



**Complete Transcript: HALO Talks with Paula Neubert  
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Pete Moore:

This is Pete Moore wanted to officially announce the release of Time To Win Again: 52 takeaways from team sports to ensure your business success. I wrote this book over the last year. I think you're going to love it. Good to great meets wears Waldo pick 'em up for your team. Time to win in 2022. Happy to come to your club, your studio, your company, and talk about ways we can optimize business and win going forward. Go halo. This is Pete Moore on halo talks NYC on low key Dallas, Texas. I am here with Paula, who is the president of club Greenwood in Colorado by way of Redondo beach. Welcome to the show.

Paula Neubert:

Thank you. Glad to be here.

Pete Moore:

Yeah. Awesome. So why don't you talk about how you got into the industry? You know, you've seen a lot of growth. You've been at the this location for a while and you know, how you've seen things change and how excited you are about the future.

Paula Neubert:

Well, I've, I've been in the industry since, oh my goodness. 1992. No, maybe sooner. I have a degree in exercise physiology from the university of Nebraska go great. And, and didn't know exactly what I wanted to do at that point and ended up moving to California, which was the hub of fitness. Sure. And got involved, you know, group fitness instructor and towel folder, and pretty much everything there was to do. And then I ended up working for a health district in Southern California. You've probably heard of it before beach city, south district, and built in design facilities there. Okay. And let somebody else operate them and then moved to Colorado to raise our kids. They were six, three, and one, when we moved and got my job at club Greenwood, after that, and have enjoyed the last 19 years there, it's been a blessing working a really amazing club. That's been around for 34 years, big name in the community with an amazing group of people and honored to positively impact people's lives. And that's what we do on a day to day basis and are still doing it despite the pandemic, probably doing it even better than we were before. That's

Pete Moore:

Great. So, you know, as you've seen Denver and Colorado, you know, grow to the extent it has and a lot of different boutique operators and H V P operators and all different kinds of, you know, fitness programming, how have you kind of digested what the competition is and says, okay, I want to bring this into the club or, you know what, I don't need to provide that. That's not something that I'm going to be the authority on. So how do you think about that as you know, the president of an organization where you have a lot of square footage and you can repurpose it and sometimes you say, Hey, maybe I want to, maybe I don't. How do you think about that?

Paula Neubert:

Well, we are already, we're kind of a niche club anyway, and we don't market to the masses because we're a very high end luxury fitness resort. Okay. Really is what we consider ourselves. So we know we're not going to be the right thing for everybody. We're a high price, we're low volume and so forth. So we have a specific group of people that we catered to, and we've always done that. And, and that didn't change. I mean, it didn't change at all. Through the pandemic, it didn't change who we reach out to didn't change who our market was or anything. So we've stayed pretty consistent, but we always want to be the trends. Thater we try things before other folks do. And we look at the competition as actually ways to make us better. And we connect with the competition. We invite them in, we ask them to, you know, walk our club with us and we give 'em our pricing. They give us our price.

Pete Moore:

What price point are you at?

Paula Neubert:

We're at a 2 0 3 for a single per and so, you know, we're, we're definitely in the higher market. Gotcha.

Pete Moore:

Yeah. And, and when you say you know, we cater towards a certain group, you know, how much of that is referral driven, data driven, or just understanding like the Mar we've been around here long enough that they, people that want to find us find us. Yeah.

Paula Neubert:

It's, it's kind of a combination of both because we've been in the community for 34 years, we have a very good reputation. And so people just know who we are. The other is I can absolutely 100% our clubs, or 100% say that our club was built on referrals. It's people want to be around like-minded people, people that, you know, like the same things and so forth. So they refer their friends, their for family and so forth. And we also, you know, honor and give them loyalty points for referrals and stuff. So got it. Yeah.

Pete Moore:

So what have you seen over the last 12 to 18 months that gets you excited of what's going on inside the club?

Paula Neubert:

Well, we've net memberships every month, since February and had three record breaking sale as months in like 30 years. Wow. So we're seeing growth. We're seeing growth from populations of people

that we haven't, haven't been like a, we wonder how come you didn't find us before. Why did it take this long for you to find us? So it is what,

Pete Moore:

What do they say?

Paula Neubert:

It, we just, it just kind of took us a while to get there. You right? And it's a younger population of people. So we we're, our price point is difficult for that group of people, because there are a lot of options for them. So when they decide that they want to join our club, they are joining our club for a reason, whether it's networking or so forth, but getting that younger population of people to join and then grow up with us is exactly how, how we built our club years and years ago. So we're in this cycle of finding this new group of people that's going to grow up with us, have their kids, and then run them through all of our programs. Then we hire their kids and it's like this little family. Sure.

Pete Moore:

So you, you use a couple of words that are important that no one else does. Mm. Okay. So you use fitness resort. Yes. And you look at a club and you say some people join a club for networking purposes, which nobody talks about that. So, yeah. Is that something that you've infused or is that it makes you think differently about what your providing, when I say, oh, you're, you're a multi-sport operator, but you will you say, well, no, I'm a fitness resort and I provide networking. So how do you think about that? When you say someone, you know, says you know, what kind of programs you put in, or, you know, what are you doing for your members? Like, well, it's not just what happens that I provide. It's what they provide each other. Yes.

Paula Neubert:

So that fitness resort, we actually started advertising and using fitness resort years ago because of families wanting to go away and do something, but maybe they didn't have the, the money to do it, or maybe they couldn't for other reasons. So they actually would come and spend hours and hours at our, our club, the kids would get, do what they wanted to do. The parents get to do what they want to do. Then they meet at the pool and they spend the rest of the day together, or mom and kids are there. And then dad comes later and they have dinner together and, you know, and so forth. So we've always wanted to be your neighborhood fitness resort. And cuz fitness is what we do. But the luxury part of it is a resort. You do feel like you're at a resort. And that was a big thing for us.

Paula Neubert:

The definition of a club is somewhere where people belong somewhere, that you get together with a group of people. So we never refer to ourselves as a gym. And one of the taglines that we always had was if, if you want to treadmill, join a gym, if you want to belong, join club Greenwood. Oh, I doubt. And so, because a club is a, is a place where you do feel like you belong. So we never refer to ourselves as a recreation facility or as a gymnasium, we refer to ourselves as a club and that's what our members call us. I mean, I'm going to the club, there's the club. That's where I belong. I'm going to the club.

Pete Moore:

I think there's more and more people that want to go to a club. Yeah. And, and feel a part of something. Obviously we're social animals and we've been kind of locked up for 18 months or just any, anywhere I

go that's a safe place is, is, is better than my appoint. When you think about the marketing message that you've just, you know, outlined here as, as a tagline, I think a lot of, of clubs and sports complexes have so much going on inside that they almost get confused to the point where it's almost like I'm going to send you like an Oli car menu of everything we do. And it's, and you've kind of lost me in the detail. Yes. So how do you think about being in this industry for so long and seeing different zero down and this price and 2 0 3, but just one month free and it's like, hold on a second. Let's not talk about the dollar amount. Let's talk about the value drivers and the value proposition. And do you segment that message or do you say, look, I've got, I kind of figured out like how to present this to someone as like an elevator pitch instead of

Paula Neubert:

Yeah. Too much. Cause we don't pitch anything. It's just, we don't do wheeling and do, and we don't do discounts and so forth. So yet whoever came in before you was getting the same exact price that you're getting and that's what we've been for 34 years and what we really, it's kind of our integrity of, of who we are so that everybody feels like they were always given the same thing when they come to the club. But then after that it becomes their own personal experience. And that's, what's important because we are so big. I mean we're a hundred, 1000 square feet in our main club, 52,000 in our, in our tennis facility. So it's a lot four pools, you know, 13 acres, all these things. So you get lost walking through the building if you're brand new. Sure. So, so when the, when our membership advisors bring somebody through on a tour, it's very much based on them because everybody's experience has got to be personalized for them. And so it is just, just like what you said, it's all about selling value and it's the value, what they want, not what I mean. We could do all these features. We have the same features as everybody else. So we have treadmills. Yeah.

Pete Moore:

Whatever you want. It's here. Trust me. I don't need to exactly. I need to market to like, we got that. I've been here 34 years. Trust me, I know what I know what you need, but

Paula Neubert:

What, but what do you want? And that's where our focus goes is really back to them because everybody experience is going to be a little bit different and you know, and if they say we're joining for the kids club, we talk about kids and kid's programs that they're joining for networking. We talk about all the different options and opportunities that you know for them.

Pete Moore:

Yeah. So we spend a lot of time on these podcasts and that these shows talking about growth of these companies and private equity coming in and talk to us about the fact that I've got club Greenwood. I'm not trying to create club Greenwood 2.0 60 miles away. I'm not going to go do an acquisition. I'm not, that's not what we're here for. And how do you as an executive, you know, you want to grow professionally. You want your, your company's, you know, to be more pro offerable, you want more people to network. You want to affect more in the community, but could you just help calibrate for entrepreneurs who say, look, I got one club, I got two club. Like I'm good. You know what I mean? And, and I'm just going to like do what I do and I'm going to affect these people. And don't talk to me about private equity. Don't talk to me about multi-unit growth. Like I'm really doing a good thing and like just digest that.

Paula Neubert:

Yeah. Know what you do well, know what you don't do well. Yeah. And do what you do well to the best of your bus, your ability. I mean, here, here's a perfect example. We don't own our spa. We lease it out because we're not the best at right. Doing a spa. We don't own our food and beverage. We lease it out because we know this food and beverage operator is better than we are. Right. We don't own our retail. We lease out our retail, we do fitness and everything around fitness really well. And that's what we stick to. Same thing is you could, you know, you get more and more and more locations, but the more locations you have, the more opportunities you have for spreading things thin. And you know, for us, it's not, we want to continue to make club Greenwood better and better every year. And so that's where our concert and our efforts lie and you know, we know what we do. Well, we do it great. And then we know what we don't do well, and we hire somebody else. Who's a lot better at us in doing it. Gotcha.

Pete Moore:

You there's something to be said to that because a lot of health clubs over time have say, oh yeah, let's do let's do shakes. Right. And then it's like the personal, the, the front desk workers now got they're back to everybody walking in, they're making a shake and it's taken way longer than oh yeah. What they thought it would do. So when you think about the, the club Greenwood, you're managing your employees, but you're also managing these partnerships. So how, how do you give us some, you know, tidbits on how you manage those? And obviously there's a contract in place, but there's also a personal relationship saying, I want this run this way within the culture. I can't contractually put in an agreement. Like you have to abide by my culture. Right. Or maybe we can now. Yeah. Let's just put that, throw that in

Paula Neubert:

It's you know, it's interesting. Our, all of our tenants have been with us for forever and our members don't that they're tenants. That was the key. That's important. That is absolutely the key to it because they'll come to us and say, well, I'm super, you know, I can't believe that this spa did this. And I'm like, okay, well actually, you know, they're, they're not our employees. What? Right. And I'm like, oh, we

Pete Moore:

Did. So they hold onto your same software or did people,

Paula Neubert:

They're all under different ones too. Interesting. And, and what's so crazy. Is that

Pete Moore:

Do running a resort with other operators?

Paula Neubert:

Absolutely. Absolutely. But our members don't feel, I mean, they feel like all of those tenants have been part of our family for forever. I mean, they're just part of us as well. So there, there really isn't a different there and you know, our industry, you know, cause, oh yes, we're in the fitness industry, which is amazing. We get to sell there, great product, but really we're in the experience industry and relationship building and making com you know, communities. I mean, when you have 6,000, 7,000,

10,000 people belonging to this one place, you're like a little city. Yeah. I mean, you're bigger than cities in all across the country, so. Right, right. So you have to create this community within the community. And then there's all the, these little small pods inside of your, you know, your little city too. So it's all relationship building and being open, honest with your customers, knowing when you did something wrong, admit when you do it wrong, fix it, don't do it again and just continue to get better. Yeah.

Pete Moore:

So, you know, for giving your ex experience and I, I use this term, which everyone's going to say enough already, but I use this term. It says, experience is what you get when you don't get what you want. Right. So I got a lot of experience. I've tried a lot of things. So based on your experience, if you were turned into a consultant for, you know, put your consultant beret on. Yes. Okay. We're in the bread industry now, right? We're not telling anyone. It's my new little maybe yeah. Bedazzle, beret.com. You get that on GoDaddy for me, please. Again, just give if you were to give someone, you know, two or three tips that were running similar sizes is, is yours and other places of the country coming outta COVID here, you know, what would be your advice to them?

Paula Neubert:

Listen, that's the very first one, listen respond empathetically because not with sympathy empathize because recognize, and I, I, the gentleman that was in the keynote just right before this, Scott said, it perfectly, you may have come out of the last 20 months, not so damaged, but others have and recognized that they have. So and know and understand that when somebody is behaving in a certain, it has nothing to do with you. Right. But you have the opportunity to change it right there. Yeah. Believe in change, embrace, change, and deliver what it is that they don't even know that they want yet. Right.

Pete Moore:

Right. So when you take a look at the use of technology in communicating with members and the human touchpoint, that, that I'm assuming is how you roll. Yeah. And that's how like, Hey, look, I want you to talk to people. I don't want you to email them. How have you kind of used technology as like a weapon and, you know, put it back in the drawer when I need to have a face fit. So talk, talk to us about that.

Paula Neubert:

Well, you know, it's there, there are the things that we need to continue to do be you have to be on social media, you have to do all because, because your market of people are so diverse and so different. This group of people likes this particular mode of communication. This one likes this mode of communication and, and our marketing department has to be the smartest group in the whole club. Sure. To, and no one understand this one needs, this, this one needs this. We can't do this with this and we have to do it. So, so I look at them and I go, okay, you guys are super talented and you're amazing. And they're so good at what they do because you, you do, you just, like you said, technology can be a weapon, but you can also use it for the greater good.

Paula Neubert:

So that's what we have to do with it is use for the greater good to get done and get accomplished what we want to get accomplished. But no there's a book called the art of the handwritten note. Ooh, that is absolutely one of the best reads everybody needs to do and needs to do now, because getting a handwritten note is, especially now means more than you will ever realize. I mean that we still do direct

mail. And the reason we do direct mail is cuz nobody gets mail anymore. They actually read it when you get mail. You're like, oh, how cool is this?

Pete Moore:

Yeah. Sometimes I actually don't throw away right away. Away.

Paula Neubert:

Exactly. Yeah. And you know that, I wrote myself a note actually in the, the keynote Paula, make sure that you go back, send a note to all of the council members, the mayor and the city manager, because an email isn't good enough. It really isn't good enough. Yeah. It's right for certain times. But when you're in that gratitude moment, it's a personal note. A personal connection. Yeah, definitely.

Pete Moore:

Yeah. What other industries do you look at or when, when you, you know, whether, whether it's you travel or other types of retail businesses that, that you're you say, okay, I'm, I'm going to, I, I pull ideas from different places. Where, where would you recommend people kind of go for that kind of discovery? Well, the

Paula Neubert:

Great thing. What do you do? The great thing is I, I sit on a Rex around table. Oh, nice.

Pete Moore:

We

Paula Neubert:

Love those guys. So we love re and, and I've been on one 12 years, 11 years. So I'm on the crew, which is the best one. Okay. Okay. But we, we go,

Pete Moore:

I knew there were factions, but it sounds like

Paula Neubert:

We got names. Yeah.

Pete Moore:

I got round table. You get your round two.

Paula Neubert:

And, and the great thing is they take us just a bunch of different types of businesses. And so we get to learn from different businesses, but hospitality is obviously one of them. I mean, that's, I've been on point this whole entire time with how's the convention center, how's the hotel. How are they responding to this? How are they responding to that? All the notes and go, mm. They could have done that better. We could have done that. Sure. And I want to provide my feedback to them and be able to say, just so you know, this could be

Pete Moore:

To, or so to the Omni.

Paula Neubert:

Probably both. Yeah. Yeah. And

Pete Moore:

On a handwritten posted note.

Paula Neubert:

Absolutely.

Pete Moore:

Totally.

Paula Neubert:

And so, you know, those are some places airlines right now, how are they handling the complete chaos of what is going on and happening?

Pete Moore:

I feel bad for those, the flight attendants, you know, like they're putting positions that are unacceptable to me. I feel like the other passengers should like band together and say like, you can't treat people that way. You just, that's not. Yeah. It's not like they're working for an organization. They're not making a personal decision. Yes. And that, that bothers

Paula Neubert:

Me. The same thing has happened for our frontline staff members with masks and vaccines and all these other types of things. They're do my

Pete Moore:

Job right.

Paula Neubert:

Too much. They're, they're 16, 17, 18 years old. And you have a grown man, who's a lawyer and will to do it or whatever. And he is just coming at him and we have to stop. It is he, you can't do it. And they take a step back and go, oh, you're right. And most of the time that is what happens, which is good because people need to reminded. We're just human. And we're, we're not the one that are making those policies right now. We're not making those mandates, but we have to fulfill them. Sure. So help us, don't hurt us, support us. We worked our tails off. You want this club to be open. You want us to be here, help us. Right. You

Pete Moore:

Know, so, so in closing, you've got any you've, you've given me some great silver linings here. And also I love this the art of the handwritten note, which we'll put in the show notes, you know, any business

quotes or personal quotes or inspirational motivational quotes that people say, oh, I hear that from her all the time.

Paula Neubert:

1993. Redondo beach. I was teaching all the athletes at Mira Costa high school. Oh sure. A summer fitness program. And I brought a sports psychologist in for a piece of the, you know, going through all the different things we were doing and the sports psychologist handed out a card that I still have. It is tattered. It's torn, but it's taped on my computer screen. I've carried it with me forever. And it's "Attitude is a decision."

Paula Neubert:

Decision is absolutely number one. I get up in the morning and I make the decision on how my day is going to be.

Pete Moore:

And last day, you're going to love this, the book that we put together because it's time to win again. So it's about all these different analogies between, how do you run a really awesome team, a professional team sport, and basically like treat your employees like they're part of the us team and, you know, treat 'em like professional athletes, you know, instead of having a head of HR have like a head of player personnel, you know, get 'em a uniform with their name on it. Like you're investing in them. Like they don't just need like a 50 cent, you know, pin from, you know, Vista print that has their first name on it.

Paula Neubert:

I love the sports analogy!

Pete Moore:

We'll get you. We'll get in your book right now. Love time to win again, love

Paula Neubert:

It, love it.

Pete Moore:

And we're going to be selling that until we launch our global Bart business. The dazzle. Great to have you on. Thanks for stopping by love what you're doing and thanks for making this industry what it

Paula Neubert:

Is. Okay. Wait, one last question. Go. Jets fans. John giants, My husband, the

Pete Moore:

Giants. Oh, did he? Yeah. Who is

Paula Neubert:

It? Keith Neber was a tied in under Joe Walton. Mickey Scher was there. Okay. Back in the day. Yeah. That's why we lived in point lookout.

Pete Moore:

Okay. Right. I'm going to look him up.

Paula Neubert:

Look him up.

Pete Moore:

Awesome. I thought you going to tell me Mark Gastonow.