



**Complete Transcript: HALO Talks with Jay Faires
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Pete Moore:

This is Pete Moore on halo talks and YC. I have the pleasure of having Sarah Cooperman, a friend of mine in the industry for many years, not to date us, but we were here from the inception point when I got involved back in 99. Sarah, you were an evangelist for group X. It looks like you were correct. And coming in from Chicago, why don't you give your background for the few people that don't know it and welcome to the show?

Sara Kooperman:

Well, I've been in the industry. Oh my gosh. It's been like 40 years, although I'm still about 49 years.

Pete Moore:

So I just turned 49. So I thought we were the

Sara Kooperman:

Same age. And I did start a group X and I actually owned a small studio. When I finished graduating law school, I was in law school and I was trying to figure out a way to pay rent and just basically support myself. So I started teaching this thing that was back then called Earobics. And because I used to be a dancer and I'm a runner, I kind of squeezed it together and started teaching. And I was, it, it grew and grew to the point. I was having 50 people in a class Monday, Wednesday, Friday paying \$3 each in \$450 cash while I was in law school. And I thought, I kinda like this idea. I like working three hours a week and making money. And I thought aerobics was going to catch on. And so, yeah, when I graduated, I opened a studio.

Sara Kooperman:

I sold my studio, close it after a year because I made more money in one day doing educational workshops than I made owning the studio. And it was my passion. I taught people how to teach low impact. It was right at the cusp of the low impact. Cause everybody thought, if you don't jump around like a moron and ruin your knees and your hips and your lower back, which of course is all our secret mission is how much pain can we really endure? We can do low impact and engage more people in a fitness regime. That was my passion. So I started doing low impact training instructors, how to do this. And I decided one day I was going to do a conference in Chicago and we ended up with like 800 people who came and I thought, this is important. I like this.

Pete Moore:

That's great. Well, education David, I've been talking about this for years when we finally put our halo academy together. And I think if more operators spend time understanding the business that they are running and, and understand that best practices are actually the best. You know, you could, you, you know, everything does not need to be a fire drill. You know, you go into some companies and you feel like, wow, they're running an operation and they're not putting out fires left. And right. So a lot of that's from understanding how to run the business and how to hire properly. And networking, I think, is key in this industry. So you were kind of at the inception of boutique fitness before they actually called it boutique fitness. So thank you for your efforts in turning it into a category. You know, as you've probably like us become somewhat of a entrepreneurial therapists for, for the last year, you know, what are some of the advice you have for groups that are out there? Obviously you've got some conventions coming up later this year that we'll talk about but what, what are some of the things that, that you're focused on and helping people, you know, get to some kind of semblance of recovery?

Sara Kooperman:

One of the, one of the things that's really helped me this year is I'm on that talk show with Ursa, you know, with bill McBride and Blair McHaney and Brent Darden. And I love being the only woman in the room because somebody's got to be, so I'm happy to be that target. But I really have enjoyed looking outside our industry because I think sometimes we get so absorbed with how we're going to respond to, oh my gosh, am I going to do small group training? Am I going to do pods? Am I going to use bands or bars or both SUSE or whatever B word comes along. And I've looked at like, what is going on with transportation? What is going on with real estate? How are these going to influence our industry and really create a lasting impact? And one of the things that I've seen a lot of is these, the residential clubs and boutique studios tend to be doing better than our urban and our urban environments.

Sara Kooperman:

Hello, there's there are 16,000 empty apartments in New York city alone, because if it's a one bedroom, you know, if it's a, if it's a little studio is like, I'm gonna, I'm gonna, I can work remotely. I'm going, I'm going back home. And I've got four kids and I've already had to have two of them, you know, live with me right now and I want them gone. Okay. So we have to work. You said they're opening up July 1st. So kick them out on June 30th. I'm trying, man. I'm trying. So, but I look at that. I think real estate is really going to affect us. And that's important for us to look at, and I look at where people do want to go back. They want to go back to the bar. They want to go back and I'm talking a ballet bar. I'm talking a bar bar with, with a good Chardonnay and, and and a nice beer. Okay. I want to go back to the bar. I want to go back to church. I need my community. And the facilities that tend to be accelerating or thriving are the ones that can attract a younger population because, you know, they still think they're going to live forever. You know, they don't think, you know,

Pete Moore:

That way is also the right. I've only come to grips with my own mortality, you know, couple of weeks ago, I think when I hurt my knee so that I didn't think anything could stop me.

Sara Kooperman:

I have a glass I skied for a whole month of February. I come back, I played one pickle ball. I suck at pickleball in a pair of running shoes instead of court shoes. And I ended up with meniscus surgery, which I've recovered from. But anyway, I look at, I look at our industry and I, I see younger people coming

back, but the people that we really do need to pull back in our active aging population, because they are, they've just become so sedentary during COVID. And I also very much worry about that. We're bringing in some of our instructors and some of our trainers very slowly, and the others, I have quit the industry. We're going to have a shortage of our frontlines of our group fitness instructors and our personal trainers, personal trainers on stupid they've started streaming, they, their personal, if they don't need a gym and they can do it with, with an extra tube, you know, they're out of there.

Pete Moore:

Yeah. I mean, it's actually one of the biggest posts on LinkedIn right now in our industry is, is the rehiring surge. And also some of our clients in New York city that whole Broadway dance live entertainment ecosystem basically disappeared which, which affected everyone on the talent side. So I think people need to appreciate the talent is powering the boutique studio industry, and you should continue. It should embrace it and bring, try and bring back those instructors. Cause they're probably just as, or more important than your brand.

Sara Kooperman:

I just got off the phone with with one of my staff who actually also teaches at a [inaudible] and she said, her classes are packed. Her personal training schedule is packed, but it's with a younger population because the boutique studios are out of business. And that's typically where the millennials and we're talking 23 year olds to 38 year olds that's that was their sweet spot was where the boutiques and they built this tight community. So now these individuals don't have a boutique to go to because a lot of them, unfortunately, don't run their business like a business, you know, they run it like a passion, but they don't run it like a business and they haven't been able to rebound from COVID. So they're gonna end up at these larger facilities, you know? Yeah.

Pete Moore:

Yeah. It's interesting point. I mean, we've got a lot of, you know, HVL2 two point and a large, big box clubs that we've been saying to those entrepreneurs over the last six to 12 months. Look, your square footage is actually going to be a competitive advantage again when it wasn't. So to attract some of the best talent, I think you'd probably need to listen to his podcast and understand that they should pay those instructors, not what they pay for the free group X class that comes with your membership, but pay that person what they were being paid at a boutique, because you might not have the direct dollars. Hey, how much did I make on a revenue per class? But you will increase your membership and you will get more referrals. And you'll probably your attention will be better because you've got those rock stars now under your roof instead of someone else's. I think that's a great takeaway. I did want to edit one thing you said, though, you said 25 to 39 as the category. I was thinking

Sara Kooperman:

Maybe I was thinking

Pete Moore:

You could maybe go up to 49 for me change my category. That'd be nice. I'm not going to add into podcasts, but

Sara Kooperman:

Talk about your knee a little more. We probably should.

Pete Moore:

We probably should do a separate podcast on my elements that I'm fighting through. No, that's great. No, that's

Sara Kooperman:

A great point though. We look at these boutiques and, and I do think we can pull some of those instructors. And I think what I would recommend, you know, and I feel like I'm dishing on my own peeps right here, but group fitness instructors don't teach for the money they teach because they love this. This is their community. This is their family. This is their home, but there are going to be those rock stars that went out and built a whole zooming community that they're receiving their money from Venmo. Okay. We can pull them in. Don't restrict them from doing this, this Facebook fan group, whatever they decide, whatever they've built, pull them back in, but we can also leverage their, their people, their, their community, and have this group fitness instructor, TJ big, huge class on Monday, Wednesday, Friday. But on Tuesday, Thursday, they're going to do a high-end very expensive, small group training program where they do, let's say a 50 50 split with the club and that's where they can get their, get their money without damaging, you know, clubs don't make that much money. They're like making 15% off their, you know, dollar.

Pete Moore:

I think it's a great point going back to looking at other industries and not to plug our halo academy, but we look at what Zoom was doing. We look at what Peloton is doing, and if you really start with a white piece of paper coming out of COVID, you could almost argue that if I have a big box club, I am effectively a theater or an arena. And the talent that's now built up their own fan base is like a band or, you know independent artists. So what do I do? I try and book the artist. I don't tell him, boy, you can't play this on the radio in my town. I can, you can sell DVDs or CDs or streaming at my job going, do whatever you want. Like, I'm like your venue. Let me be like your home. I think Mariah Carey's got her own, you know, concert hall in Vegas or something. I don't know. Maybe I'm dated or maybe I'm not. But let's think about it. The talent is let's treat them like talent and say, Hey, look, I'll cater to your needs instead of saying, Hey, what is it going to cost me per class? Like maybe I'm running a live event, you know? Yeah.

Sara Kooperman:

And that's what we also really need to look at. We need to look at that. What happened during COVID when everything shut down in March, the people that were out there on Facebook, out there on Instagram, although Instagram has shifted tremendously in this past year, but out there on Facebook, Instagram, what they were doing were they were doing free classes and keeping the communities alive because they, they just, they loved it. And group fitness was the hero. And if we don't, if we don't pay attention to that, I really worry that we're going to lose, lose our focus. And I had something really odd happened yesterday. Pete, I'm always, I'm always looking at it, health and wellness. And I look at investments and I look at biotech because my son's getting his PhD in biotech. And he bioinformatics, you know, computers and biology and he's working on viruses.

Sara Kooperman:

Believe it or not. There's a lot of viruses out there that are even worse, much worse than COVID that they're trying to prepare for now. And he does a lot of research on that. So anyway, I'm looking at these biotech and I sat in on a webinar. They were about 70 people on this webinar and it was all about health and wellness investments. Now my husband does a lot of private equity law and venture capital law. So

he threw it to me and he said, w you might be interested. I thought, cool. I'm going to go in there. There were like all these people on there, in there talking about CBD, and they're talking about vitamins and they're talking about ways to cure ALS and different ways to figure out with, with a body scan and skin cancer, and then sitting there. And it's all about health and wellness.

Sara Kooperman:

Not one person mentioned fitness, not one. I felt like I'm on an island. And I figure, this is the number one reason. We know this, that people have survived. COVID one of the direct correlations. Yes, it has to do with age or smoking. But then it's always, it's, it's about their fitness level. They don't have to be a high fitness level, just a moderate, just a fitness level. But that was the highest determiner of mortality than anything else than CPD or body scans or whatever. And nobody mentioned it and I realized it's finances, it's money. We're not in an industry that really makes that much money. And it, it was depressing. But it also, on the other hand, it's inspiring. We are an industry of passion, but we have to, we have to build this internal community exercises, medicine, and we need to make the public aware of it's important. So I, I immediately put in a chat box and I was like, we're talking health and wellness and no one's mentioning fitness. And I talked about, COVID just a quick little shorty thing. I had a couple people reach out to me, but it was, it was pretty distressing. I worry that we need to, to push this message. I'm not worried about the in-home equipment that people have purchased. That's not going to damage our business. People want to go there to cure,

Pete Moore:

To cure and machine didn't didn't damage Dunkin or Starbucks either. Right. I mean, it's kind of a nice to have am I, my soul cycle bike, unfortunately, is getting a lot of dust on it in the last couple of weeks. So I'm just ready to go back

Sara Kooperman:

Into a club for sure. Ready? I think people are ready. And I think, I think we need to look at it and we need to provide them. Of course, no, I love what you do. He I've listened to your webinars. It's always about customer service. It's always about good business, you know, best business practices and we need to implement these things. And we had a long time to think about this a long time, too long, a whole year to look at this and think about this. And yes, people bought in home equipment and they, you know, I subscribed to a couple, I have a yoga class. I subscribed to an, a strength training class. I'm done get me into the bar, I'm Jewish, but send me to church. I'll go to church, just get me out of the house, you know, and I want to go back.

Pete Moore:

Yeah, definitely. I mean, we're starting to see some pretty strong traffic rebounds in most of the clubs that we work with New York city, you know, it was down 50% now. It's probably down closer to 40% right before we got on. You know, that announcement came out about the July 1st opening of New York city. So I would never bet against New York city, it's been a bad, bad bet to make. So I think it'll come back, you know, w what are your thoughts on looking at other industries? Cause I'm intrigued by this as well. And we're thinking about just doing something on nothing about the health and fitness industry. Let's go look at what other people are doing. So, you know, whether it's gift cards with your cable company and not their services or friends or promotion vault or doing, or like just walking into an apple store or walking into like a restoration hardware and see like, okay, look, they've done the customer research.

Pete Moore:

Like they, they, so you get to buy with your eyes. There was a guy, a Friedman I think was the last name who was the CEO of restoration hardware. And he said, don't put my business into your Excel model, come and walk my store and understand what my brand represents because it's not in the Excel. People will go into my store, they'll buy because I know how to sell. And I got the right product. So what else do you think we should be doing? Should we be taking people on tours when it comes to Chicago and, and your next convention, maybe we do a couple hours and say, Hey, let's go check out a restoration hardware and go down miracle mile and see how other people are using technology or presenting their products, et cetera.

Sara Kooperman:

I really kinda liked that idea because I love when I go to Ursa. And you know, if you get there a day before, there's a tour, you can go to different clubs. And I, and I do enjoy that. One of the things we discovered during COVID was you really have to train people on the artificial intelligence. You have to train them on technology, and everybody is screaming about technology, but that's, to me, that's number one. It has to be seamless. I don't want to talk to people on my phone. I don't want to, I don't want them clicking me into my, into my chat box. I don't want to get a text message. You know, obviously I don't want to get an email. I want it seamless. I want everything seamless. And that's, that's number one that we need to focus on. Something like that, that we need to make sure it's seamless.

Sara Kooperman:

And you know, I, Blair mechanic is one of my heroes about customer experience and customer service. Customer service is absolutely without a doubt. Number one, and you brought up apple, you know, I love at apple that you, they just, they bombard you with service. How can I help you? What can I do for you? Where can I take? You know, where can I take you? I'm going to walk you through this product and really take you by the hand. I'm not sure where we're really an apple store or we're kind of a Lululemon's store where we're standing. It blew the limit, does this thing where you can't go into the store because they only allow a certain number of people because it's like a 10 person rule or something, depending on the square footage. So they have a concierge as almost in the outside the store.

Sara Kooperman:

And while you're waiting there, he'll show you where she'll show you stuff in the window and she'll show you stuff on her phone or her iPad. And you're almost pre shopping. And they direct you when you go in. And I don't want to go into a Jew and a Juul ASCO. I want to go into a whole foods. If I asked somebody in whole foods. And I say like, it just happened the other day. So I've started cooking, which is kind of scary. I ski as well as I played pickleball. I'm really trying to really busy woman. I'm trying to cook, but I cook as well as I play pickleball. I said, okay, I'm great with an Excel chart, I can give you a chart of accounts like that. Are you with

Pete Moore:

A, with a, with a frying pan? How's

Sara Kooperman:

That? I dunno. I got, I got a great backhand. That's about it, but there's, but I want to go into whole foods. And if I ask them like, were chili powder, is they don't point and say, it's down this aisle. They

walk me down that aisle and dance, what we need to do. And we need concierge on our floor. We don't need to be exclusive. Like, well, the only reason that the only way I'm going to help you use this piece of equipment is if you pay me because I'm a personal trainer, we need to always schedule people. It's like whole foods. It's like apple, they've got to help you. It's Lulu lemon. If I'm not ready, oh, I'm waiting for the group X class to start. You know what? I have someone waiting outside that group, X room, checking people in and say, what type of class do you like? How long have you been exercising? Oh, you'll love Susie, but she's hard. Don't jump. When she jumps. You're a new person. I just want you to bend your knees watch. And I find another student, well, you've been coming forever. Why don't can you help her and make sure she feels comfortable? You know, we need, we need some, we need more touch points.

Pete Moore:

Yeah. I mean, it's it's such a quandary for some of the health club operators because they see the success of planet fitness, which, you know, God bless them, you know? Right. They they've provided entry ramp. If you will, into the fitness industry for, you know, 15 million people at the same time, you know, they're guaranteeing you, the same results is going to a laundromat, you know, in a strip center, you know, three strip centers away from the domain strip center. And, and they're not giving you any results or guaranteed. You write a result. It's just, you know, Hey, look, we got some equipment. If you, if this works for you, like that's mazeltov. That's great. If you go to a health club I want someone to ask me every time I come in, what do you want to achieve today? What can I do to make you better or make you stronger?

Pete Moore:

I feel like I don't like to say the word like anymore. I feel as if there's a disconnect between the, the training of how to form a relationship or little things like you're talking about, walk someone over to that machine, you know, put your phone, your iPhone away. Like this is not time for you to be communicated except with a member or with another person in the staff. And then when you go to a high-end hotel, everyone knows your name, but they'll say Ms. Cooper, Mrs. Cooperman. And we're like, oh, I never spoken to that person before. So they're talking internally. Or somebody has got some CRM that says woman with the ponytail who always wears Lulu lemon. It's 5 0 6 is, this is what she likes. She likes her coffee hot. She likes it. So there's other companies that figured out a way to

Sara Kooperman:

Give me a good cup of coffee and straw wide by I'm yours. Stingly enough. Yeah. I did go into a hotel in Denver, my husband and I drove up. We drove all the way from Chicago with the dog in the back. We drove to Denver. And when we got there, you're already, pre-checked in your pre-checked did. And they shouldn't have, they shouldn't have a way for you to do a QR code or something and check yourself in. So the person at the front desk, all they had to do was not checked me in, not that gives me a key, not everything was all done. What can I do for you? How can I help you? And I looked at her and I said, you know, I hurt my knee. This is where, you know, I'd hurt my knee. And I said, this sounds weird, but I really need a bag of ice, but not like, like, like one of those ice chest, I need a bag of ice.

Sara Kooperman:

She goes, you just wait here. I'm getting you a bag of ice. How's she going to get me a backpack? She went back in the kitchen, herself, filled it up, tied. The knots, gave me an extra hand towel and brought it out to me. And I thought I have never experienced this. And I, I, it was a small boutique hotel. Normally we stay at the Marriott and we stayed at this Halcyon. Hi, you're the oldest person in this

whole hotel. But I, we stayed there and it was really cool. So I'm like, you, you have me, you have me at ice bag, you know, hello.

Pete Moore:

Exactly. There's a lot that could be learned from other people that spend millions of dollars on their relationship management. And it's available for you to view because it's its interaction. Sometimes some people would say, I don't want to send out my a business plan because other people are going to see it. I'm like you have a studio already. Like they gives us walk in tears, studio where you hide it. Right.

Sara Kooperman:

You know, Tesla actually did all their patents like open source because what they wanted to do is Tesla wanted to be able to find their vendors that could help them and do it more efficiently and do it more cost-effectively. So they open source all their patents and there is, you know, businesses we might learn from that. I, I have to respect planet fitness and worries me a little bit, but I have to respect it because there's plenty of times I walk into the store and it's like, I'm talking to, I'm talking on my phone, on my will, you know, air, pod things here. And I'm talking to one of the kids, or I'm talking to some, one of my staff and I'm shopping while I'm working. And like, don't bother me. I just want to go and get my, get my stuff done and get out. And don't try to sell me. And don't be friendly because I don't, I don't like you and you smell, you know, I don't,

Pete Moore:

Unless you've got people chasing you around with a ice bag and then maybe I'll stop your call for a minute. So one of the things that you, that you brought up, which, you know, all this interaction also relates to the layout of a studio or the layout of a club. I still go into closing where they have this huge reception desk and it's well, that, that reception desk, the, the width of that is actually a deterrent for you to have a relationship or allows you to kind of sit back and have people doing things under there, you know, doing their phone chats and everything else here on the employee side. So when you go into an apple store, there's, if you're an employee, there's really nowhere to hide. Obviously the hire people that don't want to hide either. But I feel like there's a lot that could be taken from other consumer facing businesses that you don't have to spend the money on architectural design for, because they're already out there doing it effectively. You just have to look. So I think that's a great takeaway. Go, go and do your research on people that are in other areas.

Sara Kooperman:

And I do like it w you just referenced Starbucks. We just kind of laughed about it, but seriously, I walk in, I can have a tall skim latte, a tall skim soy latte. They know exactly what I mean, wherever I am, if I'm in London, okay. I haven't traveled there in a long time, but if I'm in London, if I'm in Seattle, if I'm in Chicago, or if I'm a Boston, I can order the same thing in the same way. And I also went through a period where I didn't teach. I'm not teaching a yoga class, but I've taught like the big guy person. You mentioned water, love, love, Aqua people want to go in. And it's about the customer. And I even, and I think sometimes group fitness instructors fall into this. It's all about me. I want to teach just a variety.

Sara Kooperman:

And every day I'm going to change my class because I'm bored. It's not about you. It's about the customer. They want it. You, you set it. They want to feel successful. How am I going to make them feel stronger? You know? And that's where you got to look at people like lesbian bills that made this happen.

Every 12 weeks you change, because physiologically, we get better in 10 to 12 weeks. Then we start with that towing and declining with their, with the type of resistance we're applying to the body. So we're gonna, we're gonna change it up systems and, and keeping a customer focus, I think really works. And yeah, one

Pete Moore:

Other point I wanted to make, which is great analogy to your less bills every three months. If people don't know this, but every three months, it's a completely new slate of music, completely new exercise program. And the instructors are then qualified to do that. I went in this wasn't from my own purchase, but I went into a Kate spade store before COVID down in Soho.

Sara Kooperman:

Did you hear that, David? It wasn't for his own.

Pete Moore:

I just don't want you guys to think. I'm racking up credit card bills at Kate spade for my own personal wheel closet. I had to get that out there. That was proved by my preassembled preamble. I went in there and it was may, I think it was May 1st, 2019. The reason why I know it was that day is because there, it smells like paint in the store. And I said, oh, did you guys just open? They're like, no, every 90 days we completely redo the entire store. Oh, wow. They paint the entire store. They put on new wallpaper, they changed the carpenter or the rugs. They changed the lighting. And it's like, bam, you're in a new store with the new spring collection. And I was like, holy. That is brilliant. And I'm saying to like health club operators, you know, you could make your group exercise class. Like we're, they're cycling class. Like we're only in Columbia this month. And then we're going to Argentina, you know, and then we're going to Jamaica, you know, like figure out maybe this is like an educational geographic journey and I'm not going to know have the whole information.

Sara Kooperman:

It makes sense. You're totally making sense. It's summer, spring, winter, fall. And I got to tell you, my son lives in San Diego, you know, biotech land. And it's just, it's always beautiful there. And I get it. I like it, but I like Colorado and Chicago and I get different seasons. We S my company distributed in the Midwest territory, 12 states for a decade for Les mills. We were there one of their top sales. And we were their longest lasting agent for a decade. And that's how we modeled water in motion. And what we found out was if they're trying to recruit new instructors and trying to attract new members, what we discovered was we do this unique marketing kit for water and motion so that they can do a special Valentine's day thing or July four thing, or Cinco de Mayo or Christmas holiday, or back to school. So that every three months they can get this new branding, new social media we'll create a new video for them. And all the new, all the music is new and it's every three months, but the, the student gets to a perfect and perfect, perfect and perfect. And get better so that when they're really performing the movements by the end, you know, it's, they know what's coming, they know they've reached it. Yeah. So, so in closing

Pete Moore:

Here, I feel like we go on for hours, or maybe we will at another point, and then just start releasing tidbits of this, the future. Do you have any quotes over the years that have resonated with you or things that you like to tell people

Sara Kooperman:

On your end? It's interesting right now here at my, at my computer, I put little things that like, if I catch myself doing stuff that I shouldn't be doing as a leader, as a manager, it's like majoring in the minors, don't major in the minors. Keep, keep them go outside of your own sphere and look outside of it and get bigger pictures all the time.

Pete Moore:

Well, going to love, you're going to love our book when it comes out. Cause we were talking about analogies between running a successful business and running and running a space, a professional sports team. And it's like 50 sports at algae. Similar to what you're talking about. If you're going to be in business play as if you're playing for the Yankees, don't play as if you're playing for the single a team like play, like everything you're doing is major league. Now, second quote, check, quote, what

Sara Kooperman:

Do you got? Thought you had another one. [inaudible] No, I was looking over at my fireplace thing and I've got this little plaque and it just, it just says wild at heart. And I think it's just for me, it's kind of like taking the risks like right at the beginning of COVID we took our entire convention and we put it on line right now. My creative director said, oh my God, this is going to be great. We can run 12 sessions at a time. We're going to do this Friday, Saturday and Sunday, we're going to have almost 200 sessions at this conference. We're going to do a zoom zoom room. And we're going to do it through a subscription service. Cause there were no computer programs to run conferences. Like now they happen. Well, back in March and April, they had nothing. So we had to build our own.

Sara Kooperman:

So we started marketing this whole conference and then two weeks into marketing it. And of course it was eight weeks later. He said, God, I, I hope we can figure this out. And I went, I had a heart attack. I said, what do you mean? He goes, it's all there in theory, this is a work. And I'm like, sometimes you just got to lead with your heart and figure out the details later. And we did this, we've run through this, through this pandemic, we've run five live stream, mania conventions, five health and fitness business summits. A nutrition summit is coming up a personal training, apex convention and active aging conference. And our latest one, we're just doing this weekend. We have 250 Aqua exercise summit. I'm like, I didn't know. There were 250 ACO exercise teachers and you know, wherever. And what we're doing is we're, we've figured out. We cause we do. We're heavy into analytics. 60% of our attendees have never attended one of our live events and we've been doing conferences for 36 years in Washington, DC, San Francisco, Atlanta, Dallas, Chicago, Boston. I mean, it's like in 60%, we get people from now all over the world, but I'm not sure if they're going to fly into Chicago for a convention or fly to Georgia. You know, I don't know if they'll

Pete Moore:

However they want to consume it. You know, it's probably the right way to,

Sara Kooperman:

We're going to try to do it hybrid. We have no idea how we're going to do it hybrid, but I guarantee you I'll start advertising it wild at heart and figure this crap out. Right. That's great.

Pete Moore:

Well, it's great to talk to you. I'm glad you've been able to help so many people over the last 12 months and continue to have people looking forward on how to optimize their business and optimize their lives. I feel like we've done kind of a crash course and hit everything from like a Seinfeld episode to like a business school crash course. So great to see you. And I look forward to beating you off by not a person either at her server before then. And thanks for all the contributions to the industry.

Sara Kooperman:

Well, this is just a pleasure and I've been a huge fan of halo of time now and I'm really honored and just, I so appreciate being included.

Pete Moore:

Yeah. Awesome. All right. I will see you soon. Thank you, sir. Bye.

Pete Moore:

I want to thank my friends at BRRN for sponsoring this podcast, They are the innovative company behind the world, renowned burn board. Many of you don't know, I was one of the top roller hockey players in all Nassau county. Back in 1988 to 1990. If I had a BRRN board watch out, I would probably be an NHL legend! I got a seven day free trial on their on-demand library. It's hundreds of workouts, \$30 off the purchase. Check it out at shop.thebrrn.com. We'll have it in the show notes, use the checkout code halo and go burn it on the burn board! Ice hockey in your living room at home fitness, low cost, low tech, low impact go halo, burn it up.