GROUP FITNESS PROGRAM IMPLEMENTATION MANUAL
We have to find a way to make people fall in love with fitness

Les Mills Snr. 1968

now...

Every week, in more than 15,500 clubs in 80 countries, millions of people will put aside whatever else is happening in their lives and lose themselves in the pure exhilaration of a LES MILLS™ group fitness class.
Welcome to the tribe!

Phillip Mills, CEO of Les Mills International

We have huge ambitions for the future. Our ultimate goal is to change the health of the world and create a fitter planet. To make this happen we’re continually innovating to find new ways to make working out fun and effective, to increase the number of people who love Les Mills’ group fitness and support you to grow your business.

Over the last 20 years we’ve worked with more than 15,500 health and fitness clubs and have seen first-hand that, no matter how successful a business is, there’s always room for growth. Rather than settling for the global average of between 500 and 1,000 visits each week, we encourage you to aim higher… 2,000, 4,000 or even 6,000 visits each week in your club and in group fitness!

Some clubs who’ve been offering Les Mills’ group fitness for some time are attracting more than 10,000 group fitness visits per week – and making an amazing profit from it. If this is where you want to be, we can help you get there.

We know that getting packed facilities and classes comes down to having out-of-this-world programming and instructors. That’s why we’ve invested so much in developing the best possible programs and creating an industry-leading instructor training system that will supply you with hugely inspired and motivated group fitness masters.

Additionally, to help you attract and secure engaged and enthused participants, we provide you with marketing resources that are so eye-catching and effective you’ll be proud to use them. And we’ll give you ongoing club and group fitness training and support, which makes tackling some of those tricky business issues simple. As part of the international Les Mills community you’ll love the great networking opportunities, as well as the helpful insights and case studies that Les Mills’ clubs across the world are so willing to share.

This Implementation Manual is just the first of many tools we’ll be making available to help you. It covers everything you need to implement our programs and become a highly successful market leading business. We hope you find it useful and look forward to working together to create a successful partnership.

FOR A FITTER PLANET.
Set up for success

This manual has been designed to support you with the implementation and launch of LES MILLS™ group fitness programs. Not only does it feature helpful tips, advice and guidelines but you can use it to record your goals and progress too. Make sure you always have it on hand!

1. Goal setting
   - Establish your group fitness Big Hairy Audacious Goal

2. Scheduling
   - Global insights
     - Inserting new programs into your schedule
     - Setting class targets

3. Recruiting and training
   - Finding and selecting instructors
   - Training
   - Preparing for launch

4. Increasing product knowledge
   - Building strong product knowledge within your team
   - Staff training plan
   - LES MILLS™ program details

5. Marketing and promotions
   - Launching and promoting your new programs
   - Cost effective launch ideas
More people through the door more often!

Improving pulling power and retention performance is key to our industry’s success and longevity. Together we have to come up with new ways of engaging customers to help them create a sustainable exercise habit. Your business flourishes when members achieve results and have a fantastic time working out. Group fitness is the simplest, fastest, cheapest and most exciting way to do that!

We can hook people in by providing them with health, motivation and social solutions to their exercise needs.

Today, millions of people exercise with Les Mills in more than 15,500 clubs around the world. By 2020 we aim to have people doing 20 million LES MILLS™ workouts each week.

There is no limit to what we can achieve together.
1. Set your goals

How many people can you get moving every week with group fitness?

Setting goals for your group fitness attendance is a must! Giving your team a target motivates and inspires them and gives them a sense of what’s possible. From a business perspective you can plan your expenditure and prioritize your action plan based on the growth you expect to see within your club.
6.

Setting smaller goals on the way to your BHAG (Big Hairy Audacious Goal) provides you with a useful measuring stick for progress. How do we know people love our classes? They vote with their feet. Having a target for group fitness visits keeps you focused on delivering great classes right across your schedule. Classes that members love and attend regularly.

<table>
<thead>
<tr>
<th>STATUS QUO</th>
<th>BHAG (Big Hairy Audacious Goal)</th>
<th>SIZE OF THE PRIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>What’s your current group fitness weekly attendance?</td>
<td>How many weekly group fitness visits do you think you could achieve in three to five years if your instructors were delivering the best experience in every class? Could you double that number? How about tripling it?</td>
<td>Potential additional annual revenue. Divide the difference between your BHAG and your actual attendance by three (that’s the average number of group fitness visits per week per person in clubs with LES MILLS™ classes) and multiply it by your average yearly membership.</td>
</tr>
<tr>
<td>% of group fitness visits to total club visits</td>
<td>3-5 year group fitness attendance goal?</td>
<td>$</td>
</tr>
<tr>
<td>Current membership size</td>
<td><strong>Tip:</strong> If you struggle choosing a number for your BHAG, choose your membership size. It equals the group fitness attendance you would achieve if 50% of your members would attend group fitness classes.</td>
<td>12 month group fitness attendance goal</td>
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</tbody>
</table>
2. Scheduling

How many classes should you launch with? Where are the best time slots on your schedule to introduce these?

The ultimate benchmark of a schedule is the number of people it draws in. Always measure success by how many people are moving every week. Position the new program(s) in your schedule to amplify pulling power and increase class attendance numbers.
# Global insights on scheduling approach

<table>
<thead>
<tr>
<th></th>
<th>BODYATTACK®</th>
<th>BODYBALANCE®/BODYFLOW®</th>
<th>BODYCOMBAT®</th>
<th>CXWORX®</th>
<th>BODYVIVE® 3.1</th>
</tr>
</thead>
</table>
| **WHEN TO SCHEDULE?** | • Attracts maximum numbers when scheduled during peak and shoulder times.  
• Weekdays - late afternoons and evenings.  
• Weekends - anytime.  
| • Due to its broad appeal BODYBALANCE®/BODYFLOW® attracts big numbers across all time slots.  
| • Attracts maximum numbers when scheduled during peak and shoulder times.  
| • CXWORX® attracts big numbers whenever it’s scheduled.  
| • Attracts maximum numbers when scheduled during peak and shoulder times.  
| **HOW OFTEN?** | • Minimum of 3-5 times per week.  
| • Minimum of 5-7 times per week.  
| • Minimum of 5-7 times per week.  
| • At peak or shoulder times 1-2 a day (between 7-14 times a week).  
| • Minimum 3-5 times per week.  
| **EXTRA TIPS** | • Short format or low impact options help fill classes for morning and lunchtime sessions.  
| • Can work well off-peak if the class is led by a top instructor and given a strong marketing push.  
| • CXWORX® will fatigue participants’ core muscles. Following a CXWORX® class they may not be able to safely support weight bearing exercises afterwards.  
| • Avoid running a strength class e.g. BODYPUMP®/LES MILLS GRIT™ directly afterwards.  

The ideal number of each class depends on your club’s positioning on the Consumer Matrix Analysis model and on your goals.

<table>
<thead>
<tr>
<th>LES MILLS GRIT™ Series</th>
<th>BODYJAM®</th>
<th>BODYPUMP®</th>
<th>RPM™</th>
<th>SH'BAM®</th>
<th>BODYPUMP® Available in two formats:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Features three unique 30-minute high-intensity interval training workouts, each offering distinct training benefits.</td>
<td>• Attracts maximum numbers when scheduled during peak and shoulder times.</td>
<td>• Attracts maximum numbers when scheduled during peak and shoulder times.</td>
<td>• Attracts high numbers across all time slots.</td>
<td>• Attracts maximum numbers when scheduled during peak and shoulder times, especially mornings.</td>
<td>• BODYSTEP® original and BODYSTEP® Athletic.</td>
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<td>• LES MILLS GRIT™ Strength</td>
<td>• Minimum of 3-7 times per week.</td>
<td>• Minimum of 3-12 times per week.</td>
<td>• At least 10-20 times per week.</td>
<td>• 5-7 times per week.</td>
<td>• You can offer one or both options depending on your target market and goals.</td>
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<tr>
<td>• LES MILLS GRIT™ Plyo</td>
<td>• Attracts high numbers across all time slots.</td>
<td>• Maximum numbers across all time slots.</td>
<td>• Clubs that have a dedicated cycling studio, offer classes 3-7 per day.</td>
<td>• Minimum 3-5 times per week.</td>
<td>• Ensure each format is properly communicated using correct logos.</td>
</tr>
<tr>
<td>• LES MILLS GRIT™ Cardio</td>
<td>• Minimum of 3 times per week per workout (at least 9 workouts per week).</td>
<td>• Most clubs offer at least 2 classes per day.</td>
<td>• Charge a booking fee per class for a great additional revenue stream.</td>
<td>• Works well off-peak if the class is led by a top instructor and given a strong marketing push.</td>
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</tbody>
</table>
Consumer Matrix Analysis model

Are you adding a new program to satisfy and keep your current target market or are you aiming to attract a different market segment with a fresh program offering?

1. People choose products and services to satisfy different emotional needs. Here are the six main categories. Where do you think your club’s main target market sits in this model?
12. How many classes should you start with?

If the new program is a natural match to your club’s main target market it will be considered a core program. Go for a large number of classes and make sure you offer it at least two to three times a week across various two-hour time slots.

If you are launching a new program to attract a new market segment it’s a specialty program. Go with a smaller number of classes, and support the launch and ongoing classes with heavy external marketing and “bring a friend” promotions. Wait to get strong attendance before increasing the number of classes.

2. Identify if your new LES MILLS™ programs will help strengthen your natural position or differentiate your offering and target a new market.
Extra tips for a successful schedule

- Offering huge variety doesn’t lead to big attendance numbers. Typically, two to five core programs attract nearly 80% of the weekly attendance. Offering a total of 8 to 10 programs is a good number to optimize attendance. You can complement your core programs with a few specialty ones to ensure you offer enough variety and options.

- Don’t offer a program that doesn’t attract enough people to fill up two to three classes per week.

- Once you’ve identified your core programs allocate at least 70% of your schedule to them. Schedule them across all time slots and give them priority in peak and shoulder times.

- Your specialty programs shouldn’t occupy more than 20% of your schedule. Don’t schedule them in peak time slots. They can be good crowd pullers at shoulder and off-peak times.

- Complement your core and specialty programs with a small number of service classes, such as 30-minute introductory classes.

- Aim to offer cardio, strength/toning and mind-body/flexibility training options in every two-hour time slot. These are the types of activities people need in their training plan to successfully sustain an exercise habit. Having a balanced schedule really helps membership sales and retention.

- Choose your class format: 60 minutes, 45 minutes or 30 minutes.
Set a target for each new class

What does success look like for you? What class attendance do you want to achieve in six months time?

Tip!

☐ Consider your previous class attendance.

☐ Choose a target for each class and communicate it to instructors – give them a goal and clear expectations.

☐ Review the attendance target after the first three and six months. Adjust if you need to.

<table>
<thead>
<tr>
<th>Day of the week</th>
<th>Time</th>
<th>Current attendance</th>
<th>6 month target</th>
<th>6 week check</th>
<th>3 month check</th>
<th>6 month check</th>
<th>12 month target</th>
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Do!

- Count all class numbers.
- Record the numbers into management software or a spreadsheet.
- Review class performance against targets every quarter.
- Share numbers with instructors. They can’t play to win if they don’t know the score.
- Every quarter create an action plan to reach your targets.
3. Recruit and develop rock-star instructors

One of the most important factors in the success of any new program is the quality of instructors who teach it.

A team of rock-star instructors can bring thousands of dollars to your facility-through retention, new membership sales and opportunities to grow secondary revenue.
Send enough recruits to the training

How many recruits do you need?

It’s more than you might think:

How many classes do you want to offer on your schedule?

How many instructors do you need to teach them?

How many instructors will come from your existing team?

How many recruits do you need to train? (Based on industry feedback we recommend you add 35% to the number of recruits you think you need).

How and where to find good talent?

IN CLUB/FACILITY

NUMBER OF RECRUITS TO SEND TO TRAINING

OUTSIDE CLUB/FACILITY

Current instructors

New talent

How many are willing to take the training?

Any members with potential?

How many could you win over?

PT’s, sales staff, gym floor etc.?

Certified instructors in your area you could hire

Instructors you could hire and train quickly

New talent
Get your current instructors on board

This will...
Reduce the number of candidates required to recruit and prepare, leading to a faster program launch.
Lower potential costs and reduce the work required to recruit an entirely new instructor team.
Show members that there’s excitement in the business for new programs.
Enable instructors to upskill and improve the overall group fitness schedule performance.

What to do
Download the Getting Your Team On Board email from the Clubs and Facilities section of lesmills.com.
Send the Getting Your Team On Board email, with the link to the instructors video and brochure, to your current instructors straight after you sign up for a new program.

Organize a team meeting the following week
• Play the Welcome to Les Mills video. You can download it from lesmills.com/eclub.
• Try and get instructors to take part in a class.
• Give an overview of the reasons you’ve taken the program(s) on and share your launch objectives and event plan.

Discuss instructor recruitment
• Give each of them a printed version of the Become a LES MILLS™ instructor brochure and discuss how they can become a LES MILLS™ instructor.
• Explain whether the club will assist in paying for instructor training or if instructors will pay themselves. We strongly recommend that clubs pay for all or part of training as this removes a potential obstacle for getting current instructors on board. The more instructors you can inspire to take part in the training, the easier it will be to build your initial Les Mills team letting you launch faster.
• Set a deadline for instructors to decide whether they’d like to join the initial training.
• Ask them if they know any great instructors or new talent you can approach.
Look for balanced internal and external motivations. Ideal instructors are:

- Credible physical role models and passionate about sport
- Naturally able to interact and connect with a large variety of people
- Naturally able to catch and hold people’s attention
- Passionate about inspiring your members and developing social bonds
- Looking to positively influence people’s lives and the wider community
- Committed to ongoing training and up-skilling
- Able to represent your club culture and willing to help grow your club
Global best practices

BODYATTACK®
BODYATTACK® instructors are typically energetic and athletic, having upper levels of fitness to deliver high-energy interval training and core conditioning with strength and stamina.

Potential talent pools
Super-fit and energetic amateurs, gymnastic schools, triathletes, running groups, running shops, physical education school, sport teams and those with a sports aerobic backgrounds.

BODYBALANCE®/ BODYFLOW®
BODYBALANCE® instructors look authentic in martial arts and have a high fitness level to deliver the program with high energy, explosiveness and power.

Potential talent pools
Martial arts clubs and schools, military and police forces, athletic clubs, personal trainers specialized in martial arts and fighters.

BODYCOMBAT®
BODYCOMBAT® instructors are calm, centered and appear strong and lean. With moderate to upper levels of fitness they have a great ability to coach people through the exercises.

Potential talent pools
Yoga teachers and health camps, gymnastic schools, Pilates and Tai Chi instructors and those with sport aerobic backgrounds.

CXWORX®
CXWORX® instructors are strong, fit and toned, with strong core muscles and good posture. On top of being physical role models, they are great coaches and natural connectors.

Potential talent pools
Personal trainers, weight trainers, members with an exercise-science background, instructors of other group fitness programs.

BODYJAM®
BODYJAM® instructors are hip and funky, with their own individual style and dance really well. Instructors ideally have a background in dance and must be able to master the various styles in the program to be an effective coach and role model.

Potential talent pools
Dance and acting schools, dance and theater companies, hip hop groups, dance clubs, cheerleaders, gymnastics associations.

BODYPUMP®
BODYPUMP® instructors have high levels of all-round fitness. They look like they lift weights and have a strong posture.

Potential talent pools
Weight trainers, personal trainers, team sports players (track and field, rugby, soccer etc.) and physical education teachers.
<table>
<thead>
<tr>
<th>RPM™</th>
<th>SH'BAM®</th>
<th>BODYPSTE®</th>
<th>BODYVIVE® 3.1</th>
<th>LES MILLS GRIT™</th>
</tr>
</thead>
<tbody>
<tr>
<td>RPM™ instructors look and move like cyclists. Appearing smooth and powerful on the bike, they have high levels of aerobic conditioning and are able to inspire and coach riders through hills, flats, mountain peaks, time trials and interval training. They also have a great ability to create team spirit.</td>
<td>Typically SH'BAM® instructors are likely to be sociable and fun loving. In addition to being fit and natural movers, they need to have vibrant, sassy personalities and be able to create a great party atmosphere.</td>
<td>BODYPSTE® instructors have moderate to high levels of fitness. They are naturally coordinated, dynamic, friendly, upbeat and uplifting.</td>
<td>BODYVIVE® instructors have moderate to high levels of fitness and are able to demonstrate great posture and technique.</td>
<td>LES MILLS GRIT™ coaches are fitness role models who inspire others through their physicality and strength.</td>
</tr>
<tr>
<td><strong>Potential talent pools</strong></td>
<td><strong>Potential talent pools</strong></td>
<td><strong>Potential talent pools</strong></td>
<td><strong>Potential talent pools</strong></td>
<td><strong>Potential talent pools</strong></td>
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<tr>
<td>Triathletes, road cycling specialists, cycling shops, courier companies, physical education school, and sport teams.</td>
<td>Dance and acting schools, theater companies, cheerleading and gymnastics associations.</td>
<td>Gymnastic schools, sports aerobic, cheerleaders, dance and acting schools, sport teams.</td>
<td>Gymnastic schools, sports aerobic, cheerleaders, dance and acting schools, sport teams.</td>
<td>Weight trainers, personal trainers, members with a sports science background, team sports players (track and field, rugby, soccer etc.) and physical education teachers.</td>
</tr>
</tbody>
</table>
3-step instructor recruitment process and tools

**STEP 1**

Review and assess candidates as they take a class, introduce themselves and coach a simple exercise

**CANDIDATE EVALUATION FORM**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>YES</th>
<th>POTENTIAL</th>
<th>NO</th>
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<tbody>
<tr>
<td><strong>CANDIDATE ALREADY TEACHING ONLY</strong></td>
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<tr>
<td>Can they pick up choreography/combinations effectively?</td>
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<tr>
<td>Can they use effective and motivating cues?</td>
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<tr>
<td>Do they have great classroom presence?</td>
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<tr>
<td>Do they have the technical skills required?</td>
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<tr>
<td><strong>CRUCIAL FACTORS TO CONSIDER FOR RECRUITMENT</strong></td>
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<tr>
<td>• Can they coach round the clock?</td>
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<td>• Can they work as a team?</td>
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<tr>
<td>• Can they get the crowd moving?</td>
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<tr>
<td>• Can they create a fun and motivating atmosphere?</td>
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</tbody>
</table>

**STEP 2**

Candidates with teaching experience – teach 10 minutes on stage

**EVALUATION TOOL**

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<tr>
<th>ITEM</th>
<th>YES</th>
<th>POTENTIAL</th>
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<tr>
<td><strong>TECHNIQUE</strong></td>
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<td>1. The choreography of the track flowed.</td>
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<td>2. His/her focus was outward, not on what the next move might be.</td>
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<td><strong>COACHING</strong></td>
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<tr>
<td>5. The candidate's cues were easily understood and followed.</td>
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<tr>
<td>6. The candidate's cues were easily understood and followed.</td>
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<tr>
<td><strong>CHOREOGRAPHY</strong></td>
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<tr>
<td>1. The candidate's movements were accurate and on time.</td>
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<tr>
<td>2. They were able to show the technical skills required.</td>
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<tr>
<td><strong>ROOMROOM?</strong></td>
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<tr>
<td>12. Does this candidate have the potential to consistently pack the room?</td>
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<td><strong>PHASE TWO – “TEACH”</strong></td>
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**INTERVIEW GUIDE**

**TO THE INTERVIEWER – GET IN THE INTERVIEW ZONE**

Consider what you're offering people who want to become LES MILLS™ certified instructors. You're giving them the opportunity to:

- **Teach** the most immediate challenge of becoming a successful teacher: effective management of time.
- **Develop** skills to improve the health and well-being of the community to which they're teaching.
- **Teach** established programs with a global reputation.
- **Teach** in a controlled environment.
- **Train** as a global certification that allows them to travel and work.
- **Train** in a range of career options.
- **Train** in an international certification that allows them to travel and work.
- **Train** in an opportunity to.
- **Train** in an established program with a global reputation.
- **Train** in a skills to improve the health and well-being of their community.
- **Train** in an life-changing training for certification in each program.
- **Train** in a part of a global family of more than 80,000 instructors.

**CRUCIAL FACTORS TO CONSIDER FOR RECRUITMENT**

- Stay on track and select instructors who fit with the essence of the program they want to teach.
- Find candidates who have the potential to become successful teachers.
- Be clear about your expectations in the beginning and at the end of the interview.
- Be clear about your expectations.
- Make sure you understand the program to teach and its expectations.
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- Be clear about your expectations.
- Make sure you understand the program to teach and its expectations.
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**Watch the training video on how to recruit rock-star instructors.** Ask your local Les Mills team for more information.
Organize a recruitment seminar

If you need to recruit more than three instructors we suggest you organize a recruitment seminar.

OVERVIEW
Host a 2.5 hour seminar on an evening or weekend to attract and meet lots of candidates at once. Run two to three weeks before the instructor module training.

AGENDA
1. Welcome
   - What is it like to be a LES MILLS™ group fitness instructor? Play the instructor video and give them the Getting Started brochure
   - Explain the training, and the financial and time commitments required
   - Let candidates hear from both a new and an experienced instructor

2. Take candidates through steps one and two of the three step selection process
   - All recruits participate in either a full or taster class. Offer appropriate technique sessions prior to the class commencing if required
   - Have candidates introduce themselves to the group
   - Coaching drill: All recruits coach a push-up or a squat to someone else
   - Invite experienced instructors to teach 10 minutes to the rest of the group

3. Q&As
   - Offer to answer any questions
   - Mention some of the most commonly asked questions to get the ball rolling

4. Thank you
   - Offer a sincere thank you to all attendees
   - Explain the rest of the recruitment process

5. Follow-up and next step of selection
   - Managers ‘compare notes’ on all candidates
   - Notify unsuccessful candidates in writing
   - Take all successful candidates through a one-on-one interview using the Manager Recruitment Guide
   - Book successful candidates into the training
## Training your instructors with Les Mills

### Building rock-star instructors – fast

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<thead>
<tr>
<th>Training actions</th>
<th>Les Mills</th>
<th>Club</th>
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<tr>
<td>Selection of candidates</td>
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<tr>
<td>Send videos for instructors certification (up to 12 weeks post module)</td>
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<td>International instructor certification</td>
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<tr>
<td>Advanced instructor training - AIM 1 and AIM 2</td>
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</table>
Get your team ready to launch
Initial training module to international certification

**STEP 1**
Initial Instructor Training

| DONE |

**STEP 2**
Nail the basics

- Finish learning choreography 100%.

**Practice with DVD:**
- Firstly, face the TV screen to ensure timing accuracy
- Secondly, turn away from the TV

Practice with partner in front of mirror focusing on technique and timing.

Work on fitness using specific program challenge (see Instructor Program Manual).

**STEP 3**
Dress rehearsals

| DONE |

**Practice basic coaching skills**

- **Level 1:** Practice alone or with partner focusing on pre-cueing of choreography changes
- **Level 2:** Practice with partner and add basic coaching cues: track focus, setup and compulsory cues
- **Level 3:** With partner, then with group, introduce follow-up cues (how to improve technique and benefits cues), corrections and motivational cues

**Plan launch class(es)**

- Allocate tracks to instructors
- Sort out stage position
- Choose someone to do class introduction
- Plan matching or complementary gear

Script and rehearse class intros and send-off.

Continue individual preparation.

Organize at least two team practices with all instructors in the five days leading to the event:

- The second team practice should be a dress rehearsal 48 hours (max) before the event
- All club staff (including the sales and front desk team) should be present and provide feedback

| DONE |
STEP 4

Launch day

Instructors run through track focus, music, choreography and key cues before the class.

Do one last run-through with team before the class.

Pre-set the space to ensure equipment, microphone, music are ready to go.

All instructors in club connecting with people 30 mins pre-class.

Deliver an unforgettable launch class experience!

All instructors to mingle with members and guests after class.

DONE

STEP 5

International certification

Record a full class on video 11 weeks (max) post initial training.

Send video to local agency no later than 12 weeks post initial training.

International certification.

DONE
4. Product knowledge

Getting all your staff involved is crucial to your success.

Boosting your attendance and membership sales depends on your team’s ability to sell your program offering to members and prospects. Give them first-class product knowledge so they communicate effectively.
2-hour product team training for all staff

Run a dynamic and interactive team-training session by following this outline.

**STEP 1** - Introduce your goals for the program implementation and the launch event.

**STEP 2** - Instructors teach the new program so the rest of the staff can experience it for real, as participants and beginners.

**STEP 3** - Give each staff member a copy of the Getting Started brochure and a copy of the product knowledge page from this manual. Then organize three drills.

**DRILL 1** - Features and benefits

- Put staff in groups of three, ideally you want a mix of instructors and the sales/front-desk team in each group.
- Allocate each group three characteristics of each program you are launching.
- For example with BODYPUMP™: weight training to music, pre-choreographed program, 55-minute full body workout, great sounds etc.
- Give them five minutes to find three participant based benefits for each of the characteristics.
- Ask each group to present and feedback if necessary.

**DRILL 2** - Scenarios

- Invite staff to make different groups of three and give each group one of the following profiles:
  - 40-year-old woman who hasn’t exercised regularly for some years and is lacking in confidence but wants to lose weight and get back in shape.
  - 30-year-old guy with a highly driven personality, has a demanding job and wants to maintain fitness and shape without spending too much time doing it.
  - 25-year-old woman, exercising already, who is looking for fun and energetic ways of exercising during the week.
- Ask each group to discuss and prepare how they would present and ‘sell’ the program to that specific prospect or member. They must choose carefully the features and benefits they would use for a specific person.
- Group role play with one person from another group playing the role of the customer.
- Feedback and repeat for each program you are about to launch.

**DRILL 3** - Overcoming objections

- Ask all of the team to individually come up with the top five objections people might have before attending a class (i.e. why they wouldn’t initially want to go), and the top five objections to do a class once they’ve already tried it.
- Invite staff to share with the group and then select the top five in both categories across your team.
- Put people into pairs and allocate a few objections to each group.
- Ask each of them to work out how they would overcome each objection and motivate the person to try the class or to do it again.
- Debrief answers and share ideas of your own.
BODYPUMP®

BODYPUMP® is the original barbell class, now running in more than 14,000 clubs worldwide. This program is a proven crowd-puller. It's one of the fastest ways to shape up and lose body fat and ideal for just about anybody who wants to add strength training into their aerobic workout, build lean muscles and burn fat. Its simplicity makes it a great starting point to develop strength, fitness and confidence.

**Essence**

BODYPUMP® is a weights class for absolutely everyone. This form of weight training will make you toned, lean and fit. Using light to moderate weights with lots of repetition (reps), BODYPUMP® gives you a total body workout that burns lots of calories. It’ll also tone and shape your body, without adding bulky muscles. The rep effect – a scientifically proven Les Mills formula – is the secret to developing lean athletic muscle without the need for heavy weights.

The encouragement, motivation and great music you get in a BODYPUMP® class will help you achieve much more than on your own! Instructors will show you all the moves and techniques to make your first class safe and fun. You will leave feeling challenged and motivated, ready to come back for more.

**Benefits**

- Shape and tone your body
- Improve bone health
- Improve your core strength

**Getting started?**

You can adjust a BODYPUMP® workout to your current fitness level:

- Start with really light weights or even just a bar
- Build up from four or five tracks to a full class
- Start slowly with one to two classes a week

BODYPUMP® is the original barbell class, now running in more than 14,000 clubs worldwide.
BODYCOMBAT®

Essence
BODYCOMBAT® is a high energy martial arts-inspired workout. You’ll learn how to punch, kick and strike your way to superior fitness and strength. This non-contact workout requires no experience but teaches you moves from Karate, Taekwondo, Boxing, Muay Thai, Capoeira and Kung Fu. Leave your inhibitions at the door and bring your best fighter attitude – you’ll be releasing stress, having a blast and feeling like a champion before you know it.

Benefits
- Have fun learning how to punch and kick
- Destroy calories
- Build self-confidence and co-ordination

Getting started?
You can adjust a BODYCOMBAT® workout to your current fitness level:
- Take the options the instructor gives
- Build up from four or five tracks to a full class
- We guarantee you’ll walk away with less on your mind than when you walked in - knocking the door down to your next BODYCOMBAT® class
BODYSTEP®

Essence
BODYSTEP® is a full body cardio workout that gets everyone from newcomers to fitness veterans energized.
Basic stepping, just like walking up and down stairs, is at the heart of BODYSTEP™ - the class that will really tone your butt and thighs. 
BODYSTEP® Classic features some quicker stepping where you get the opportunity to showcase your rhythm and flair.
In the newest variation, BODYSTEP® Athletic, you’ll also do moves like burpees, push ups, and use a weight plate to work the upper body. There’s always lots of options to get you through the workout safely.

Benefits
- Get your heart rate up and increase cardio fitness
- Tone and shape your butt and legs
- Improve coordination and agility

Getting started?
All you need to do is follow your instructor as they coach you through options:
- Start with a BODYSTEP® Athletic class if you can, as you won’t need to worry about co-ordination or fancy footwork
- Build up from four or five tracks to a full class
RPM™

**Essence**
RPM™ is an indoor cycling class, set to the rhythm of motivating music. It burns a lot of calories and gets you fit.

Based on the sport of cycle racing, RPM™ uses a series of simulated climbs and sprints to create a workout where you control the intensity - it’s literally easier than riding a bike.

Instructors will show you all the basic cycling moves like standing up, sitting down, changing hand positions, speeding up and slowing down. You control your own resistance levels and sprint speed, so you can build your training level up over time.

An RPM™ class will leave you with a sense of accomplishment and feeling euphoric, ready to come back for more.

**Benefits**
- Improve your aerobic fitness
- Burn calories and fat

**Getting started?**
Instructors will show you how to set up your bike and you can adjust an RPM™ workout to your current fitness level.
- Build up from four or five tracks to a full class
BODYBALANCE®

Essence
BODYBALANCE® is a new yoga class for anyone and everyone. It uses a range of movements and motion set to music that will improve your mind, your body and your life. Bending and stretching through safe and simple yoga moves, a BODYBALANCE® class blends elements of Tai Chi and Pilates to strengthen your entire body. Breathing control is a part of all the exercises, and instructors will always provide options for those just getting started.

If you haven’t tried yoga before then BODYBALANCE® is a great introduction that complements all other forms of exercise. The variety in a BODYBALANCE® class also makes it appealing to people already doing some form of yoga.

Benefits
- Improve strength and flexibility
- Physical and mental benefits
- Leave feeling serene and relaxed

Getting started?
Instructors will show you appropriate options to adjust a BODYBALANCE® class to your current level.
- Build up from four or five tracks to a full class
BODYJAM®

Essence
BODYJAM® is the ultimate combination of music, culture and dance. Tracks that you love right now? They’re in BODYJAM®. That new style you’ve heard about? It was in BODYJAM® last year. BODYJAM® is made up of: House, Hip Hop, Drum ‘n’ Bass, Trap, all styles of EDM, it’s the soul of BODYJAM®. Choreographed by Gandalf Archer-Mills.

Benefits
- Great for overall fitness
- Lose yourself in chart topping music and the hottest dance moves
- Improve coordination

Getting started?
- Wear comfortable loose clothing
- Build up from four or five tracks to a full class
**BODYVIVE® 3.1**

**Essence**
BODYVIVE® 3.1 is a 45-minute cross-training workout with the perfect mix of cardio, core and strength. It’s designed specifically for women, and will tone the entire body.

Developed by a team of leading fitness professionals, BODYVIVE® 3.1 is one of the safest and most effective workouts around. We mix lunges, squats, running and tubing exercises, with great music to leave you feeling satisfied, motivated and energetic.

Guided by an experienced instructor, you’ll get all the attention you need to execute movements correctly, whatever your fitness level.

**Benefits**
- Build fitness
- Tone your body
- Increase energy

**Getting started?**
There are always options for those new to exercise and group fitness. Take the low impact options, and spend your first few classes learning the moves. It’s time to get it all, so try a BODYVIVE® 3.1 class today.
BODYATTACK®

Essence
BODYATTACK® is a high-energy fitness class with moves that cater for total beginners to our total addicts. We combine athletic movements like running, lunging and jumping with strength exercises such as push-ups and squats.
A fabulous LES MILLS™ instructor will pump out some energising tunes and lead you through this whole-body workout. It will challenge your limits in a good way, leaving you with a sense of achievement. Be ready to keep coming back for more.
One of the best things about BODYATTACK® is it improves your functional fitness – that’s the fitness that you need for everyday life.

Benefits
• Functional fitness - feel stronger in everyday life
• Tone and shape your body
• Improve your coordination and agility

Getting started?
You can adjust a BODYATTACK® workout to your current fitness level:
• Take the low-impact options
• Build up from four or five tracks to a full class
SH’BAM®

**Essence**
A fun-loving, insanely addictive dance workout. SH’BAM® is an ego-free zone – no dance experience required. Just bring a playful attitude, an open mind and a cheeky smile. Your instructor will guide you through simple (yet sassy) dance moves, all set to a party playlist.

**Benefits**
- Master simple dance moves
- Have fun whilst working up a sweat
- Build confidence

**Getting started?**
- Wear comfortable loose clothing
- Build up from four or five tracks to a full class
CXWORX®

Essence
CXWORX™ provides the vital ingredient for a stronger body while chiselling your waist line. A stronger core makes you better at all things you do - it’s the glue that holds everything together. All moves in CXWORX™ have options, so it’s challenging but achievable for your own level of fitness. Trained instructors guide you through correct technique as you work with resistance tubes and weight plates, as well as body weight exercises like crunches and hovers. We also include hip, butt and lower back exercises. Every CXWORX™ class emphasizes great technique and awareness so you learn about your body and make it stronger.

Benefits
- Stronger core in just 30 minutes
- Learn how to activate the muscles responsible for optimal core control

Getting started?
Listen for the options instructors give so you can adjust the workout to your own fitness level.
LES MILLS GRIT™ STRENGTH

Essence
LES MILLS GRIT™ Strength is a 30-minute high-intensity interval training (HIIT) workout, that improves strength and builds lean muscle. This workout uses barbell, weight plate and body weight exercises to blast all major muscle groups. LES MILLS GRIT™ Strength is scientifically proven to work and the exercises are simple to execute and easy to follow. It will push you to your limits, allow for optimal recovery and then push you again even further. LES MILLS GRIT™ Strength takes cutting edge HIIT and combines it with powerful music and inspirational coaches who will be down on the floor with you, motivating you to go harder and get fit, fast.

Benefits
- Rapidly improves strength
- Increases lean muscle
- Puts your metabolism into overdrive, burning calories for hours after the workout
- Forget hours of training - 30 minutes is all it takes
- Train at your own pace with a motivated team around you driving together towards great results

Getting started?
The coach will provide options and the weight selections cater for people at different levels of fitness.
Use as many breaks as you need – stop, then join in again when you’re ready. Build up to use only the set rests and recoveries. Build up from 20 minutes to the full 30 minute workout.
LES MILLS GRIT™ PLYO

**Essence**
LES MILLS GRIT™ Plyo is a 30-minute high-intensity interval training (HIIT) plyometric-based workout, that will make you perform like an athlete. This workout uses a bench and combines explosive jumping exercises with agility training to build a powerful, lean and athletic body. LES MILLS GRIT™ Plyo is scientifically proven to work and the exercises are simple to execute and easy to follow. It will push you to your limits, allow for optimal recovery and then push you again even further. LES MILLS GRIT™ Plyo takes cutting edge HIIT and combines it with powerful music and inspirational coaches who will be down on the floor with you motivating you to go harder and get fit, fast.

**Benefits**
- Rapidly improves athletic performance
- Increases power and explosiveness
- Builds a lean, athletic shape
- Puts your metabolism into overdrive, burning calories for hours after the workout
- Forget hours of training - 30 minutes is all it takes
- Train at your own pace with a motivated team around you driving together towards great results

**Getting started?**
The coach will provide options and the variable bench height and weight selections cater for people at different levels of fitness.
Use as many breaks as you need – stop, then join in again when you’re ready. Build up to use only the set rests and recoveries. Build up from 20 minutes to the full 30 minute workout.
LES MILLS GRIT™ CARDIO

Essence
LES MILLS GRIT™ Cardio is a 30-minute high-intensity interval training (HIIT) workout that will improve cardiovascular fitness, increase speed and maximize calorie burn. This workout uses a variety of body weight exercises and provides the challenge and intensity you need to get results fast. LES MILLS GRIT™ Cardio is scientifically proven to work and the exercises are simple to execute and easy to follow. It will push you to your limits, allow for optimal recovery and then push you again even further. LES MILLS GRIT™ Cardio takes HIIT and combines it with powerful music and inspirational coaches who will be down on the floor with you, motivating you to go harder to get fit, fast.

Benefits
• Rapidly improve cardiovascular fitness
• Increase speed
• Maximize calorie burn during the workout
• Put your metabolism into overdrive, burning calories for hours after the workout
• Forget hours of training – 30 minutes is all it takes
• Train at your own pace with a motivated team around you driving together towards great results

Getting started?
The coach will provide various options.
Use as many breaks as you need – stop, then join in again when you’re ready. Build up to use only the set rests and recoveries. Build up from 20 minutes to the full 30 minute workout.
6. Marketing and promotion

You can’t sell a secret

Tell everyone in your club, their friends and prospective members about your new programs.
Make the most of your co-branding with the global leader in group fitness

Use award-winning marketing material to launch your programs and promote them on an ongoing basis.

Class passes  Email templates  Launch and quarterly re-launch resources
Top 5 tools to launch your event internally

Think about a movie premiere...

**Banners**
- Hang/place one banner in your lobby or common area as a ‘coming soon’ attraction up to three to four weeks prior to your launch event.
- Hang a second banner in group fitness studio two weeks prior your launch event.

**Emails**
- **Send promotional emails to your members**
  - Four weeks out from event
  - Two weeks out from event
  - Seven days out from event
  - 24 hours out from event

**Posters**
- Put up in common areas.
- Put up near membership/sales area.
- Put up in and near group fitness studios.
- Refresh regularly using the new material that’s regularly updated at lesmills.com.

**Free class passes**
- **Instructors, members, staff**: start distributing to friends, networks, prospective members two to three weeks pre-event.
- Send as an event invitation to non-converted guests and prospects you’ve come into contact with over the past three months.
- Offer reward for members and staff who have free passes redeemed at your club.

**Getting Started Brochure**
- To be available at front desk, next to group fitness schedule or near group fitness studio two weeks pre-event and ongoing.
- Instructors and staff distribute to current members as needed.
- Give to prospects along with guest pass.
- Membership sales team provides to new members on an ongoing basis.

*All resources can be found online at lesmills.com/eclub. Please contact ask@lesmills.com.au or +612 6282 8192 for your log in details.*
Tip Facebook, Twitter and your own website enable you to create massive interest and noise at almost no cost!
Social media is now the number one activity on the internet. Every month, Facebook has over 1.1 billion, YouTube 1 billion, Twitter 200 million and Instagram 130 million users.*

It’s likely that your existing and future members are on these networks... Are you?

*Correct at time of going to print.
Leveraging social media is one of the cheapest and most effective ways to connect with your current members. It creates a genuine, accessible touch-point for customers, increasing loyalty and brand awareness. It connects members to members, building a community and generating new leads.

Social media tips to get started

1. Make it about them

People are not on social media to be advertised to: they use it to find out information that is relevant to their lives. Think about what will be useful for them. Imagine you are talking to a friend when writing on social media.

Simple rule – make your posts 80% about building relationships and providing useful content and 20% about marketing your products and events to fans/followers.

2. Mix it up to keep people interested

Vary your content. Share photos, post videos, ask questions, run contests, share research, case studies, advertise events, offer motivational quotes, conduct polls give updates, new product info, or put the spotlight on a member or employee.

3. Use a photo or video link with every post/tweet

Research shows that posts with visuals get much greater engagement; more sharing, more likes, more interaction.

4. Encourage interaction by asking questions

Posts that encourage feedback have been proven to gain 90% more engagement (likes, comments or shares).

Encourage members to share their goals, results, tips for success, challenges and to shout out to each other.

Run competitions inviting guests to share photos and comments.

Create clubs within the clubs – set up groups based on either goals (weight loss, strength or activities) e.g. ‘We love BODYPUMP™’. Give responsibility to instructors or program trainers to run those pages.

Drive people back to your club for real-life interactions and connections.

5. Get your content shared

Remember that people listen to what their friends like far more than advertising from companies and brands. So if you can get your social media content shared, it creates authentic recommendations about your product, which helps drive new members through your doors.

Add a ‘Share’ badge for your social media platforms (Facebook or Twitter share button, for instance) on all your promotional emails and on your website. This will encourage people to share your content, creating viral awareness of your brand, classes and events.

6. Plan ahead

Allocate 30 minutes a week for planning ahead.

Have a content schedule – you get half of your likes in the first three hours. Post when your customers are online so you’re in their newsfeed, and don’t post too frequently.

Schedule time to monitor and respond – the more interaction the better!
## Organize a WOW launch

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<th>Plan</th>
<th>Target</th>
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<td>Event budget</td>
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</table>
Event debrief

☐ Performance versus targets?

☐ What went really well and are must-do’s again at the next event?

☐ What needs more focus and improvement for next time?

☐ Goals and date for next event

☐ Additional comments/thoughts...
Hot tips for great events on low budgets

Activities at almost no cost

Use Les Mills’ online artwork (which is free to licensees) to create promotional documents, website content and facility newsletter updates for zero additional cost.

Forget about mailing flyers – go with social media and emails, there is virtually no cost.

Organize instructors to do a couple of mini-demonstrations for the public (e.g. on the street or in a shopping mall). After the demonstration give the audience free passes to the event!

Create good business relationships in your community by offering free memberships in lieu of: printing, external signage, free drinks/food at the event, gifts for participants. Giving a well-connected local business owner a membership can create powerful word-of-mouth referrals for your facility.

Local businesses may welcome the opportunity to promote themselves at no cost to the facility in order to access a group of potential new customers. Take note of any new restaurants/cafes, sport shops, massage centers etc. and approach them. Be bold! Some licensees have managed to get trips for two, or flat-screen TVs as prizes by offering local businesses representation at an event and on event marketing material.

Network for free coverage on local radio, TV and in newspapers. Organizing charity events is always a great way of getting media coverage.

Reward members who have referred a guest who has joined with a free month’s membership.

Plan competitions and organize raffle tickets.
Step-by-step detailed program roll out

**STEP 1**

Define your goal for the program implementation: Member retention or acquisition?

Set launch event date and goals.

Download the Get Your Instructors On Board kit from lesmills.com and send the email to instructors with the instructor brochure attached.

Send your current schedule and numbers to your Club Coach.

Watch the Program Implementation Module video.

Set group fitness weekly attendance goals (BHAG and 12 month goal).

---

Determine how many new classes you’ll offer and at what time.

Set individual class targets for six months from launch.

Determine your recruitment needs and plan. How many instructors do you need to train? How many extra recruits do you need to find (if any)? How will you find them?

Watch the Recruiting Instructors video.

---

**STEP 2**

Host a team meeting to get current instructors on-board with Les Mills. You can use the format in the Manager Recruitment Guide.

Begin internal and external recruitment marketing if relevant.

Use club website, blogs, Facebook, Twitter and YouTube to promote recruitment efforts.

If you go with a one-on-one recruitment process, review candidates’ resumes and information and take them through the 3-step recruitment process outlined in the Manager Recruitment Guide.

If you choose to host a recruitment seminar, confirm details and organize:

- Date and schedule
- Staff to open the seminar, teach the class and assess candidates
- Instructor and program brochures
- Instructor evaluation forms (steps one and two)
- Name-tags
- Refreshments
- Thank you gifts for attending (ie. club guest pass, pro-shop voucher, one month membership etc)
- Review instructor recruits’ resumes, emails and information as they arrive, in preparation for seminar

---

Host recruitment seminar.

Confirm candidates making it to step three of the process.
Take selected candidates though step three (one-on-one interview) using the Manager Recruitment Guide.

Register successful candidates for module training.

Begin tracking weekly attendance numbers so you can benchmark.

Assess the performance and impact of new programs on business.

Read the Event Training slides and, if relevant to your launch goals, watch the Selling with Events training video.

**Plan launch event and establish the marketing plan**
- Set event goals, format and schedule
- Internal and external marketing plans
- Event membership offers, if relevant

- Confirm role of each staff member in relation to the launch preparation
- Confirm deadlines

Order launch marketing materials and/or design co-branded ones.

Hang coming soon or watch this space banners or posters in or near the group fitness studio.

Update club website, blog and Facebook accounts with “coming soon/watch this space” info and include a link to www.lesmills.com.

**Instructor module training.**

After training, allocate tracks for instructors as part of the launch preparation plan.

Host an all-team staff meeting to discuss launch and carry out the product knowledge training

- Share goals behind launch of program(s) and launch event
- Instructors teach a class
- Product knowledge drills
- Discuss launch event and promotion plan
- Brainstorm additional ideas to create interest and enthusiasm in club before launch event
- Define roles for each staff member before, during and after the launch

Provide sales consultants and front-desk teams with the Selling with Events training video (if relevant).

Organize a sales and front desk team meeting to discuss Selling with Events process, organize pre-booking, pre-event calls, confirm event offers and role-play calls and membership presentation.

DONE
Step-by-step detailed program roll out

**STEP 3**
Quarterly release launch

Instructor rehearsals.

Practice pre-event class promotional announcements with instructors.

Give event guest passes to staff and explain how they’ll be used.

Confirm any media involvement for launch event or VIP dress rehearsal.

Begin external marketing campaign three weeks prior to launch.

Begin internal marketing campaign - change the look of the club overnight! (two weeks prior to launch)

- Hang program and launch banners
- Offer Getting Started brochures at reception/studio/weight training area etc.
- Display the post-launch group fitness schedule
- Start current member email campaign
- Begin in-class event announcements and handing out free event passes for friends or staff and members
- Advertise member “bring a friend and win” challenge
- Promote event membership special
- Post regular Facebook and Twitter updates leading up to the event

Open event registration at front desk

- Ensure contact details are clearly visible
- If you have sales objectives, start pre-event calls to guests to pre-qualify and book appointments on event day
- Double-check and finalize launch-event plans and ensure you’re on track for success!

- Instructor and staffing plan
- Food/refreshments
- Giveaways
- Guest process
- Membership process and deals
- Program and club info/marketing materials

Host dress rehearsals two days prior to launch

- Have as many staff as possible attend the rehearsal and give feedback

Host an AMAZING launch event!

- Host an event you’d want to invite your friends and family to
- Offer experiences everyone will talk about long after the event
- Track results carefully
- Apply the Selling with Events process
- Capture as many pictures, videos and testimonials as possible throughout the event

- Celebrate and reward success with your team/staff after the event with a party or dinner.

Debrief launch results with team/staff

- Measure actual results against event goals
- Discuss what did/didn’t go well to learn for next time
- Brainstorm ideas on how to improve your next group fitness event

Update social media with event details

- Post pictures on your website
- Update club blog
- Change event website button/page to a recap of the event
- Upload testimonial videos from members and guests on YouTube and link to your pages
- Post pictures on Facebook
- Use testimonials in e-newsletters
Confirm when instructors will receive information for first quarterly release.

Set dates and goals for first launch.

Send instructors’ videos for assessment.

DONE

STEP 4
Quarterly release events

Start planning first quarterly release event, repeating the launch process, shifting the focus slightly more to acquisition.

Review Organizing a WOW Event and Selling with Events training.

Organize staff meeting to discuss next event plan.

Review program performance (attendance number vs. targets six weeks after launch) and set an action plan for growth if relevant.

Attend instructor and manager training/up-skilling session.

Organize sales and front-desk staff training meeting to go through Selling with Events video and work on the process.

Start external promotion three weeks before the event.

Start internal promotion two weeks before the event.

Open class pre-booking two weeks before.

Call all guests to pre-qualify and pre-book for a membership presentation on event day.

Instructor dress rehearsal two days before the event.

Host an AMAZING quarterly release event!

DONE

STEP 5
Quarterly release events 2

Repeat step 4.

Apply the Selling with Events process 100%.

DONE
What’s next?

- Tracking progress versus targets
- Quarterly release events
- Develop and grow your instructors
6 month check

**Top actions:** Review performance against targets

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<tr>
<th>Weekly total group fitness attendance</th>
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**12 month check**

**Top actions:** Review performance against targets

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Organizing quarterly release events

Every three months rebuild excitement, increase member motivation and grow sales revenue and member retention
Quarterly release events

- Kick-start each member’s motivation and increase their group fitness attendance
- Increase referrals and help grow new membership
- Create a massive social energy in your club and help build a community
- Engage members with staff and other members
- Help increase staff motivation, performance and teamwork

Quarterly events benchmark for success

- Attendance = 5 to 10% of your membership
- One guest for every five members who attend
- Conversion rate on event day: 50%+

Watch the video ‘Selling with Events’ for more specific information on generating memberships through events.
Get your instructors ready for quarterly release events

**STEP 1**
- Ensure all instructors attend a Les Mills’ quarterly event or watch the DVD, including the education sessions, and read the choreography notes. Give them one to two weeks to learn the choreography.

**STEP 2**
Team practice – two hours
- With group fitness manager or head teacher
- Discuss the key focus and features of this release, the new exercises and what to bring alive with members to ensure they get the most out of it. Use the track focus and tips you find in the choreography notes
- Discuss the education sessions on the DVD and how instructors can incorporate the tips into their teaching
- Physically go through the release together in front of the mirror. Each instructor should lead others for a few tracks. Here, the objective is not to teach it really well, just to go through it together, focusing on choreography, technique and basic coaching. The instructor teaching should also introduce the track focus and explain how they think the track should be taught to achieve the best result.

**STEP 3**
Instructors practice together – one hour max
- Ideally, instructors should practice together once or twice between the team practice one and the dress rehearsal, without their group fitness managers
- During these sessions, they should focus on their visual impact – do they move the same way, is the timing right, use of stage, finales etc.
- This will ensure they look great team-teaching on stage together.

**STEP 4**
Dress rehearsal with group fitness manager or head teacher - one and a half hours
- Instructors teach the tracks they will present at the event and they need to do it well!
- If possible, ask some members of the staff to participate in the class. It will help instructors to be much more effective on the day of the real launch
- Together discuss the quality of teaching and define what needs to improve before the event
- Quarterly release events give you a fantastic opportunity to work with your instructors on an ongoing basis. They should be the foundation of your regular in-house training plan. They’re a great way of team building and having fun together!
Develop and grow your instructors

Create rock-stars through regular quality control and coaching ‘on the go’.
Quality control and coaching ‘on the go’
Make five to ten minute unscheduled visits to classes

Stand discretely at the back of the room and watch.

Use the Les Mills’ assessment sheets specifically designed for group fitness managers.

When doing spot-checks, you don’t always need to fill in the forms. Ideally, you should be familiar enough with their content to know what you are looking for without having to use the form each time.

Feedback can be delivered after class, by phone or email – whatever the instructor will find most efficient and inspiring.

Focus on the big picture. What is actually going to improve the participants’ experience the most? What would help attract more people and keep them coming back for more? Forget about the small details!

Your feedback should include:

• Confirming and congratulating on a key strengths
• Highlighting one or two things where they were excellent
• One thing specifically that they can improve to enhance participants’ experience for the next class

If you can, on top of these informal assessments, do a six-monthly, more formal assessment of your instructors using a video so you can watch it with your instructors as you discuss their next action steps.

REMEMBER: Assessments both short and long are a fantastic tool for coaching and developing instructors – but they should be done in such a way that the person feels inspired by the opportunity to grow, not destroyed. Don’t forget, you are a coach, not a judge!

Do! Watch the In-house Quality Control and Feedback video on lesmills.com/eclub and use the program coaching forms for each program – you will find these in the session workbook.
Let the excitement begin...

This implementation guide is just the beginning of the many resources we have on offer to help you make group fitness a massive success in your club. We’re committed to working with you to increase your club profitability by getting more people moving, more often.

There is a host of online resources at www.lesmills.com/eclub for you to use and we encourage you to get really familiar with them to maximize your club performance.

We’re here to help every step of the way. Contact your local Les Mills office anytime you need advice or guidance.

Together we can make a real difference in your club, and in the lives of your members and the wider community.
If there was an opportunity to revolutionise your workout, would you take it?

Test the range!

lesmills.com.au  |  02 6282 8192  |  equipment@lesmills.com.au