### USAG Survey Report

#### Basic Demographics by David Holcomb

**Note:** the red percentages listed are from the 2006 survey

#### Information about the gym owner:

<table>
<thead>
<tr>
<th>Question</th>
<th>2006 Survey</th>
<th>2006 Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gym owner male or female?</td>
<td>Male 41%</td>
<td>Female 59%</td>
</tr>
<tr>
<td></td>
<td>Male 45%</td>
<td>Female 55%</td>
</tr>
<tr>
<td>Age of the gym owner:</td>
<td>20-30 3%</td>
<td>30-40 23%</td>
</tr>
<tr>
<td></td>
<td>40-50 37%</td>
<td>50-60 23%</td>
</tr>
<tr>
<td></td>
<td>over 60 14%</td>
<td></td>
</tr>
<tr>
<td>College graduate:</td>
<td>Yes 73%</td>
<td>No 27%</td>
</tr>
<tr>
<td></td>
<td>Yes 70%</td>
<td>No 30%</td>
</tr>
<tr>
<td>Graduate or professional degree?</td>
<td>Yes 25%</td>
<td>No 75%</td>
</tr>
<tr>
<td></td>
<td>Yes 23%</td>
<td>No 77%</td>
</tr>
<tr>
<td>Was the owner a gymnast?</td>
<td>Yes 72%</td>
<td>No 28%</td>
</tr>
<tr>
<td></td>
<td>Yes 78%</td>
<td>No 22%</td>
</tr>
<tr>
<td>Was the owner an accomplished gymnast?</td>
<td>Yes 27%</td>
<td>No 73%</td>
</tr>
<tr>
<td></td>
<td>Yes 34%</td>
<td>No 66%</td>
</tr>
<tr>
<td>Does the owner manage the day-to-day operation of the gym?</td>
<td>Yes 86%</td>
<td>No 14%</td>
</tr>
<tr>
<td>How does the gym owner spend his/her time?</td>
<td>Coaching: 64%</td>
<td>Teaching: 54%</td>
</tr>
<tr>
<td>If the owner had it to do over again, would you still open a gym?</td>
<td>Yes 90%</td>
<td>No 10%</td>
</tr>
<tr>
<td></td>
<td>Yes 88%</td>
<td>No 12%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>2006 Survey</th>
<th>2006 Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the owner the highest paid employee of the gym?</td>
<td>Yes 60%</td>
<td>No 40%</td>
</tr>
<tr>
<td></td>
<td>Yes 61%</td>
<td>No 39%</td>
</tr>
<tr>
<td>On average, how many hours does the owner work in the gym each week?</td>
<td>Under 10 4%</td>
<td>10-15 7%</td>
</tr>
<tr>
<td></td>
<td>16-20 4%</td>
<td>21-25 7%</td>
</tr>
<tr>
<td></td>
<td>26-30 6%</td>
<td>31-35 12%</td>
</tr>
<tr>
<td></td>
<td>36-40 22%</td>
<td>over 40 39%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How much will the gym owner show as gym related income on their 2009 Federal Income Tax return or how much did the gym owner make in total compensation in 2009?</td>
<td>Under $20,000 19%</td>
<td>$20,001-$30,000 14%</td>
</tr>
<tr>
<td></td>
<td>$30,001-$40,000 11%</td>
<td>$40,001-$50,000 10%</td>
</tr>
<tr>
<td></td>
<td>Under $50,000 63%</td>
<td>55%</td>
</tr>
<tr>
<td></td>
<td>$50,001-$60,000 9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$60,001-$70,000 6%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$70,001-$80,000 4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>over $80,000 20%</td>
<td></td>
</tr>
</tbody>
</table>

### Information about the gym

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<tr>
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<th>2006 Survey</th>
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</tr>
</thead>
<tbody>
<tr>
<td>How many locations do you have?</td>
<td>1 87%</td>
<td>2 7%</td>
</tr>
<tr>
<td></td>
<td>3 4%</td>
<td>4 or more  2%</td>
</tr>
<tr>
<td>Do you own your building?</td>
<td>Yes 38%</td>
<td>No 62%</td>
</tr>
<tr>
<td></td>
<td>Yes 35%</td>
<td>No 65%</td>
</tr>
<tr>
<td>In what type of building do you operate?</td>
<td>Single tenant, free-standing 50%</td>
<td>Warehouse complex 18%</td>
</tr>
<tr>
<td></td>
<td>Light industrial 14%</td>
<td>Commercial building 14%</td>
</tr>
<tr>
<td></td>
<td>Strip shopping center 4%</td>
<td>Other 12%</td>
</tr>
<tr>
<td></td>
<td>School, YMCA, Multi-sport</td>
<td></td>
</tr>
<tr>
<td>Do you operate as a not-for-profit business?</td>
<td>Yes 14%</td>
<td>No 86%</td>
</tr>
<tr>
<td></td>
<td>Yes 5%</td>
<td>No 95%</td>
</tr>
<tr>
<td>Do you operate in a multi-sport building complex (exclude cheer, dance,</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
trampoline, and other traditional gymnastics sports)?
Yes 26% 30%
No 74% 70%

Air conditioning
Is your gym air conditioned?
Yes 66%
No 34%
If yes, did you pay to have AC installed?
Yes 39%
No 61%
If yes, was it worth the expense to install it?
Yes 91%
No 9%
It is worth the expense to run the AC?
Yes 96%
No 4%

What programs do you offer?
- Gymnastics instruction: 100%
- Cheerleading: 55%
- Team: gymnastics: 93%
- Team: cheerleading: 33%
- Team: TNT: 13%
- Non-select recreation team: 48%
- Private lessons: 90%
- Open gym: 68%
- Dance: 34%
- Birthday parties: 93%
- Summer camps: 85%
- Holiday camps: 60%
- Competition team camps: 35%
- Special needs classes: 38%
- Fitness: 39%
- Martial arts: 21%
- Swimming: Outdoor pool: 10%
- Swimming: Indoor pool: 6%

Enrollment January 2010:
- Small gym: under 350 students
- Medium gym: 351-720
- Large gym: over 720 students

Change between 2006 and 2010:
- Small gyms: 300 to 350: 17% increase
- Medium gyms: 650 to 720: 13.6% increase
- Large gyms: 650 to 720: 11% increase

Enrollment by program:
- Overall
  - Preschool: 34%
  - Rec classes: 41%
  - Team: 11%
  - Cheer: 7%
  - Dance: 5%
- Large
  - Preschool: 40%
  - Rec classes: 41%
  - Team: 10%
  - Cheer: 7%
  - Dance: 5%
- Med
  - Preschool: 42%
  - Rec classes: 34%
  - Team: 12%
  - Cheer: 7%
  - Dance: 6%
- Small
  - Preschool: 23%
  - Rec classes: 49%
  - Team: 16%
  - Cheer: 12%
  - Dance: 1%

Year Peak Enrollment?
- 2010: 18%
- 2009: 23%
- 2008: 15%
- 2007: 8%
- 2006: 5%
- 2005: 13%
- 2004: 5%
- 2003: 1%
- 2002: 3%
- 2001: 2%
- 2000: 2%
- before 2000: 7%

How large is your gym?
- Small: up to 9,999 sq/ft
  - Most common size: 10,000 sq/ft
  - National average gym size: 15,620 sq/ft
- Medium: 10,000-15,999 sq/ft
  - National average gym size: 15,620 sq/ft
- Large: over 16,000 sq/ft
  - National average gym size: 15,620 sq/ft

What is your total annual gross gym income?
- Small: under $400,000
  - National average gross income: $700,000
  - 21% reported annual income at over 1 million.
  - 4% reported annual income under $100,000.
- Medium: $400,001-$699,999
  - National average gross income: $700,000
- Large: over $700,000
  - National average gross income: $700,000

Small Gym (using annual gross revenue)
- Avg gym size: 9,800 sq/ft
- Avg rent/mortgage per square foot: $5.66
- Avg facilities cost (rent + utilities): $26.00
- Percentage of owners making:
  - Under $20,000: 27%
  - $20K-$30K: 24%
  - $30-$40: 9%
  - $40-$50: 18%
  - $50-$60: 9%
  - $60-$70: 6%
  - $70-$80: 3%
  - over $80K: 3%

Medium Gym (using annual gross revenue)
- Avg gym size: 12,800 sq/ft
- Avg rent/mortgage per square foot: $7.60
- Avg facilities cost (rent + utilities): $43.70
- Percentage of owners making:
  - Under $20,000: 5%
  - $20K-$30K: 23%
  - $30-$40: 14%
  - $40-$50: 9%
  - $50-$60: 8%
  - $60-$70: 9%
  - $70-$80: 10%
  - over $80K: 23%

Large Gym (using annual gross revenue)
- Avg gym size: 21,200 sq/ft
- Avg rent/mortgage per square foot: $8.50
- Avg facilities cost (rent + utilities): $8.50
Percentage of gross: 15.5%
Avg income per square foot: $70.00
Percentage of owners making:
Under $20,000: 4%
$20K-$30K: 3%
$30-$40: 11%
$40-$50: 1%
$50-$60: 12%
$60-$70: 3%
$70-$80: 4%
Over $80K: 62%

Income per sq/ft related to financial success:
68% of those who reported income of $50 or more per square foot made over $80,000 in 2009.

The average owner income reported by those gyms generating $30 per sq/ft or less: $32,500.

The average owner income reported by those gyms generating $40 per sq/ft or less: $39,500.

Benchmarks:
Income: @ $50/sq/ft
Expenses:

Program Information

Preschool Program:
Average teaching ratio:
6:1 80%
7:1 8%
8:1 4%
9:1 4%
10:1 4%
Many clubs had different ratios for different age children.
Average class length:
45 min. 55%
60 18%
50 9%
40 8%
30 5%
other 4%
Average cost per class: $14 per class
Lowest: $3.57 45 min
Highest: $23.00 45 min.
Avg. cost per hour: $18.66 (unchanged)
2006 avg. cost per hour: $18.66
Discounts offered
Multiple classes 86%
Sibling 86%
10-15% off for siblings was normal.
Higher discounts were generally offered for additional classes.

What program or programs are generating higher income or enrollment right now? Why?
The percentages add up to more than 100% because many respondents named more than one program.

Rec Gymnastics- 37%
Recreational classes because they are taught by lower paid coaches and higher paying kids.
Older kids have been in the program longer and are more loyal.
Affordable tuition rates. (3)
Membership includes use of weight room, racquetball courts, basketball courts and walking track. It is a great value in a poor economy.
We base all fees on the base hourly rate of a 1x/wk student and scale discounts based on an increase in hours per week.
Started a new boys-only class that pulled our scattered 5 - 7 yr-old boys into one class.
Improving the programming and using better trained staff.
Word of mouth and less vacation time for families.
No major commitment, only 1x per week.
Great teachers. (2)
We doubled our space and with the new classes we were able to open have increased our revenue.
At the present time, we are running some fairly specific summer classes geared to advanced gymnasts who are not involved competitively in club gymnastics. Most of them are high school gymnasts, who are more than willing to pay higher prices to get more work out time in.

Competition Team- 29%
Pre-Team- 4%
Recreation Team- 6%
Show Team- 1%
Boys Team- 1%
Prep-Op- 4%
We are doing a good job! Success at meets. (3)
PREP OPT TEAMS, LESS HOURS AND EXPENSE FOR PARENTS THAN REGULAR TEAM.
Great coaches.
Pre-Team gymnastics. Parent's want more than 1 hour per week, but do not want the cost and time requirements associated with competition gymnastics.
Our location is not desirable, but our team kids are certainly destination driven.
Consistent.
Developmental Team programs. Kids less committed, hours-wise and added more developmental teams so we could be more skill and age specific.
we are keeping our ratios really tight not a lot of leeway for someone getting sick or needing off. Prep Op, because just about anyone can do it and still be part of a team.

Preschool Gymnastics- 19%
Our preschool program has always been popular and is well established in the city.
There are also fewer school-aged children in the city than preschool.
Parent participation--we can use a higher student/teacher ratio.
Reasonable tuition.
We have had a significant increase in mommy/me classes 18 months to 3 yr olds We will add space to increase the number of evening classes.
Parents with younger children need an out for their children to participate in.
Value to the kids - they receive important benefits.
We will start a Parent & Tots program again because there are LOTS of 1 and 2 yr olds here.

Cheerleading- 15%
All Star Teams- 3%
Cheer Tumbling- 8%
New coach, lots of marketing.
Charge more per student per hour than other programs.

Tumbling- 13%
Tumbling- It has been that way ever since i opened.
The tumbling program is very successful. I believe it is the nice facility and safety.
30 minute tumble track classes.
We have a terrific teacher.
Parents seem to have not stopped spending money on their children's goals of becoming high school cheerleaders and tumbling classes are relatively cheap compared to other preparatory classes.
The ratios can be a little higher.

Birthday Parties- 10%
Our reputation.
Both income and advertising for new athletes.

Summer Camps- 9%
Day Camps- 2%
Less ongoing expense than classes.
The camps are doing better than in years past. We have promoted them more, and our impression is that it is at a better price point than our classes. It is also a perceived better value, in that there is less an obligation to make every class over the duration of a long session.

Trampoline- 6%
TNT Teams- 3%

Open Gym- 4%
Pay as you come.

Open gym created a new market for male extreme sports athletes.

Everything is doing well - 4%
We have become a community fixture due to word-of-mouth, more advertising, and the poor management of other local gyms

Nothing is doing well- 3%
Changing demographics (i.e. fewer young kids??) or easier to deny this program to pre-schools because of recession/money tight?? Don't know!

Dance- 3%
Just began a dance/gym combo class and parents really seem to love those.

Swimming- 2%

Other Programs-
Martial Arts- 1%
After School Programs- 3%
Parkour- 3%
Parent Play Open Gym- 1%
Fitness- 1%
Special Needs- 1%
Field Trips- 1%
Private Lessons- 1%

What program or programs are not doing well? Why?
The percentages add up to more than 100% because many respondents named more than one program.

Preschool- 24%
The swine flu scared many pre-school families away.
Many parents were trying to avoid contact with many children during the flu season.
All day kinder started in our area. (2)
Younger families harder hit by the economy.
Lots of phone calls, but people aren't putting money into the younger kids even if they have an older sibling in our curriculum classes.
Parent & child classes off.(2)
Daytime preschool numbers are down. Evening enrollment is fine.(2)
Trouble finding teachers (2).
2 year olds are not signing up.

Boys Classes and Teams- 15%
Hard to find a coach.
Our coaches are at extremes, one is geared towards competition, but scares the boys away. The other is a free spirit and most boys parents want more structure.

Rec Gymnastics- 13%

Team- 12%
Parents don't really want the commitment and our requirements are not anything like those of bigger clubs.
People don't want to make that kind of commitment or the price per month is too high.(2)

Cheer- 11%
Departure of a couple of staff people and questionable recruiting by a new cheer gym.
There are many competitive cheer gyms in a 15-20 mile area.

None- All programs are doing fine- 9%
Dance- 8%
Fitness - 5%
Birthday Parties- 5%
Tumbling- 3%
Summer Camps- 2%
TNT- 1%
Martial arts- 1%
Adult classes- 1%
Satellite programs- 1%

Team Hours and Tuition: National averages

<table>
<thead>
<tr>
<th>Level</th>
<th>Hrs/wk</th>
<th>Tuition</th>
<th>Tuition/hr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 3</td>
<td>4</td>
<td>$160</td>
<td>$10.00</td>
</tr>
<tr>
<td>Level 4</td>
<td>6</td>
<td>$196</td>
<td>$8.17</td>
</tr>
<tr>
<td>Level 5</td>
<td>8.5</td>
<td>$231</td>
<td>$6.79</td>
</tr>
<tr>
<td>Level 6</td>
<td>11</td>
<td>$233</td>
<td>$5.30</td>
</tr>
<tr>
<td>Level 7</td>
<td>13</td>
<td>$260</td>
<td>$5.00</td>
</tr>
<tr>
<td>Level 8</td>
<td>15</td>
<td>$268</td>
<td>$4.47</td>
</tr>
<tr>
<td>Level 9</td>
<td>16.5</td>
<td>$280</td>
<td>$4.24</td>
</tr>
<tr>
<td>Level 10</td>
<td>17.5</td>
<td>$288</td>
<td>$4.11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level</th>
<th>Hrs/wk</th>
<th>Tuition</th>
<th>Tuition/hr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 4</td>
<td>6.13</td>
<td>$150</td>
<td>$6.64</td>
</tr>
<tr>
<td>Level 5</td>
<td>8.67</td>
<td>$176</td>
<td>$5.20</td>
</tr>
<tr>
<td>Level 6</td>
<td>11.1</td>
<td>$200</td>
<td>$4.54</td>
</tr>
<tr>
<td>Level 7</td>
<td>13.6</td>
<td>$217</td>
<td>$4.12</td>
</tr>
<tr>
<td>Level 8</td>
<td>14.8</td>
<td>$227</td>
<td>$3.89</td>
</tr>
<tr>
<td>Level 9</td>
<td>16.5</td>
<td>$248</td>
<td>$3.84</td>
</tr>
<tr>
<td>Level 10</td>
<td>17.97</td>
<td>$285</td>
<td>$4.08</td>
</tr>
</tbody>
</table>

Change in tuition 2006-2010

<table>
<thead>
<tr>
<th>Level</th>
<th>2006</th>
<th>2010</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 4</td>
<td>$6.64</td>
<td>$8.17</td>
<td>+23%</td>
</tr>
<tr>
<td>Level 5</td>
<td>$5.20</td>
<td>$5.79</td>
<td>+11%</td>
</tr>
<tr>
<td>Level 6</td>
<td>$4.54</td>
<td>$5.30</td>
<td>+17%</td>
</tr>
<tr>
<td>Level 7</td>
<td>$4.12</td>
<td>$5.00</td>
<td>+21%</td>
</tr>
<tr>
<td>Level 8</td>
<td>$3.89</td>
<td>$4.47</td>
<td>+15%</td>
</tr>
<tr>
<td>Level 9</td>
<td>$3.84</td>
<td>$4.24</td>
<td>+10%</td>
</tr>
<tr>
<td>Level 10</td>
<td>$4.08</td>
<td>$4.11</td>
<td>+0.7%</td>
</tr>
</tbody>
</table>

Inflation 2006-2010: 9.6%

Staff Information:
Considering your highest paid employee who is not a team coach: How much does your highest paid employee (exclude owner) make an hour?

<table>
<thead>
<tr>
<th>Pay Range</th>
<th>2010</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $8.00/hr</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>$8.01-$10.00</td>
<td>8%</td>
<td>12%</td>
</tr>
<tr>
<td>$10.01-$12.50</td>
<td>11%</td>
<td>21%</td>
</tr>
<tr>
<td>$12.51-$15.00</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>$15.01-$17.50</td>
<td>13%</td>
<td>18%</td>
</tr>
<tr>
<td>$17.51-$20.00</td>
<td>12%</td>
<td>16%</td>
</tr>
<tr>
<td>$20.01-$25.00</td>
<td>17%</td>
<td>0%</td>
</tr>
<tr>
<td>$25.01-$30.00</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Over $30.00/hr</td>
<td>7%</td>
<td>2%</td>
</tr>
</tbody>
</table>

General manager, program directors, great teachers, non-select team coaches, cheer coaches, tumbling coaches, and yes, team coaches.

How much does your highest paid coach (exclude owner) make an hour?

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<tr>
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<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
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<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>$10.01-$12.50</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>$12.51-$15.00</td>
<td>11%</td>
<td>36%</td>
</tr>
<tr>
<td>$15.01-$17.50</td>
<td>15%</td>
<td>5%</td>
</tr>
<tr>
<td>$17.51-$20.00</td>
<td>9%</td>
<td>20%</td>
</tr>
<tr>
<td>$20.01-$25.00</td>
<td>19%</td>
<td>2%</td>
</tr>
<tr>
<td>$25.01-$30.00</td>
<td>17%</td>
<td>14%</td>
</tr>
<tr>
<td>Over $30.00/hr</td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>

Head coach, girls head coach, several coaches within the same gym, director and coach, part-time coach, non-select team coach

In 2006: 59% of highest paid coaches made under $15.00/hour.

In 2010: Only 29% made under $15.00/hr

In 2006: Only 41% made over $15.00/hr
In 2010: 69% made over $15.00/hr.

What do you pay entry-level class/rec teachers per hour?

<table>
<thead>
<tr>
<th>Pay Range</th>
<th>2010</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $8.00/hr</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>$8.01-$10.00</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>$10.01-$12.50</td>
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<td>Over $30.00/hr</td>
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Minimum wage, apprentice teachers, high school age, college age, no experience, team athletes

What do you pay experienced class/rec teachers per hour?

<table>
<thead>
<tr>
<th>Pay Range</th>
<th>2010</th>
<th>2006</th>
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<tbody>
<tr>
<td>Under $8.00/hr</td>
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<td>$8.01-$10.00</td>
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</tbody>
</table>

Depends on years teaching, education, spotting ability, certifications.

What do you pay your top performing class/rec teachers per hour?

<table>
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<tbody>
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<td>$15.01-$17.50</td>
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$17.51-$20.00  10%
$20.01-$25.00  9%
$25.01-$30.00  2%
Over $30.00/hr  0%
Full classes, top earners, key teachers, directors

What do you pay entry-level team coaches per hour?
Under $8.00/hr  6%
$8.01-$10.00  23%
$10.01-12.50  41%
$12.51-$15.00  22%
$15.01-$17.50  6%
$17.51-$20.00  1%
$20.01-$25.00  1%
$25.01-$30.00  0%
Over $30.00/hr  0%
No entry level team coaches, college, team gymnasts

What do you pay experienced team coaches per hour?
Under $8.00/hr  1%
$8.01-$10.00  5%
$10.01-12.50  11%
$12.51-$15.00  22%
$15.01-$17.50  6%
$17.51-$20.00  25%
$20.01-$25.00  23%
$25.01-$30.00  13%
Over $30.00/hr  1%

What do you pay your top performing team coaches per hour?
Under $8.00/hr  1%
$8.01-$10.00  4%
$10.01-12.50  8%
$12.51-$15.00  13%
$15.01-$17.50  18%
$17.51-$20.00  19%
$20.01-$25.00  17%
$25.01-$30.00  14%
Over $30.00/hr  5%
This includes benefits, two coaches at this level, been with the gym many years.

Benefits offered to full-time employees: % offering
401K  25%
3% is common, other retirement options also common
Health Insurance  56%
100% & 50% most common contribution, 60-90%
Vacation days  64%
Salaried only, many 1 week after one year, two weeks after three years, three weeks after 5 years, vacation can only be taken when gym is closed.
Sick Days  47%
As needed, must use vacation days, our coaches don't get sick, salaried only, 3 days, 5 days, 7 days, merged into personal days.
Personal Days  28%
Many combine with sick days, 3 hours every 100 worked, family emergencies only, salaried only

Dental/vision  12%
Bonus  86%
Retention bonus, performance at competitions, Christmas bonus, end of year bonus, quarterly, extra vacation, tuition discounts, profit sharing, gift cards.

The Economy

How severe is the economic downturn in your area?
Bad  6%
Poor  20%
Average  69%
Okay  31%
Good  4%

Comparing your enrollment now with your enrollment in 2007, before the recession, is it
Much higher  11%
Higher  21%
About the same  28%
Lower  32%
Much lower  7%
We have just added soccer, Lacrosse, Basketball, Wrestling, Baseball, fitness to our program. We hope to grow our program by 100%.

We opened during the recession and currently are at our highest enrollment.
Higher enrollment is due to change of location and ability to expand programming.
New building that was built in 2009 has brought new clients to our location. We are the nicest looking and most successful business within 30 minute drive time.
Down about 18% from our peak numbers in 2006.
My pre-school numbers have declined more than my school-age numbers.
Saw a bump after the Olympics, now trending down.

Comparing your enrollment now with your enrollment in 2009, one year ago, is it
Much higher  4%
Higher  27%
About the same  41%
Lower  28%
Much lower  0%
Comments:
Our recreational program lost some kids, our team program has been growing!
Although our numbers are similar, are team program has increased each year creating our upside down pyramid in relation to the recreational vs. team desired ratios.
We are presently about 25% lower. However, we focused on expanding our multi-sports (including gymnastics) camps, which have been doing well.
Open Gym, Birthdays, Daycare gymnastics group classes are way up like 3 times higher. Preschool gymnastics on the other hand is down by 25%. Rec and teams are holding steady.

Considering the current economic situation facing your gym and your community, did you raise, lower, or keep the same tuition levels in your classes for 2009-2010? Please explain what you did and why.

Lowered Tuition  1%
Kept tuition the same  44%
Raised Tuition  55%

Percentage: avg. 4%
Range 1%-18%
Set dollar amount: $1.00/session to $10/mo for team

same. I feel we came in a a responsible price for the quality program we offer. We still have to make our rent.

Stayed the same but offer early enrollment discounts.

Kept the same. I would really like to increase fees due to my expenses increasing. We expanded our gym in May of 2009 but I am afraid I will lose too many families if we do.

We kept the same tuition levels, we are already more expensive than other gyms in the area.

I had to keep them the same, although I am in a very tight situation. But I felt it would do more harm in losing more customers if I raised fees at this time.

Same. I have the lowest prices in the area-no need to lower them. Most other gyms in the area are anywhere from $5-$15 more expensive each month.

Kept them the same and promoted it as "last year's prices"

We took the price of our "late fee" if registering after the beginning of the session and used that as our non priority reg. We were able to say we weren't raising prices so long as they registered before the beginning of the session. During that priority registration period they got a "discount" Even though it was really more a play on words

Raised them--I always do. My classes are still so crowded--the law of supply and demand.

Raised tuition based on business cost and that we raise our tuition on a set regular basis.

We raised our prices 10% in the summer of 2009 (although it would have normally been the previous fall, but we felt that the economic implications were ominous at that time so we held off)

2% increase, our expenses continue to go up as well as the value we bring to our customers.

We changed from 6 week sessions to month-to-month sessions. Raising the price per class, but dropped the out of pocket expense the parents pay each time they register because they are only registering for 4 classes instead of 6.

I raised the tuition levels 3% after keeping the same for 2 years.

Kept tuition the same, raised registration fees by $5.00 because we were lower than other programs.

Raise. We are growing and need to keep up with the economy and all of our costs that keep growing.

Raise about 18%. We believe HUGE in perceived value and did a large increase to be toward the top of our area.

We raised them. We wouldn't stay in business if we didn't raise our tuition. Our cost have increased-minimum wage increase, and taxes were the major increases to us.

We kept class tuition the same and increased team tuition 2%.

If you had to make a decision on class tuition levels for Fall 2010 today, what will you do and why?

Lower Tuition  1%
Keep tuition the same  42%
Raise Tuition  58%

We always raise tuition by $2 each September.

We'll probably do a very slight increase (1-2%), small enough that it doesn't affect enrollment levels.

Raise approx 5%. It seems that people don't balk at the small increase.

I will raise tuition levels across the board since we did not increase last year, but will keep the increases small because of the economy.

The cost of staffing and facilities and the governments share continues to rise. I will not devalue my business.

Raise, definitely. Health care is rising for us 20%. Additionally, we have not given raises for 2 years. We are raising 5%.

Keep the same. I don't feel this is the time to raise prices.

KEEP MY PRICES THE SAME FOR THE 3RD YEAR. I FEEL I PAY MY STAFF GOOD, GIVE THEM GOOD BENEFITS AND STILL MAKE A GOOD LIVING DOING SOMETHING I LOVE DOING. CHARGING MORE DOESN'T ALWAYS MEAN MAKING MORE.

We are keeping Kindergym and Recreational tuition levels the same to stay in line with our competitors.

We are increasing tuition $3 per class - we received no negative feedback from this past year and we are planning to upgrade our class program.
We are switching from sessions to monthly. I am raising tuition by 15% due to the fact that we are pretty much at our facility capacity.

We will probably keep our prices steady. We are, however, making adjustments to our class times. Our hour long rec classes will decrease by 5 min (going from 1 hour to 55 min). The way our schedule works, we'll be able to cut some staff time slightly this way, and (hopefully) see and increase in the bottom line without raising prices.

We will raise our rec classes by $2.00/class. We will use this raise to give staff a salary increase.

Economy is slowly coming around so we again raised a moderate 2 - 3%.

Team up, Rec stay the same.

Considering the current economic situation facing your gym and your community, did you raise, lower, or keep the same tuition levels for your competition teams for the 2009-2010 season? Please explain what you did and why.

Lowered Tuition 1%
Kept tuition the same 41%
Raised Tuition 58%

Kept the same. We try to treat team members as family and tried to help keep gymnastics an affordable sport.

We went up 7%. Can't afford to not increase team prices as the price per hour is so low.

We raised them slightly. The market for gymnastics is growing as the boomer's children have children. That will continue for the next ten to fifteen years. A gym located in the right demographics should grow with the market and, if it offers an intelligent set of complementary programs, should exceed the growth rate of the market.

Raised...we are trying to get the competitive program and a break-even point.

Raised 4% to keep in line with area rates.

Raised team tuition but gave discount if they paid on time.

Kept them the same because I am higher than local competitors and this is the program that I get the most comparison shopping from.

Raise them. My staff expects to get paid more each year.

Slight increase for 2009-10. It was overdue and accepted without issue. We currently have 110 girls on the team L4 - L9. Our L3 girls are considered a class program and do not compete outside the gym.

Keep them the same. our team makes a profit with low tuition rates. our tuition makes us "popular" in the community. some other local gyms are charging twice what we charge.

We've kept the pricing the same. It's working, and we feel we didn't really need an adjustment in this area.

Kept the same. Went to smaller, less expensive meets and went with simpler leotards that were less expensive.

Because of Delphi a major plant in out town closed, I kept them the same.

If you had to make a decision on team tuition levels for next season (2010-2011) today, what will you do and why?

Lower Tuition 1%
Keep tuition the same 45%
Raise Tuition 51%
Mixture 3%

Raise. Pricing will depend on that same location decision. Staffing is getting easier but the location decision will influence staffing. Gymnastics, overall, is losing share to other sports – we need to make much stronger efforts at retention and elaboration of participation in gymnastics.

This is a tough decision in Michigan. The Michigan Legislature is close to passing a bill to "TAX SERVICES", which would include gymnastics, dance, skating, bowling, soccer clubs, golf, anything that people have to pay for service, recreation or not.

This year I raised my rates approx 4%. I put a $25 cap per month on team kids who added more than 5 hours per week but made sure that if they moved up a level I was making the same as I did last year at that level.

Keep it the same. The metro Detroit area is suffering therefore I am happy to keep my doors open and can do so w/o raising tuition.

We raised our team tuition fees by $20 for the upcoming season to help offset costs related to offering ballet class for all team athletes.

We will have a slight increase - approximately 2% or so. We haven't increased our team pricing in 3 years, and this year we're not increasing our rec program pricing, so we'll do a slight increase here.

Team was not considered up to an acceptable income level so they already shouldered a bigger increase in the 5% range.

We will deep them the same until the economy changes--I don't want the fee to be the mortgage.

I will increase each team tuition by $5 to help offset the increase in property taxes.

At this moment I will likely keep them unchanged for one more season. Mainly because we are a new club of only two years and still in the recruiting/building phase of our teams. Must keep the pricing competitive in order to attract new athletes.
KEEP THE TUITION THE SAME. PARENTS ARE STRUGGLING TO KEEP THEIR CHILDREN IN THE SPORT.

In response to the economic situation facing your gym, what is the most effective thing you have done to increase revenue in the past two years? Please be thorough in your response.

We have expanded the types of classes that we offer. We added more extras like cheer, trampoline class and fitness class rather than strictly gymnastics training. We have also added more lower level teams so more children have the opportunity to make team.

Key staff retention is one factor in our healthier more stable income. Staff that is mature, vested and accountable have stabilized the flow of income. Our staff has improved its ability to communicate to our clients about the benefits of our well designed, structured, progressive-based curriculum. We have improved our staffs ability to effectively sell multiple products to our customers. Our staff is the key to the businesses success. Even though we have been at our current location for 5 years I do believe our physical location is a reason we endured the economic downturn.

increased owner involvement, personal follow up and attention, and expectations of my staff.

We put in a huge ball pitin our play area. It is especially a hit with birthday parties. and we have been advertising every month in our local parent magazine with lots of colorful, happy pictures of children in the gym.-Davita Ivey, Davita's Funtastic GYMNASTICS

Increase advertising spending. Participating in community events/ performance. Smaller class sizes and more time options for classes.

As mentioned before, we are taking over the whole building (59,900 sq. ft) and we are adding multi sports programs which are in need of indoor space. We are moving our lobby area and are adding new and exciting equipment. We are expecting over 1,000 kids to come in for extra training in their specific sports. Our approx. 1,000 gymnastics families all have other children in other sports and want all their children at one facility. Our parents are in great shape and also want a place to work out at while their kids are working out. We think we will be very successful with this new endeavor.

Word of mouth. Super special offers that our current customers offer to friends and family

Nothing new. Just have provided a quality option for competitive gymnasts to train in a way that truly builds their self esteem. This has contributed to our collecting kids from other teams. The parents of other teams "watch us" relate to our team kids at local meets! So at this point in time much of our income is from team.

We have been very creative in using our existing space. We have a small classroom for our Academic Preschool and last summer we expanded our educational programs to include Foreign Language. We started out offering Spanish, Chinese and French because that’s what instructors were able to teach. We have now added German to our curriculum. These programs have grown tremendously and use the preschool classroom in the evenings when it would otherwise be empty.

We charge the same fees as our gymnastics classes, but the children only attend for half an hour for ages 4-6 and 45 minutes for ages 6+. (Rachel Smeja, Perpetual Motion, Valparaiso, IN)

We have been hosting outside events in G.G. We have developed a partnership with a number of Amusement parks. Disney being the most productive.

Taking the risk to open a full service gymnastics club in an already depressed area.

We have added a few classes (adult stretch/minor gymnastics, tumbling, boys).

We have also added to the level of training (added an additional team traning class of 4 and 5 year olds).

We have increased our pro-shop and gymnastic related items to sell.

1) First and foremost is improve the quality of our instructors. Deeply believe that parents are willing to pay but want quality and value. Improved training of staff

2) Increase advertising. Smarter advertising too. More Facebook and mass emailing.

3) Added value to classes in in way we could. One thing we do, had started a few years ago in the summer, is going to what we call Unlimited Classes. This is where we allow our enrolled students to come use class space for FREE. Swim & martial arts we do all year long, gymnastics and dance we do during summer.

Prior to a month ago I would have said starting a cheer program and hiring good staff for it... Now that those people have left and most of my cheerleaders have been recruited by another gym, I can't really say that.

My marketing efforts have increased and doing coupon/print advertising seems to have helped enrollment lately.

We offer the best possible value to our customers. Friendly service desk staff greet everyone who enters our doors. During non-business hours we forward the phones to a mobile so the business line is answered 99% of the time. We can answer questions and enroll new students anytime. Instead of having new students try an established class we give them a free "new student orientation" which is basically a mini private lesson. That way we can assess what class would be the best fit, make the child feel comfortable and answer all the parent's questions. Our enrollment rate for children who do the NSO is over 90%, whereas it used to be 50%-70% when we simply put kids in an established class. The regular classes do better as well, the coach can focus equally on all the students, instead of trying to make a "sale" with the new student.
The biggest key to successful enrollment has been our coaches! We have an energetic, fun, knowledgeable staff...and kids stay with our program :) We started a mid day mini camp program when the gym is not being heavily used. Between 12-3pm. It is a drop off camp. The kids can come between 1 and 3 hours depending on what the parents want to do.

More localized advertising and expanding already existing but popular programs.

Nothing has been effective. We have advertised more - done exhibitions - P/R exposure all ineffective.

We have always offered free trail classes. It has seemingly been a great idea. We also offer half price additional classes during the summer months when our enrollment drops.

We recently finished a new Preschool room as well.

More flexible choice of classes, More community involvement to get name out there. Advertisement

As the economy declined and times got tough many businesses in the area raised prices, we’ve kept our prices the same for two years and are thinking about leaving them the same this season also. this has increased our numbers and our gross income. We’ve stressed being family oriented and have earned more family support through the years. Basically we’ve kept our integrity with the community and they have rewarded us with their support.

I have offered more in house clinics and "special" classes for my currently enrolled students. I have offered bring a buddy and receive your class half off deals.

We are having more recitals and demonstrations so that kids stay in class to be able to participate in these activities.

To be honest, business is down the last few years. We are still profitable, just not making the money that we did in past years. We have upgraded our website/did some more advertising/ kept fee increases at a much lower level than in the past/ grew some summer programs. Overall, enrollment/revenue are still down.

We started doing parent/teacher conferences, like those done at school. We do them in the spring when everyone is getting ready to decide what they are going to do for summer. In the conference we go over their child's progress over the year, their attendance, strengths and weaknesses, and what class we recommend for the summer. If they are going to move up to a new class, we also remind them that if they are not enrolled in the summer, they will have to re-enter in the fall at the current class level. We also have a chance to go over the Summer Flexi-schedule with the parents. We have found that by allowing the parents to pick how many weeks they will attend in the summer and which weeks they will be, we can retain more students. Our summer classes run 9 weeks long and they need to sign-up for at least 4.

We bought a new gym and raised our prices. the new building allows us to justify raising prices. The niceness of the facility makes parents feel as if they are getting their money's worth, and it allows us to have lower enrollment, but still having enough money to pay bills, payroll, reinvest into the business etc.

I am with a YMCA so there is limited to no money for advertising of the program. We rely on word of mouth advertising; our accomplishments are put in the newspaper, we do parades, and shows, we also set up booths at the local town events/festivals. We also maintain a web page with information. We are able to send fliers to our local school at the elementary and middle schools. As a YMCA program we are also able to offer financial aid to individuals for membership and programs.

Discounting special events.

Yes the economy is not at it's potential, but I try not to let that affect how we run our gym. I am doing the same things in good times and slow times. Quality and value are my goals. I do not let the negativity of the economic times pull me down. We have increased and done well based on our performance and delivery of our product. The only thing that I have worked harder at is educating my staff and friends on the reasons why the economy is in the state it is in, our government.

We have added more cheerleading classes--ie tumbling. Especially reaching out to the private schools. Also, we're giving many more awards at the end of the year.

free clinics, party nights, parades, flyers into neighborhoods, bring a friend to class - anything to get new students in the doors to see the classes and coaches and to participate in something they haven't done before.

Hire a great and multi task recreational coach, and get rid of the coaches that are not serious.

Remained focused on marketing and marketing channels, quality delivery in our programs, customer service/relations, introduced new products and services. We have also increase the number of exhibitions in the community.

Exhibit booths at local children's events. (ie: child and baby expo. Girl Scouts Shawn Johnson "Character Counts" event.)

Starting an After School Pick up program. I felt we needed to get into a necessity. People can live without Gym, Dance and Cheer, but not child care. We have more moms going back to work in our area. We have van I have purchased, between: Gas, Insurance & Vehicle payment is covered by three after school attendees. We are currently driving four vans and picking up 65 students at seven schools. This has brought about $150,000.00 in increased revenue in the last school year. It fills up my classes and helps the community with quality childcare and fitness. Open Gym Nights on Saturday evenings for the local schools from 6:00 - 8:00 pm. We invite two schools a Saturday and We charge $5.00 per student, and donate $3.00 back to the school PE department. As of our second year doing this now we have donated $4500 back to the local schools, been named Business Partner of the Year for two different schools and had numerous write ups in the school newspapers. The PE coaches love it because we are helping with the fitness as well as
helping with their budgets. It has filled my camps, after school vans and classes with new students all the time. One school went from two children (brother and sister of an employee) being picked up to over 25 students this year. I send three vans to this one school. They are actually paying me to advertise. Win Win (Ken Pfeifauf, Fit Club Gymnastics, Orange City, Florida)

Kept low prices. Eliminated registration fees and encouraged customers to buy a nice leotard for similar price.

We advertised more specifically- certain newspapers, etc. We have not raised our rates in 3 years for any program. We already have a program that is highly active in the community. We have since become even more involved in charities. We also give out awards each month and at the end of the year; we get many compliments and thanks for doing this. We also give out trophies for anyone that stays in our program from September through June; we are a month to month program. Lastly, we have also added camps every week of the summer along with pre-school camps at the beginning of June and holiday camps.

Increased marketing, went to more internet presence and social networking sites as opposed to print.

We constantly try to improve our product (instruction).

Doing our best to keep our prices in check has retained people who would have not continued otherwise. Offering Playtime opportunities where stay at home moms come in on a week by week basis and “play” with their child(ren) has done well this year for the first time in the many number of years we have offered them. We are looking at expanding birthday party times.

Higher qualified employees that are great with all ages and levels of kids. Coaching from 16 months old all the way through team.

We have spent a lot of time with direct marketing aimed at little league cheerleaders.

Nothing, other than recognized the current economic situation and worked with people that need help. We have more competitive kids paying less than full tuition than we have.

We raised tuition rates slightly last year, but offset it with a discount for paying with cash or check, therefore saving dollars we used to pay for credit card processing fees. We’ve also paid attention to expenses and keep wage increases to a minimum and kept staff in the loop so they understood the situation.

We have hired excelent girls Optional coaches and have better trained our Compulsory coaches.

I can’t honestly say that these 2 things have contributed to an increase in revenue however I feel that they have helped us maintain our enrollment numbers.

1. Summertime - unlimited make ups / freedom to choose from different days (no set class night)
2. Increased community service. I think that this has helped by creating more well rounded athletes and demonstrated to the community that we have a vested interest.

Increase our visibility in the community by walking for cancer and other charitable events. Customer appreciation weeks that include giveaways, gym trivia and awards for all class kids. Also the addition of gym time for local cheer teams.

I have started offering promotional deals. Such as: coupons for a free registration on a new student enrollment, refer a friend and receive a $10 discount on your enrollment, early bird discounts on summer camps, $25 off birthday parties booked during the month.

We have maintained our tuition rate for the last 3 years and have lowered our team summer camp tuition. We also offer work-exchange for parents who can pay half of the team tuition to keep the kids coming. We are highly competitive with our tuition costs with the community park districts.

Hire the best possible staff and train and equip them thoroughly.

We have sold a poorly performing location and opened better located sites with better demographics. The first went from zero to 931 kids in seven months. The second isn’t in operation yet. We vastly expanded our Ad-words program while dropped Yellow Pages. At the same time, we revamped our web site once and plan to keep doing it to make it more and more usable. (John Sweeney, Seattle Gymnastics)

WE have made no real changes. Fortunately things haven’t been too bad in our area.

Decrease emphasis on team.

Started classes in trampoline, tumbling, and parkour. Friday night open gyms gained popularity with our middle and high school students who were experimenting with free running.

0-3% tuition increases.

Put more effort into getting birthday party participants to join our classes. Give all non0member party goers a free trial class.

We incorporated an After Sohool Program, Summer Camp, and School Day's Out. This is bringing us monthly income during the school year as well as weekly income during the summer. We have a waiting list. I feel our success is hiring adaptive phy-ed teachers as well as regular phy-ed teachers. We utilize interns and practicums year-round to keeping out staff expenses down. Our fitness program is booming and growing. We have now been approached from our local school district to have their adaptive phy-ed programs come to our facility and they will be paying us a fee to utilize our gym. I have also joined several community programs that are fitness, health, and kids based to get our awareness out of what we do for our community to keeping kids healthy and active! (Kim Pladson, Executive Director, North Dakota)

The best thing I did was double my space. Having been in business for 40 years I feel its important to show the public constant growth and improvement. We needed the room for our competitive programs but
the new gym gave us the opportunity to reinvent our facility for our rec students and demonstrate our commitment to the children in our community. We also did aggressive educational programs to the parents on the benefits of gymnastics in the form of newsletters, open houses and demonstrations. We presented gymnastics as a solution to the obesity crisis as well as a catalyst for "smarter" kids through participation in early childhood fitness. We did a lot of business/marketing training to our teaching and office staff.

Attending local meets rather than far away meets. It's more cost efficient for the parents and local competition sees my team and their success causing a spark in interest to switch gyms.

I do "free" field trips. I pick all the 4 and 5 year olds in the gym. I ask their parents if they'd like a field trip, class party, anything for this age group. I get so many gymnasts from this, it is my best form of advertising, because I can control it!

Two years ago, I did it with homeschoolers, we now have 4 different homeschool groups that come in, over 120 gymnasts, all during the day time hours.

In the past two years we haven't done anything that would be considered 'revolutionary'. We did, however, add an Open Gym time, which was new for us. This doesn't create a great deal of income, comparatively speaking, but it does generate a great deal of interest to those who cannot swing the cost of regular classes right now, or who aren't sure if they want to commit to classes. I know it's boosted our enrollment! We use the Open Gym time, as well, for kids to use as a 'make-up' time for a missed class. This has created a feeling of good will, and gives the parents a great feeling of getting their money's worth when doing a class.

We donate at least 60 birthday parties every year. This is one of the most effective advertising things we've done.

Really worked to improve relationships with our students and parents redoubled our effort to contact if someone misses 2 classes in a row and we haven't heard from them. Work to have staff members visit with parents at the end of class to build a relationship with the parent and student. This help customer loyalty.

Put class instructors who demonstrate enthusiasm with younger children in the forefront and reward them, with gift cards to be used at restaurants or mall on a monthly basis.

Increase accountability from instructors dealing with what the students are learning.

Installed a video security system that has the capability of delaying the playback of skills.

Coupons for Field Trip attendee's.

We have started "fund raising for tuition" drives in which 50% of income generated from fundraising is put into the individual childs account and the remainder 50% used for expenses and income for the gym.

Visits to schools and invitations for them to take part in Kid's day out has helped generate new clientele.

Distributing flyers in the local schools advertising events and camps, as well as placing signs on street corners advertising the business.

Offer partial scholarships to families in need. offer summer punch cards. offer to prorate tuition.

keep going with marketing so they keep my name in their head. participate in as many community events as possible and donate gift certificates to all who would them in the community and for other needs as well, private or public. Run classes through parks and recreation.

Have our Day Care License to supplement some income for the slower months......

More advertising in the local papers and the schools in our areas.

More involvement in community affairs

School Tours.

We are implementing a Martial Arts program. We are advertising our summer camps in more places.

Gone from 6 week sessions to month-to-month
Increased the quality of coaching staff email and flier advertisement
to be used at restaurants or mall on a monthly

kindergym and progressive open gym

This is going to sound like a strange answer - We have operated as a primarily non-competitive center for 10 of the past 12 years. In the last two years, we have added team programs in each venue which has brought us a monthly revenue stream that we did not previously have. About 1600 of our students are non-competitive and most pay by the semester. We now have about 100 team students (across 5 of the venues) and they pay by the month. It seems the economic situation has reduced recreational participation and created a situation where we have evolved into providing more team opportunities. This goes against the advice of many of my industry peers, who say they would love to eliminate team programs. I completely understand why they say that, especially now that I have them. However, that monthly sum, charged automatically to their debit or credit accounts, has become important to us.

Each year we increase our class prices by about $3.00 a session (8weeks long) and in the past 2 year we have not increased the price of our classes. We added preschool open gym (age walking to 6) and we have 2 of these classes a week. They are open to the public and you do not have to pre sign up. These classes are designed for those parents that can not commit to a class but want their children to be active. These class have been a big hit. We also lowered some of our special event cost. By not increasing our class prices and lowering our special event price this has allowed more parents to participate in them which in turn increases our revenue.

The most effective step we took was to raise fees in two areas: the competitive team, and an administrative fee for every class. Up to this point, our fees were significantly lower than nearby private programs. In that our program is run by a City Parks and Recreation
Department, people were accustomed to seeing lower fees. Philosophically, this has been something many people were forced to adjust to. City governments are now less capable of providing many services, let alone at a reduced rate. People are faced with paying “market rate” for gymnastics instruction, traveling for a similar product, or finding other ways to spend their hard-earned dollars.

Working harder on promoting preschool classes. We have a large community of younger families and they are always looking for something to do. We rearranged the gym to place a preschool area in the front so it is the first thing you see when you walk in. We carpeted it with teal and purple carpet sections for different circuits and put down a color carpet with stars and color dot for a warm up area. We also added a SA star bar that is for the younger kids.

I have increased the instructor training of our new class instructors so that they are better teachers. Their retention rate is higher and my staff turn over decreased by 40%.

Raise tuition rates
Advanced more kids to Pre-Team programs.

Modified our website to look professional so updates can be done faster and easy to read.

Always keep a clean gym and restrooms. Keep a staff that works well together. Always have a weekly meeting with your key staff members to set events and goals. Always have your head coach do a short weekly training session with all your staff.

AS A OWNER, support your staff with updated training session with all your staff.

Have a office manager that knows how to maintain class enrollment and keep constant contact with the customer needs, like make-ups and class changes.

trust in our gym and word of mouth. Flexible pay for the parents.

I’VE ADDED EVENING AND MORE SATURDAY PRE SCHOOL CLASSES TO OFF SET THE DROP IN DAY CLASSES. WE ARE PUSHING PREP OPT TEAM.

In addition to moving to our new location - we have added new programs and events to increase enrollment. We offered a holiday open gym with games, free pictures with Santa and other activities. 350 people (most who did not already belong to the gym) came to this event. We also had an open house with popcorn, snow cones and supervised activities which allowed us to be able to obtain contact information on all of our guests. We have become a birthday party hot spot too. We are hosting 1 to 2 parties a week and giving free open gym passes in each guests goody bag so they will return again.

I offer more birthday parties and open gyms.

I advertise in a new parents’ magazine for our area that goes into every school book bag in the county! I bought the entire back cover. It has been the best advertising dollar I ever spent.

I increased the number of spots available in my after school care program to almost double. It just took a little creativity and organization to use the facility space effectively and I hired one more helper for the homework & tutoring. This has increased the profit margin for this program with very little effect on the overall program.

I moved the kindergarten age girls into my Girls’ Rec classes instead of keeping them in the preschool program. I now have the 5 year old boys join the regular boys' classes. This has helped to make them feel that they have been promoted and that they are being challenged. We were having trouble with complaints of “boredom” and "too baby-ish" before. No problem this year and we kept large classes in these groups this year.

Our first location happens to be in an area that is really not effected by the economy. Parents are still keeping their children in lessons, but are cutting back on special events. We have raised our prices, yes, even during this recession. Last year we actually raised our recreational tuition rates by about 18%. I believe that this economy has created a need for a sense of value. In our area parents are still willing to shell out the big bucks as long as they feel there is value in the service they are purchasing. When we opened our second location, in late 2009, we went with the “be at the top” pricing strategy. We are actually in a lower economic status than our first location, we are three times the tuition of the club that is less than a mile away, and we are growing like CRAZY! We are big believers in perceived value. Of course, we have to deliver on that.

Stepping up customer service EVEN MORE! Sending out a personal message postcards to our current students helped with our retention.

MAINTAIN AFFORDABLE PRICES. SPEND MORE ON EQUIPMENT THAT ADDS MORE COLOR AND FUN TO THE GYM.

Bring a friend. Free class trial.

We are the only gym in the immediate area that offers just tumbling without running our own cheer squad.

worked to cut expenses (insurance costs/maintenance costs etc) along with incentives for students (bring-a-friend, trial classes, class contests along with discounts and advertising programs.

Getting more involved in our community such as, city parades & events, advertising in local papers (very inexpensive), & Referral program (networking with the businesses in our area and exchanging marketing flyers & business cards. Making our families feel like they are getting something more for their money such as, giving them a small discount on special events, giving a small discount on a second day of gymnastics, prorating them for pre-scheduled vacations.

We have kept our student / teacher ratio very low to help parents feel they are getting the most instruction they can for the price they are paying. Families need to feel that the money they are spending is getting them an above average class to make it worth their while. We have also kept up our community support programs, which I think helps with our word of mouth advertising. We offer free classes to children in a group
foster home in our area. We offer months off to families who have lost jobs, etc.
We have participated in many community events held at malls, parks and libraries offering the opportunity for all to learn a little bit about gymnastics. We have received many positive comments of appreciation. And those that are interested in classes but aren’t able to afford it, we invite them to our open gym time. We now have families that come on Friday evenings for their family entertainment. It’s much more affordable than the movies and a great bonding experience for all. The expense to staff is low which makes it a win, win for all.

I’ve been fortunate to be able to benefit from the economy doing poorly. I have been able to hire a wonderful staff team because of the fact that there is simply less opportunity elsewhere for full-time work. There are educated, well-trained, hard-working people who cannot find full-time work, and they are willing to work several part-time jobs to make ends meet. I feel that with a quality staff team creating a quality program, that consumers will be more willing to spend a few extra dollars on programs for their children. In short, I have been increasing the circle of my recruiting net.

I have decreased the size of the optional team and decreased the number of upper level team coaches. This opened space in the gym to add more recreational classes and increase revenue in that program.

Create a menu of upgrades for the birthday parties, instead of ordering in food, we now cook pizza on site. Create an extreme sports "open gym time" to get boys in to learn in a soft environment. Have team parent booster club come up with different ways to fundraise for competitive programs.

Raise class prices by $20 a year for the past two years. Increase my budget for advertising. Increase my exposure on the internet. Continue to donate to community activities.

Add tumbling classes. Start a tumbling team for fall 2010.

1. Keep the gym clean
2. Keep classes organized
3. Set up lesson plans for parents to view
4. Administer quarterly evaluations
5. Provide parents with quarterly progress reports

Improved the quality of our marketing. Specifically, we redesigned our website and now post upcoming events and announcements (blogs) on our website that automatically are forwarded to our Facebook and Twitter pages. We have also done more community events giving away gymnastics classes, events and parties.

If we didn’t have an after-school program in two nearby small towns we would be dead in the water!

Reduced the rate for Birthday parties to $125 per

Increased number of Daycares bringing their kids to our gym at a discounted rate...$35/session vs. $50 per 4 wk session. Added 3 weekly supervised 1 hour instructional play (open gym). Parkour, urban, or free running gymnastics added. Spring break camp was up from $1700 to $8000 in income this year. Spring break camp fell between sessions (on purpose) and during our school districts spring break. $125 for the full week full day!! We allowed for full day, 1/2 day, 1, 2, 3, 4 or all 5 days - tons of flexibility which caused over 140 kids to come through in the week at about 70 kids per day (THIS WAS HUGE!) Did not increase tuition in 2009 and will not again in 2010. Kelley (owner) taught rec gym for spring semester (unfortunately that helped).

We have done MORE advertising. The added expense of advertising has brought new kids into the gym even though some have left. We have done more advertising especially in the areas of Parent’s Night Out and birthday parties.

Move many girls recreational to Prep Optionals.

We raised tuition.

We watch class to teacher ratio very very closely.

We looked at our demographics and have offered some different classes. For instance, we made an 8 & up Boys-only "Wave Flips and Beach Tumbling" class. The boys that signed up all have tramps in their backyards and the parents want them to learn the RIGHT way to flip. Recently (Spring) it became obvious that we had boys aged 5 - 7 who were spread out over about 3 different classes that would benefit from a boys-only environment so we created a younger version of it. They ALL signed up for it at a time that we were concerned they were "over" attending with girls. They are having a BALL! Especially because it’s two men coaches ... men, men, men, men! (theme from 2 1/2 men) sorry … but it’s actually how we call them in and they love it.

We would have re-started our Parent and Tots classes but our size was problematic. We will do it in our new facility which happens starting 8/9.

Invite more cheerleading squads for tumbling classes and streamline our class program so that they advanced faster.

Keep our website current, get involved in many community events…either as a sponsor or just to have my team perform an exhibition.

1) Moonlight Movies at Jax Beach > We set up a fitness challenge outside for 3 hrs preceding the start of the free outdoor movie. Great exposure and met alot of families.
2) We sponsored our local movie theater for “Free Family Film Festival” for 8 weeks over the summer, every Tues, Wed and Thurs each week. These free movies are well attended by parents with young children. There are only 2 choices in which movie to attend, either rated G or rated PG. We are able to put out fliers, have a pic board and even show a promo dvd in the lobby for the 1 hour preceding the movie. We also brought our team members to perform.
3) Never Quit Beachfest > right on the sand at Jax Beach. We have a tent with our logo and we hosted "tug of war"...gave out lots of info about our summer programs.
4) Shannon Miller Run> booth and a live tv spot from the local station.
We believe that the difference is not significant as long as most all our programs. About as we would normally. Raised prices. Yep, you heard that right! We raised putting as many rec gymnasts on TeamGym this keeps the summer. We still offer a flex-schedule for our not commit to any one activity for a length of time over camps this year as we know so many families like to class enrollment. We made a decision to really push the camp enrollment is actually equal to our summer Our summer camps have really grown this summer. A DOUBLE MINI TRAMPOLINE. we include these in program for those athletes.

WE ALSO ADDED A FULL SIZE TRAMPOLINE, AND A DOUBLE MINI TRAMPOLINE. we include these in our classes for much more fun.

Our summer camps have really grown this summer. The camp enrollment is actually equal to our summer class enrollment. We made a decision to really push camps this year as we know so many families like to not commit to any one activity for a length of time over the summer. We still offer a flex-schedule for our summer classes.

Putting as many rec gymnasts on TeamGym this keeps them in the gym because they are on a team. Raised prices. Yep, you heard that right! We raised most all our programs. About as we would normally. We believe that the difference is not significant as long as what we offer is quality. I do not believe that we lost anymore than any other increase and that overall it increase revenues.

We make a number of appearances and do a lot of exhibitions year round and that seems to help keep our name out there very well.

We have increased our Recreational teams (show team) to accommodate over 80 students.

We have gone back to monthly payments. (auto pay)

We have increased the weeks of summer camp we offer.

What other actions have you taken that have also worked well as far as increasing revenue is concerned?

We have added more types of fund raising for example, selling grocery cards that cost $100, but the store sells them to us for $95.

I used to have one employee hired as both the Preschool and Recreational director. Recently I separated those positions and hired a separate person for each of those programs. We also subleased some floor space during the day to an adult fitness program. That has worked well with no extra overhead only the use of the floor area. We have a strong high school program in the state; we created an off-season training program for those athletes.

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We have increased the weeks of summer camp we offer.

We have increased our in house training to ensure our coaches are retaining their students.

We have added more events to our "breaks". The weeks we are closed for classes.

We have gotten our online registration up and running and tend to our website more to increase online enrollment.

We are active on Facebook.

I give birthday party bags to attendees full of information and coupons toward gym services. I also have my competition girls volunteer at local events to get our name out there.

We show our patrons support by our purchases in the gym. We advertise to our clientele when we buy things that go in the gym. we try to buy things that are not just used by team. We probably by more that's used by the general populace of the gym than just team oriented devices. I purchased electronic signs for a scoring system and the signs can be used the other 25 weeks of the year to announce and communicate with our patrons in the process this week of spending $6700 to change the lighting from halogen to high intensity florescent lighting. We switched to Jackrabbit class software to allow clients to pay on line and as a way to communicate with clients via email through the software. Being able to pay online has been very beneficial.

We do a lot of internal market....to get students of classes to also do summer camps, Parent's Night Out, and other activities.

There are no make-ups in the summer since they can pick the weeks they will attend. Only exception are those that sign-up for 8 or 9 weeks, then they may attend open gym as a make-up. Since we are in a low income area, we allow them to pay for the summer all at once or in 2 parts.

We have also increased the maximum number of kids in our rec classes from 8 to 10, as long as it is a teacher that can handle that number.

At Christmas time, after our Christmas show, we give each student a t-shirt that has the gym name on it. The kids love them and wear them all the time. They think we are great for giving them a t-shirt and they advertise for us by wearing them. The bang for the buck is way better than a newspaper ad.

Increase pay rates for staff and establishing incentive packages to keep encouraging our instructors to strive to better their classes.

The fliers we send to the school offers a free class to try the program. Of the 4 boys we have preparing for this years competitive season 3 of them came from the fliers we used: 2 last year and 1 this year. other activities that help us is the siblings of current members.

We participate in our towns street fairs. This puts us out in the public eye and they can see what the kids have accomplished and what they learn.
We have frozen our prices for the past three years. Have a small student/teacher ratio. Have included a lot of just fun activities for the rec program. We also encourage school trips and price it a very low rate. We have also added a high school class that is doing surprisingly well.

We had to increase our class fees.

We have empowered to what we believe is the fullest extent our employees to build relationships with the clients and to promote GymStars in the community.

Demonstrations in the community by the competitive team is drawing many new students.

I cut classes if there are very few in it- didn't offer as many classes/days for summer to be able to conserve using AC, but have a full load so far signed up- start next week.

Though it's an increase on payroll; weekly coaches meetings to make sure the quality of the coaching is always improving, and talk about how to work.

We've worked a lot with our booster club to help them run two good invitationals and raise enough money so that team member families don't have to worry about any competition related expenses, just their monthly tuition.

Keep the Rec. and pre school coaches that are the most energetic and fun. Host rec and preschool Fun Meets 4 times a year and give everyone ribbons and trophies. The parents and kids love these "show what you've learned" meets. (no Judges - everyone wins)

Built a web sight.

Attend as many community events as possible with exhibitions and booths.

Different types of advertising such as flyers to schools and post cards.

Running an nice invitational that it less expensive but just as athlete friendly as some of the more pricey meets.

We have sent a representative out to schools and daycare center and offered a free play day at the gym or at their location.

We started a competitive cheer program and competitive level 4 team. We are the only ones offering this in the area.

The shear number of students attending cover our costs. By maintain competitive pricing, they keep coming. We also have very enthusiastic coaches running our birthday parties which is the best free advertising we have. Our parties rates have not increased for 4 years.

Talk to former, existing and interested customers to find out what they want from our program.

The old sites haven't responded well (to enrollment declines) with new programs or changes to existing programs. They complain about the new site but don't work to expand their offerings. It's much easier to institute change at a new location than at an existing location -- the people are open to it. So, the only new program we've done is started Tumbling and Trampoline. It's doing OK and provides 99 kids a month at $97 or $9,306 a month in revenue. The new site also added a "non-select" recreation-only competition program which generates about $4,332 a month. (John Sweeney, Seattle Gymnastics)

movie nights, early bird discounts to attract customers.

Holiday Story Activity time has worked well around Xmas and our Bunny Hop program has been successful at Easter too. Kids come for an hour and do not only gymnastics activities, but holiday crafts, stories, and songs. Non members are invited at $1 more so that we encourage our members to bring friends to see our facility. These programs bring in a little extra funds, but the real purpose is to get our members to bring friends.

Parents Nite outs have been popular too for us.

We are a non-profit organization and childhood obesity is at such an alarming statistic right now that we are combining our fitness curriculum with the local Boy's & Girl's Club of America to bettering their after school programs. We are writing for a $750K federal grant to making our facility a training center so we can train their staff to incorporate 60 minutes of physical activity to their programs. We will be piloting in 3 schools and 3 centers starting in the 2010-2011 year and the grant will go for 3 years. It is our hope that we can train other USA Gymnastics centers and organizations how to incorporate our program into theirs to increase physical activity, work with special needs children, and to reducing childhood obesity. We use our gymnastics center to facilitate fitness and we promote it 150%!

Making sure the coaches do a good job, and getting rid of those that don't. I have a bonus program in place for all of my coaches. They bonus each class that is full, if they have taught every class they were supposed to for the month. It creates consistency, which helps us deliver our product!

We have also started doing mini-competitions for Level 1/2/3 and boys and people love it. We charge $25.00 to enter, charge admission and usually have 75 to 100 gymnasts attend and they get that all important medal!

We've changed our program slightly to allow for more classes to run at the most desirable times. We shortened up the time in between classes, and we actually cut 5 min off of the class times. This allows for more classes to be able to run in the 5:30 - 7:30 time frame, which is our most popular time. Aside from this, we've attempted to be more 'visible' in the community. We hosted a large birthday party (for ourselves. We've added a high school class that is doing surprisingly well.

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Concentrate on day camps. We keep them very affordable and have them whenever school is not in
session and run several day camps throughout the
summer (both pre-school and school age).

Accepted the resignations of employee’s who felt they
were targeted because they would not contribute to the
enthusiasm building occurring in the gym during
classes. The discovery was that people could not wait
to take over and make things work with enthusiasm.
The return of students once an instructor or director did
not return!

POSTED THIS CAR DEALERSHIP SERVICE
REMININDER TO THEIR EMPLOYEE’S in their Service
Department:
Why Customers Never Return -
1% - Die.
3% - Move (more like 9%)  
6% - former employee opens their own business
9% - Price too high
14% - Unsatisfied complaint
67% - NOBODY CARED
GIVE A DAMN!!!!

We have worked to cut cost in areas that do not directly
effect the student and coaching staff. Watch the utilities,
paper products, other operating costs that maybe we
were spending more than we needed to we have re
evaluated that and watched our expenses.

We also have pay two months and get one free month
promotions along with partial scholarships for those
who have lost their jobs. This has allowed students to
continue with us providing at least partial income and
then full tuition when they have gotten rehired or found
another job.

Having an all star cheer team rent space.

Improved the coaching staff. Started a level 2 and 3
girls competitive team, which feeds into a more
effective level 4 - 9 competitive team.

Try to stream line office hours and coaching hours,
combine classes if to small instead of closing.

We also added Preschool Play Camps during the
school year in the mornings for ages 2.5 to 5. We have
a regular group of about 15 that gets dropped off every
day from 9 - 12. They get their gym time built in. It is
marketed as play camp, not educational or motor-skill
based preschool.

Another would be the addition of Friday Night Out for
ages 7 and Up. We already provided Parent’s Night
Out on Saturday Nights. We now have a regular
following for Friday Nights, with a more middle school aged group. Many of the
local community centers and schools are doing these,
but we charge more ($20 for 8 - 11) than the schools for
our facility.

We keep a real close eye on how many children we
have in a class and make sure we are not over staffed.

For our summer programs we gave out coupon for all
families that paid by the first day of class a coupon for $0
off our day camp. To increase our day camp
enrollment. The other coupon we are going to hand out
will be for $ off our Kid' n out event that is held the 1st
Saturday each month.

The second step, and possibly one that will eventually
surpass the aforementioned step in effectiveness, is
promotion of our program’s value, and its success over
the years.

This City-run program’s very survival is determined by
the popularity of this program, and the value this
community places on such a service. However, at this
point,

I would describe this action as one that kept us from
losing revenue, as opposed to increasing right now.

We have offered a Tot, Stay and Play on Friday
mornings during the fall, winter and spring. Parents can
drop off their kids for 2 or 3 hours while they run
errands.
The kids play games, have free time, a snack and craft
time. The cost is very reasonable; $10.00 for 2 hours
and $13.00 for three hours.

We lowered the price of our birthday parties by $10 and
the number of parties we are doing has increased. I
also paid to have better web presence in Google
searches.

Better retention of staff and thus better instruction.
Majority of our new students come from word of mouth.

We find having four, three days (half-day) camps along
with year round classes in the summer and one 3 day
team camp, helps to create positive cash flow. It help
our staff to have a constant paycheck and be gainfully
employed.

1. CHANGED OUR LIGHTS TO MORE EFFICIENT
LIGHTS
2 CHANGE RUBISH SERVICE FROM 155. PEER
MONTH TO 61. PER MONTH
3. CHANGED WORKERS COMP SAVING 1500PER
MONTH TO 61. PER MONTH
4. KEPT OUR PRICES THE SAME NOW FOR 3
YEARS SO AS NOT TO LOOSE CUSTOMERS DUE
TO HIGH PRICE.

Working to retain students - forcing the employees to
build relationships with the students and their parents.

We raised our team rates approximately 25% and
NOBODY balked. We explained that they are still at
extremely discounted tuition per hour and it was a
necessary increase to keep our standards high. We
also started taking our tuition through automatic
payments ONLY. It has been between two and three
years since we began this and I don’t know how we
ever did it before. Even with all the fees associated
with this system we have increased our revenue HUGE.

Added all the auxiliary programs we can think of.
Worked on increasing our team numbers.

INCREASE ATTENTION ON STAFF QUALITY IN THE
GYM AND THE OFFICE.

We allowed students to pay per class at a slightly
higher rate and tumbling camps during spring break
were a huge success.

We keep our name in the paper as much as possible.
News releases about team events, St. Jude fundraiser,
etc. are all avenues for free advertising in our local papers.

We have offered “bring a friend day” in our low enrollment classes. However, we aren’t able to offer that anymore as all our Buddy and Me classes through Level 1 classes are full. All four coaches are working full time and our waitlist continues to grow. Currently have a staff position open in order to add additional classes. Hope to fill that position soon with a dynamic coach!

We have effectively managed our Teacher In Training Scholarship Program to bring more apprentice teachers on the floor allowing us to increase class size without diminishing the perception of quality. We have also hired these new well-trained instructors when they are old enough at minimum wage saving us money we would have spent hiring older more experienced new staff at higher wages.

Mini camps offered on one day holidays (Memorial Day, etc.) as well as on days schools are closed due to staff in-service days. Also, the day after Thanksgiving.

Radically increased marketing. Increased sponsorship of community events and philanthropies. Continue to develop our community involvement from CEO to staff. We give and support every chance we get. We donate free camps to every church, school, and fundraiser that asks. We hire and train and send staff to the YMCA for their classes and then they refer people to us. Partnered with Parks and Rec an idea I got from Lexi in Bend OR. We market in their mailer that goes out to 30,000 houses in exchange for a 20% cut to them from our income for the two camps they listed. Created Facebook account - hugely successful! Partnering with local semi-pro baseball team to host all the home Sunday game Kid’s Play Area at park. Teaching Jack Canfield’s, Success Principles to staff to help them improve their own lives. and the list goes on and on!

We’ve been carefully funneling kids from the recreational classes to our non-competitive teams. We have an informational sheet, “So you think you want to be on team?” that we give out to the kids who ask. First there is pre-team and then team. All by invitation.

Every year we raise our rates a small percentage. We do it during the summer session because it’s the shortest so the impact doesn’t hit as much. It helps compensate the income during this lowest enrollment/shortest session of the year. We charge by the session -- 5 sessions a year.

We use press releases to get the word out, but will do something more dramatic in addition to that when we move to the larger space. Probably postcards to the 15 mile radius. Maybe radio ads.

We advertise with Jax4kids.com, a website which helps families find any activity/sport they could possibly want. This has been our best avenue for increasing our revenue by FAR! We always poll our new customers for how they heard about us and I would say about 75% say Jax4kids.com. Then about 24% say a friend mentioned us. The 1% is random phonebook/drive by.

We did spend the money to have a booth at the Summer Camp Expo this year and that has helped increase camp attendance.

We are now cross marketing with Lifestyles Family Fitness, where I workout anyway. I am able to make sure we have our fliers available.

**Did you try anything that did not work? Explain what you tried and why you think it didn’t work.**

Some fund raisers were a bomb like selling pasta. The parents really have to feel they are making a significant amount to sell a product.

We created a multi-age class for the above Adult fitness program to accommodate those adults with children, so they would not have to put those kids in day care. We did not have enough participating parents, and we lost money on the venture, so we are going to create classes next year to accommodate all ages during the adults fitness time. Our regular customers can sign up as well.

**WE TRIED TO HAVE A TRAMPOLINE AND TUMBLING TEAM, BUT DUE TO NO ONE ELSE HAVING THIS IN OUR STATE, AND LACK OF AN EXPERIENCED COACH IT JUST DID NOT GO.**

It’s too early to say about TNT though we are expanding tumbling generally to serve skateboard, bmx, diving, and snowboard crowds. (John Sweeney, Seattle Gymnastics)

For the past few summers we have offered too many options of mini camps, theme camps, boys, girls, pre school camps in addition to our regular evening camps. What we have received is a smattering of enrollment here and there with not even kids to form a class. So this year we are just keeping our schedule mostly the same and moving competitive kids to the am. Our enrollment is up over the past few summers somewhat.

We were doing sessions for our classes, and have decided to switch to monthly to get everyone on auto-billing and to be able to raise our tuition and still have manageable amounts due each month.

Ads on grocery carts (program was called Starkart)... The ads were beautiful but the only people who ever mentioned them were already students and the cost was exorbitant.

Christmas Break Camps were a flop. We tweaked it to “Drop In Open Gym” for the same hours instead, charging an hourly rate and that has been extremely successful. Our parent’s like a lot of flexible options.

Mothers’ group marketing.

Adding more party times to our schedule.

My worst decision was a competitive cheer team.
Cheerleading Competitive Team: My gym is not big enough to handle the loud children and music. My brain is not big enough to handle the cheer parents.

With the new space we went from one floor ex area to four floors. One is for rhythmic, one for artistic, one for rec classes and one for cheer. I didn't start a cheer program because there are so many programs in the area and I didn't want the distractions to our educational programs. I wanted to be the "go to place" for tumblers in the local cheer programs. That worked, but I also thought I could rent space to local squads that needed room. The little amount they wanted to pay for the space made me not go after the business, but maybe if I could do it over again, I might bring them in for peanuts, in hopes that they would sign up for classes.

Year round drop in Cheer class. The class was successful around cheer tryouts, but did not have participation throughout the rest of the year.

We have tried adding some fitness classes and adult/children fitness type classes, but they aren't taking off. The parents say they want classes for them, but when it comes to paying for the class, they can't part with the money.

Parent fitness classes- flexibility & abs etc...everyone talks big about wanting it offered, but when I did—no responses.

Several fitness programs have been tried by utilizing the gymnastics rec program approach. Scheduling for a 9-week class and pay a fee. This does not fill your week day time and does not produce enough income to pay your phy-ed teachers. To have a program for fitness you need to approach it and staff it with professional teachers plus market it to parents of the value they are getting. We pay our team coaching staff for upper levels in hope we draw kids in with their expertise....fitness is no different!

We tried to start a fitness challenge class that was for older kids. It focused on activity instead of strictly gymnastics training. The class was not popular at all. I'm not sure why; we had it for an hour at a discounted price to draw in customers but when it was brought up parents weren't very interested. We tried this class because we were asked if we offered anything like it from a number of parents.

We tried Dance for two years. We offered the classes for 1/2 price to any student that picked them up as a second class and sent flyers through the schools. After 2 years with less than 15 students, it was time to give up.

Zumbatomics--exciting first session, fizzled out after that. Mistake: offering it at same time as gymnastics Level 1! Students kept wanting to join the fun in gymnastics instead of zumba workout dance class.

Boscov's offers a children's day event and we have set up there but it has done us nothing as far as the gymnastics program, and very little as far as the YMCA as a whole. I don't think people want to think about these kinds of issues when they are shopping - I know that I don't.

Running all day summer camps. Used to end at 1:00 now we end at 5:00 and our numbers dropped for enrollment.

We tried open gym for the babies--It should have worked but it didn't. We also tried to rent the facility to some other gym teams from schools, but that didn't work either. Not sure why.

We have started offering day time week day birthday parties but this has been a challenge.

Trired to get home-school class going, however they did not want to pay more than $10 a month for instruction.

A change in office personnel was not as effective than we would have preferred.

We had many moms of 13 to 16 month olds who would contact us to enroll in our toddler class that starts at 18 months.

We offered a class specifically open to walking to 18 month olds and we did not get enough enrollment to continue.

Generalized marketing did not seem to have any effect on growth.

Print ads don't have the effect that they once had. People are not seeing them.

Advertising in local magazines, radio.

Two years ago and on several occasions, we have put flyers in the schools nearby and were not noticing any additional enrollment. We then put flyers in schools regarding a low cost and/or free trial class on specific days so that we were able to track it. Out of 2,000 flyers, we had a set of siblings attend. I really thought it would work and have no idea why. Maybe they don't make it to the parents, maybe they receive too many papers.

Advertising $ does not matter!!!!!!! No matter how much or where.

One advertising avenue that did not provide a known return for us was that we put an ad on placemats at a local busy restaurant. However, when tracked, we never had a family mention the ad to us as how they found our gym. We don't believe this was a good advertising investment on our part.

I advertised in the Military phone books in our city but it did not seem to increase our enrollment from military families.

Local advertising in papers has not seemed to help.

WE did a television commercial...didn't do much because we didn't have the funds to advertise enough or get the "hot spots" when most people are watching tv. Getting the 2am time slot doesn't do a lot. And you need to air a commercial many times/consistency to really be effective. Again, we didn't have the budget to allot for that.

Tried advertising on grocery carts. Thought that since
there would be consistency for several months, it would pay off...not so much.

Local advertising that used to work has not performed as in the past these last couple years. We have also stopped yellow pages display advertising.

Full page local newspaper adds got very little response.

Advertising in some family orientated magazines.

Major sponsor with local radio station got very little response.

Email current clients got very little response.

We've done advertising that was not as successful as we had planned. Door hangers and postcards in the area promoting a big discount or free lessons were unsuccessful.

Advertising in news papers and the yellow pages have not helped at all. Word of mouth is still better

I tried an add in our local paper and really didn't generate much response from that. It wasn't worth what I paid for the ad.

Bring a friend day. This is always a waste for some reason at our gym. It's just an excuse for a play-date we have found. Additionally, its a lot of work for the staff.

Invite a friend day. The parent of the new student does not show up.

I hold staff meetings, showing the path to increasing enrollment, but people were waiting for some else to step up and do it for them. Too much Union Mentality! I reminded them that they were at-will employee's. If students they taught were not re-enrolling, they were shown their retention rate. They might be better going back and working at fast food restaurants.

Coupons in the mail - costly and very in-effective. (2 coupons returned out of 4,000 mailings)

Money Pages (direct mailing ads) wasn't very effective. I think most people get these in the mail and throw them away, or only use the coupons to businesses they already frequent.

We tried discounting second and third activities more deeply hoping to help out those who were taking multiple classes or programs. We did not see an increase when we did this and we're guessing those who were taking multiple classes or activities still needed to cut one out to stay involved.

Preschool open gym has worked a little but not as much as I thought. We offer it on Saturdays in hopes of getting more people in the gym, but its still up and down.

The Day Care....we spent more money marketing the project in the past year than we did for the past 5 years promoting the Gymnastics School.

The Day Care Centers in our area are down in enrollment anywhere from 23% to 58%.....A parent has lost his or her job and they don't bring the student to Care Centers....

We tried adding a Musical Class, similar to Kindermusic and did not get the enrollments needed to continue. We already provide successful piano and guitar instruction, but the younger group classes failed for us. It was perhaps too much of a "luxury" type program in a necessity economy. Our parent/child and preschool enrollments in general are also down, where our Grade School programs are holding steady.

We also tried implementing an hourly "Playcare" program called Care Kids, very similar to the Preschool Play camps we ended up with. The playcare program failed because we have very solid competition in this area and our pricing was a bit high in comparison.

I did not go up on tuition this year, in fact I went down on the basic 1-hour class price, because I thought people would drop or not sign up if they thought it was too expensive. I believe this was a mistake. I think people will afford any thing they perceive has value to them. I will never do this again. I will now have to increase the class prices this year to try to make up for the mistake. I am lucky that I have enough kids in the program to allow us an "expensive mistake" like this!!!

I opened a location in a city where we had success in the past with satellite programs. We did not ever get enough enrollment to make a profit there, so we closed the location last summer.

In response to the economic situation facing your gym, what is the most effective thing you have done to save money in the past two years? Please be thorough in your response.

We have cut back on our traveling for meets and asked that the parents contribute more toward leotards, meet fees, etc. We have also tried to be more efficient in our spending on supplies.

Every year we reevaluate our service contracts and ask for the lowest pricing. With payroll being our largest expense, we work diligently on the schedule to reduce unnessary staffing where needed. We reevaluate our credit card charges and improved our systems, so we can pay less per charge. I hired a facilities manager/coach that is accountable to the equipment purchased and maintaining of equipment to increase the longevity.

Eliminated classes that were not reasonably full.

Cut hours, combine classes generally make cuts anywhere possible

We CUT BACK ON PEOPLES HOURS, AND CHANGED OUR OWN LIFESTYLE TREMENDOUSLY.

Automated air conditions times and same for heater. Installed green light bulbs.

Have made a very conscientious effort to match coupon/offers' effectiveness for any of our advertisement expenses. We have completely dropped
some of the more expensive ads that seemed to bring in very few kids. Almost every advertisement has an offer of some sort to track new students.

We are installing windows in our viewing area (it was open to the gym) in order to increase class sizes without worrying about parents talking to children during classes.

Hired a high quality Team Coach, this did not reduce cost, but energized our team program, we have not lost 1 Team gymnasts since the hire.

Increasing student/teacher ratio by combining low enrollment classes.

1) Replaced sodium halide lights with T8 lights in gym.
2) Added new devise to electrical panel to reduce energy consumption.
3) Got county to reduce our property bill.
4) Clamped down on extra cheer practices.
5) Increased the coach to student ratios in cheer. Cheer staff had gotten out of hand.

Keep wage cost as low as possible while paying our best people well. Incentive compensation so those who produce more than they consume are rewarded. It changed the environment and created an atmosphere where everyone chips in to make our gym run smoothly (for example if a coach sees something that needs to be done instead of reporting it to me they know they are expected and authorized to take care of it themselves).

Staff accordingly. Only the best staff get hours. This has also improved the quality of coaching.

We have cut back on our willingness to "overstaff classes with extra teachers" since our numbers have decreased. So we have been sticking much closer to our 1:8 ratio when in good times, we had extra teachers on for extra assistance.

We've started going green which has helped us save on supplies and energy, water, trash collection.

Mainly being careful of heating and air costs by using a timer.

We switched over to doing our payroll in house which has saved us a substantial amount already this year.

Not really something I would recommend. Last year (2009) and this year (2010) I went without salary for the months of June/July/August. Summer is always tough, and I wanted/needed to show staff that we are all suffering.

Unfortunately, I have not been able to give my usual annual raises and end of year bonuses the last two years have been much lower than past years (basically, I am giving them my three months of salary at bonus time.)

Getting rid of employees and taking on more of the work.

I do a lot of work- put in a lot os time myself. I am also not wasteful- we are very resourceful, but keep a very neat, clean gym. I do not cut back on cleaning time- that is impt.

Cut down on coaches and their hours.

The most effective was a direct 20% pay cut for all employees. It was an unpopular move, but after shaving expenses in every other conceivable area, the payroll was the one eating us alive.

Larger groups - no more less than 6 students in a kinder class and no less than 8 in a rec class and eliminating one (1) girls team coach and using 2 part time coaches (outside employment considerations)

Did not run classes with less than 4 participants combining the classes which cut the needed staff down.

I have looked for lower prices for phone service, internet, trash pick-up, credit card processing, etc. This has helped. We also maximize the amount of ink cartridges that we recycle at Office Max and Staples. The rebate checks help us pay for the new ink cartridges.

We have also been handing out flyers through the schools in the area instead of putting ads in the paper.

We stopped spending on things we wanted and spent instead only on thing the gym needed.

The landlord also froze our rent for a year at our request. ( alot of business in NY had their rent reduced--I couldn't find a way to ask for that)

We have done food stands at the town's festivals and celebrations which is the only means we have to obtain money for the purchase of equipment along with grant writing. As far as income for the facility as a whole the summer camps give us a boost. We have also combined some of our classes and have overlapping class times.

Upgraded our tech to become almost paperless and seamless in our operations and communications.

Working on Better Insulation (Steel Building)
Switching to energy efficient lighting and a giant 10-20 ft ceiling fan. Still working on these items, but feel very confident they will make a huge difference.

Got a new building with a much cheaper lease per square foot. (not 100% by choice)

Switched phone lines to VOIP.

Spent more time shopping different insurance companies for the best rate.

Switched computers to Ubuntu which is free and no longer need to play the Microsoft update games which are expensive with many computers and all the time.

Keeping the competitive team parents on top of letting us know if their daughter will not be at practice (in advance) allows us to adjust our staffing as needed. Keeping after our staff to remember to turn heat down at the end of practice when there isn't anything in the gym until the next afternoon. Keeping the A/C off over weekends in the summer when we are closed (summer
is the only time we are closed on weekends). We have bundled some telephone things and reduced those expenses. We still advertise in 2 telephone directories and will continue to do so for a while, but we significantly reduced the size and nature of our ads which saved us $2000.00 in a year. We take advantage of their free URL listings with our information.

Dropped our health and dental plans for our salaried staff.

I did not give raises to the full time staff this year. They were very understanding about not expecting raises since we did not increase our prices (in fact we lowered the price!).

Go through line by line on my expenses and looked for cost cutting.

I use my time clock program to keep the hours in my budget. The non-revenue generating departments are the key; administration, cleaning, management, maintenance, etc.

Put in new furnaces in the old gym and this reduced my gas bills.

I shopped all my insurances and reduced my premiums.

few if any raises

Change salaried employees to hourly and monitor all staffing more carefully.

I placed all my full-time people on a salaries, instead of hourly.

It took some time but I had to make staffing cuts. I first removed everyone off salary.

Basically just turned off the lights! Heat and a/c were used only during class times. This saved us about $3000.

Be very meticulous with building maintenance - especially HVAC systems. Proper cleaning and maintenance saves on the monthly bill and helps prevent costly repairs.

We have cut our phone book advertising by about $500 per month as have all other clubs in our areas. We have also discontinued preventative maintenance contract with heating and air businesses and decided to "pay as it broke". This has actually saved money for us as repairs have not been as costly as the regular maintenance amounts.

The most effective cost saving we've done over the last two years has been using online registration with Studio Director. Even though enrollment has grown, our registration staff has shrunk. We didn’t keep track of hours but we’re definitely fewer. We run all 2,600 children with about 3.2 FTE’s. Seattle is a very tech town so our customers here loved it. Those in Spokane did not. We’ve been fortunate that our area (Seattle) has been spared the recession -- so far. (John Sweeney, Seattle Gymnastics)

We have bartered for services. Families that are having difficulty paying tuition exchange for cleaning of the gym; installed programmable thermostats; exchanged services with the high school - they use our gym for their hs gym team and we use their gym for a weekend to host a meet.

REPLACING MAT COVERS THAT WHERE TORN AND MAKING FOAM MESSES ALL AROUND THE GYM COSTING MORE IN LABOR FOR CLEANING. SWITCHING INTERNET AND PHONE SERVICE CARRIERS TO QWEST AND CLEAR WIRE FOR INTERNET. FOUR YEARS AGO WE CHANGED OUR LIGHTING TO T-5 LIGHTING THAT SAVES US CURRENTLY 30% ON OUR ENERGY BILL.

We have tried to make small changes to cut back costs. We clean our own facility. We cut back on some office supply purchases. We have also cut back on buying new equipment.

I have been able to keep meet and travel fees down for my families. This encourages them to be able to continue.

Cut back on health insurance costs (down grade plans).

Track income and expenses by program and evaluate each program to see if it needs to grow and add profit or be closed or reduced to save money.

Where to begin...here's all I can think of right now but if you wanted me to go down my P&L line by line I sure could. That would be a great congress session.

Disconnected long distance on business phone
Use Google search on my cell so not to use 411
Purchase all cleaning and toilet product from a parent on trade - he works for janitorial co.
Lease copy machine to reduce ink cost
Increased e-mail blasts and decreased mailers
Increased membership fee to $50 and reduced fee to $30 if a family was willing to do auto pay
Required all team members gym and cheer to do auto pay
Director's of programs review employee time sheets before submitting to CFO
could only do crafts for camps with in-house supplies
Purchased re-usable table covers for birthday tables-instead of rolls and throwing away
started sending customers to collections
Did not allow team members behind in fees to train in off season until current
Staff parties were put on by and at Kelley's house paid for by Kelley

As I once stated in Frank Sahlein's weekend retreat for owners - we chose to ignore the economic downturn and have planned for and seen only growth.
Stay positive, provide a great service, don't get stuck on 'team' but don't ever give it up, and constantly review and support the operations, people, and community.

What other actions have you taken that have also worked well as far as saving money is concerned?
Dropped local phone book advertising. Still use big yellow pages (most people now use internet)- saved $1000/year
dropped paid internet contract. able to pick up local free wi-fi - saved $300/year 
dropped automatic check signing on payroll checks. I now have to manually sign all checks (pain in the ass) saved $600/year 
dropped long distance on our phone. Never used it. For those calls that are necessary I use my cell - saved $200/year 
re-financed mortgage on building - lowered interest rate 2 full points - saved $20,000/year.

Having parents trade out tuition for working in the office.

Reducing the amount of time the air conditioning is on. Keeping the temperate cool, but controlling how long the system runs. Making sure all faucets and restroom facilities have no leaks or excessive running water. Have team members clean the gym versus hiring a cleaning company.

With more kids on some type of scholarship, we’ve tried to make an effort to use these families to help us out with projects in return for reduced tuition. Cleaning, maintenance, teaching recreational classes, etc.

Cut our office manager to half time and use parent volunteers in the evening hours for answering the phone and folding flyers...

installed programmable thermostats to help save heating costs;

bought a plow for the gym, so don’t have to pay someone else to do it;

use junior staff to bring ratios of class down, while not having to have another adult staff for a separate class.

Mail postcards only at registration time instead of the whole brochure, which directs them to our website and reminds them to register. Also we email a reminder to register with a link to our brochure on the website.

Filed paperwork with the City and State to reduce the assessed value on the buildings we rent so that the property tax was reduced 11% or more.

Less advertising, only very necessary advertising. Mostly by word of mouth and yellow pages.

DROPPED YELLOW PAGES.

All staff took a 10% pay cut in January but could earn it back for every 4 special events they did for company - everyone is back to original rate of pay or higher, payroll is at 42%, everyone feels like they helped and we are going to make it!!!!! Mismo made it. We had to ask for deffered rent for 8 months. We had to borrow money from Missoula Community Dev Co. to pay IRS - and we are kicking butt and taking names! We watched as people we loved struggled and I decided as a leader that we must change our ways. We have and I am so proud of my team! We worked hard and we have been blessed.