

# ANYONE CAN SELL

MEMBER PURCHASE CONTRACT

(member's name)  
an agreement of Purchase  
(date)



*Creating Revenue Through  
Sales in the Fitness Business*

**THOMAS PLUMMER**

**Anyone Can Sell:  
Creating Revenue Through Sales  
in the Fitness Business**

**Thomas Plummer**



©2007 Healthy Learning. All rights reserved. Printed in the United States.

No part of this book may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior permission of Healthy Learning. Throughout this book, the masculine shall be deemed to include the feminine and vice versa.

ISBN: 978-1-58518-049-3

Library of Congress Control Number: 2007925523

Cover design: Bean Creek Studio

Book layout: Bean Creek Studio

Healthy Learning

P.O. Box 1828

Monterey, CA 93942

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

*Life followed love and then happiness was set free  
But it was the faith of a good woman that allowed me to  
finally see*

*All things are possible in the journey of life  
But the adventure has new meaning with the love of my  
wife*

Thank you, Susan, for your love and support and the  
thought of forever.

**Dedication**

# Acknowledgments

My life has definitely been blessed. I live by my terms, run the path I choose, make my own mistakes, and enjoy a quiet success surrounded by a handful of people that really matter.

If there was only one lesson I could share with a seeker of knowledge and life, however, it would be that no matter how far you've come you and how much success you've had, you have had help and you are obligated to acknowledge those who've helped you along the way.

Perhaps the unwritten sin in business is that we forget where we came from and who has helped us along the way. If you are successful, you have had help. That first loan, the kind words of support from a friend, that caring person who answers your phone call in the middle of the night when you're afraid you can't go on, or maybe your first customer, all made a difference in who you are and where you are in life. And most people can't even begin to calculate the help from parents and how valuable that is over the span of your life.

You can, however, ruin your life on your own. Bad life choices are usually made when you go it alone and lose faith in yourself and those around you. We celebrate success together, but we often choose defeat alone.

I have tried to acknowledge most everyone who has helped me over the years in previous books, but the list just continues to grow and another book is just another opportunity to say thank you to those who have been part of the adventure.

If there is a negative to moving a lot and the fast pace of having a certain degree of success in business it is that important people in your life tend to get lost. I've had a great number of friends that are important to me, and who helped me more than they realize, but who are not currently part of my life.

We will meet again, but for now I do want to take this opportunity to say thank you, and I miss you all in my life, to Robin Dyche, Smed and Jamie Blair, Don Coleman, Matt Fox, Jerry Mastrangelo, Shawn Smith, Bill Clark, and Chuck Hawkins. You probably will never see these words, but somewhere in the future I will find you all again.

It's been about 30 years since I first started in the fitness business as a sales guy. During that time, I have gathered a few bits of information from all perspectives in the business, including as an owner, lecturer, consultant, and student of small business, as well as from time spent in the financial end of the business. I have also, by loose calculations, had more than 50,000 students go through the seminars that I have been teaching since 1980, and their questions and needs have guided much of my study and learning in the business.

The gathering of this information has led to this book on sales and selling in the fitness business, the third club business book I've written for Healthy Learning. Many people who get into the fitness business believe that many different paths will get you to the top of the mountain of financial success, but after all these years I think the roads to the top are few and are all based upon learning the principles of good business before you attempt to once again reinvent the fitness industry.

I was once asked why our company doesn't do case studies and publish them. My answer was "where?" The lack of any type of vehicle to gather data and study this industry has led us over the years to gather our own information and do our own analysis based upon those results. The International Health, Racquet and Sportsclub Association (IHRSA) is expanding into more research and you can look forward to great information coming out of that organization during the next few years, but for now most of what happens in an independent club is our domain, and we probably know more about these clubs than anyone else just because we started there and that is all we do as a company.

Because the research presented is the work of my company, the numbers and formulas used in this book are mine and are based upon my thoughts and the many years of experience I have had dealing with thousands of different owners and their business plans. If it works and can be explained through numbers, then I use it. If something works once but can't be duplicated in other clubs, then it isn't used because it's a fluke—and chasing flukes isn't a great business plan.

One of the debates over the years is that the information in my books won't work

in the chain clubs and that these clubs have developed their own sophisticated operating systems. If you look back into the recent history of our industry, you will find that a number of big chains have failed, and a few are now in dire straits, and many of the mistakes they make are the result of simply ignoring the numbers and the business rules we all must follow.

The people who believe that many of the principles discussed in my books don't apply to them are simply wrong. There is nothing in any of my books that probably wouldn't benefit almost any type of small business as well as the chains. The touted business plan of the month by that next new and exciting group often fails while good owners who practice good business just seem to keep going.

This information also applies to nonprofits. In the age of accountability, nonprofit players, such as Ys and hospital-based fitness businesses, are now feeling the pain of having to generate revenue on their own without the eternal assistance from the community or profitable hospital. If you generate income and become profitable, you will be able to reach a bigger segment of the community rather than burn up your gifts covering operating losses because your management team refuses to operate like a real business.

Nonprofits, especially those who subsist by the goodness of those in their communities, have a moral and ethical obligation to learn how to make money, so money given in good faith is not wasted by inept management and the arrogance that leads to thinking that you are too good to practice the rules of business. If you deal with the public, then you need to learn how money works in the fitness business and you especially need to learn how to present your business in the best possible light and enroll the largest number of new members possible. Remember, you can't change lives if you can't even make the person a member.

The fitness business is actually very simple. Attract new potential members in decent numbers, learn to close approximately 55 percent of those guests with some type of ethical membership, collect the most money from the most members, and build a staff that works. All of these things are obviously based on creating a system that allows you to get the highest return per member that you can. It's a simple business, but so damn hard at the same time.

This book is written in the same format as the first two, meaning that it has separate chapters meant to be read in any order, each of which is filled with a lot of random ideas and hints sprinkled throughout the text. Pick up the book and start reading any chapter, but look for the new ideas buried everywhere.

If you are operating a fitness business of any type at this point in time, then you are part of the transitional generation of owners and operators. This status means that during your shift you will see the end of most of the old habits from our early history in this industry, such as pressure sales, sexist advertising, long-term contracts, and other practices from the 1950s and 60s, and the advent of a new generation of owners who are better prepared to do business than ever before.

Markets are maturing and most owners have more competition now than they ever dreamed of when they set out to write that first business plan. This competition has started the single most important change ever in our industry. This change is the validation process of the simple business plan. It doesn't sound exciting, but it is indeed an earth-moving shift in our entrenched way of doing business.

For years, most owners who didn't have a lot of competition were able to get by with a lot of business practices that were quite questionable. Many of these owners became industry names and spent a lot of time teaching new generations their secrets. Their only real secret, however, was to open in a town with no other fitness businesses where just about anything you do works.

In the age of competition, many of these owners will and should fail. Competition validates your business plan and many of the clubs that are failing now deserve to fail because most of them really never learned the basics of being in business.

In this business, you don't fail because a competitor got you; you fail because you never learned the business in the first place and what it takes to be successful over time. When your business plan meets the market, only the strongest and most prepared will survive.

The most fundamental skill in our business, and in the rest of the business world as well, is the ability to present yourself and your product. In the fitness business, selling is nothing more than learning how to talk to someone and help that person make a decision.

But you also sell in the rest of your life as well. Make a presentation to your boss and you are selling. Ask for a date and you are presenting yourself to another. Raise money at church and you are making a presentation and are selling. We all sell and it is a part of everyone's life.

If you are going to be successful in the fitness business, you need to learn to generate memberships. You also need to learn to sell the people already in your system (the members) additional products and services that will help them and also help your business. Anyone can learn to sell and this book is your first step in mastering this most basic of skills.

## **NOTE TO THE READER**

Use this material at your own risk. Much of what is written in this book is based upon my own opinions and my own experience in the business, and all of the information is offered as a simple resource to give you some new ideas about how to sell and how to run your business more successfully.

In all cases, and especially in legal issues concerning your business such as staffing, you are advised to seek the advice of qualified business professionals that support your business locally, such as accountants, attorneys, and other business professionals that may know your business and your situation on a more intimate level.

Neither the author nor publisher nor any party related to the information and development of this book assumes any responsibility or liability for the consequences, whether good or bad, of your application of this material.

# WHAT YOU SHOULD KNOW BEFORE YOU BECOME A SALESPERSON



## Section One

# A New Definition of Sales

“Sales” is the one word that absolutely sends fear into the hearts of an employee in any small business, which is defined as any single business with fewer than 100 employees and revenues of less than \$3 million annually. In such a business, everyone is somehow going to be involved in the sales process. The person who is answering the phone may be standing two or three feet away from the person who actually owns the place, and in a fitness business, the person taking the call might be the owner, janitor, head salesperson, or trainer.

When that phone rings, how it is answered directly affects the outcome of a later sale. A warm, enthusiastic greeting and a courteous offer to help will make the salesperson’s job much easier, just as an impersonal and rushed answer might end up doing more damage than the best salesperson on your team can overcome.

In sales, everything counts and everyone who works in your company is part of the sales process. The delivery guy with a bad attitude negatively affects future sales. An employee who poorly packs a box for shipment, resulting in a broken order, just cost the company future orders, because the customer won’t buy from that business again.

In the fitness business, every single person in the club is involved in driving revenue through sales.

In the fitness business, every single person in the club is involved in driving revenue through sales. A trainer who is 15 minutes late and was assigned to handle a trial member’s workout just cost the club a membership. The childcare worker who didn’t show up, the group exercise person who wasn’t prepared, and the janitor that did a lousy job of cleaning the locker rooms all cost that club money now and in the future.

Most of your employees will fight sales because they truly don’t understand the word. When you say “sales,” they hear “pressure,” meaning that they must do anything possible, whether it is ethical or not, to get that sale now while the person is in the gym, including drop close them, pressure them, double-team them, and follow them home to get the check. If it gets the sale, then do it and we’ll worry about ethics later. As the old sales dogs used to say, “No one leaves unless they’re crying.”

This industry has done a lot to earn the high-pressure, sales-at-any-cost image that it suffers from with the consumer. In this industry, owners and salespeople are often

viewed as sales guys who couldn't make the cut at a car lot. People in the fitness industry have long used enormously negative sales tactics, especially the chain clubs that put their managers under the relentless pressure of having to do massive sales numbers each month to keep their jobs.

Because these clubs have such poor business systems, such as memberships that can't be collected and few, if any, profit centers, the pressure to perform is pushed downward to the club managers. This pressure to achieve unrealistic numbers results in tactics ranging from writing memberships from any random name in the phone book to faking signatures on contracts from a guest who made the simple mistake of just stopping by to visit the club. If this industry is going to survive in future years, owners need to change their definition of what "sales" means to them and to their young staff members who refuse to have anything to do with such an old-style, unethical approach to serving the member.

How should the word "sales" be defined? Before you start the process of putting meaning to this word, you need to go back to why most people get into this business in the first place.

Most of the folks who get into the fitness business actually do so to make some type of change. This change may start as something as simple as working on their own bodies or working through personal fitness issues, which can range from being overweight to the extremes where bodybuilders live and where "fitness" takes on a whole new definition.

Once many of these folks get into changing their own bodies, they inevitably become that gym resource that begins to answer questions for other people. You may start with the single step of coaching your training partner or spouse, but eventually you are helping other people in the gym. This type of coaching, especially when your friends and clients get results and come back to you thrilled, may be one of the most addicting drugs in the universe. Nothing is more satisfying than watching someone change their appearance, their attitude, and even their life because of your help and guidance in the gym.

It's not hard to go from this point to somehow getting into the fitness business for a living. If you have the resources or connections, it may be as a gym owner. If not, your first step might be as a trainer or group exercise instructor, or even a salesperson. As long as you're helping someone, why not do it for a living and make some money doing something you love?

When you redefine sales, you need to get back to this caring attitude that got most people into the fitness business in the first place. Even those old jaded owners with multiple units and who are far removed from the workout floor need to reach back and explore those old feelings of why they're doing this job for a living and why they got into this business in the first place.

These experienced owners still can't get away from the need to coach and change

people at some level. You may not be working people out daily anymore, but you are probably coaching some young employee in the business or giving a seminar somewhere on what you've learned from your business ventures. Once you are a teacher, you will always be a teacher in some form or another.

The core elements of coaching, caring, and helping are what sales are really all about in this business, and they are the key words that employees will grasp a hold of. The young people who come to work in the fitness industry instinctively want to help people, so you must avoid saying the word "sales" without defining it as something they can relate to in their work.

If you are going to expand your business and change the public perception of what you do for your life's work, you need to define sales as follows:

*Sales in the fitness business is the simple act of helping people get what they want from you. You help those people by always being ethical and professional. Every person who leaves your business should feel good about what he chose to buy from you.*

Owners still have to sell in this business and a cost is associated with this help. Just because you change the definition doesn't mean you stop selling memberships. It's how these memberships are sold that will determine if this industry survives over time or not.

If a member wants to lose weight, you can help, but a fee must be charged for that service. You should certainly offer coffee and healthy snacks, and while you may offer the best products you can find and afford, they must be offered to the member for a fee. In this new definition of sales, customer service is not free. Instead, customer service is about having quality choices available in your businesses.

If you think of sales as the act of helping people get what they want, most owners will have to change a lot of how they run their businesses, especially how they train their staffs. Every If you think of sales employee, not just the salespeople will need sales training, as the act of helping because everyone is part of the helping process. Everything has to people get what change, from the old limited-membership options to the guest's they want, most first experience with a trainer or group instructor. owners will have to

change a lot of how they run their businesses, especially how they train their staffs. Give the business a cold look and you will see an entire industry armed to sell memberships, but totally unprepared to actually help a person who comes in for help in their quest to get what he wants. Just look at the things owners sometimes do to these people. They force someone to commit to a membership during the first visit and while under pressure, even though that same salesperson would likely take two days to shop for something that costs the same as a club membership. They only offer one avenue into the club: Buy a membership or hit the door. They even tell people that after two

workouts they have to fly solo, even though the average deconditioned female needs seven or more workouts before she can work out on her own and feel comfortable.

Fitness businesses are not geared for member fulfillment, but instead are built as membership mills. “Turn and burn the numbers, and members be damned after they buy” has been the motto in the fitness industry for more than 50 years. Fortunately, fitness-business owners can change how they think and still make the same, if not more, money than they do with these antiquated business practices.

The process is actually simple. If you help the customer get what he wants, he will buy more from you and stay longer and pay longer. It’s not an issue of money; it’s an issue of building a system based upon helping an individual who is willing to trust you with his body, even when the person has a somewhat dubious view of what the fitness business is really all about.

If you change the definition of sales, you will attract and keep better staff members.	Most importantly, if you change the definition of sales, you will attract and keep better staff members. Your young staff comes to the fitness business often looking for a chance to help people, and you get much better buy-in from these people if the first thing they learn is that the entire business is dedicated to helping the people who come to you get what they want.
--	--

Everything goes full circle and what is new was once old. That saying holds true in sales. Most people get into this business to help someone, but you may have lost your way somewhere over the years. Going back to the simple premise of helping people to be successful and meet their goals takes you back full circle to that higher standard that the industry was founded upon so many years ago.

## **Key Points From This Chapter**

- The word “sales” has a very negative connotation to many staff members.
- Most of the industry’s current business practices are based upon closing memberships and not upon providing the help and guidance a potential member is looking for when he comes to the club for help.
- Go back to the reason why you got into the fitness business in the first place: to help people change their bodies, and even their lives, through fitness.
- If you change the definition of sales, you will also have to change many of the ways you train your staff and do business.
- By changing the definition of sales, you will make more money from more people over time while also changing the way the fitness industry is viewed by the consumer.



## **You're the expert, so ask for the sale.**

Potential members come to you asking for help and guidance. Give it to them.

Fitness is very confusing, even to fitness professionals. How many diets are out there and how many ways to work out are shown on television alone? Where do you start amongst the gibberish and sales pitches when you want to lose some weight?

Many people go to their local fitness center and ask for help, and it is surprising how few salespeople and trainers will actually tell people what they need to do to be successful. Do not confuse selling with leadership. Salespeople have no trouble pounding out some training sessions, but training is not always the solution the person needs to get started.

Fitness professionals are in leadership roles and are positioned as the experts who have the answers to what it takes to be successful in fitness. When a potential member asks, "How do I lose 10 pounds?" you should tell him exactly what he needs to do based upon what is available in your system.

And don't forget the learning styles. Many of your guests would greatly benefit if you wrote out a step-by-step process that covers the next 90 days of their efforts to reach their goals.

People will buy leadership, but only if it is shown. If someone asks for your opinion, then give him the best-case scenario based upon how you and your facility can really help him reach his stated goal.

## **95% of What You Do Is Sell Somebody Something Every Day**

You sell. It's what you do every day. Selling has been an inherent part of the fitness business since it began and it will always be a vital part of what you do for a living.

In fact, 95 percent of what you do in this business, and virtually any other small business, is sell somebody something every day. Sales are how you make money and how you maintain cash flow, the lifeblood of a small business, flowing through your ever-needy business each day, each week, and each month you are operating.

Once you make this money from sales, you can then spend the other 5 percent of your time sitting up in your bed at 3 o'clock in the morning counting your money and trying to figure out just what happened in your business that day. You will usually make most of your money in the fitness business on the floor or behind that front counter, helping people get what they want and solving the problems they bring as part of their expectations of membership.

Most new owners drift away from this core philosophy at some point early in their careers. They start on the floor, but it's just a matter of time before they move to the office. They sit and look at statements, make deposits, return phone calls, solve member-service issues, make up their own ads, call their significant other, sneak a lunch, fix a toilet, and run a few errands. At the end of the day, they're sitting on the couch feeling really tired from putting in a full day at the gym.

The problem is that they forgot to make any money that day because they were too busy being busy. They started as production-based people, but they eventually became managers, and managers seldom make the money. Of course, you do not have to continue selling memberships in your own business forever, but you should be aware of the fact that you often lose this production mentality by moving off the floor and into the office setting.

Any time you find a business that isn't performing, one of the first questions that has to be asked of the owner is, "How many memberships did you sell in your own business last month?" If the business is flat, the answer is usually zero. This owner, who probably started as a driven salesperson putting memberships down every night and growing the receivable base and cash flow, now comes in at 10 o'clock in the morning, takes care of paperwork, checks the deposits, and is gone by 6 o'clock at the

latest.

When times get tough, most owners just get more entrenched in their offices. “If I just sit here long enough and refigure these numbers, sooner or later they’ll get better.” Instead, get off your butt and go back to work, because one of the fundamental principles in this business is that no one ever made any money in the fitness business sitting at a computer in an office.

Even owners who are running successful businesses and are far removed from sales still need to sell a few memberships each month just to keep the feel. You can ask your staff a lot of questions about what’s going on with the potential members, but when you do a sale yourself you get instant feedback from the person’s words and expressions. This experience gives you the powerful information that you need to keep your business successful.

In the fitness business,  
you make your money  
on the floor one  
membership at a time.

In the fitness business, you make your money on the floor one membership at a time. You also make it by selling training sessions, soft drinks, supplements, tanning, and any other profit centers your club offers. The old staff-training line, “Can I get you a drink for the ride home?” is often more powerful than a whole lot of hours spent sitting at that desk wondering how much money the club will save by switching from three-ply toilet paper to the cheap stuff.

You can never save yourself into profitability.

Most fitness businesses can cut back, and waste exists in every small business. In fact, it is hard to find any fitness business that cannot trim 10 percent or so from its base operating cost.

The secret to running a successful fitness business, however, is not saving pennies. It’s making dollars. You are in a production-based business, which means that every day the club is open someone has to sell someone else something. Again, 95 percent of what you do in the fitness business is produce. It takes work to maintain this mentality in most small businesses, especially if you get into multiple units or get big enough that you actually do work as a manager in your own business.

One of the main obstacles to keeping this production-based environment happening is that managers and owners take on too many responsibilities that get in the way of making money. The basic rule of thumb is that if it gets in the way of production, you should farm it out. Think of keeping your business a lean, mean selling machine. If something gets in the way of that mentality, then you probably

shouldn't be doing it.

For example, many young owners, and even a few old dogs, insist on collecting their own memberships. Why would you not farm this task out to a specialist and then manage the results instead of doing the work yourself? In many cases, owners simply can't help doing this job themselves, since this industry attracts so many control freaks whose idea of running a business is, "Get the hell out of my way and I'll do it myself." The sad thing is that when an owner says, "I'll do it myself," it means doing everything in the business except the important things, such as selling memberships, training, and performing other high-dollar jobs that would give the club a cash-flow boost that day.

The goal is to keep the business simple. Farm out everything that gets in the way of production and keep the business totally focused on putting numbers up on the board every day. In the fitness industry, clubs make their money one day at a time and the focus should be on keeping the business on a set production track each day.

Another mistake owners and managers make in their quest to build a superior production-based business is that they forget *when* they make the money. Most clubs have a prime time, and it is usually not between noon and 5 o'clock in the afternoon. In other words, most owners go home just when business is starting to get good.

You will make approximately 70 percent of your money in a coed club between roughly 4 and 9 o'clock in the evening Monday through Thursday and between 8 and 10 o'clock on Saturday morning. If you have a women-only club, you usually have a second prime time from approximately 8 to 11 o'clock each weekday morning. If you are going to score each day, then you have to have your best players, without exception, in the club during these prime hours, which means that if you leave at 5 o'clock and let your otherwise unhirable brother-in-law run your business for the rest of the evening, you will eventually fail simply because no strong players are present to drive the business.

It is hard to make money if you're not in the business during the best production hours. Even if your business has matured, you still need to have a powerful driver in the business during these times. If you are an owner with a single club, then it is absolutely mandatory that you are in your business during the key hours when you make money.

When you explore ways to improve your business, always return to the key question: Am I doing everything possible to create a business that is totally production-based? Another way to look at this question is ask yourself: Is what

I am doing, or going to do, the best use of my time and my manager's time at this

minute? If what you're doing is not driving production and sales, then you should be doing something else.

As you increase your knowledge about sales, always return to the most basic but powerful premise in the fitness business: 95 percent of what you do in this business is sell somebody something every day.

As you increase your knowledge about sales, always return to the most basic but powerful premise in the fitness business: 95 percent of what you do in this business is sell somebody something every day. Have this statement made into a huge sign that hangs over your desk. Also, make it one of the first things that all new employees learn, along with your new definition of sales, on their first day on the job.

## Key Points From This Chapter

- You are in a production-based business.
- Selling every day is what you do, and it is what you will always do in some form or another.
- Get rid of the things that prevent your business from being production-based.
- Have your key production people in the gym during prime production hours.
- No one ever made any money in the fitness business sitting behind a computer.



### Being on time means being 15 minutes early.

If you are one of those people who are always late and come running into a meeting or appointment scrambling with bags and a cup of coffee, you need to learn one important lesson: Grow up. When you are late, you've insulted everyone who is waiting for you. By walking in even five minutes after an appointment, you're stating that your time is far more valuable than theirs and that you are far more important than anything else that is going on at the time.

Treat your fellow staff, and especially your club appointments, with respect. Respect, when it comes to time, means being 15 minutes early for any appointment you might have scheduled.

For example, if you have a training appointment, arrive 15 minutes early, get your paperwork ready, brush your teeth, comb your hair, and show your client the respect he deserves for supporting you with his money. When the client walks in, you're ready to go and ready to demonstrate your professionalism by being totally prepared for the appointment.

## What Makes A Good Employee?

Because every employee in your business is a vital part of the sales process, you can't discuss sales without first having a discussion about what it takes to be a good employee. One salesperson doesn't make a sales team. Remember, that front counter person who was warm and friendly with her greeting often affects new membership sales just as much as the salesperson's words.

First, what does "good" mean? When most people hear the word "good," they think of warm and fuzzy people who help little old ladies across streets, suck up to their parents, and were often the most hated kids in their high schools because all the regular kids couldn't stand that one good kid who was every teacher's favorite.

In the real business world, good means effective. Can this person produce? Can this person be nice, provide customer service, and still get the job of making money done each day?

One of the biggest lies owners are told by their staff members is: "I'm good with the members. Everyone loves me, but I just don't think I should sell." These employees say this as if selling is just another form of spreading a hideous disease and that if they sell they are in some way hurting the members.

Most trainers are especially fierce in protecting this anti-sales philosophy. "I provide great workouts and have five certifications, but I believe that asking for money is wrong and not professional." Of course, they are overlooking the fact that someone had to sell to that person who is getting the great workout each day. As much as you may like to see it happen, very few members walk into the gym naked with a wad of cash in their teeth begging for training sessions. The reality is that at some point somebody sold someone something or no training sessions would be taking place.

In this case, being a good employee does not mean being an effective employee. You might be really good at making members happy at the front desk, but you still have to promote what the club has to sell. Trainers especially have to learn to produce and be able to generate revenue in their departments by learning to resell their clients and attract member referrals from their supposedly satisfied customers.

The difference between a good employee and an effective one is often determined by whether they truly