

Expansion and Market Domination

This includes how to add a location with low risk, how to then add multiple locations, management, leadership, taking advantage of economies of scale, such as how to leverage resources, like equipment, trainers, marketing dollars, memberships, and introducing the Universal Membership model into your business.

In this discussion, we're going to be talking about how to take your business to the next level. "Next level" contains an important distinction you need to understand. There's a big difference between building a big boot camp and building a business that dominates your market. This is for the entrepreneur that wants to not only make money, but also impact a lot of people in the process, and potentially build an asset that they can earn income from for many years to come.

In the early planning phases of your business you already determined what your short-term and long-term business objectives were. They may change over time and that's okay. That's why we're discussing the big picture now. We also discussed in the section on *How to Find and Hire Great Trainers*, whether or not you are ready to hire a manager for your team. This is all related to the big picture plan.

At this point you probably have a really good idea of what it is that you really want. If you want a six-figure boot camp, meaning one that generates one hundred thousand dollars, or you want to go beyond, to the two- or even three-hundred-thousand dollars per year mark, then you need to build a larger business. You can't just earn a huge income without leverage and without great systems to support it.

In this section we are going to discuss a business plan that will allow you to grow larger revenues, and keep your sanity as an owner. After all, having lots of money doesn't do you much good if you never get to enjoy it. So this is about building a real business that's based on a solid system for growth and leverage, utilizing the work of many other people so that you can impact many more lives, in the form of body transformations, body fat loss, community fundraising, providing employment to others so they can earn a living, and so much more. You see, as an entrepreneur, you're going to be contributing a great deal to society, even if it's in your own little way.

Depending on how big you want to get, you will have to focus on mastering multiple parts of this large puzzle at a time. You can work on one piece at a time in the beginning, but eventually you will be juggling many balls in the air and you'll have to determine if you're up to it.

We'll begin with the overall business growth outline of all the major components that you'll need to master and systematize. You want to eliminate nonessential things, and then optimize as many things as you can, automate them, and finally learn to master delegation.

We've covered parts of this in previous sections, but in this one we're going to focus on dialing it all in and pulling it altogether. Let's begin with the outline.

Boot Camp Business Outline

The following outline can be used as a checklist for launching a new camp in a new location. It is meant to keep you focused on the key things to earn income rapidly. You'll notice that it starts out with identifying a customer and testing the process of acquiring that customer. In other words, you focus on getting the money and creating the client experience, even before you have a location to do it! This is where outdoor and/or temporary locations come in handy. It is a low risk way to establish your proof of concept and test the market and your ability to launch.

After the initial testing phases, you move into a full-fledge launch sequence with a grand opening and marketing blasts. The rest of the "behind the scenes" work is done as a result of your successful launch and money-getting process. If you fail at steps one and two, you haven't committed or lost anything substantial and can regroup before moving forward, thereby enabling you to stay mobile and agile to adapt and overcome any situation. You simply repeat this process for each location until you establish good footholds in a new town or city. Start close to your current location before venturing too far out, and leap frog one new location at a time.

- 1) **Locate Target Market and Find Customer** (Select a single target market at a time and design marketing message around this ideal client).
 - a) Establish Online marketing. Monthly marketing calendar includes one online campaign per month.
 - b) Create website(s), Facebook, and YouTube channels. Test Facebook paid advertising campaign to target market with low-barrier to entry offer.
 - c) Establish External marketing. Monthly marketing calendar includes one external campaign per month.
 - i) Establish low-barrier-to-entry offer and create print materials. Get print materials and begin business networking process.
 - d) Establish Internal Marketing... Create referral incentive and Human Billboards, Survey (e.g. locations, times, need-wants). Monthly marketing calendar includes one internal campaign per month. Plastic Gift Cards, etc.
- 2) **Create and Deliver Product = Best Fitness (and niche) Boot Camps... Anywhere. Proof of Concept.**
 - a) High Quality Trainer with the 7 focused qualities at every camp (see below)
 - b) Establish great presentation, excitement, and "show"
 - c) Pre-Launch and test with either temporary Indoor or Outdoor group format, and establish a "celebrity" instructor experience for the client with lots of personality

- d) Provide Small group training moments at every workout (to differentiate the boot camp from a “class” somewhere else)
 - e) Customization to participants (e.g. measuring, testing, follow up)
 - f) Customization to environment—creative use of location and equipment
 - g) Master High attendance to fuel business and highest quality customer experience (use follow up procedures online and offline to boost attendance)
- 3) **Find and Secure Locations (Indoor and Outdoor)**
- a) Study the competition in the area. Know your market.
 - b) Scout primary indoor (anchor) locations, as well as surrounding outdoor areas and backups.
 - c) Approach landlord/owner and negotiate, lease, insurance
 - d) Logistics of setting up the location, costs, pre-sale marketing, partnering with the location, schedules
 - e) Launch major grand opening marketing campaign
- 4) **Equipment**
- a) Purchase new and used
 - b) Transport/manage scheduled sharing amongst multiple camps and trainers if necessary
 - c) Maintain. Create maintenance schedule and budget for replacement and upgrades
 - d) Establish additional equipment sales/affiliate revenue stream
 - e) Inventory tracking
- 5) **Administration**
- a) Develop Customer Acquisition Process. What’s your sales funnel? How does offline work relate to the online systems?
 - b) Customer service and logistics (in-person, email, phone). Who picks up the phone? What do they say? What is the policy? Who handles billing?
 - c) Web-based registration, follow up, and FAQ. Establish a strong Internet presence and have the ability to register clients online. Create comprehensive and regularly updated FAQ.
 - d) Phone system and communication (esp. incoming leads). E.g. RingCentral? VA? Who handles new leads and how? What is their script?
 - e) Check in and attendance tracking (if you are going to do it)
 - f) Billing, invoicing, payment transactions. Which system? Who monitors? How often? What are the checks and balances?
 - g) Book keeping and Accounting. Which system? Who monitors? How often? What are the checks and balances?
- 6) **Sell Secondary Products**
- a) Information products like workbook and/or DVD. Begin creating these while running your business to leverage your time. Take videos of the workouts.
 - b) Personal Training (high-priced personal training and medium-priced private group training as the two other levels you add to the lower priced boot camp. This is your ascension sales ladder).
 - c) Virtual Training and Coaching (phone/Internet), online fitness and diet consulting programs.
 - d) Nutrition (services and products)
 - e) Equipment (sell your used and new sales/affiliate)

7) Follow up and follow through

- a) Trainer follow up. Teach, mentor, and train the proper follow up requirements for a trainer, including calling, texting, and Facebook interaction.
- b) Company follow up. Do you have a system to enhance the client experience? Who does it? What could a VA do?
- c) Up-sell opportunities to secondary products (item #6)
- d) Membership renewal opportunities (upgrades, reactivating cancelled clients, yearly subscription renewal calls or promotions). Do you have a system for this?
- e) Surveys (for both clients and leads). Tailor services to demand.
- f) Referrals and referral incentives. Do you have a system for orchestrating referrals deliberately and consistently?

8) Franchise/License, Your Brand, Your How-to Information Products

- a) Develop a licensing program to sell your brand and system.
 - i) Contact attorney for proper contracts
 - ii) Be clear on what you offer: The brand, the system, online marketing of the brand to help the licensees get leads, and all for a low price.
 - iii) Market the system both to your trainers to own their boot camp and externally to entrepreneurs.
- b) (Optional) Development of new products/service for secondary product line (your boot camp workouts, your boot camp equipment, your system, nutritional products business)
- c) (Optional) Development of products for other personal trainers/entrepreneurs

Primary Product Niches

To select your primary solutions, you have to know your target market. Assuming you have multiple disciplines under your belt, you may pick more than one, as long as you just focus on one target market at a time. For example, if you have a sports background, you could very easily add speed and agility camps to serve a totally different demographic, but utilize the equipment you already own and even many of the same workouts, with some minor modifications. Alternatively, you may be focusing on senior fitness, and provide a senior mobility “boot camp” ... Although I might call it something different.

Think about adding these in cities you already have camps, as it is much easier to build in an area where you already have established your marketing and can leverage your time, than it is to try to break into a new area. Again, it depends on the supply and demand and knowing your target market.

1. Fitness Boot Camps
2. Beginner/overweight/"no-excuses" low impact Boot Camps
3. Sports-Specific Boot Camps for youth athletes
4. Speed, Agility, and Conditioning Camps for Youth Athletes
5. Family Camps (Mommy and Me or Munchkin and Me, if there are dad's)
6. Summer Fitness Camps
7. Kids Fitness Camps
8. Senior Fitness

Duties, Positions, and Systems

...To satisfy necessary business functions in the outline

This will either be a task list, or a job description, depending on how big you grow your business. In the beginning, you probably wear all of these hats as an owner, but eventually you will name the things that an assistant needs to do and delegate accordingly to focus on your most important tasks.

As an owner, you want to make sure you very carefully delegate tasks out. You don't need to stick to this outline. It is designed to give you a place to start thinking about the many tasks involved in running a successful business. Feel free to modify or completely reorganize this to make a better representation of your business. You may find that you need to only focus on 5% of these tasks and your team can do the rest.

What is the 5% vs. the 95%?

You definitely need to make sure you cover the business management activities at a high level, as well as any final decision for any major area. For example, you can have an agent or scout helping you find new locations (or delegate that task to your assistant), but you ultimately need to make a final decision about the space and negotiate the lease. Another example is accounting. You can delegate the vast majority to your accountant or a

bookkeeper, but you still need to sign the checks and see where the money is going. You can have people doing ads for you and automating your Facebook fan page posts, but you still need to be in charge of the marketing message, the timing, the schedule of promotions and somewhat involved in the creative side of your compelling offers.

Primarily, as an owner you are best served if you focus on delegating, motivating, and selling. Marketing and sales go hand in hand, so I obviously mean both. The rest of the business is not in your 5%.

Anything that is very redundant and that you have already optimized should be automated. The degree you automate determines how much human involvement is left. Whatever left should be done by an assistant if it is not in your 5%. The 95% should be optimized, automated, and delegated as much as possible, if not altogether eliminated first.

The following is a broad outline of how you might delegate tasks to certain individuals on your team. In the beginning, you should only need one assistant to do most of this.

Warning: Trainers are a unique position and it is best not to give them tasks that don't relate to their primary function. You can always get feedback and ideas from them, but be careful to not give them too many additional tasks, which confuse their role. They also tend to get a little entitled and feel they own the business. Remember, you are the one that owns the business.

- 1) Trainer (and trainer of trainers, or system to recruit and train; person or process)
- 2) Location scout/booking agent/Owner
 - a) Demographics of customer
 - b) Competition study
 - c) Logistics issues and lease negotiation
- 3) Business Management/Owner
 - a) Insurance, contracts, legal
 - b) Accounting
 - i) Payroll
- 4) Marketing Plan, System, Manager
 - a) Online
 - b) Offline (Internal and External)
 - c) Budgeting and planning
- 5) Sales Manager
 - a) Staff training, reporting, incentivizing, accountability reviews
 - b) Commission tracking and payout
 - c) "Call Center" (The beginning of the sales funnel) This is for larger businesses with multiple locations and many trainers
 - i) Incoming leads traffic (this can be done via a combination of automated systems and assistants)
 - ii) "Switch board" (managing relations to all other systems... In other words, the seamless flow and experience for a lead coming in via Internet or phone to maximize outcome)

- 6) Equipment Management System and/or Purchaser/Manager and Inventory
 - a) Scheduling equipment, supplies, and sharing or rotation systems
 - b) Physical Transportation
- 7) Customer Management System
 - a) Acquisition (Registration, contract, payment)
 - b) Book keeping and accounting
 - c) Follow up, experience, customization
 - d) General customer service
 - e) Check-in Process or Manager
 - i) Attendance tracking and reporting
 - ii) Camp quality control
- 8) PR (local media), and "Politics" handling for each city, location, parks & recreation department, school, or charity involved

Marketing System Outline

This outline is a review of many of the strategies and techniques outlined in the marketing section, for the purpose of scaling up your operation and creating systems. You obviously need to determine where these go in your marketing calendar and how you are going to delegate or otherwise execute on these tasks.

Of course, each month you are going to have a variety of overlapping events happening, including internal campaigns, external campaigns, and Internet campaigns.

The following could be used as a guide or a checklist.

1) On-line Marketing - General

- a) Primary Websites (creation and maintenance)
 - i) Search Engine Optimization (outsourced and/or article submissions to directories, etc.)
 - ii) Updates (announcements, pictures, testimonials, calendars)
 - iii) Promotions and Specials (pricing, shopping cart, coupons, up-sells)
 - iv) Lead generation advancements (new lead magnets, email list building, LeadPages, etc.)
- b) Social Networking
 - i) Facebook (fan page, company page, pictures, announcements, events)
 - ii) Twitter (updates and announcements)
 - iii) Google places for business, Meetup.com, yahoo, bing, yelp, any check in registry apps, etc. (calendar, announcements, other?)
 - iv) Other?
- c) Blog(s)

- i) Boot Camp Blog(s) (updating and contribution by all employees and participants if possible)
- ii) Developing a readership
- iii) SEO

2) Online Advertising and Search Engine Marketing

- a) *Facebook targeted paid advertising*
- b) Twitter targeted paid advertising
- c) Google Adwords (study keyword positioning, budget)
- d) Google Maps (submit locations, boost advertise, and test)
- e) Craigslist, and other free and paid directories
- f) The next cool craze in Internet marketing (experiment and test)

3) Off-line Marketing (Internal and External)

- a) Referral rewards programs and referral contests (including HB's)
- b) Calling and emailing current customers for referrals and promotions
- c) Networking with strategic alliance partners and affiliates to get referrals
- d) Fliers and Door Hangers (door hanger brigade or outsourcing)
- e) Corporate wellness packages and group marketing (lunch and learns, promotions and speaking engagements to local clubs, etc.)
- f) Grocery store tours at local health food store
- g) Body Fat Testing table and booth at local businesses or health fairs
- h) Business Cards and coupons
- i) Personal Letters to clients (by trainers and administration)
- j) Print advertising (like local coupon books, and *target Direct Mail*)
- k) Signage and banners

Ideal Trainer Requirements For Perfect Boot Camps

I find that having these 7 items that you can use as areas to gauge when hiring and reviewing trainers gives you a way to rank them and give them useful feedback on where and how they can improve. You can even design surveys around these items to send to clients (ask questions that elicit answers related to these 7 areas), so that you can gauge how effective they are being. It also gives you something for an employee handbook that summarizes all areas you want to emphasize.

1. Clear and Communicative Direction at All Times
2. Organized Plan of Action and Structured Workouts
3. High Energy Presentation
4. Connection with Participants
5. Adaptability and Customization to Environment and Client Needs
6. Empathy, not Sympathy
7. Fun

How To Add Locations Without the Risk

Although we've talked extensively about how to add a location, it's a different story when you are looking to add multiple locations, yet still want to maintain the highest level of quality and control over your business.

The other thing that we need to consider is making sure that you have one well-established location solidified before moving on to the next. This means that not only have you phased the trainer in and evaluated the progress sufficiently, but you've also established good marketing, sales, and backend systems for that camp before moving forward.

To keep your risk low, it is best to approach new locations just like you approach marketing... by testing, testing, testing. This means that you're better off not launching a new location until you have a guaranteed five new clients just to sustain it. Now five clients is not very many, and is not representative of a lot of revenue, so when I say this I typically mean you want at least five for a free or extremely cheap outdoor location.

That's the beauty of not abandoning outdoor locations entirely. They offer a way to test market your offering and to establish a clientele without having to take a lot of risk. The great thing about it is that if you do well, you can always find a location later and move your clients in. You'll have the added benefit of steady revenue recurring already included to help with the process. A lot of trainers don't understand this, and so they invest huge amounts of money into new retail spaces, only to discover that they might be in a very difficult market to penetrate.

In terms of rental space, you're usually looking for something that's approximately 2000-2500 ft.² and you will typically find it in light-industrial warehouse space if you're doing a standalone location. If you're following the business model that leans toward subleasing, then you can find this space in a variety of different formats as discussed in our section on locations (gymnastics facilities, indoor soccer, martial arts studios, community or retirement centers, Boys and Girls Club Basketball courts, etc.). Out of an average 2000 ft.², you may have a few hundred tied up in bathrooms and office space, so you want to make sure you have at least 1400 for the actual workout area.

If you end up in a situation where you've got a great new potential location but your cash flow is tight, then you need to proceed cautiously. The best thing to do is to get some kind of free bonus (or more than one bonus) when you negotiate the lease for your new location. The free bonus could be anything from a free rent period, like one month free, several months, or even longer, or it could be a discounted rate as you ramp up your business. A discounted rental arrangement usually comes in the form of "graduated rent", where it starts lower and then gradually increases at pre-determined intervals until it gets up to the full amount.

With subleases, and all commercial leases for that matter, the sky is the limit and it's really the Wild West of negotiation. Unlike residential leases, and the residential market in

general, it's not nearly as controlled or regulated. Because of this, you can negotiate just about anything and everything. You can negotiate that the landlord makes the tenant improvements (construction) for you in order to get you into the new lease. If you're subleasing from a business that already uses the space, you can ask for just about anything.

After all, what do you have to lose? You could even ask the manager, owner, or landlord for a free rent period of several months, or perhaps a revenue share until you achieve a certain size, or until a certain amount of time has past. Why not? You could give up to 20% of your revenue as you build up your boot camp. I wouldn't give more, and then also I would set a cap to the amount, say \$1000, and then after that you simply pay a flat rate once you're established as a business. You may feel or think about this as an improbable scenario because the landlord or owner is probably not going to be that generous, but you never know. After all, they could've sat there with an empty space for a long time or never even thought of a sublease situation, and you're the first one, and perhaps the only one who has, or who will ever come along, offering them free money, or "found money" for using their space early in the morning.

So if you're strapped for cash, you definitely want to get your bonuses and/or free rent, but now that we're on the topic, you might as well always ask for it and try to get it because it never hurts to have a little flexibility while you're first starting out a new location.

Another strategy I use to make sure that I maximize the process of expanding from one location to the next is to offer my members a **universal membership**. Basically the idea is that members can use any of our locations for one set membership rate. The advantage of opening up a new location which isn't too far away from your original location is that you have the potential for crossover memberships which helps bring greater referrals and keeps the camp numbers from being ridiculously small when you start out. Of course, you don't want to be so close that you're just having the same people come to your new camp, which would mean that you are not making any additional revenue.

In general, I like to go at least 5 miles away, if not more (depending on the area population density), to set up a new camp. I'm looking for neighboring towns and cities that have a great demand and low competition. If you are living in a highly competitive urban area, this doesn't mean that you can't do it; because you're building your own brand and you can be unique and have your own niche. It does mean that you should always go for where the demand is highest and the supply is lowest whenever possible—it just makes good sense.

Now if you combine some of these concepts you stand a better chance of being successful at a faster rate. Let's take a look at how it might shake out:

You have a successful indoor location and a few ancillary outdoor locations that act as "satellite locations" for your primary indoor "anchor" location. You use the outdoor locations to increase your membership base without having additional cost, but you always have your anchor to fall back on and to support your growing Boot Camp business (as well as the professionalism that having a traditional indoor location provides).

Once you have this established, you look at a neighboring town that's ripe for growth and underserved in terms of fitness boot camps, and you decide that you want to open up your next boot camp location there. So you start by putting out an announcement about the potential of opening up a new location and ask your current clientele who they know in that area and if they would be interested in attending themselves. If they know people that they might be able to bring, you will encourage and incentivize them.

This is always the best way to start because it doesn't cost you anything and it often times is a good way to test whether a particular area is a good idea or not. If you don't get any return or excitement and buzz from your clients, don't worry too much about it right away. You can still pull this off, but it's always nice to see that there's a built-in demand before you even start.

You begin by thoroughly testing your *outdoor boot camp first*, while you're scouting for your indoor anchor location. **Once you get five clients committed**, you launch the boot camp in that city (in general, and possibly only the outdoor camp). I typically like to do this personally before hiring any other trainer to play a part. If you're in a big hurry, you can have a trainer join you and *simultaneously* build it, but you as the owner and chief expander of your company should be in charge.

Next, you find the indoor location and begin negotiating a lease while simultaneously lining up back up locations. Your marketing should also be including a grand opening referral contest, a Facebook targeted ad within 5 to 10 miles of your proposed indoor location, and a potential mail drop (as in a direct-mail postcard), with a direct response low-barrier-to-entry offer.

Once you've established that you do indeed have some demand in the area, you launch the marketing campaigns in full swing, sign up the people and finalize your lease. The worst-case scenario is that you may have to give refunds if you collect money too soon, but you're more than likely just going to have to train those people by temporarily working outside with you as you finalize your location. Most of the time the location will not take you very long once you find a good spot, assuming that you're in communication with that owner/landlord, and can pull off the deal.

Hopefully you can see how this entire process can be almost concurrent, and your risk is relatively low. You use the outdoor locations in order to help get the business off the ground. You've accumulated at least five clients, if not more. You found one if not several low-overhead rent spaces and negotiated free or graduated rental agreements on month-to-month or 3 to 6 month leases. You negotiated some kind of a bonus to help lower your startup risk further, and then you've already run marketing to see if there's response. If there's no response for the marketing, or you can't get a good deal on a space, the worst thing that can happen is you spent a few weeks out in a park training a few clients and then you can decide if you want to move to a different location, or if you want to try again, or just close up shop altogether. Either way, you've lost very little money in your testing process compared to other business models.

You may have lost a deposit on rent; you may lose a little bit of money in your market testing, but all in all were talking a few hundred dollars—not thousands. Contrast this with somebody that signs lease papers on the big retail space for 5 or 10 years, only to find out that they don't even want to be in that business after 6 months in. Can you see how ridiculous that is compared to this low risk method? I love this better way of doing things and I recommend you do it that way too.

There is an alternative to this carefully thought out low-risk process. You can also find a beautiful indoor location and get so excited that you decide to just go for it without much if any testing. If you do that, make sure that you sign shorter-term leases, especially so you can make sure that you want to be there longer term. Try to negotiate three or six month leases before ever signing a one to two-year lease. Go for a 2 or 3 year lease before signing a 5 year, etc. The shorter the lease the better it is for you, unless there is a lot of other competition in the form of other boot camp owners trying to get your location. If that is the case, you might sign a longer term in exchange for lower rent, but tread carefully here. Remember, you are potentially stuck with this decision for a long time, and when you are trying to grow your business fast, every location's profitability counts. Having a dud slows you down.

If you're ready for a large warehouse light industrial location (for a stand-alone boot camp), and you are confident that you can fill it up with clients and can afford the build-in and growing process, you may be able to get a nicer space that requires a five-year commercial lease. However, if at all possible try to keep these at a minimum, as the risk is much higher than a month-to-month, or even two to three year leases. Typically you don't want long-term and the landlord does want to have you sign to something long-term. If you feel that you can get the space at a really great deal by going with a slightly longer-term lease, then you may use this in order to lock in extremely low rent. I would only do this if I knew for certain that I could fill up a membership base quickly, and that I had either a lot of money in reserve, or I was extremely confident in that particular location.

If you decide to go for a stand-alone here are some guidelines...

Your Ideal Stand-alone Location

Stand-alone boot camp: A location on a main boulevard in a strip mall or light industrial that's easy to get to.

The benefits to the stand-alone model:

- You have more overall freedom and flexibility for your business
- Your lease is more predictable and fewer potential surprises
- You choose your equipment and can put almost whatever you want there
- You can run your boot camp and fitness business all day, thereby adding a lot more clients and producing more revenue.

Should you rent or buy your location? Most of the time you will only be in a position to rent. If you can get a lease with an option to buy, that's a bonus. If you are looking at a potential purchase, make sure you have a good commercial real estate broker who knows the area well help you.

Make sure to do some extra homework when it comes to your demographics. The ideal demographics depend on your specific niche. Get on a website like www.city-data.com or www.buydemographics.com to learn the specifics of your area. You are looking for a good number of homeowners, business owners, annual incomes of \$90K+, a dense population, and a stable local economy. You might not get all of these things, but this data should influence your opinion.

Like before, the ideal facility size is around 2,000 square feet, but you can look at anything from 1,500 to 2,500. You want to try to get something with a rectangle shape, but without a lot of choppy room configurations or long hallways, unless the landlord is willing to rip out walls to give you better open workout space.

Again, in commercial leasing, everything is negotiable and very little is standard, compared to residential. Negotiate everything you possibly can.

- Ramp up time: This is a period of 30-90 days of free rent, or tiered rent.
- Create a letter of intent with an agent/broker: This states your intent and demands with the facility prior to drafting a contract.
- Tenant Improvement (TI): Landlord takes some cost of improvement. Get as much as possible so you have room to adjust or trim later.
- Get a broker to help you find a location. Don't worry about the cost, since the landlord has to pay his commission.

When considering equipment for a stand-alone location, stick with the basics and think shoestring budget. A good place to start is...

- Resistance bands ([a full boot camp set](#)).
- 15 Dumbbells
- 15 Val Slides or furniture movers from Home Depot
- 7 Leibert Equalizers
- Mirrors on one wall of the room.
- Office or industrial carpeting (sturdy and cheaper)
- Sound System

Here's a build-out checklist for getting price quotes

- Flooring
- Mirrors
- Paint
- Lighting
- Signage

- Internet
- Phone Lines/VOIP
- Bathroom(s)
- Credit Card Processing
- Trainer Shirts and clothing
- Equipment
- Office Furniture
- Paperwork
- Scale/Body Fat Tester
- Showers or NOT needed

A potential schedule of class times might look like this:

5:30-6:15am

6:30-7:15am

7:30-8:15am

8:30-9:15am

12:00-12:45pm

5:30-6:15pm

6:30-7:15pm

7:30-8:15pm

8:30-9:30pm

With these 9 time slots, you can essentially build 9 different sets of boot camp clients in one location. If the average number is 12 clients per class, and you charge \$197 per month, that's 108 clients and \$21,276 per month. At \$147 per month, that's \$15,876.

If you do your research on demographics and look up MPC, the Marginal Propensity to Consume (if available in your area), you can find data that might help you determine how many people you can get and how much income would result. 15MPC would mean that you might find 135 clients that can afford a \$197 price point and that would mean you would make \$26,595 per month. For most of us, this might be a little too complicated, but you should at least find out your median incomes, as well as find out what people are paying for personal training and other fitness services in your area to be able to accurately price your offering.

Adding and Juggling Multiple Locations

Having multiple locations is the dream of every budding entrepreneur. It represents scalability, more gross revenue, and potentially a massive explosion of your business.

To begin with, if you want to add multiple locations into your planning process, you need to plan for pre-opening phases before you actually execute a new location if possible.

Try to launch with enough client revenue (or at least promised revenue) to offset the risk of startup rent. This means you want at least five clients for an outdoor boot camp that are committed to you in one way or another to join. This might be tough when you're just starting out, but after you've built a solid business it is going to be a lot easier. People know people in different areas and you may even have future clients demanding a boot camp before you get there, and that's a good problem to have.

I like to see that people are requesting certain times or locations before I open them. It's a lot easier to see a demand and know that there's a market for something, and *then* create a product or service that fills that need, than it is to try to find a consumer for a product or service that you've built before having a market for it. In fact, this is great business advice in general, and will serve you well in just about every area of your enterprise.

I often start with surveys or e-mails just asking the question of where and when our clients and email list or social media followers would like it, or if I have an idea of the location I tell my existing client base about it to see what their feedback might be. Of course, if you only have one location and you are just thinking about or beginning to open your second location, you may not have always the kind of reaction or response that you want because people may be thinking you are leaving them. For that not to happen, you need to establish a phase-in and phase-out "habit", and begin a successful reputation of having more than one boot camp (sessions, places, instructors), and many things going on. When you pull this off, you'll get a different kind of response because people will be looking at you from a different perspective. They're going to be looking at you as a leader and as a business owner and there'll be more likely to freely give you their opinion in excited anticipation.

In other words, if you are viewed *only* as their trainer, then they won't want to see you as a big-time business owner, if for no other reason than to resist change. They don't want to see the reason (you) that they are enjoying their workout program leave them or change the game on them. They loathe the idea of another trainer coming in and shaking things up and getting them out of their comfort zone. They don't want that kind of change, simply because it is an unknown and in their mind it is a negative every time. This is true even if you try to explain all the reasons why it is good for them. This is a reason why it is better not to explain it all up front. That is just a recipe for mystery, fear, and results in you having to answer a lot of questions that don't really solve anything.

It's best just to push forward (carefully) with your vision and simply ask for forgiveness rather than permission. As your clients see you gradually and thoughtfully growing the

business, their perception of you will change, and they will eventually feel confident on your ability to deliver, regardless of where you may or may not be physically every day. Whether it's you doing the training, or one of your employees, they will begin seeing your company as a team, and the team will be the thing that gives them what they want, not you as a personality-driven entity.

If possible, I even get some people on contract before a location has officially launched, with a strong guarantee that if nothing happens then they aren't going to be charged anything, but they're simply filling out the contract, and once the camp opens, then they are going to be billed. This is an ideal situation because you are creating a new Accounts Receivable, which is just like money on tap.

Of course, you might have to give them an incentive, like a grandfathered rate to join, or give them a standard rate with a free bonus or a free period of time after you launch where they still don't have to pay full price for a while. It's still better to have a promise to pay you on paper than have nothing at all. If you can do a presale of some kind in association with your launch, you are always better off. If you're not able to do that, at least getting a list of names or survey responses of people that are excited is better than nothing, so that you can gauge how fast you're able to get started and how much money you are able to spend on a new location.

Make sure you have strong pre-sales marketing and grand-openings. You should have enough members in pre-sale plus the first open month to cover your expenses for 90 days.

As you get closer to a grand opening you want to have enough people interested to launch well with good energy from day one. If you have a whole bunch of people showing up immediately, the boot camp energy's completely different and far more uplifting than if you start out with a lonely client and yourself—which leaves the impression to newbies that there's not much interest in it. Having lackluster energy will hinder your initial sales efforts and make closing much more difficult.

Within that first month you want to sign up enough people to cover your expenses for at least 90 days. This means that you're going to want this initial kickoff revenue to cover all your rent and all other expenses, but not necessarily payroll. You don't want to be losing money, although that is often the case with most new businesses. The goal here is to pre-plan launches and then bootstrap the process so you never have to go into debt, nor have to eat into the profits of your successful boot camp locations to the point of feeling like your not able to even take a paycheck for yourself.

As discussed in other sections, you want to make sure you have a very strong grand opening where you collaborate with the facility that you're in if at all possible, along with all of your best marketing efforts starting up immediately. This would include Facebook Fan (and personal) Page updates, Facebook paid advertising, getting the location set up on Google Places For Business, Yelp, and making sure that you also have a referral contest all happening simultaneously to help foster a combined launch effort. Obviously, you'll be

sending e-mails and other general communication and promotion to everyone you know, especially all of your clients, to build excitement about the new location.

Doing a special incentive with the landlord or manager/owner of the facility may be one of the most important steps and is commonly overlooked as well. This can be as simple as making sure you promote your camp on all of their online and offline marketing materials, along with email blasts to their list and combining in some way an incentive that complements their existing promotion.

Having an Operations Manager, or trusted new trainer, launching a camp “with you”, rather than using the phase-in/phase-out method

This is one time when you may not use the phase-in/phase-out method to bring in a trainer. It might also enable you to shortcut or speed up the process, by having a trainer or Operations Manager *come in with you* (from day one) to develop the new boot camp. If you have a strong Operations Manager this becomes part of their job. You do all of the marketing and all of the business set up while the operation manager actually helps launch the camp in terms of sales and service delivery. In other words, this is somebody that's strong enough to do the boot camps themselves with just some guidance and observation from you.

This might even work for a green trainer in training; as long as you are right there with them every step of the way. The new trainer, instead of being phased-in, starts from day one as either the assistant or the lead, and is being closely monitored by you (or an experienced Operations Manager). This allows you to skip the phase-in, and simply move straight to the phase-out, as soon as the employee has enough confidence and a proven track record of success to hold their own.

Add outdoor afternoons to indoor mornings to increase membership and revenue.

I find utilizing outdoor boot camps to be a wonderfully rare feature that our business model provides. For instance, CrossFit boxes opening up don't get to open up another CrossFit outdoor program simultaneously without having another box (fixed indoor location). In our case we can have a “box” too, and yet have what could be looked at as an entirely separate business running outdoors with no additional overhead.

Typically your indoor Boot Camp is going to end up a hair more popular because of the inherent advantages of fixed indoor locations, of course. It's going to be a little bit more solid and stable and therefore has the potential to grow to a larger size faster than an outdoor Boot Camp, but the outdoor Boot Camp enables you to increase another 50% on your membership. So if you have 50 clients in an indoor camp you should be able to get at least another 25 outdoor participants, for a total of 75 clients. That's a massive benefit that most businesses don't get to enjoy.

Just remember that starting outdoors is challenging. It offers its own pros and cons, and you'll have to be just as serious with it as you are with your indoor. You also have to find different time slots that are appropriate, and make sure that you got staffing for it. I like to add the outdoor location quickly to a new indoor camp location, in order to offer more potential times to capture incoming leads.

The key to handling the incoming leads, since you have a limited amount of time while they're hot, is to get them going in your sales funnel and to convince them that you are a right fit for them. You are saving them from the trouble of having to look elsewhere. If all you have is one class time available and it doesn't fit their schedule, they may never come back and you may never get another chance selling them. So the more you have to offer immediately the better chances you have of getting them into your system.

Introducing the Universal Membership Model into Your Business.

Next, I think you should incorporate the "reciprocal membership" with all of your marketing and referral incentive programs.

I love creating a universal membership, or reciprocal membership option, for my clients.

This is why it's good to have all of the locations owned by the same person, namely you.

Just like a large chain club with multiple locations can offer memberships that allow their clients to go to any of their locations at any time, you can offer the same. This means that a client can sign up in one city and utilize any other city or area's boot camps that they want. This gives a huge perceived value edge that many other businesses won't have. In other words, if you have a nearby city that's within reasonable distance from the client that has different times available they are able to add more workouts per week, thereby getting more for the same amount of money.

Even if the client never goes to a different boot camp—and by the way most of them never will—just the idea that they can will make them feel better and more likely to sign up. They're willing to pay higher prices or at least will continue paying an existing rate simply to keep the option of having the added value available to them.

By the way, even if your camps are all at the same time and aren't offered at different times, I have seen this work anyway. For example, if City A and City B camps are all at 5:30pm so that it is impossible to attend both in the same day, it doesn't seem to diminish the added value concept much, because people still know that should they ever commute near the other location, they might just try it out someday.

You will want to make sure that you talk about this in all of your marketing so that potential clients know that although you're opening a new location, that's not all you have,

and therefore that's not all that's available to them. Not all of them will be interested, but some of them might be and it's also a great way for you to get more referrals.

Speaking of referrals, you're going to want these brand-new clients and prospects to know that you will give them an incentive (like the 50% off of their next month dues) by referring clients not only to your new boot camp location, but any of your locations. This is something you want to track and honor, and can be a real boon to help you grow your entire business and not just that specific location. I like to send them a handwritten thank you card in the mail for joining our program, along with gift cards that they can give to their friends that offer them \$100 off of any of our locations.

Have a very clear schedule of boot camp times and locations listed on your website and other marketing, like paper bulletins. Keep your communication active.

I don't think I can over emphasize this. You need to make sure that everybody that works for you is on the same page and that all of your e-mail communication, websites, printed bulletins, and other marketing is congruent and accurate at all times.

There's nothing worse than a client calling up angry because they showed up at the wrong time to a camp that had been moved, or canceled, or changed without them getting the update. This can be a major problem and so I highly recommend you get another set of eyes to keep a watch on your social media and all of your communication channels. The reason that you might want a virtual assistant is simply to double-check all of this kind of stuff, among all the other things that they could be doing to cover your butt as an owner.

It's also important to have all of this updated to remind people of all that you offer to them in terms of service and convenience. Many people just don't pay attention, or they didn't hear it the first time around, and for some reason don't realize all the cool things that you're offering; such as other class times, other services and products that you offer them that could enhance their experience with you. That's why it's very important to put in place ongoing and consistent communication with your clients, trainers, and prospects, and never assume that people are caring enough to be paying as close attention to it as you are.

Encourage challenges and contests between and amongst locations.

The social bonding and community component is so important to the solidifying of your business that it is more than wise to find out ways to get your people talking with each other and gathering together. One way to do this is to encourage fitness challenges, competitive tests, referral contests, and other group programs, incentives, and prizes both within and between your various locations.

This means you can have one city pitted against another in a friendly competitive environment where everybody can "win", and yet somebody gets a grand prize. Another

way to do this more frequently is through a weekly fitness challenge, where the scores are shared amongst all the locations so that people can keep an eye on others. Occasionally, when you have clients that decide to migrate or bounce from one location to another, people will know who they are. It adds to the fun, and if you can foster this behavior, more and more people will begin networking with each other. This is an exceptional thing to do and it's something you should be doing on regular basis. I call it "cross-pollination" – It's a cute term, but descriptive and useful.

Have charity fund raising events that bring the tribes together to create cohesiveness.

I believe that having charity fundraising events that bring everybody into one place at one strategic time is one of the most powerful ways for your business to get noticed in the community while building relationships with your membership base.

I also think that you can raise a ton more money for the cause, get more people excited about it, and build a lot of buzz by having one main event every six months or even every 90 days or so.

What we used to do is bring everyone to our largest venue, which was a high school stadium that could accommodate over 100 at a Boot Camp charity and create quite an amazing event. The stadium wasn't the limiting factor of our sheer numbers; it was simply manpower for the crowd control. It was really fun and it would give me one of the biggest charges of all the things I did in the business.

I had large crowds show up and even local mini-celebrities and politicians join us in our program. We also ended up raising a ton of money for charities and it was all because we could get all of our boot camp locations behind one cause. Of course, this is easier said than done. It requires a lot of promotion and communication. The easiest way, and the most important thing you can do to ensure that this at least has a chance of happening successfully, is to get all of your trainers and staff on board first. If the team is onboard, then they can (and likely will) promote it to the clients and a top-down approach can work.

Management and Leadership

It's very important to select the right people.

I can't overstate the idea of making sure that you focus on the few important things, and have delegated the not-quite-as important many things to the right people. If you don't have the right people on the bus, and get the wrong people off the bus, then you can't possibly get to your end destination.

As a reminder, you should hire slow and fire fast and make sure that your system and its integrity are first and foremost. I'm not telling you that people are unimportant; they most certainly are because the whole business is based on people, but the people that you have working for you have to understand that the good of the many and the good of the whole business has to come before any of their selfish desires. The better people you have to begin with, the easier it is to manage them, and the better leader you can become. However, the better leader you are, the better people you get. So always focus on what you can do to improve yourself first before trying to change other people. Our first inclination will be to try to change everyone else around us. But we can have the same faults as anybody else and become selfish, greedy, or just plain egotistical. So you want to focus on, and then create awareness about leadership first.

Delegate Well

Another thing that's really important is not just to have people on your team, but actually utilize them correctly. This is where you get the right people on the bus and then you make sure they're in the right positions on the bus. After that, you got to actually put them to work and not micromanage them. This is very hard for a lot of managers, as you may feel as an owner that you want to do everything yourself, or that you have to do everything yourself if you want it done right.

You're going to have to get really good at finding out what people are good at given the task and then let them loose. So learn how to delegate well. You may have to study up on it on a regular basis to improve your skills.

If you have someone who is doing admin for you, and they really ought to be training, then for Pete's sake please just make them a trainer. If you see someone training who should just be your admin, then make the switch. I can't tell you how many fitness business clients I have that just can't let go of an old employee or make a switch out of fear of change, of letting that person go, of confrontation, or whatever. It is silly because it is killing your business.

You can't delegate something to someone that does not want to do it and expect it to get done well. Make sure people are ready to help. Once they are, give them as much as you humanly can.

Elimination. Optimization. Automation. Delegation. Execution.

This is my absolute favorite dogma for running a business. We've talked about Delegation and Execution, but what about the first three? Here's how they work:

Elimination is the number one step that you need to be working towards before focusing on anything else. I don't mean just randomly cutting things to try to save money. I'm talking about tasks that don't really need to be done at all, but often seem urgent. They are the

urgent, yet unimportant tasks that steal our time and attention. Sometimes we make a lot of busy work around our day with our frenetic energy, and it spreads like a disease. Pretty soon, each employee and every level of the organization is bound to do the same thing.

You have to constantly be on the lookout for things that don't really need to be done and cut them out. It's just like junk mail—the best way to file is to put it straight in the garbage can. The minute that you get it off of your desk and out of your way, it is out of sight, out of mind, and therefore it no longer clutters up your precious thought space. We all are aware of and often engaging in business tasks that are not necessarily essential. It's been said that the most useless activity is to do really well that which doesn't need to be done. Don't get caught doing things really well that aren't essential and don't even need to be done at all.

The next step is to optimize the system. This means that you are constantly looking for ways to do something more efficient and to do it in an optimal way. The easiest way to get started is to simply make a list.

Make a list of all the steps that need to be accomplished to achieve any important task on your list. You'll find that there are certain points along the way that you'll have to clarify and this is a good thing. For instance, maybe executing on the particular task takes twenty-one steps, but it might only take five steps after you refine it. So optimization is basically taking a twenty-one-step process and eliminating unnecessary steps, or combining steps wherever possible, or simply finding better ways of doing it so that it only takes five steps to get the desired result. Once you optimize the process, you can move onto the next step in the system. Don't move on until you've completed this step.

An example of this overall process reminds me of an old check-in procedure we used. For years, I had been doing a sign in with a piece of paper and then did a lot of data entry. One day, I realized that I wasn't really using any of the data I was tracking, since it really had no bearing on any major business decision, and besides, I had a redundant system in place that I could use if I really wanted to see who was at camp (the weekly challenge results that I took in every class). So I just nixed the whole program and freed up an amazing amount of time and saved a lot of trees too. I realized I didn't need paper, and in fact didn't even need to automate it with a computer, since I didn't even really need it at all!

The next stage is to automate the optimized tasks. You don't want to be doing or delegate something that a computer can do, right? In other words, if you can streamline the system and automate it as much as possible so that no one has to touch it, then you save yourself a ton of time and money and also increase your accuracy.

The whole point of using computers and other tools is to set up systems to do something automatically for you, and (theoretically) better than a human can do it. You always need to be on the lookout for systems that you can automate. Sometimes it isn't a computer issue but it may be something where you simply create a process that can be done almost mindlessly by any assistant. I might also consider this a form of automation.

Sending out the mail, doing accounting and bookkeeping, tracking your business, and sending E-mails should be things that you look to economize and automate as much as possible—especially in the digital age we live in today. Don't move on to the next step until you've automated something. Again you don't want to give somebody additional work which inevitably leads to an increase in payroll, when the whole process could have been done by a computer.

Read John Maxwell's *The 21 Irrefutable Laws Of Leadership*.

Another big tip I can give you is to read John Maxwell's book. He's an authority on leadership and a famous speaker and author. He's made his life study all about leadership and you might even call him an expert and guru. He helped many large institutions and companies take their business to the next level.

I learned a lot from him and that one book is probably the main one that will help you with your Boot Camp business. You're going to learn all 21 laws with examples that you can relate to, so that you can begin implementing them immediately.

Leadership is influence—nothing more, nothing less. And this business is all about influence and leadership. Therefore, if you master leadership you have a chance of not only succeeding, but also dominating your area. Without leadership this whole deal is just not going to work. Everything rises and falls on leadership. The higher your leadership the higher your effectiveness. If you're able to lead high-quality people you can have a better team. If you are a low quality leader, you'll never attract high-quality people.

Your leadership lid is the level of your effectiveness, so if your leadership lid is a 10 out of 10, then you can attract other leaders that are an eight or seven, but if you're only a five you're only going to attract people that are about a three. So your leadership has to be one of your priorities and that development begins with learning, studying, reading, and practicing. Leaders are readers, so get started there.

Inspect what you expect

Next you need to get good at inspecting what you expect others to do. This means that you can never get lazy and you can never stop watching, observing, and tweaking your business.

As much as you would like to retire on the beach and never have to work again, the reality is that it is extremely hard to accomplish, and even those that do have to put systems in place in order for that to happen... Which typically includes selling your business or a large portion of it, and that means giving away a large portion of the profit.

I'm not saying it's not possible; it's just that most trainers that become business owners make the colossal mistake of trying to step out too early. You need to continue inspecting

everything and helping find improvements. I made the mistake of backing away from my business a little too far and a little too fast at one point. Again, *when the cat's away the mice will play*, and things began creeping in that eventually became major problems. Just don't let this happen to you. Continue to inspect what you expect.

Give a sense of pride in ownership to the lead people in each territory.

You want the people that are in charge of certain areas, otherwise known as your key people on your team, to have a sense of pride in ownership of what you are collectively creating.

If it's all about you as the owner, and your star player is just your "lackey", you'll never get out of them what you need to in order for the company to be ultimately successful. So you have to continually give them not only kudos but also a certain kind of ownership in what's going on. I don't mean the legal ownership or stock privilege or some kind of a percentage of profit necessarily, but I mean that they need to have a say in what's happening and they have to build it with you in order to feel like it's something to be proud of.

There's a fine line that balances these two extremes of ownership pride and entitlement. You never want to slip over to the entitlement side, so you just have to observe your people and continue to work with them one day at a time, as you navigate to your desired outcome.

Consider implementing an operations manager, a regional manager, or a lead trainer development program.

You're going to want to consider putting somebody in charge or raising somebody up who can help you on a day-to-day level with all of the complicated stuff that your business is processing through. You don't necessarily have to create a salary position, but as you grow into multiple camps that are doing six figures and above, life can get a little bit more complicated. So unless you want to work 100 hours a week you're going to need some help and that might be more than what a virtual assistant can do.

At this point you're going to need somebody like an *operations manager* who handles the day-to-day operations, so you can handle the backend strategy and marketing. Alternatively, you could hire or promote a top trainer into a *regional manager*, who handles the trainers and camps in one particular area. You might instead have a *lead trainer program* where all the lead trainers are incentivized to take their business to the next level through a profit share, buyout system (they buy you out of the business by making an investment to own it), or bonus program that you design. If you want to retain complete ownership and not give away equity, you're going to have to give them a bunch of money in a different way like a bonus or other motivating accolades.

Regardless of which instrument you choose, you will need somebody who is going to help you keep good quality control and to continue making sure that every camp is running smoothly.

The *regional manager* can be a good compromise between giving away equity in your company, vs. only having a trainer that doesn't have skin in the game at all. The regional manager would be a trainer that is very good, highly trusted, and can market and support three cities/locations at one time. In other words, they may have all other trainers running all the camps, and when somebody misses they can fill in at any location. They also rotate locations every week so that they know all the trainers and all the clients and everybody feels comfortable with them. They're kind of like a rotating substitute but at a higher level because they also have the pull and the authority to make changes and to help make decisions when you're not available.

I prefer to pay them with a basic salary and some kind of a bonus or profit share on how well their region does. I don't like to give them all the commissions that the trainers get for signing people up, although they could also act as a sales manager and earn an override on their trainers' production—if they're really good at sales and that's their major focus. Regardless, they should be integrated into sales in some way as a leader within the region.

The best way to find a candidate is to take the very best performer in a region who knows how to do everything really well, has a proven track record, and then have them continue their own boot camp. They should have an assistant so that they can leave from time to time so that they can drop in on the other camps in the region. Eventually their assistant will be phased into running their camp more and more, so the manager can phase out and then simply rotate between all the locations a little more evenly and consistently throughout the month.

You may not even need somebody that's on salary to do this. You might simply take a lead trainer in an area and give them some kind of a bonus or an override commission incentive from all of the camps in that area simply to perform all these additional functions. It may not be that big of a job to do as long as you set everything up right and therefore doesn't necessitate some kind of a separate position or a full-time job. It might just be a bonus that goes to someone who's always been there for you. In all reality, this is a lot more likely situation for most Boot Camp owners, and I found that looking back, I probably could've done this as well. Sometimes keeping things simple is the best way.

Bring your top people together regularly to build bonds of trust, share good ideas, conquer roadblocks, paint the vision, and offer challenges.

You've got to get in the habit of bringing your top people together and making sure that you have a cohesive team. The minute that people stop caring about the other people in the company is the minute they stop treating it like a family and they stop promoting the company overall.

You'll find that certain trainers don't promote the charity event anymore, or they stop caring about your ingenious universal program, or they don't care what the other boot camp trainers are doing and they stop contributing ideas. These trainers have gotten selfish and they've gotten lazy and they begin to feel egotistical about being in the spotlight in their particular city. When this happens you have to make the tough decision as to whether you will fire them, or work them back into the family.

Having a team environment takes time and effort. Usually if you see this happening it's your fault because you stopped having any kind of a meeting or incentive for them to get together. If you have a lot of meetings that were very time-consuming, and the employees didn't get paid, they may feel slighted about it and stop trusting you. You do need to keep your meetings short and easy to do or you have to incentivize them with food or pay of some kind. You can also do a combination of the two where you have a monthly meeting that's paid or incentivized in some way, along with little meetings that are just for fun or easy for them to participate in like phone conference calls. As long as they feel like they're still winning and that the company is moving forward with their input, and that they're being incentivized to do so, they're going to want to play along. If you fall behind and stop doing the little things that matter on a regular basis, you are likely to lose them and it's very hard to recover when you are behind on the emotional scoreboard.

Don't be a Know-it-all "Diminisher". Be a multiplier.

I read a terrific book recently that is called *Multipliers: How the best leaders make everyone smarter*.

Multipliers are basically leaders that get more out of people. They challenge people to go to the next level. They define opportunities that challenge people to go beyond what they know how to do and they foster a collective intent towards the same overarching opportunity. They also tap into people's discretionary effort and intellectual energy to take on the toughest organizational challenges.

A "diminisher" on the other hand, creates frustration and makes people feel small. These types of leaders are typically *experts* and they want to be seen that way.

I felt like I was a "diminisher" in the past, and I've worked really hard to become a multiplier. The bottom line is that you want people who want to be like you as a leader and who want to grow the company with you, versus having people that just answer to you and only do the minimum to get by. I highly recommend you read this book as well because it'll round out your ability to multiply and duplicate your efforts. After all, what are you really doing here but finding other great trainers like you who are willing and able to help you build your business. If you're a multiplier you can create a successful boot camp enterprise. If you are a diminisher you are going to have trouble with it.

Taking Advantage of Economies of Scale to Leverage Resources

Equipment

One of the coolest things about growing your business to multiple cities with multiple camps is that you then get many advantages with economy of scale and leverage. One of these areas is equipment purchasing and distribution. Once you make some good relationships with local retailers of equipment (or some online resellers of equipment), you can negotiate much better deals and discounts every time you make a purchase. You can also order in bulk to get low prices, and oftentimes if you pay in cash you can get even deeper discounts.

Getting a lot of equipment is pointless if you only run one boot camp but as you grow, getting a lot of equipment for your multiple cities makes you look like Santa Claus to your trainers because you can provide them surprise gifts and create little Christmas Boot Camp Saturday mornings.

You're definitely going to want to work on your networking skills before you think you will even need them, and a few of the early relationships to begin building are with equipment suppliers. Begin building relationships with them early on while negotiating better deals for larger purchases.

Another thing you can do is share equipment between camps. A rotation of equipment enables you to save a lot of money while allowing your trainers and your clients to experience new things that they're not used to. If one camp has a set of TRX for a few weeks and then passes them off to the next camp, that camp feels like they got something brand-new even though it's not brand-new to you. The fact that you're a larger company gives you the ability to do things like this, which saves money and still provides more variety for your clients.

Some companies even get into the buying and selling of equipment, meaning that once equipment gets to a certain age (used but not beyond good use), they offer to sell it to their clients or on eBay or Craigslist, in order to make some money back and reinvest that money into new equipment. That way, they don't have to get stuck with aging equipment that is depreciating in value every day. Occasionally, it really looks good for your business to buy brand-new stuff, or at least newer stuff, so that your clients know that you're reinvesting in them and their success. This can be done when you have a multi-camp operation with more leverage and flexibility to do so.

Trainers

Once you grow bigger you can also afford to hire trainers with better bonuses, or even attract great trainers from other companies if you want or need.

You can also have trainers rotate camps, just to experience the other locations and sub-cultures developed in the client base. One good thing about rotation is that it encourages the clients to get used to perceiving your company as a team, rather than overly focused on one personality-driven trainer. The trainer shouldn't "own" the clients to the point of feeling like it's all about them. They need to realize that they are replaceable even though they are appreciated.

The other thing rotation does is it gets the trainers out of their comfort zone. It forces them to continue learning and staying on the edge while it gives the clients the benefit of all the variety.

The way to get this going is to simply create a rotation schedule and have them, at least once a month, rotate to a different camp with a different trainer just for fun, even if it's just for the novelty of it. If you decide that it works out, then you can begin expanding on it, as long as you have made sure it doesn't burn the trainers out and doesn't piss anybody off. It's not worth taking it to a new level if it's frustrating clients either.

There are many cool things you can do once you have multiple locations and times that you can't do when you're a small itchy-bitsy start up.

Marketing dollars

Your hard earned marketing spending budget is another wonderful thing that you get to save money on. In building a larger company, this is one of the best savings there is. You can now run a Groupon or Living Social (or other daily deal site) ad that all of your locations simultaneously benefit from, which saves you a lot of time... and time is money. Also when you run a deal you have a better chance of it selling well because there's many more options for all of the consumers that are looking at the promotion.

When you buy direct mail you can get a lot better deal if you're going larger. When sending in bulk you can do entire ZIP Codes, so if you have multiple locations within a ZIP Code then you can now justify sending out a mailer to that ZIP Code, whereas before when you're tiny you wouldn't really be able to justify the expense. Now you can actually capitalize on it.

Also when you buy print material like flyers and postcards and plastic gift cards you can order large quantities knowing that you'll use them and also get lower rates for them. Things like banners make more sense to order in groups of five, one for each location, and things like negotiating ad space in different local newspapers and magazines makes a lot more sense too.

Summary

Expanding your business is a process—it's not a destination. You have to decide what your exit strategy is, and what amount of money will make you happy, so that is always something that you're going to have to find from within and decide yourself.

Dominating your market is definitely something you can do once you grow to multiple cities and create the leverage and the economy of scale to put some muscle behind what you do.

Your marketing message becomes more compelling and your ability to get out there and spend more money on good advertising that provides a profit (faster and in higher quantity than your competition) is going to put you ahead of all your competitors.

Don't let anybody tell you that you can't do this! There are many franchises and licensing programs that want you to believe that only they can give you economy of scale, and only they can advertise for you to help you build a large business. That is nonsense! I have proven it and you have seen it in these lessons. You can do it yourself.

I want to leave you with this: If you take your boot camp to the ultimate level and have multiple cities with multiple trainers and multiple times, you can help more people than ever before get in amazing shape and transform their lives. This is not just something that helps a couple people lose a few pounds. This is something that can go way beyond a small stable of clients. Your business can change entire communities. You can make an impact not only on the health and fitness in your community, but much more. Just think about all that you can do with charity fundraising and making an impact on causes that you believe in. You can change families, change business, and really leave your mark.

Think of the impact you can make in your community, both in terms of health and fitness as well as charitable donations and fundraising for good causes, along with having a ripple effect that could create positive changes in ways you can't even yet imagine. Your business can help build you a legacy that long outlives your own personal training and fitness business career.

If you look at the big picture, this is really about helping people. One definition of business is that it is the exchange of a service or product for a mutual benefit. Another way of saying it is business is simply making somebody's life better. By helping enough people get what they want out of life, you get to have everything you want in return.