIONAL TRAINING – DANCE STUDIOS.

■ CUSTOMISED COLOURS & FLOOR GRAPHICS. ■ SPECIALIST ACOUSTIC SOLUTIONS.

■ PROFESSIONAL INSTALLATION. ■ SURFACES FOR INDOOR & OUTDOOR SPORTS.



## TVS Sports Surfaces

FITNESS FLOORING SPECIALISTS

Tel: +44 (0) 1706 260 220

Fax: +44 (0) 1706 260 240

Email: [sales@floors4gyms.com](mailto:sales@floors4gyms.com)

Web: [www.floors4gyms.com](http://www.floors4gyms.com)

# TVS Sports Surfaces

Low Bay, Carrs Industrial Estate, Commerce Street, Haslingden, Lancashire, BB4 5JT, UK

Tel: +44 (0) 1706 260 220 Fax: +44 (0) 1706 260 240

Email: [sales@floors4gyms.com](mailto:sales@floors4gyms.com)

Web: [www.floors4gyms.com](http://www.floors4gyms.com)

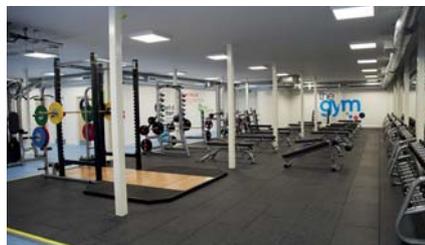
Twitter: @floors4gyms

LinkedIn: <https://www.linkedin.com/company/tvs-sports-surfaces>

Facebook: <https://www.facebook.com/TVSSportsSurfaces/>



ANDY ROBERTS



**What year was your company established?** 2009

**What is the name of your parent company**

TVS Sports Surfaces is a division of Total Vibration Solutions Limited.

**What is your product range?**

We offer clients a diverse range of flooring materials suitable for indoor and outdoor surfacing. Our products are frequently installed in gyms, leisure centres, sports halls, playgrounds, athletic tracks and multi-use games areas. We also supply elastic layers for artificial pitches.

**What are your main services?**

Supply, delivery and installation of flooring materials, including elastic layers designed for sports, leisure and playground facilities.

**What additional services do you offer?**

Our additional services include sports hall resurfacing, line marking, project management, gym floor design and specialist acoustic solutions.

**Who are your key customers?**

TVS have a wealth of experience working with well known brands such as Pure Gym, Chelsea FC, Virgin Active, Xercise4Less, Anytime Fitness, easy Gym, Lifestyle Fitness, Sheffield Hallam University, Derby University and England RFU.

**Which industry shows/events will you be attending this year?**

LIW, SALTEX, SFN Expo, SIBEC UK, Sports Facilities Show, Body Power and ukactive events.

**Key personnel**

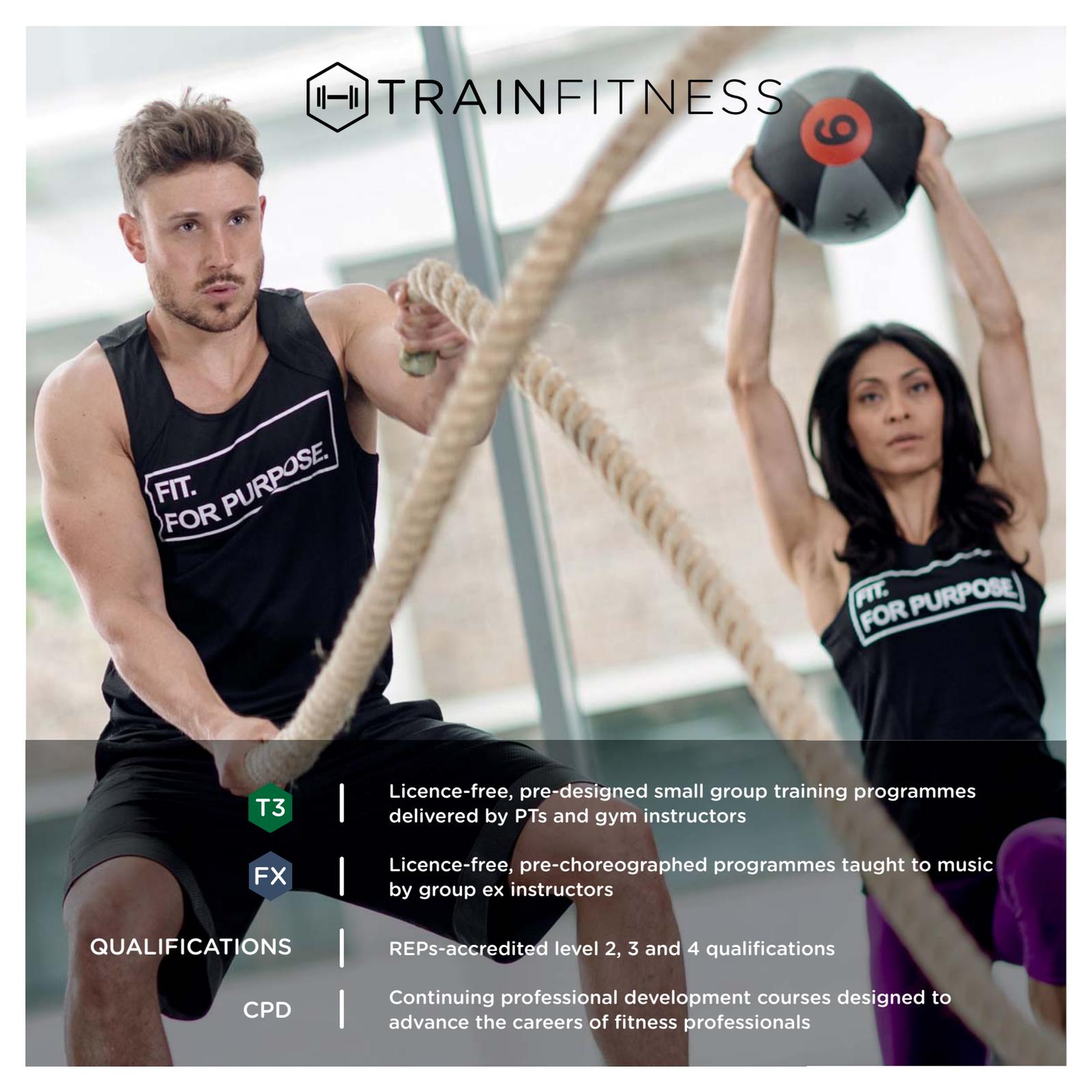
**Paul Lafone** Managing Director  
**Andy Roberts** UK Sales Manager

For more information please contact

TEL: +44 (0) 1706 260 220

EMAIL: [sales@floors4gyms.com](mailto:sales@floors4gyms.com)





# TRAINFITNESS

T3

Licence-free, pre-designed small group training programmes delivered by PTs and gym instructors

FX

Licence-free, pre-choreographed programmes taught to music by group ex instructors

QUALIFICATIONS

REPs-accredited level 2, 3 and 4 qualifications

CPD

Continuing professional development courses designed to advance the careers of fitness professionals

# TRAINFITNESS

2A Moonraker Point, Pocock Street, London, SE1 0FN

Tel: +44(0)207 2929 140

Email: [info@train.fitness](mailto:info@train.fitness)

Website: [train.fitness](http://train.fitness)

Twitter: [@TRAINFITNESSint](https://twitter.com/TRAINFITNESSint)

Facebook: [www.facebook.com/trainfitnessint](https://www.facebook.com/trainfitnessint)



## About us

Industry specialists Fitness Industry Education, fitness fx, jumpbumpy and eteacher.pro have merged to form **TRAINFITNESS** - a provider of end-to-end education and exercise programming solutions.

## Product range and services

We offer two ranges of licence-free, PPL-free exercise programmes: T3 and fx. Updated six times per year, T3 workouts are 30-minute pre-designed HIIT sessions that can be delivered by personal trainers, gym and group ex instructors on the gym

floor, in the studio or outdoors. They are T3 shred (metabolic circuit), T3 swing (kettlebell), T3 sprint (conditioning), T3 fight (MMA), T3 blast (bodyweight) and T3 pump (resistance).

Updated three times per year, fx workouts are 55-minute pre-choreographed classes taught to music by group ex instructors. They are pump fx (studio resistance), blast fx (bodyweight), fight fx (MMA), stomp fx (step) and groove fx (dance). This range includes the group wellness and weight-loss programme body fx.

We deliver over 30 level 2, 3 and 4 REPs-accredited qualifications and CPD courses including personal training, yoga,

Pilates, Olympic lifting and indoor cycling. We also provide a range of group ex CDs, DVDs and learning resources.

## Key customers

We deliver market-leading fitness courses and programmes to consumers, instructors, personal trainers, and health club operators around the world.

## Key personnel

### Steele Williams

Director

### Michael Betts

Director

### Mark Crowhurst

Business Development

For more information please contact

TEL: +44(0)207 2929 140

EMAIL: [info@train.fitness](mailto:info@train.fitness)



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Tel: 0845 1800 556 Fax: 0845 1800 557

Email: [feedback@usn.co.uk](mailto:feedback@usn.co.uk)

Web: [www.usn.co.uk](http://www.usn.co.uk)

Twitter: @USN\_UK

Facebook: [www.facebook.com/USNUK](http://www.facebook.com/USNUK)



JASON OAKLEY

### About us

USN UK - Leader in Sports Nutrition & Bodybuilding Supplements. Market leaders in sports nutrition, here at USN we pride ourselves in offering only the best sports supplementation and expert advice. Aimed at fuelling the ambition of any fitness enthusiast across the globe, our ambition is to help any individual that has a goal or objective to reach higher and push harder.

### Product range and services

Our #ChallengeYourself ethos gives a clear indication of how we work, we want to motivate you to try something new. USN UK has an extensive range of products to suit every individual, whatever your goal. Whether that is Endurance for Sport, Weight Loss & Toning, General Health & Wellbeing or Muscle Gain & Building, we're confident we have a suitable product for you.

### Key customers

USN products are available from our official website and various retailers and wholesalers across the UK. These include: Tropicana Wholesale, Muscle Finesse, Holland & Barrett, Met-RX,



Argos, Amazon, DW Sports and Fitness, CLF Distribution and other independent gyms and retailers.

### Plans for 2016

USN UK have invested heavily in research and development of new products. Coming 2016; ISOLEAN; ISOCO; Whey Wafer; B4 Burn; B4 Bomb; Amino Stim; and the new PureFit range.

### Shows attending in 2016

USN UK will be heavily involved at the Bodypower Expo 13th-15th May 2016 at the NEC, Birmingham. Please do come and see us at our stand to learn more.

### Key personnel

#### Jason Oakley

Managing Director

#### Andy Lewis

Commercial Director

#### Steve Bernstein

Sales Director

#### Daniel Clarke

Commercial Manager

For more information please contact

TEL: 0845 1800 556

EMAIL: [feedback@usn.co.uk](mailto:feedback@usn.co.uk)

# The Ultimate Indoor Bike

Available on the iPhone  
App Store

ANDROID APP ON  
Google play



Developed in partnership with world class athletes, the Wattbike is the most advanced indoor bike available today.

Combining the most realistic ride feel with unrivalled accurate, reliable, repeatable data, the Wattbike has revolutionised indoor cycling.

Now with the **Wattbike Hub**, users can download bespoke tests, workouts and training plans, as well as analyse and share every session with ease via smartphones and tablets.

**Contact the Sales team on 0115 945 5450 and revolutionise your indoor cycling today.**



## wattbike

[@wattbike](https://twitter.com/wattbike)

[/wattbike](https://facebook.com/wattbike)

[/wattbike](https://youtube.com/wattbike)

# Wattbike

Vermont House, Nottingham South and Wilford Industrial Estate,  
Nottingham, Nottinghamshire, NG11 7HQ, UK

Tel: +44 (0) 115 945 5450

Email: [info@wattbike.com](mailto:info@wattbike.com)

Web: [www.wattbike.com](http://www.wattbike.com)

Twitter: @wattbike

Facebook: [www.facebook.com/wattbike](http://www.facebook.com/wattbike)




STEVE MARSHALL

## About us

Wattbike Ltd is the creator of the Wattbike, a revolutionary indoor bike developed in association with world class athletes. Offering outstanding versatility, the Wattbike has become an essential piece of equipment within major health and fitness providers across the world.

## Product range and services

**Wattbike Trainer** – A low resistance indoor training tool. Fully adjustable to create the perfect riding position. Unique dual air and magnetic resistance provides the feel of riding a real bike.

**Wattbike Pro** – A higher resistance version of the Wattbike Trainer.

## Additional services

Wattbike Ltd provide a unique digital platform to engage your clients either

on the gym floor or in the studio. The revolutionary Wattbike Hub is the ultimate training partner, available on smartphone and tablet, providing tests, workouts, plans and analysis on all Wattbike sessions. Wattbike Power Cycling provides a unique group cycling experience and Wattbike Expert Software is the most in depth analysis software available today.

## Key customers

Major Health and Fitness chains, Independent Fitness Centres, Elite Sports Teams, National Governing Bodies, Medical Facilities, Education Facilities, Military, Home Users.

## Plans for 2016

The Digital Platform, the Wattbike Hub, will be updated to include exclusive

workouts and training plans created by world leading sport scientists and coaches. The Wattbike Hub will also allow users to share workouts and follow each other's progress on social media platforms. The app will enable all users to unlock the potential of the Wattbike.

## Shows attending in 2016

FIBO, London Bike Show, The Cycle Show, Leisure Industry Week

## Key personnel

### Steve Marshall

UK Sales Manager

### Gary Mason

Sales Manager - Military and Uniformed Services

### Ray Redman

Regional Sales Manager - London and South West

### Josh Cardwell

Regional Sales Manager - Central

### Catherine Lineker

Regional Sales Manager - North

For more information please contact

TEL: +44 (0) 115 945 5450

WEB: [www.wattbike.com](http://www.wattbike.com)

“Our members range from those who simply want to improve their lifestyle through to elite athletes. The flexibility of the Wattbike's setup and in-built testing features means that we can use it with all of our members in different ways to help them get results.”

**RICK CRAWFORD, FITNESS INNOVATION AND DEVELOPMENT MANAGER,  
NUFFIELD HEALTH**

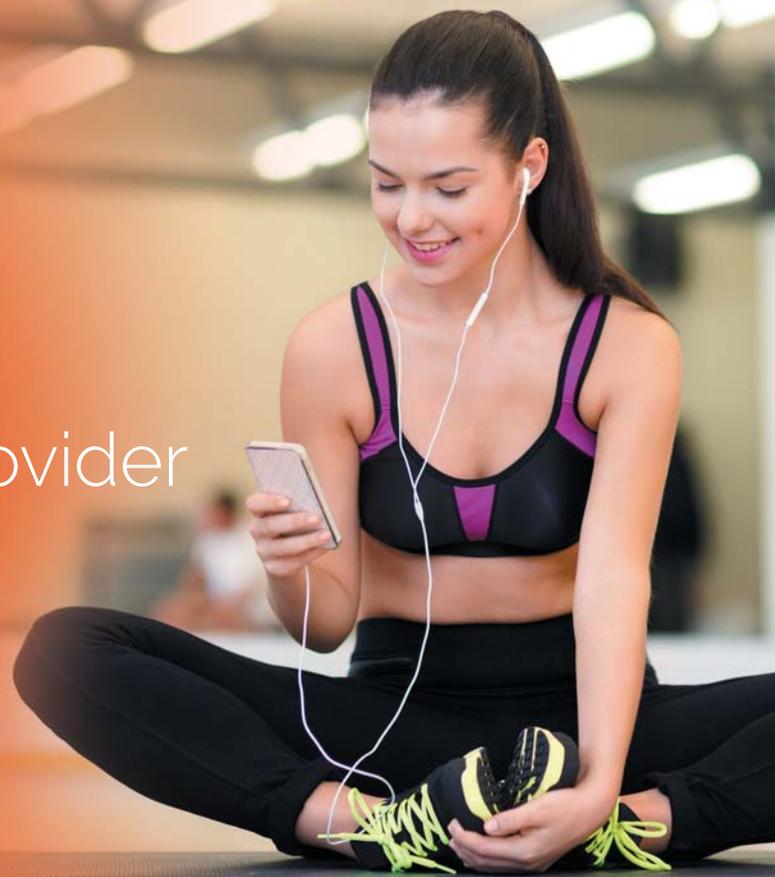


# Xn Leisure

## Software Solution Provider

### WHAT WE CAN DO FOR YOU

A portfolio of LMS solutions to include 'Award winning' self service modules to offer better leverage of your existing resources, increasing profitability and efficiency.



## OUR PRODUCT OFFERING

- Self Service Solutions
- Membership Management Bookings
- Fast Track Kiosks
- EPOS
- Web Membership & Bookings Course Management
- Business Intelligence Tools
- Event Ticketing
- 24 Hour Gym systems
- Local or Hosted Solutions
- DataHub partner

# Xn Leisure Systems Ltd

85D Park Drive, Milton Park, Abingdon, Oxfordshire OX14 4RY, UK

Tel: 0870 80 30 700

Email: [info@xnleisure.com](mailto:info@xnleisure.com)

Web: [www.xnleisure.com](http://www.xnleisure.com)

Twitter: [@xnleisure](https://twitter.com/xnleisure)

LinkedIn: [www.linkedin.com/company/xn-leisure-systems-limited](http://www.linkedin.com/company/xn-leisure-systems-limited)



JASON WATTS

## About us

Xn Leisure is a leading software management solutions provider, with over 4 decades of experience delivering award winning IT software. Thousands of users benefit from our wealth of knowledge and expertise. Our portfolio includes self-service and web solutions that enable improved control of resources, to increase profitability and efficiency.

## Product range

- Locally or centrally hosted systems
- Web based membership and prospect management
- Innovative bookings. Epos, ticketing and session management software
- Online bookings and membership
- Self-service solutions
- Automated email and text messaging

- Checksheets
- Course management, with iPod hand held registers
- Event ticketing solutions
- Business Intelligence and Industry Standard Benchmarking / Data Hub

## Additional services

Xn Leisure's ongoing investment in product development provides enhanced features and benefit-packed innovations that set industry standards and reinforce the company's position as a leading solution provider. Xn's business culture reflects the friendly, people orientated nature of the leisure sector with a huge focus on quality and high performance throughout the business especially within Xn's project and service delivery teams.

## Key customers

Our customers include Local Authorities, Trusts, Facility Management, 24 Hour Low Cost Gyms, Climbing Centres, Ski Centres, Gymnastics clubs and the Private sector.

## Plans for 2016

Our portfolio of solutions continually develop, focusing on market needs and customer focus groups. We will be releasing a number of new solutions in 2016 that will improve industry data standards, efficiency, customer service and ROI.

## Shows attending in 2016

- Elevate • SIBEC UK & EU
- Quest, NBS & CIMSPA Conference
- Active.net • Leisure Industry Week
- CLOA • BUCS

## Key personnel

### Jason Watts

Sales Director

For more information please contact

TEL: 0870 80 30 700

EMAIL: [info@xnleisure.com](mailto:info@xnleisure.com)

WEB: [www.xnleisure.com](http://www.xnleisure.com)

“Whether new or expanding an existing system you can be confident that you have a great partner to work with at Xn Leisure. In today's Leisure provision IT is so integrated and relied upon in all facets of the business, real experience and leisure knowledge is a must. The future of the business will be ever changing and Xn are working hard today to develop these ideas and concepts to give the confidence you have chosen the right system”

**PHIL WHITE, HEAD OF IT, PLACES FOR PEOPLE LEISURE MANAGEMENT LTD**

# Industry organisations

Our industry organisations section gives up-to-date details of fitness sector bodies both in the UK and internationally. Organisations are listed in alphabetical order for ease of reference

---

## American College of Sports Medicine (ACSM)

**Email** [publicinfo@acsm.org](mailto:publicinfo@acsm.org)

**Web** [www.acsm.org](http://www.acsm.org)

**Description** ACSM is the largest sports medicine and exercise science organisation in the world.

---

## British Association of Sport and Exercise Sciences (BASES)

**Email** [enquiries@bases.org.uk](mailto:enquiries@bases.org.uk)

**Web** [www.bases.org.uk](http://www.bases.org.uk)

**Description** BASES is the professional body for all those with an interest in the science of sport and exercise.

---

## British Universities & Colleges Sport (BUCS)

**Email** [info@bucs.org.uk](mailto:info@bucs.org.uk)

**Web** [www.bucs.org.uk](http://www.bucs.org.uk)

**Description** The national governing body for higher education sport in the UK, a membership organisation with charitable status.

---

## Capre (Children's Activity Professionals Register)

**Email** [info@skillsactiveregisters.org](mailto:info@skillsactiveregisters.org)

**Web** [www.capregister.org](http://www.capregister.org)

**Description** Capre, owned and operated by SkillsActive, is an independent register for individuals working in the children's physical activity industry.



**CIMSPA: Raising standards of the physical activity workforce**

---

## Chartered Institute for the Management of Sport and Physical Activity (CIMSPA)

**Email** [info@cimspa.co.uk](mailto:info@cimspa.co.uk)

**Web** [www.cimspa.co.uk](http://www.cimspa.co.uk)

**Description** Launched in 2011, CIMSPA is the professional development body for the UK's sport and physical activity sector.

---

## Chief Culture & Leisure Officers Association (CLOA)

**Email** [info@cloa.org.uk](mailto:info@cloa.org.uk)

**Web** [www.cloa.org.uk](http://www.cloa.org.uk)

**Description** Exclusively represents senior strategic leaders managing public sector cultural, tourism and sport services.

PHOTO: SHUTTERSTOCK.COM/MONKEY BUSINESS IMAGES

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### Club Managers Association of Europe

**Web** [www.cmaeurope.org](http://www.cmaeurope.org)

**Description** A non-profit making professional association with members involved in the management of sports clubs (golf, tennis, sailing and other sports), health & fitness clubs, leisure, city and dining clubs.

---

### EuropeActive

**Web** [www.europeactive.eu](http://www.europeactive.eu)

**Description** EuropeActive – formerly the European Health and Fitness Association – is the leading not-for-profit organisation representing the whole of the European health and fitness sector in Brussels.

---

### European Register of Exercise Professionals (EREPS)

**Email** [info@ereps.eu](mailto:info@ereps.eu)

**Web** [www.ereps.eu.com](http://www.ereps.eu.com)

**Description** A pan-European system, EREPS is an independent process for the registering of all instructors, trainers and teachers working across Europe in the exercise and fitness sector.

---

### Inclusive Fitness Initiative (IFI)

**Email** [ifi@efds.co.uk](mailto:ifi@efds.co.uk)

**Web** [www.efds.co.uk/inclusive\\_fitness](http://www.efds.co.uk/inclusive_fitness)

**Description** Leads the way in providing accessible physical activity and in increasing participation amongst disabled people.

---

### International Health, Racquet and Sportsclub Association (IHRSA)

**Email** [info@ihrsa.org](mailto:info@ihrsa.org)

**Web** [www.ihrsa.org](http://www.ihrsa.org)

**Description** IHRSA is a trade association serving the health club and fitness industries worldwide.

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ISPA represents facilities and providers in over 70 countries

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### International SPA Association (ISPA)

**Email** [ispa@ispastaff.com](mailto:ispa@ispastaff.com)

**Web** [www.experienceispa.com](http://www.experienceispa.com)

**Description** Recognised worldwide as the professional organisation and voice of the spa industry, representing health and wellness facilities and providers in more than 70 countries.

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### Register of Aquatic Professionals (RAPs)

**Email** [info@skillsactiveregisters.org](mailto:info@skillsactiveregisters.org)

**Web** [www.aquaticregister.org](http://www.aquaticregister.org)

**Description** An independent public register of aquatic professionals, governed in partnership with the ASA, RLSS and STA.

---

### Register of Exercise Professionals (REPs)

**Email** [info@exerciseregister.org](mailto:info@exerciseregister.org)

**Web** [www.exerciseregister.org](http://www.exerciseregister.org)

**Description** REPs is an independent, public register which recognises the qualifications and expertise of health-enhancing exercise instructors in the UK, providing a system of regulation for instructors and trainers.

---

## SkillsActive

**Email** [marketing@skillsactive.com](mailto:marketing@skillsactive.com)

**Web** [www.skillsactive.com](http://www.skillsactive.com)

**Description** The Sector Skills Council for active leisure, learning and wellbeing, working across the seven sectors of sport, fitness, the outdoors, caravans, playwork, hair and beauty.

## sporta

**Email** [info@sporta.org](mailto:info@sporta.org)

**Web** [www.sporta.org](http://www.sporta.org)

**Description** sporta is a membership association that represents cultural and leisure trusts and social enterprises throughout the UK.

## Sport and Recreation Alliance

**Email** [info@sportandrecreation.org.uk](mailto:info@sportandrecreation.org.uk)

**Web** [www.sportandrecreation.org.uk](http://www.sportandrecreation.org.uk)

**Description** An umbrella body for sport and recreation in the United Kingdom, representing 320 organisations such as the FA, the RFU, British Athletics, British Rowing and the Exercise Movement and Dance Partnership.



ukactive supports any organisation in the UK that aims to get more people, more active, more often



Sport England: Driving participation in a wide range of sports

## Sport England

**Email** [info@sportengland.org](mailto:info@sportengland.org)

**Web** [www.sportengland.org](http://www.sportengland.org)

**Description** Sport England works to increase the number of people who take part in sport regularly, and with the new government sport strategy will broaden its focus to encompass other forms of physical activity.

## ukactive

**Email** [info@ukactive.org.uk](mailto:info@ukactive.org.uk)

**Web** [www.ukactive.com](http://www.ukactive.com)

**Description** A body existing to serve any organisation in the United Kingdom with a role to play in, or benefit to be gained from getting more people, more active, more often.

## UK Spa Association (SPA-UK)

**Email** [info@spa-uk.org](mailto:info@spa-uk.org)

**Web** [www.spa-uk.org](http://www.spa-uk.org)

**Description** SPA-UK supports and advances the spa industry and its employees, representing the entire sector with one voice.

## Youth Sport Trust

**Web** [www.youthsporttrust.org](http://www.youthsporttrust.org)

**Description** An independent charity devoted to changing young people's lives through sport.

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## AIR CONDITIONING

**Big Ass Fan Company**  
[www.bigassfans.com](http://www.bigassfans.com)

**Daikin Airconditioning UK Ltd**  
[www.daikin.co.uk](http://www.daikin.co.uk)

## ARCHITECTS/DESIGNERS

**Archer Architects**  
[www.archerarchitects.co.uk](http://www.archerarchitects.co.uk)

**Concept Plc**  
[www.concept-plc.com](http://www.concept-plc.com)

**The Gym Designer**  
[www.thegymdesigner.co.uk](http://www.thegymdesigner.co.uk)

**Mass Designers**  
[www.massdesigners.com](http://www.massdesigners.com)

**Saturn Projects**  
[www.saturnprojects.com](http://www.saturnprojects.com)

**Zynk Design**  
[www.zynkdesign.com](http://www.zynkdesign.com)

## ASSOCIATIONS/TRADE BODIES

**Amateur Swimming Association ASA**  
[www.swimming.org](http://www.swimming.org)

**Badminton England**  
[www.badmintonengland.co.uk](http://www.badmintonengland.co.uk)

**British Weight Lifting**  
[www.britishweightlifting.org](http://www.britishweightlifting.org)

**CIMSPA**  
[www.cimspa.co.uk](http://www.cimspa.co.uk)

**IDEA Health & Fitness Association**  
[www.ideafit.com](http://www.ideafit.com)

**IHRSA**  
[www.ihrsa.org](http://www.ihrsa.org)

**sporta**  
[www.sporta.org](http://www.sporta.org)

**The Swimming Teachers Association STA**  
[www.sta.co.uk](http://www.sta.co.uk)

**ukactive**  
[www.ukactive.com](http://www.ukactive.com)

## AV/MULTIMEDIA/SOUND

**AB Audio Visual**  
[www.abaudiovisual.co.uk](http://www.abaudiovisual.co.uk)

**ESL**  
[www.esl-systems.co.uk](http://www.esl-systems.co.uk)

**Global Audio Visual Solutions Ltd**  
[www.globalavs.co.uk](http://www.globalavs.co.uk)

**Hutchison Technologies Ltd**  
[www.hutchison-t.com](http://www.hutchison-t.com)

**Leisure Sound Solutions**  
[www.leisuresoundsolutions.co.uk](http://www.leisuresoundsolutions.co.uk)

**Mood Media**  
[www.moodmedia.co.uk](http://www.moodmedia.co.uk)

**Sound Dynamics Ltd**  
[www.sound-dynamics.co.uk](http://www.sound-dynamics.co.uk)

## BUILDING/CONSTRUCTION

**Createability**  
[www.createability.co.uk](http://www.createability.co.uk)

**Love Build**  
[www.lovebuild.co.uk](http://www.lovebuild.co.uk)

**PE Contracts**  
[www.pecontracts.com](http://www.pecontracts.com)

**Pellikaan Construction**  
[www.pellikaan.com](http://www.pellikaan.com)

**Willmott Dixon Limited**  
[www.willmott Dixon.co.uk](http://www.willmott Dixon.co.uk)

## CATERING SUPPLIES

**Equipline Ltd**  
[www.equipline.co.uk](http://www.equipline.co.uk)

## CHILDREN'S FITNESS

**Cyber Coach**  
[www.cyber-coach.co.uk](http://www.cyber-coach.co.uk)

**EQ Fitness**  
[www.eqfitness.co.uk](http://www.eqfitness.co.uk)

**Gymkids**  
[www.veqtor.co.uk](http://www.veqtor.co.uk)

**iDEA**  
[www.ideagetactive.com](http://www.ideagetactive.com)

**Teachsport**  
[www.teachsport.org](http://www.teachsport.org)

**ZigZag**  
[www.zigzaguk.com](http://www.zigzaguk.com)

## CLEANING

**AddGards Ltd**  
[www.addgards.com](http://www.addgards.com)

**Bonasystems Ltd**  
[www.bonasystems.com](http://www.bonasystems.com)

**Diversey Care**  
[www.diversey.com](http://www.diversey.com)

**Gojo**  
[www.gojo.com](http://www.gojo.com)

**Gym Guard**  
[www.gymguard.co.uk](http://www.gymguard.co.uk)

**Indepth Hygiene Services**  
[www.indepthhygiene.co.uk](http://www.indepthhygiene.co.uk)

**Initial Washroom Services**  
[www.initial.co.uk/hand-drying/](http://www.initial.co.uk/hand-drying/)

**Miele Professional**  
[www.miele-professional.co.uk](http://www.miele-professional.co.uk)

## CLIMBING WALLS

**Freedom Climber**  
[www.freedomclimber.co.uk](http://www.freedomclimber.co.uk)

**Innovative Leisure**  
[www.innovativeleisure.co.uk](http://www.innovativeleisure.co.uk)

## CLOTHING/FOOTWEAR

**Beat Concepts**  
+44 (0)20 8206 2299

**Blu Leisure Ltd**  
[www.bluleisure.co.uk](http://www.bluleisure.co.uk)

**Corporate Trends**  
[www.corporatetrends.co.uk](http://www.corporatetrends.co.uk)

**Kylemark**  
[www.kylemarkworkwear.co.uk](http://www.kylemarkworkwear.co.uk)

**Leisurewear Direct**  
[www.leisurewaredirect.com](http://www.leisurewaredirect.com)

**Simon Jersey**  
[www.simonjersey.com](http://www.simonjersey.com)

## COMMUNICATIONS

**Zycomm Electronics**  
[www.zycomm.co.uk](http://www.zycomm.co.uk)

## COMPUTER SYSTEMS/SOFTWARE

**Book4Time**  
[www.book4time.com](http://www.book4time.com)

**Booker Software**  
[www.booker.com](http://www.booker.com)

**Cascade3d**  
[www.cascade3d.com](http://www.cascade3d.com)

**Concept Software Systems**  
[www.csscorporate.com](http://www.csscorporate.com)

**Delta Computers**  
[www.deltacomputerservices.co.uk](http://www.deltacomputerservices.co.uk)

**eGym GmbH**  
www.egym.com

**ESP Leisure**  
www.e-s-p.com

**eXerp**  
www.exerp.com

**Front Desk Inc**  
www.frontdeskhq.com

**Glofox**  
www.glofox.com

**Green 4 Solutions**  
www.green4solutions.com

**Gumnut Systems International**  
www.gumnuts.com

**iGo Figure Inc**  
www.igofigure.com

**Inta Fitness**  
www.intafitness.com

**Intelligenz Solutions**  
www.intelligenzsolutions.com

**Leisure Safety Link**  
www.intafitness.com

**Mindbody Inc**  
www.mindbodyonline.com

**OFS**  
www.ofsoftware.biz

**Omnico**  
www.omnicogroup.com

**Paradigm Shift**  
www.paradigmsft.com

**Premier Software Solutions**  
www.premiersoftware.co.uk

**Quinyx**  
www.quinyx.com

**ResortSuite**  
www.resortsuite.com

**SDA Software**  
www.sdasoftware.net

**SpaSoft**  
www.springermiller.com

**SportSoft UK Ltd**  
www.sportsoft.co.uk

**Syx Automations**  
www.syxautomations.co.uk

**TAC IT**  
www.tac.eu.com

**Tascomi Ltd**  
www.tascomi.com

**Virtuagym**  
www.virtuagym.com/software

**Wahanda**  
www.wahanda.com

**Xpiron Inc**  
www.xpiron.com

## CONSULTANCY/ RESEARCH

**Asia Spa & Leisure Consulting ASLC**  
www.aslc-leisure.com

**Clear Innovations Ltd**  
www.clear-innovations.co.uk

**GET Solutions**  
www.getsolutions.co.uk

**GG Fit Ltd**  
www.ggfit.com

**Impact Spa Leisure & Fitness**  
www.impactslf.co.uk

**Leisure-net Solutions Ltd**  
www.leisure-net.org

**Oxygen Consulting**  
www.oxygen-consulting.co.uk

**The Project Network & Co**  
www.theprojectnetworkand.co

**Right Directions**  
www.rightdirections.co.uk

**Strategic Leisure Ltd**  
www.strategicleisure.co.uk

**Traffic Health and Fitness**  
www.traffichealthandfitness.com

**TTS Consultants**  
www.ttsconsultants.com

**WTS International**  
www.wtsinternational.com

## DESIGN

**Alliance Leisure Services (Design, Marketing & Project Management)**  
www.allianceleisure.co.uk

**FaulknerBrowns Architects**  
www.faulknerbrowns.co.uk

**Resolution Design Ltd**  
www.resolutiondesign.co.uk

**WTS International**  
www.wtsinternational.co

## DISABLED ACCESS

**The Active Hands Company**  
www.activehands.com

**Evac+Chair International Ltd**  
www.evacchair.co.uk

## DRINKS – NON-ALCOHOLIC

**A G Barr plc**  
www.agbarr.co.uk

**Britvic Soft Drinks**  
www.britvic.com

**Lucozade Sport / Suntory**  
www.lucozade.com

**Nestle Waters**  
www.nestle-waters.com

**The Red Bull Company Ltd**  
www.redbull.com

**Twinings Teas**  
www.twinings.co.uk

**Vita Coco**  
www.vitacoco.co.uk

## ENERGY MANAGEMENT

**The Energy Desk**  
www.theenergydesk.co.uk

**EvoEnergy**  
www.evoenergy.co.uk

**Powermaster**  
www.power-master.co.uk

**Pure World Energy**  
www.pureworldenergy.com

**RES Renewable Energy Systems**  
www.res-group.com

## ENVIRONMENTAL SERVICES

**The Carbon Trust**  
www.carbontrust.com

**Ozofresh**  
www.ozofresh.co.uk

## EVENT MANAGEMENT

**Forum Events**  
www.forumevents.co.uk

**New Events Ltd**  
www.neweventsltd.com

## FACILITIES MANAGEMENT

**Building Additions**  
www.buildingadditions.co.uk

**Halo Leisure Services Limited (WAM)**  
www.maxyourassets.com

**Sports and Leisure Management**  
www.everyoneactive.com

## FINANCIAL SERVICES

**Alliance and General Leasing Limited**  
www.allianceandgeneral.co.uk

## FINANCIAL SERVICES

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### Alliance Leisure Services (Design, Build & Fund)

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

### Asset Advantage Ltd

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

### DFC Debit Finance Group

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

### Fiserv

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

### Harlands Group

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

### LDF - Fitness Equipment Leasing

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

### London & Zurich Ltd

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

### PMD Leasing Ltd

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

### Portman Asset Finance Ltd

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

### Shire Leasing plc

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

## FIRE DETECTION

### Fireco

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

## FITNESS ASSESSMENT

### Better Belly

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

### Bodystat

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

### Derwent Healthcare Ltd

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

### Fitech UK

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

### fitlosophy Inc

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

### FitQuest

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

### Leisure Vend

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

### Myzone

[www.myzone.org](http://www.myzone.org)

### POWERbreathe

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

### Tanita Europe BV

[www.tanita.eu](http://www.tanita.eu)

## FITNESS EQUIPMENT

### Absolute Performance

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

### Airex AG

[www.my-airex.com](http://www.my-airex.com)

### Alter-G

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

### Amazon Leisure (UK) Ltd

[www.amazon-leisure.co.uk](http://www.amazon-leisure.co.uk)

### Amer Sports UK & Ireland Ltd

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

### Anytime Leisure

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

### Aquabags

[www.aquabags.eu](http://www.aquabags.eu)

### Balanced Body

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

### BBE Boxing

[www.bbe-boxing.com](http://www.bbe-boxing.com)

### BODY BIKE International A/S

[www.body-bike.com](http://www.body-bike.com)

### Bodypower Sports Plc

[www.fitness-superstore.co.uk](http://www.fitness-superstore.co.uk)

### Central Sports

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

### Concept Fitness International

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

### Concept2 Ltd

[www.concept2.co.uk](http://www.concept2.co.uk)

### Core Health and Fitness Trading

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

### Coretex

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

### Cranlea & Company

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

### Cybox International UK Ltd

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

### Dance Machine

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

### Eleiko Sport AB

[www.eleikosport.se](http://www.eleikosport.se)

### Ergo-Fit GmbH

[www.ergo-fit.de](http://www.ergo-fit.de)

### Escape Fitness

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

### EXF Perform Better Europe

[www.exf-fitness.com](http://www.exf-fitness.com)

### Exigo

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

### The Fit Group

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

### Fit Quote

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

### Fit4Sale USA Inc

[www.fit4sale.com](http://www.fit4sale.com)

### FitLinxx UK

[www.fitlinxx.net](http://www.fitlinxx.net)

### Fitness Anywhere/TRX

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

### Fitness Systems Limited

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

### Fitness Warehouse Ltd

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

### Fitness-Mad

[www.fitness-mad.com](http://www.fitness-mad.com)

### FitPro

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

### Fitter International Inc

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

### Flowin AB

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

### FreeMotion Fitness

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

### Gamercize

[www.gamercize.net](http://www.gamercize.net)

### Gen3 Kinematics

[www.gen3kinematics.com/home.php](http://www.gen3kinematics.com/home.php)

### Gervasport

[www.gervasport.bg](http://www.gervasport.bg)

### Gravity UK LLP

[www.gravityuk.net](http://www.gravityuk.net)

### Green Fitness Equipment Co

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

### Gym Academy

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

### Gym80

[www.gym80.de](http://www.gym80.de)

### Gymkit UK

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

### HaB Direct

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

### HUR (UK) Ltd

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

### Hydro Physio

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

### Idass

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

### Indigo Fitness

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

### Indoor Walking

[www.indoorwalking.net](http://www.indoorwalking.net)

### Indoorcycling Group - ICG

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

### Intenza Fitness

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

**iRobic Ltd**  
www.irobicshop.co.uk

**Iron Grip Barbell Company**  
www.iron grip.com

**Johnson Health Tech UK Ltd**  
www.johnsonfitness.com

**Jordan Fitness**  
www.jordanfitness.com

**Jumprope**  
www.jumprope.com

**Keiser UK Ltd**  
www.keiseruk.com

**Leisure Lines (GB) Ltd**  
www.leisurelinesgb.co.uk

**Les Mills UK**  
www.lesmillsuk.com

**Life Fitness**  
www.life fitness.com

**Mad Dogg Athletics**  
www.maddogg.com

**Marpo Kinetics**  
www.marpokinetics.com

**Marsden Weighing Group**  
www.marsden-weighing.co.uk

**Matrix Fitness Systems Ltd**  
www.matrixfitness.co.uk

**Medimotion**  
www.medimotion.co.uk

**MedX Germany**  
www.medxonline.co.uk

**Merrithew**  
www.merrithew.com

**milon industries GmbH**  
www.milon.com

**Mortons Fitness Equipment UK Ltd**  
www.mortonsfitnessequipment.com

**Nautilus**  
www.nautilus.com

**New Level UK**  
www.new-level.co.uk

**Octane Fitness UK Ltd**  
www.octanefitness.com

**Origin Fitness**  
www.originfitness.com

**OSF - On Site Fitness**  
www.onsitefitness.co.uk

**Paramount Fitness Corp**  
www.paramountfitness.com

**Peak Pilates**  
www.peakpilates.com

**Performance Health Systems**  
www.powerplate.com

**Physical Company Ltd**  
www.physicalcompany.co.uk

**Physique Sports**  
www.physiquesports.co.uk

**Pneumex**  
www.pneumex.com

**Podium 4 Sport**  
www.podium4sport.com

**PowerBlock Fitness Ltd**  
www.powerblockfitness.com

**Powrx UK**  
www.powrx.co.uk

**Precor**  
www.precor.com

**Pulse Fitness Solutions**  
www.pulsefitness.com

**Range3D Ltd**  
www.range3d.com

**React Fitness**  
www.react-fitness.com

**Re:creation Fitness**  
www.recreation-fitness.co.uk

**RealRyder International LLC**  
www.realryder.com

**Rethink Motion**  
www.rethinkmotion.com

**Rubicon Sports**  
www.rubiconsports.co.uk

**Rugged Interactive**  
www.rugged-interactive.com

**SAQ International**  
www.saqinternational.com

**Schwinn**  
www.schwinn.com

**SCIFIT Ltd (UK)**  
www.scifit.uk.com

**SoloStrength Lifestyle Products**  
www.solostrength.com

**Speedfitness Ltd**  
www.miha-bodytec.com

**Spivitech Ltd**  
www.spivi.com

**SportsArt**  
http://gosportsart.com

**Stages Cycling**  
www.stagesindoorcycling.com

**Stairmaster**  
www.stairmaster.com

**Strive Enterprises, Inc**  
www.strivefit.com

**Technogym UK Ltd**  
www.technogym.com

**TEK Fitness Ltd**  
www.tekfitness.co.uk

**Telju Commercial Fitness**  
www.teljucommercialfitness.com

**ThoraxTrainer**  
www.thoraxtrainer.com

**Total Gym Solutions**  
Tel: +44 (0)115 752 9548

**True Fitness Technology**  
www.truefitness.com

**TRX/Fitness Anywhere**  
www.trxtraining.com

**TuffStuff Fitness Equipment**  
www.tuffstuff.net

**Ushomi**  
www.ushomi.co.uk

**Vibrogym UK**  
www.vibrogymprofessional.co.uk

**WaterRower**  
www.waterrower.co.uk

**Wattbike Ltd**  
www.wattbike.com

**WeBuyAnyGym Equipment.Com**  
www.webuyanygyequipment.com

**Wexer Holdings**  
www.wexer.com

**Woodway GmbH**  
www.woodway.de

**World Sales Alliance**  
www.wsalliance.com

**Xendon AB**  
www.xendon.com

**Yoga-Mad**  
www.yogamad.com

**York Fitness**  
www.yorkfitness.com

**ZigZag**  
www.zigzaguk.com

## **FITNESS PROGRAMMES**

**ActivTrax**  
www.activtrax.com

**Beachbody, LLC**  
www.beachbody.co.uk

**Everyone Active**  
www.everyoneactive.com

**FitPro**  
www.fitpro.com

## FITNESS PROGRAMMES

*Continued*

**Future Fit Training**  
www.futurefit.co.uk

**Jekajo Dance**  
www.jekajodance.com

**Les Mills UK**  
www.lesmillsuk.com

**Mi Fitness Directory**  
www.mi-fitnessdirectory.co.uk

**Momentum Business Development**  
www.momentumbd.co.uk

**Nordic Walking/  
Exercise Anywhere**  
www.nordicwalking.co.uk

**Running Unlimited**  
www.runningunlimited.net

**SAQ International**  
www.saqinternational.com

**Speedflex Europe Ltd**  
www.speedflex.com

**Spirit Health Clubs**  
www.spirithealthclubs.com

**TRAINFITNESS**  
www.train.fitness

**Tube Boxing**  
www.tubeboxing.co.uk

**Wellbeats UK**  
www.wellbeats.co.uk

## FITNESS SERVICING

**Health Club News**  
www.healthclubnews.org

**Servicesport UK**  
www.servicesport.co.uk

## FLOORING

**Gerflor**  
www.gerflor.com

**Granwood Flooring**  
www.granwood.co.uk

**IDASS Fitness**  
www.idass.com

**Junckers**  
www.junckers.co.uk

**Pavigym**  
www.pavigym.com

**Respol Flooring Solutions**  
www.respol.co.uk

**Total Vibration Solutions**  
www.totalvibrationsolutions.com

**TVS Sports Surfaces**  
www.floors4gyms.com

## FOOD/FOODSERVICE

**Aimia Foods**  
www.aimiafoods.com

**Nestle Professional**  
www.nestleprofessional.co.uk

## FRANCHISES

**4D Fitness**  
www.4dfitness.com

**ActivKids**  
www.activkids.co.uk

**Amerishape Weight  
Loss Center**  
www.amerishapecenter.com

**Anytime Fitness**  
www.anytimefitness.co.uk

**The énergie Group**  
www.energiefitnessclubs.com

**Knock Out Weight  
Loss Coaching**  
www.knockoutweightlosscoaching.com

**Little Kickers Franchising**  
www.littlekickers.co.uk

**Little Superstars  
Sports Club**  
www.littlesuperstars.co.uk

**Orangetheory Fitness**  
www.orangetheoryfitness.com

**Snap Fitness**  
www.snapfitness.com

**Vivafit**  
www.vivafit.eu

**World Gym International**  
www.worldgym.com/franchising

**Xtravaganza**  
www.xtravaganza.uk.com

## HEALTH/NUTRITION

**Body Plus Nutrition**  
www.bodyplusnutrition.com

**Bodyfire Ltd**  
www.jhbodyfire.com

**David Health Solutions**  
www.david.fi

**Kinetica Sports**  
www.kineticasports.com

**Maxinutrition**  
www.maximuscle.com

**Mytime Active**  
www.mytimeactive.co.uk

**Reflex Nutrition Ltd**  
www.reflex-nutrition.com

**Supervitality**  
www.supervitality.me

**Ultralife Healthcare Limited**  
www.ultralifeshop.co.uk

**Weightplan Ltd**  
www.weightplan.com

## INFORMATION SYSTEMS

**Nouveau Solutions  
- NSL CRM**  
www.nslcrm.com

## INSURANCE

**FitPro Insurance**  
www.fitpro.com

**John Ansell & Partners**  
www.ansell.co.uk

**Professional Fitness  
Insurance**  
www.professional-fitness.co.uk/

## LEGAL SERVICES

**Christopher Davidson  
Solicitors LLP**  
www.cdlaw.co.uk

**Citation**  
www.citation.co.uk

## LIGHTING

**Lightmasters UK Ltd**  
www.lightmasters.co.uk

**Sill Lighting**  
www.sill-uk.com

## LOCKERS

**Craftsman Quality  
Lockers Ltd**  
www.craftsman-quality-lockers.co.uk

**Crown Sports Lockers**  
www.crownsportslockers.co.uk

**Fitlockers**  
www.fitlockers.co.uk

**Garran Lockers**  
www.garran-lockers.co.uk

**Kemmlit UK**  
www.kemmlitik.com

**KitLock**  
www.kitlock.com

**Link Lockers**  
www.linklockers.co.uk

**Locker Solutions**  
www.lockersolutions.co.uk

**LSA Projects Ltd**  
www.LSAprojects.co.uk

**Prospec**

www.prospec.co.uk

**Ridgeway Furniture**

www.ridgewayfm.com

**Safe Space Lockers**

www.safespacelockers.co.uk

**MEDIA SERVICES****Biospace**

www.biospace.com

**Emerald Frog Marketing**

www.emeraldfrog.co.uk

**MEMBERSHIP/  
RETENTION****Ashbourne Management  
Services**

www.ashbournemanagement.co.uk

**Book4Time**

www.book4time.com

**Booker Software**

www.booker.com

**Brightlime**

www.brightlime.com

**Cap2 Solutions**

www.cap2solutions.co.uk

**Clubwise Software**

www.clubwise.com

**Cogent**

www.cogentdataanalytics.com

**EZ-Runner Systems**

www.ez-runner.com

**Fisikal**

www.fisikal.com

**Fusing Fitness Limited**

www.fusingfitness.co.uk

**Gladstone Health & Leisure**

www.gladstonerm.com

**Gymaround**

www.gymaround.com

**Gymetrix**

www.gymetrix.co.uk

**Legend Club Management  
Systems**

www.legendware.co.uk

**LeisureMost**

www.leisuremost.com

**Memberdrive**

www.memberdrive.net

**Motionsoft UK**

www.motionsoft.net

**MoveGB**

www.movegb.com

**Paradigm Shift**

www.paradigmsft.com

**payasUgym**

www.payasugym.com

**Pocket PT**

www.pocketpt.co.uk

**ResortSuite**

www.resortsuite.com

**Retention Guru**

www.retentionguru.co.uk

**Retention Management**

www.retentionmanagement.com

**The Retention People**

www.theretentionpeople.com

**TAC IT**

www.tac.eu.com

**Visual Fitness Planner**

www.vfp.us

**Xn Leisure Systems Limited**

www.xnleisure.com

**MUSIC/FILM LICENSING****Filmbank Distributors Ltd**

www.filmbank.co.uk

**PPL**

www.ppluk.com

**PRS for Music**

www.prsformusic.com

**MYSTERY SHOPPER****Proinsight**

www.proinsight.org

**PRINT SERVICES****Printwell (UK) Ltd**

www.printwell.co.uk

**UK Point of Sale Group Ltd**

www.ukpos.com

**PROMOTIONAL ITEMS****First Editions Ltd**

www.firsteditionsltd.com

**Innovations 4 Leisure**

www.innovations4leisure.co.uk

**P81**

www.p81.co.uk

**Taylor Made Designs**

www.taylormadedesigns.co.uk

**PUBLISHING****Human Kinetics**

www.humankinetics.com

**RETAIL****the fit co**

www.thefitco.com

**Gym-Partners**

www.gym-partners.co.uk

**SAFETY****Aspect Safety Mirrors ASM**

www.aspectsafetymirrors.co.uk

**IQL**

www.rlss.org.uk

**RD Health & Safety**

www.rdhealthandsafety.co.uk

**SafeTIC**

www.safetic.ie

**SALES/MARKETING/PR****Action PR**

www.actionpr.co.uk

**Big Fish PR**

www.bigfishpublicrelations.co.uk

**Big Wave Media Ltd**

www.bigwavemedia.co.uk

**CFM**

www.cfm.net

**D2F Fitness**

www.d2fgroup.com

**Emerald Frog Marketing**

www.emeraldfrog.co.uk

**Enjoy Marketing**

www.enjoymarketing.co.uk

**Fitness Life Marketing**

www.fitnesslifemarketing.com

**Greinwalder & Partner**

www.greinwalder.com

**Hatrick marketing**

www.hatrickmarketing.com

**Incentivated Ltd**

www.incentivated.com

**Jellymedia Ltd**

www.jellymedia.com

**Premier Business Audio**

www.premierba.co.uk

**Promote PR Ltd**

www.promotepr.com

**Sales Makers International**

www.salemakersinternational.com

**Showoff Media**

www.showoffmedia.co.uk

**Zoom Media**

www.zoommedia.com

**SAUNA/STEAM****Dalesauna Ltd**

www.dalesauna.co.uk

## SAUNA/STEAM

*Continued*

### Klafs

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

### MagMed Limited

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

### Tylo

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

### Unbescheiden

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

### Vi Spa Experience Rooms

[www.vi-spa.co.uk](http://www.vi-spa.co.uk)

## SECURITY/ACCESS CONTROL

### All Right Now Ltd

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

### Authentic8 ID Solutions

[www.authentic8id.com](http://www.authentic8id.com)

### Camlock

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

### City Lockers

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

### Codelocks

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

### Gantner Technologies

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

### ievo Ltd

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

### Lowe & Fletcher

[www.lowe-and-fletcher.co.uk](http://www.lowe-and-fletcher.co.uk)

### Ojmar S.A.

[www.ojmar.es](http://www.ojmar.es)

### SAG Schulte Schlagbaum AG

[www.sag-schlagbaum.com](http://www.sag-schlagbaum.com)

### Simple Locking Solutions Ltd

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

## SHOWERS

### Horne Engineering Ltd

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

### Kohler Mira/Rada

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

### Purus

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

## SPA/WELLNESS

### Barr + Wray

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

### Cheshire Wellness

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

### GeoSpa

[www.geospa.de](http://www.geospa.de)

### Inviion

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

### Klafs

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

### MillaQuia Ltd

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

### Schletterer

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

### Stone Forest

[www.stone-forest.co.uk](http://www.stone-forest.co.uk)

### Thermarium

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

### Unbescheiden

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

## SPORTS DRINKS/SUPPLEMENTS

### Beet It

[www.beet-it.com/sport](http://www.beet-it.com/sport)

### Bio-Synergy Ltd

[www.bio-synergy.co.uk](http://www.bio-synergy.co.uk)

### Cellucor

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

### For Goodness Shakes

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

## GlaxoSmithKline/GSK

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

## Inkospor

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

## Multipower Sportsfood

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

## NRG Fuel Sports Nutrition

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

## Nutrichem diet + pharma GmbH

[www.nutrichem.de](http://www.nutrichem.de)

## Viva Beverages

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

## SPORTS EQUIPMENT

### 66fit Limited

[www.66fit.com](http://www.66fit.com)

### BlenderBottle

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

### Cardinal Sports

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

### Ceetex Leisure Ltd

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

### Harrod UK

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

### JP Lennard

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

### Kingswood Leisure Services

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

### Mark Harrod

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

### Mirrors for Training

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

### Newitts.com

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

### Physique Sports

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

### SAQ International

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

## Suunto/Amer Sport

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

## Trion:Z

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

## SPORTS INJURY

### Koolpak Ltd

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

### Pepperfit

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

### Physique Management Company

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

## STORAGE SYSTEMS

### Cloakroom.co.uk

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

## SUNBEDS/TANNING

### Helionova

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

### Sunbed & Leisure Systems (UK) Ltd

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

## SURFACES – SPORTS/PLAY

### BSW Berleburger

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

### Schaumstoffwerk

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

### Conica Sports Surfaces

[www.conica.basf.com](http://www.conica.basf.com)

### Sports Surfaces (UK) Ltd

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

## SWIMMING POOLS

### Barr + Wray

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

### Certikin International

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

### Cheshire Wellness

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

**Clearwater Enviro Ltd**  
www.clearwaterenviro.co.uk

**HeatPumpsForPools Ltd**  
www.heatpumpsforpools.com

**JC Leisure Solutions**  
www.jcleisuresolutions.com

**Plastica**  
www.plasticapools.com

## SWIMWEAR

**Speedo**  
www.speedo.co.uk

**Zoggs International**  
www.zoggs.com

## TILING/CERAMICS

**Floor Gres Ceramiche**  
www.floorgres.it

**Johnson Tiles**  
www.johnson-tiles.com

## TRAINING

**Active IQ**  
www.activeiq.co.uk

**Active IQ Academy**  
www.activeiqacademy.com

**Amac Training**  
www.amactraining.co.uk

**Becky Adlington's  
SwimStars**  
www.beckyadlingtonsswimstars.com

**Bodylogic Fitness  
Training & Consultancy**  
www.bodylogic-fitness.com

**Bucks New University**  
www.bucks.ac.uk

**Class Finder**  
www.classfinder.org.uk

**Club Training**  
www.club-training.com

**Discovery Learning**  
www.discovery.uk.com

**Diverse Trainers**  
www.diversetrainers.co.uk

**European Institute  
of Fitness**  
www.eifitness.co.uk

**FitPro / PTontheNet**  
www.fitpro.com

**Focus Training**  
www.focus-training.com

**Freedom Leisure**  
www.freedom-leisure.co.uk

**Games Education**  
www.hotspottraining.com

**Icon Vocational Training**  
www.icon-training.com

**Leisure Industry  
Academy - LIA**  
www.leisureindustryacademy.com

**Lifetime Training**  
www.lifetimetraining.co.uk

**London Leisure College**  
www.londonleisurecollege.com

**Loughborough College**  
www.loucoll.ac.uk

**Mbodies Training Academy**  
www.mbodiesacademy.com

**MediFit Corporate Services**  
www.medifit.com

**miha bodytec**  
www.miha-bodytec.com

**Motive8**  
www.m8group.co.uk

**Moulton College**  
www.moulton.ac.uk

**National Studio Cycling  
Register (NSCR)**  
www.nscr.co.uk

**Origym Centre of Excellence**  
www.origym.co.uk

**Oxford Brookes University**  
www.brookes.ac.uk

**Professional Fitness  
& Education Ltd**  
www.pfettraining.co.uk

**Pegasus Training**  
www.pegasustraining.co.uk

**Pilates Training Solutions**  
www.pilatestrainingsolutions.co.uk

**Pocketfit Training**  
http://pocketfittraining.co.uk

**Premier Training  
International**  
www.premierglobal.co.uk

**St Mary's University College**  
www.smuc.ac.uk

**Thump Boxing**  
www.thumpboxing.com

**Top Lodge Leisure Ltd**  
www.top-lodge.co.uk

**ukactive**  
www.ukactive.com

**Ushomi**  
www.ushomi.co.uk

**The Wright Foundation**  
www.wrightfoundation.com

**YBFIT Training**  
www.ybfit.co.uk

**YMCA Fitness  
Industry Training**  
www.ymcafit.org.uk

**Yoga Professionals**  
www.yogaprofessionals.net

## VENDING EQUIPMENT

**Hydroplus**  
www.hydroplus.co.uk

**Nestle Professional**  
www.nestleprofessional.co.uk

## VENTILATION

**IndePTH Hygiene  
Services Ltd**  
www.indepthhygiene.co.uk

## WASHROOMS/ BATHROOMS

**Twyford Bathrooms**  
www.twyfordbathrooms.com

**Venesta Washroom  
Systems**  
www.venesta.co.uk

## WATER LEISURE/ WATER TREATMENT

**Hanovia**  
www.hanovia.com

**Hippo Leisure Products**  
www.hippoleisure.com

**Topline Electronics**  
www.topline.uk.net

**uwe JetStream**  
www.uwe.de

Use the Product Selector (see pages 238–245) to find the item you need and choose a supplier. You can then find contact details for your chosen supplier in this listing

#### 4D FITNESS

Tel: +44 (0)800 328 5849  
Email: info@4dfitness.com  
www.4dfitness.com

#### 66FIT LIMITED

Tel: +44 (0)1775 640972  
Email: sales@66fit.co.uk  
www.66fit.com

#### A G BARR PLC

Tel: +44 (0)1204 664200  
Email: info@agbarr.co.uk  
www.agbarr.co.uk

#### AB AUDIO VISUAL

Tel: +44 (0)1945 476973  
Email: enquiries@abaudiovisual.co.uk  
www.abaudiovisual.co.uk

#### ABSOLUTE PERFORMANCE

Tel: +44 (0)2920 362664  
Email: info@aperformance.co.uk  
www.aperformance.co.uk

#### ACTION PR

Tel: +44 (0)20 7300 7380  
Email: dawn@actionpr.co.uk  
www.actionpr.co.uk

#### THE ACTIVE HANDS COMPANY

Tel: +44 (0)121 247 9152  
Email: info@activehands.com  
www.activehands.com

#### ACTIVE IQ

Tel: +44 (0)1480 467950  
Email: info@activeiq.co.uk  
www.activeiq.co.uk

#### ACTIVE IQ ACADEMY

Tel: +44 (0)1480 410333  
Email: info@activeiqacademy.co.uk  
www.activeiqacademy.com

#### ACTIVKIDS

Tel: +44 (0)844 800 2366  
Email: info@activkids.co.uk  
www.activkids.co.uk

#### ACTIVTRAX

Tel: +1 866 879 8729  
Email: info@activtrax.com  
www.activtrax.com

#### ADDGARDS LTD

Tel: +353 1214 9833  
Email: sales@addgards.com  
www.addgards.com

#### AIMIA FOODS

Tel: +44 (0)1942 408600  
Email: info@aimiafoods.com  
www.aimiafoods.com

#### AIREX AG

Tel: +41 41 789 66 66  
Email: info@myairex.com  
www.my-airex.com

#### ALL RIGHT NOW LTD

Tel: +44 (0)1295 660566  
Email: ben@allrightnow.co.uk  
www.allrightnow.co.uk

#### ALLIANCE AND GENERAL LEASING LTD

Tel: +44 (0)24 7622 0000  
Email: sales@alliancefinance.co.uk  
www.allianceandgeneral.co.uk

#### ALLIANCE LEISURE SERVICES (DESIGN, BUILD & FUND)

Tel: +44 (0)1278 444944  
Email: info@allianceleisure.co.uk  
www.allianceleisure.co.uk

#### ALLIANCE LEISURE SERVICES (DESIGN, MARKETING AND PROJECT MANAGEMENT)

Tel: +44 (0)1278 444944  
Email: info@allianceleisure.co.uk  
www.allianceleisure.co.uk

#### ALTER-G

Tel: +1 510 270 5900  
www.alterg.com

#### AMAC TRAINING

Tel: +44 (0)1227 831840  
Email: info@amactraining.co.uk  
www.amactraining.co.uk

#### AMATEUR SWIMMING ASSOCIATION ASA

Tel: +44 (0)1509 618700  
Email: customerservices@swimming.org  
www.swimming.org

#### AMAZON LEISURE (UK) LTD

Tel: +44 (0)1953 498098  
Email: john@amazon-leisure.co.uk  
www.amazon-leisure.co.uk

#### AMER SPORTS UK & IRELAND LTD

Tel: +44 (0)1294 316200  
www.amersports.com

#### AMERISHAPE WEIGHT LOSS CENTER

Tel: +1 888 541 0714  
Email: inshapeamerica@aol.com  
www.amerishapecenter.com

#### ANYTIME FITNESS

Tel: +44 (0)8704 788770  
www.anyfitness.co.uk

#### ANYTIME LEISURE

Tel: +44 (0)333 2000 750  
Email: info@anytimeleisure.co.uk  
www.anytimeleisure.co.uk

#### ARCHER ARCHITECTS

Tel: +44 (0)1438 365968  
Email: info@archerarchitects.co.uk  
www.archerarchitects.co.uk

#### ASHBOURNE MEMBERSHIP MANAGEMENT

Tel: +44 (0)1564 711236  
www.ashbourne-memberships.co.uk

#### ASIA SPA & LEISURE CONSULTING ASLC

Tel: +44 (0)7501 962087  
Email: rohun@aslc-leisure.com  
www.aslc-leisure.com

#### ASPECT SAFETY MIRRORS ASM

Tel: +44 (0)1223 263555  
Email: info@aspectsafetymirrors.co.uk  
www.aspectsafetymirrors.co.uk

#### ASSET ADVANTAGE LTD

Tel: +44 (0)1256 316200  
www.assetadvantage.co.uk

#### AUTHENTIC8 ID SOLUTIONS

Tel: +44 (0)845 026 4744  
Email: sales@authentic8id.co.uk  
www.authentic8id.com

#### BADMINTON ENGLAND

Tel: +44 (0)1908 268400  
Email: enquiries@badmintonengland.co.uk  
www.badmintonengland.co.uk



#### BALANCED BODY INC

Tel: +1 800 745 2837  
Email: info@pilates.com  
www.pilates.com

#### BARR + WRAY

Tel: +44 (0)141 882 9991  
Email: sales@barrandwray.com  
www.barrandwray.com

#### BBE BOXING

Tel: +44 (0)1327 701852  
Email: sales@yorkfitness.co.uk  
www.bbe-boxing.com

#### BEACHBODY, LLC

Tel: +1 333 202 3401  
Email: privacy@beachbody.com  
www.beachbody.co.uk

#### BEAT CONCEPTS

Tel: +44 (0)20 8206 2299  
Email: sales@beatconcepts.co.uk  
www.beatconcepts.co.uk

#### BECKY ADLINGTON'S SWIMSTARS

Tel: +44 (0)161 979 0499  
Email: info@beckyadlingtonsswimstars.com  
www.beckyadlingtonsswimstars.com

#### BEET IT

Tel: +44 (0)1473 890202  
Email: roisin@jameswhite.co.uk  
www.beet-it.com/sport

**BETTER BELLY**

Tel: +31 35 69 16696  
Email: info@betterbelly.co.uk  
www.betterbelly.co.uk

**BIG ASS FANS**

Tel: +1 859 233 1271  
www.bigassfans.com

**BIG FISH PR**

Tel: +44 (0)7738 331019  
Email: abigail@bigfishpublicrelations.co.uk  
www.bigfishpublicrelations.co.uk

**BIG WAVE MEDIA LTD**

Tel: +44 (0)845 643 2385  
Email: info@bigwavemedia.co.uk  
www.bigwavemedia.co.uk

**BIO-SYNERGY LTD**

Tel: +44 (0)20 7569 2528  
Email: enquiries@bio-synergy.co.uk  
www.bio-synergy.co.uk

**BIOSPACE**

Tel: +1 877 277 7585  
Email: support@biospace.com  
www.biospace.com

**BLENDERBOTTLE**

Tel: +1 801 235 9448  
Email: info@blenderbottle.com  
www.blenderbottle.com

**BLU LEISURE LTD**

Tel: +44 (0)1908 582525  
Email: info@bluleisure.co.uk  
www.bluleisure.co.uk

**BODY BIKE INTERNATIONAL A/S**

Tel: +45 9843 9696  
Email: info@body-bike.com  
www.bodybike.com

**BODY PLUS NUTRITION**

Tel: +44 (0)844 332 1239  
Email: sales@bodyplusnutrition.com  
www.bodyplusnutrition.com

**BODYFIRE LTD**

www.jhbodyfire.com

**BODYLOGIC FITNESS TRAINING & CONSULTANCY**

Tel: +44 (0)7411 423215  
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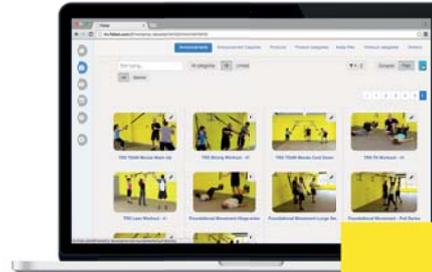
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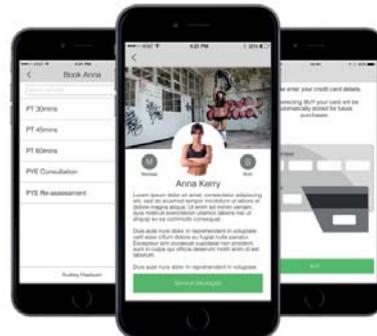
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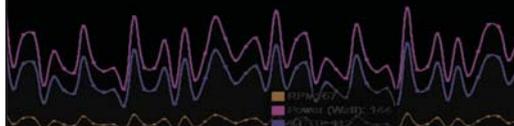


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