

IMPLEMENTING LES MILLS™ VIRTUAL



LES MILLS



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You've taken the first steps to greatness by licensing LES MILLS Virtual. This guide provides all the information you require to get going. There are four essentials of the LES MILLS Virtual experience.

INTRODUCTION

PROGRAMMING

The world's best group fitness classes, filmed live, provided by LES MILLS to maximize attendance.

TECHNOLOGY (HARDWARE)

Easy to use technology to make scheduling simple for you and your members.

PROJECTION (AV)

An AV system that will create a motivating and atmospheric experience for your members.

MARKETING

Marketing plans to help you drive attendance from both new and prospective members.



With the creation of LES MILLS Virtual you can now offer your members the world's best classes, at any time of the day or night.

LES MILLS VIRTUAL OVERVIEW

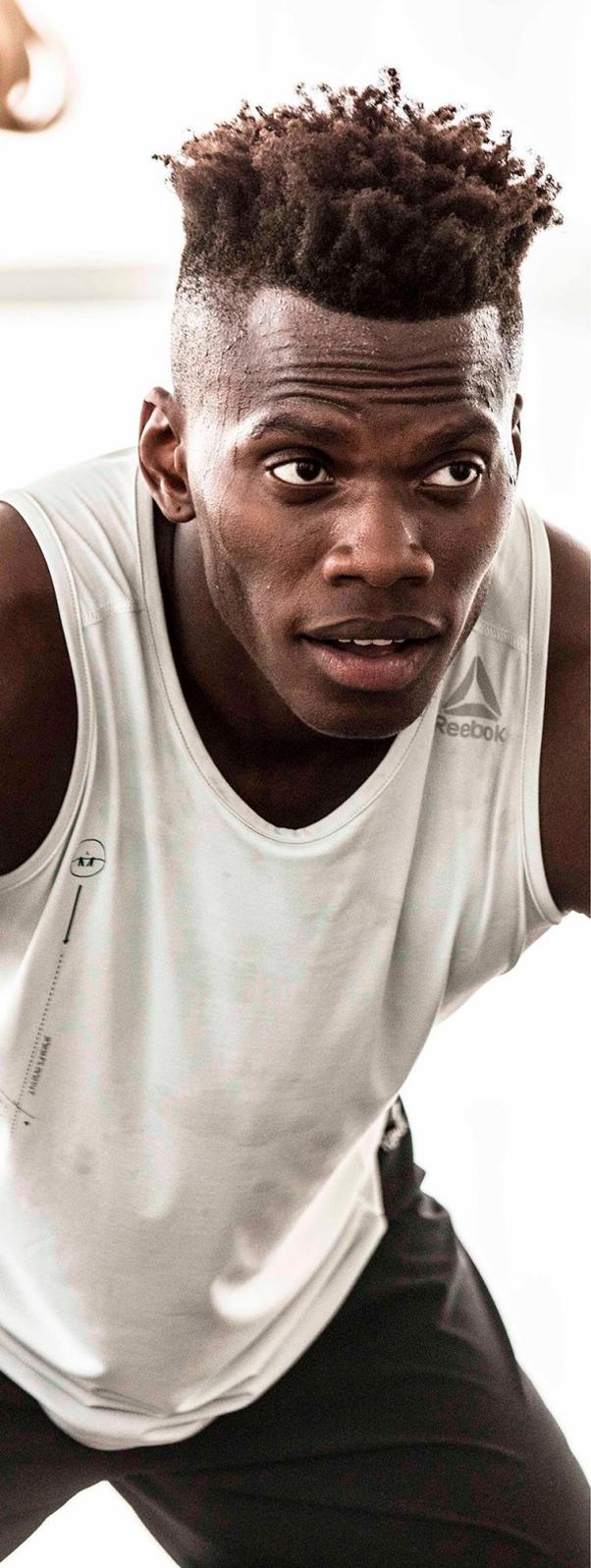
LES MILLS group fitness is famous for providing the motivation, inspiration and results that gets members hooked.

LES MILLS Virtual workouts combine robust technology and high-definition action with LES MILLS' renowned programming.

You get chart-topping music and instruction from the world's best talent – creating unparalleled virtual experiences that can launch members into group fitness and utilize your group fitness studios around the clock.

Not only is LES MILLS Virtual a cost effective way to boost class capacity and make group exercise studios more efficient at off-peak times, it's shown to increase demand for live classes too!

Classes are updated quarterly so they're fresh and there is always a range of options with more programs being added to the range over time.



WHY LES MILLS VIRTUAL?

OFF PEAK OPTIMIZATION

Clubs can get people into fitness studios more of the time and especially at those times when it's not economic to use an instructor.

Smooth demand around peak times by running Virtual classes directly before or after live classes.

ENHANCE YOUR CLASS OFFERING

Add value to customer experience by expanding your timetable, giving a greater variety of classes for maximum member appeal.

Complement and enhance your live class schedule. Virtual classes are not designed to replace live classes – in fact we've seen them grow live class attendances.

Greater convenience for members.

Members can work out when they want to. Virtual adds value and certainty to a membership. If you're late for a class, take the virtual option. No frustration and no time wasted.

ENCOURAGE TRIAL OF NEW CLASSES

Virtual lets members try a workout in a non-intimidating environment.

BACK UP TO LIVE CLASSES

Virtual classes are a great backup to provide cover for last minute instructor/staff sickness or if you are unable to find a full time instructor.

Increase your timetable instead of reducing it for Bank holidays/public holidays or during the Christmas period.

Pre-recorded fitness classes have been around for years and their win-win benefits — profitability for clubs; convenience for members — are well known by some. Clubs can get people into fitness studios more of the time and especially at those times when it's not economic to use an instructor. Members can work out when they want to. Virtual adds value and certainty to a membership. If you're late for a class, take the virtual option. No frustration and no time wasted.

LES MILLS VIRTUAL MENU

 **LES MILLS BODYPUMP** Strength Programme *
Total body using barbell and step
Time: 15, 20, 30, 45 and 55 mins

 **LES MILLS BODYCOMBAT** Cardio Programme *
Martial Arts inspired
Time: 30 and 55 mins

 **LES MILLS BODYFLOW** Strength/Flexibility Programme *
Yoga based
Time: 15, 20, 30 and 55 mins

 **LES MILLS SH'BAM** Dance Programme *
Dance inspired
Time: 30 and 45 mins

 **LES MILLS CORE** Core Programme *
Core based strengthening
Time: 15, 30 and 45 mins

 **LES MILLS RPM** Cycling Programme *
Indoor cycling
Time: 30 and 50 mins

 **LES MILLS GRIT | STRENGTH** HIIT Programme *
High intensity strength
Time: 30 mins

 **LES MILLS GRIT | ATHLETIC** HIIT Programme *
High Intensity athletics
Time: 30 mins

 **LES MILLS GRIT | CARDIO** HIIT Programme *
High intensity cardio
Time: 30 mins

 **BORN TO MOVE LES MILLS** Youth Programme *
For ages 4-16
Time: from 10 to 45 mins

 **LES MILLS THE TRIP** Cardio Programme *
Indoor cycling
Time: 45 mins

 **LES MILLS barre** Dance Programme *
Ballet inspired dance
Time: 30 mins

 **LES MILLS sprint** HIIT Programme *
Indoor cycling
Time: 30 mins

 **LES MILLS BODYATTACK** Cardio Programme *
High energy/athletic
Time: 30, 45 and 55 mins

* Beginner classes available in these programmes

GETTING YOUR STUDIO READY FOR VIRTUAL



LES MILLS



To get the most out of the world's best group fitness content, you need to create a studio environment that helps shape your member experience.

VIRTUAL STUDIO EQUIPMENT OVERVIEW

Throughout this section you will be guided through all the technical details that you and your Audio Visual (AV) Partner need to create a studio environment that drives member interest and member retention.

Remember, your local Les Mills representative is here to help you make Virtual a success for you and your members.

Key elements you need for a knockout Virtual experience:

- AV Partner support
- Décor & lighting
- Sound system
- Display - Video wall or projector + screen
- Automation (blinds, lights, HVAC)
- Quality network & internet
- A fantastic environment that will motivate your members to keep coming back time and time again.



GETTING THE MOST OUT OF LES MILLS VIRTUAL

The aim is to set up an inspiring studio members want to be in. Create a space that drives people to push hard and enjoy their overall workout experience.

Studio space

If you are setting up a new space for Virtual – go BIG!

With a big space, Virtual classes can become one of the most successful activities within your club and this will naturally increase member retention and referrals.

We recommend you allow 43 square feet (4 square meters) per person in a group fitness studio. The optimal length-to-width ratio is between 10:6 and 10:8, and height will ideally be 16.5 to 23 feet (5 to 7 meters).

You can maximise space by making the most of 'dead zones' (at the side of the stage/screen) for equipment storage. Opting for several storage points will reduce 'traffic jam' potential and allow for quick transitions between classes.



AV PARTNER/ INSTALLER

A key component to setting up a successful Virtual studio, we highly recommend you consult an Audio Visual (AV) installation expert at an early stage to help ensure a smooth, high quality Virtual studio setup.

Working with Experts is key!

If you do not have an AV installer/Partner, please ask your local Les Mills Virtual representative for a recommendation.

An AV provider will:

- advise you on the right equipment
- install and configure the equipment
- perform a system test to ensure everything is operating as it should
- will ensure sound levels are right for the space you are using
- will ensure automation works as it should
- will provide help and support as well as warranty on equipment
- will help you if you need to change things in future (changes to studios / spaces or upgrades)

When choosing an AV Partner we recommend:

- Implementing a Service Level Agreement (SLA) with expectations around the standard of service and price for support and service calls
- Consider how quickly you want your support calls resolved and define this early so everyone is on the same page

Note: Projectors often have bulbs/lamps and filters that need servicing and replacing. In order to get the maximum smooth lifespan from projection equipment, regular servicing is advised.



It is always recommended that you, your AV Partner and Les Mills representative work out a critical path from installation to full launch.

AV TIMELINES

Make sure there is plenty of time built into the schedule to do a soft launch, this is where you test the system, test your schedule and on-demand play back. It is always a good idea to use this time to have your staff all use the system as part of their training, have them do a number of Virtual classes and engage with some of your important members to give them an advance trial of the setup. This soft launch means you iron out any errors before opening up the Virtual timetable to all your members including ensuring your team know exactly how to operate everything including the scheduler.

Virtual Timeline

1. Contact AV Partner
2. Inspection and survey of the site/area
3. Order of equipment
4. Installation
5. Test
6. Launch



Forming a good relationship with your AV Partner/ installer will take the pain away from getting quality support on site as soon as possible.

AV SUPPORT

When planning for a studio upgrade or new build, always discuss a support arrangement and terms with your installation team. This is not an area worth cutting from the budget, even if it is tempting.

Timelines are important. It can take time to order the right equipment, so the sooner plans are confirmed and equipment is ordered, the smoother the installation and launch is likely to be. Ask at an early stage what the lead time on your equipment might be to set expectations.

If you're planning automation, add some extra time into the schedule for the programming and testing.



Great décor and lighting work together to create the overall vibe of the studio

DÉCOR AND LIGHTING

Carpets, colours, wall graphics, marketing materials, patterns and shapes can be used to create a great sense of energy and movement. In the darkened room these won't be as visible so consider how you could use great lighting to create an inspiring/ welcoming environment that will draw people in.

Stage lighting will really amplify the energy of the room, while coloured lighting is great for creating mood. Spotlights on wall graphics can be perfect to provide ambient light you will need for safety.

Further details on décor and lighting can be found in the Group Fitness Implementation Guide on Brand Central or ask your local Les Mills team for this information.



LES MILLS Virtual workouts feature some of the hottest music around

Note: If you are confused, get advice from your AV partner or a sound specialist.

SOUND

To make the most of this hit music and create an amazing experience for your participants, it's important that you have a great sound system that is capable of pumping out the class content at high volume.

Think loud! Aim for nightclub-quality sounds so that members can clearly hear the instructor and become totally immersed in the music.

Things to consider:

- The wattage of speakers, sub-woofers and amplifiers needs to be proportional and amps should have 1.5 to two times the power of each speaker (one amp per speaker)
- Having insufficient amplification can damage speakers
- Using speakers under 150 amps is not recommended for group fitness as the quality of sounds produced is inferior
- Installing sub-woofers is critical, particularly as the room size and sound-system wattage increases and bass demands in the music mixes increase.

If you have high ceilings, don't put the speakers high up as this decreases sound quality. Avoid placing speakers in all four corners or at the back of the room. It is best to have sound coming from the front of the room, positioned at either side of the screen.

The decibel levels vary depending on the program and format (anything from 85 db to 110 db can be expected). The quality of your speakers affects the decibel level. Poor-quality speakers have a high decibel level in a small diameter of the speaker. Good-quality speakers will ensure the decibel level will be within 5 db in a larger diameter and this creates a good balance of sound.



There are many different options for display in your club, but increasingly video walls are becoming the new standard.

DISPLAY

Bigger is definitely better in this area! The bright image displays and ease of use make them an attractive option for creating that wow factor. This section will give advice around the 3 main display options:

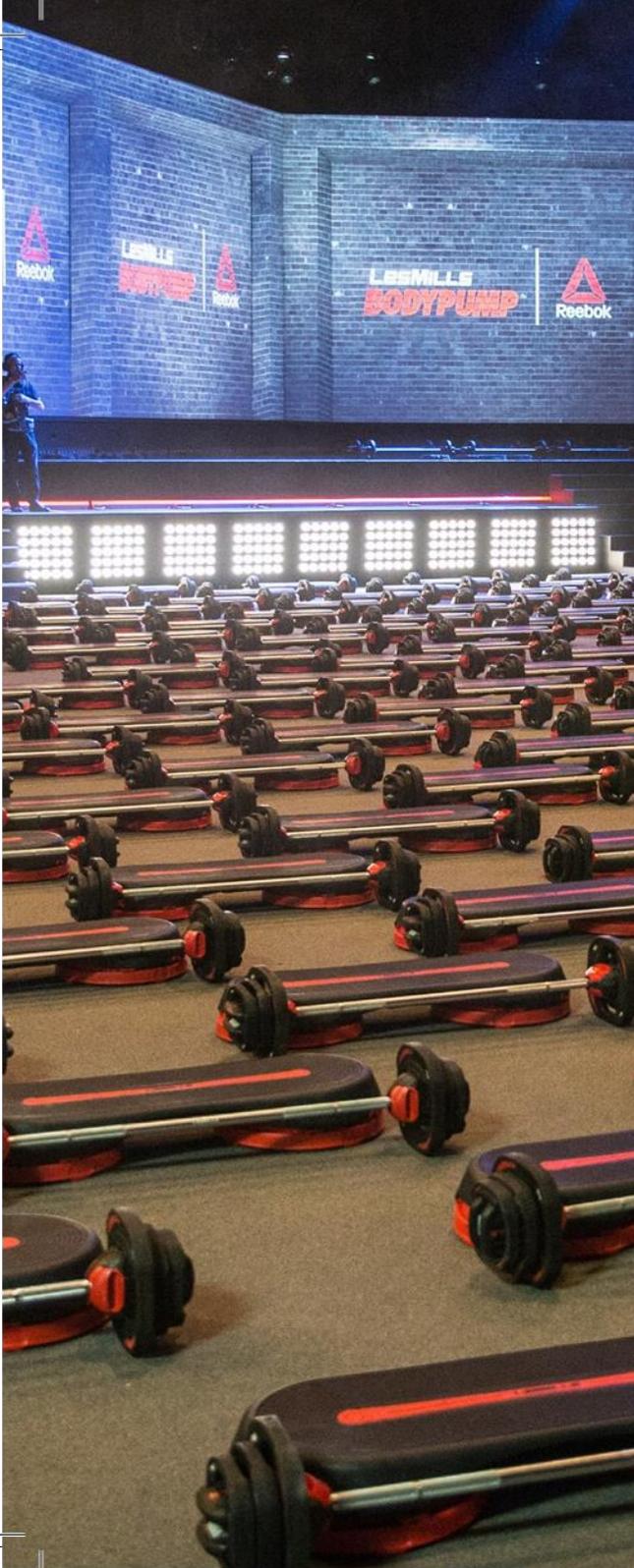
1. LED video wall – This is the most premium and best option for modern studio display setups. LED video walls are very bright and the best option for rooms with lots of natural light. Another benefit is LED video walls last much longer than projectors with bulbs and require minimal ongoing maintenance

2. LCD tiled video wall – Not quite as bright as a LED video wall, the LCD tiled video wall is still a good option where participants need to be close to the screen. LCD tiled video walls also last much longer than projectors with bulbs and require minimal maintenance once installed

3. Projectors and screens – Easily the most affordable display option, projection requires a darkened studio and has higher running costs than video wall options

A special note:

Projectors often have bulbs/lamps and filters that need servicing and replacing. In order to get the maximum smooth lifespan from projection equipment, regular servicing is advised.



LED video walls are very bright and the best option for rooms with lots of natural light with no need for automated blinds

LED VIDEO WALL

If you are looking for a truly high-impact Virtual studio then this is the display option that should be considered. LED video walls are put together from a series of small panels, combined without edges to create a seamless giant screen, and work especially well in low ceiling or awkward shaped rooms.

Another benefit is LED video walls last much longer than projectors with bulbs and require minimal maintenance

There are a few key things to consider when looking at LED video wall technology:

Pixel pitch – This determines how close people can be to the screen and have a good experience. The smaller the pixel pitch, the closer the minimum viewing distance becomes. If you're too close to a video panel (based on its minimum viewing distance), the images will look pixelated which means you will be able to see the individual LEDs that make up the image, rather than the image as a whole.

To make sure the video looks its best, ensure the pixel pitch matches the usage. A quick rule of thumb in calculating this is:

Allow one meter of viewing distance for every millimeter of pixel pitch.

So, if your pixel pitch is 2.4 millimeters, the

closest members can be to the screen is 2.4 meters, which is approximately 8.8 feet.



Brightness – with LED video walls, each panels brightness is measured in NITS.

LED VIDEO WALL

1,200 NITS or less should be more than sufficient for most indoor applications. If the studio is very dark, it may require even less by turning the brightness down. In contrast, if the studio has lots of sun flooding the space, a brighter screen might be required up to 2,500 NITS.

Additional considerations with LED video walls:

- A LED video wall that is too bright can actually prove overwhelming for participants and not add to the experience at all.
- LED video wall panels are not often kept in stock, so it's important to plan ahead.
- LED video walls can have ambient light sensors fitted to automatically adjust the brightness of the display panels to suit the conditions of your room. Catering for bright sunny days and when sun dips and the dance classes start. This also optimises the energy use and lifespan of the LED bulbs.
- Very bright LED video walls can produce heat from the bulbs. It's very important to provide plenty of space for the panels to breathe and cool.



A tiled LCD video wall is assembled from a number of panels, each very similar to TVs or computer monitors.

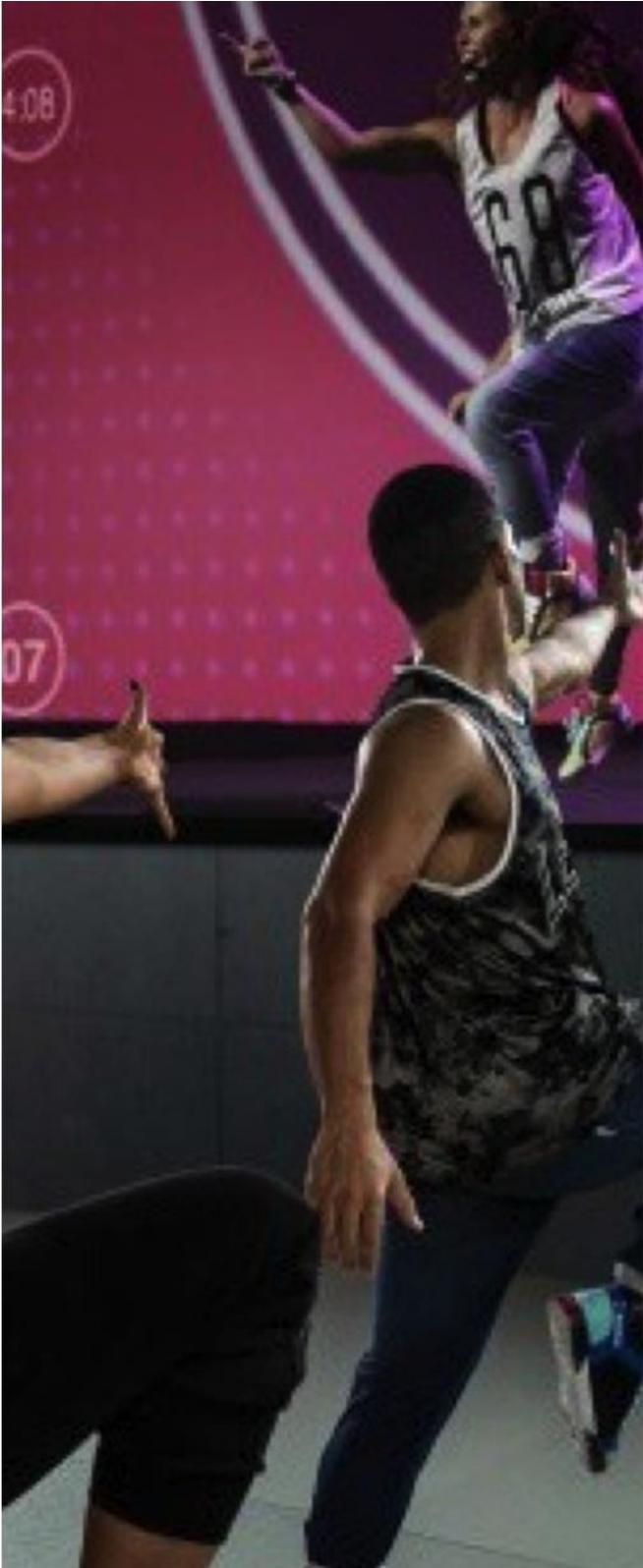
TILED LCD VIDEO WALL

Unlike an LED video wall, there are visible borders around each panel called 'bezels' and when the panels are assembled, the video wall resemble a mosaic of tiled video screens combining to create one large video image. Ideally, select a tiled LCD video wall panel that has ultra-thin bezels to minimize the appearance of borders.

This technology is very high definition which means members can get nice and close to the screen with no minimum viewing distances. Tiled LCD video walls also work well in rooms with some natural light reducing the need for automated blinds.

Recommended is the following technical specifications and example models which should be discussed with your AV Partner.

- Tiled LCD video wall
- 4-9 screens recommended (2x2 or 3x3 displays tiled to form a video wall)
Minimum screen resolution: 1280x720
- Aspect ratio: must be 16:9
- Source inputs: HDMI minimum
- Mounting: Wall bracket



A projector and screen is the lowest cost option for AV displays but has the highest ongoing maintenance costs.

PROJECTION AND SCREENS

Projectors and screens are best suited to darkened studios so blinds or other window treatments may also be required.

Over the next few pages, recommendations for studios with different lighting conditions will be detailed. However, if you are looking to reuse there are some basic technical specifications that need to be met, these are outlined below.

Minimum Projector Specifications:

- Minimum resolution: 1280x720 Minimum brightness/ANSI lumens:
- Studio with no ambient light: 3,000 lumen
- Studio with natural ambient light: 4,500-6500 lumen
- Aspect ratio: must be 16:9
- Source inputs must include: HDMI minimum
- Automation: PJ Link compatible required
- Lens & Mounting:
 - Short throw lens projectors are usually ceiling mounted
 - Ultra-short throw lens projectors can be wall mounted above the screen but required a studio with a high ceiling stud.



PROJECTION AND SCREENS

Fixed screen

A fixed screen is the best screen option for projection as it ensures the best quality image every time.

A permanent installation fixed in a frame helps preserve a flat, smooth screen guaranteeing maximum image quality.

Motorized screen

A retractable canvas screen is another cost-effective method for projection. The screen can be retracted when not in use. This type of screen can suffer from not being completely flat so the image can appear distorted.

Certain screens reflect more light than others making them more suitable for rooms with ambient light. The measurement for this is called the Gain factor – a high gain screen will reflect the most amount of light, making the image appear bright.

Recommended screen size:

- 3m diagonal width
- 16:9
- Low gain factor for a studio with minimal ambient light
- High gain factor or a studio with moderate ambient light compatible required



Automation in a studio enables AV equipment to be turned off and on automatically.

(See AV Guide for details)

STUDIO AUTOMATION

WHAT is Virtual Automation and WHY do I need it?

Lighting, blinds, volume control, fans and HVAC, projection and displays, motorized screens and the list goes on.

We always recommend studio automation – this encapsulates the ideals of Virtual where it is hands off from a class engagement/ start/finish point of view.

This means that the following can occur:

- Projector is switched on
- LED screens are switched on
- Retractable screens are lowered
- Lighting is adjusted
- Audio adjustment
- Blinds are lowered

If the studio is not automated, then a member of staff may be required to setup the studio for each class where appropriate.

Automation is one of the areas an AV Partner can 'take away the pain'. We strongly recommend engagement of an expert to guide you through what can be a complicated area of an installation. They will advise the right equipment to be purchased and then resolve any installation issues along the way.

INSTALLATION

Who is responsible for what?

AV Design	Specifying equipment, automation, studio configuration	AV Partner
AV Installation	Full installation of all Hardware and AV Equipment	AV Partner
Virtual Player	Setting up Virtual APP and Scheduler	AV Partner/Club
Automation	Installing cabling, coding, testing	AV Partner
Technical Testing	Testing full AV setup, including scheduling & commissioning and playback of classes, automation and signoff	AV Partner
Troubleshooting	Assisting with AV installer's queries throughout the installation process	AV Partner/Les Mills

LES MILLS VIRTUAL TYPICAL AV KIT

	Budget	Standard	Premium
Projector			
Budget – completely dark area	✓	✗	✗
Standard – not completely dark	✗	✓	✓
Screen			
Manual retractable screen	✓	✗	✗
Motorised retractable screen	✗	✓	✓
Audio			
Using existing system	✓	✓	✗
Update premium audio system	✗	✗	✓
iPad Pro	✓	✓	✓
Installation	✓	✓	✓

HOW TO LAUNCH LES MILLS VIRTUAL



LES MILLS

VIRTUAL LAUNCH TIMELINE

Week 1	Agreement Signed and launch timings confirmed
Week 2	LES MILLS systems setup, AV and hardware purchase
Week 3	APP login provided/Content available for download
Week 4	Content download, schedule build commences
Week 5	AV & Hardware installed within studio, site testing commences
Week 6	Team training, test classes run
Week 7	Team training, Test classes run, Coming soon marketing starts
Week 8	Soft launch in club, marketing campaign begins
Week 9	Launch of Virtual within club, marketing campaign peaks
Week 10	Marketing continues, operational review
Week 11	Marketing continues
Week 12	Marketing continues

TARGETS AND GOALS

Setting Goals

Establish your Big Hairy Audacious Goal (BHAG)

How many people can you get moving every week with group fitness?

Setting goals for your group fitness attendance is a must! Giving your team a target motivates and inspires them and gives them a sense of what's possible. From a business perspective you can plan your expenditure and prioritize your action plan based on the growth you expect to see within your club.

Setting smaller goals on the way to your BHAG provides you with a useful measuring stick for progress. How do you know people love our classes? They vote with their feet. Having a target for group fitness keeps you focused on delivering great classes right across your schedule/ Classes that members love and attend regularly. Your goal could also be not about attendance for Virtual but how many classes you schedule, member satisfaction or services offered to members.

What's your BHAG?

Big Hairy Audacious Goal

How many weekly group fitness visits do you think you could achieve in three to five years if your instructors were delivering the best experience and you had the right Virtual classes scheduled?

What's your current group fitness weekly attendance?

% group fitness visits to total club visits

Size of the Prize - Potential additional annual revenue.

A. BHAG B. Actual attendance

C. Difference between A-B / 2.5 x \$



The ultimate benchmark of a schedule is the number of people it draws in.

MAKING THE MOST OF YOUR SCHEDULE

How many classes should you launch with?

- Where are the best time slots on your schedule to introduce these?
- Always measure success by how many people are moving every week. Position new program(s) in your schedule to amplify pulling power and increase class attendance numbers.
- With LES MILLS Virtual you can give members the opportunity to attend their choice of group fitness classes, at times that are convenient to them, including off-peak. Keep this benefit top of mind when scheduling your classes.
- Your first decision will be deciding how many classes to schedule – and our advice would be just go for it! There are some suggestions below based on our global insights.
- Remember, the cost of LES MILLS Virtual is fixed and there is no instructor cost so the cost per class actually reduces with every class you add.
- On your timetable, clearly distinguish between LIVE and VIRTUAL classes by using the specific LES MILLS Virtual program logos. This will make it clear to members which classes are scheduled.

If you're using LES MILLS Virtual to enhance your live offering, think about;

- Providing a Virtual class whenever you don't have a live one.
- Using LES MILLS Virtual as a cost effective alternative to canceling poor attended live classes.
- Using your virtual offer to enhance your live one by scheduling classes on either side of your main group fitness timetable. For example, if your live class schedule starts with BODYPUMP at 4.30pm, try a virtual BODYCOMBAT or SH'BAM beforehand. If you normally finish with a live SH'BAM class at 8pm, try complementing this with a virtual BODYPUMP or BODYFLOW afterwards.
- The express format of classes (30-minute) work very well as complementary workouts for example a member can follow a 30-minute cardio session on the treadmill with a 30-minute CORE, BODYPUMP or BODYFLOW workout. If you have a smaller studio or workout space you might want to schedule more express classes, so the turnover will be faster. They also work well in peak times to cater for working people to get in and out quickly.
- Variety is also important: if you run several classes of the same program across a week, mix this up by featuring different releases in the same time-slot. On the scheduler you can choose to schedule a 'new release', 'back catalogue' or 'specific' release, this means you can offer variety across the schedule.
- Minimum class launch number is 25 per week.
- Maximise all programmes purchased, should be timetabled unless equipment is unavailable.
- Allow a 5min gap between classes starting.
- Schedule different length classes to fit around other activities in the cent such as swimming lessons or kids clubs.
- Participation is key, how will your timetable drive member participation?
- Keep some timeslots free during the day for studio cleaning and maintenance.
- If you offer Virtual On-demand classes leave space on the timetable for members to be able to use this functionality. Some facilities create a 'sup off peak' time zone which would be those times that are really quiet and Virtual On-demand works well in this zone.

TIP: Remember to establish and monitor your goals and the targets you set for your LES MILLS Virtual classes, get feedback from members so you can continually adjust and improve your timetable.

GLOBAL INSIGHTS ON SCHEDULING APPROACH

	WHEN TO SCHEDULE/HOW OFTEN
	<p>BODYBALANCE: Has a broad appeal and works across timeslots. Schedule a variety of releases and duration formats (30, 45 and 55 minute formats available).</p>
	<p>BODYCOMBAT: Has broad appeal & works across timeslots. Schedule a variety of releases & variety of duration formats (30, 45 and 55 minute formats available).</p>
	<p>BODYPUMP: Has broad appeal & works across timeslots. Schedule a variety of releases & variety of duration formats (30, 45 and 55 minute formats available).</p>
	<p>Attracts maximum numbers when scheduled during peak and shoulder times. 5-7 times per week for live and at least double this again for Virtual.</p>
	<p>LES MILLS CORE: will fatigue participants core muscles. Following a CORE class they may not be able to safely support weight bearing exercises afterwards. Avoid running strength classes afterwards.</p>

The ideal number of each class depends on your club's positioning on the Consumer Matrix Analysis model and on your goals.

GLOBAL INSIGHTS ON SCHEDULING APPROACH

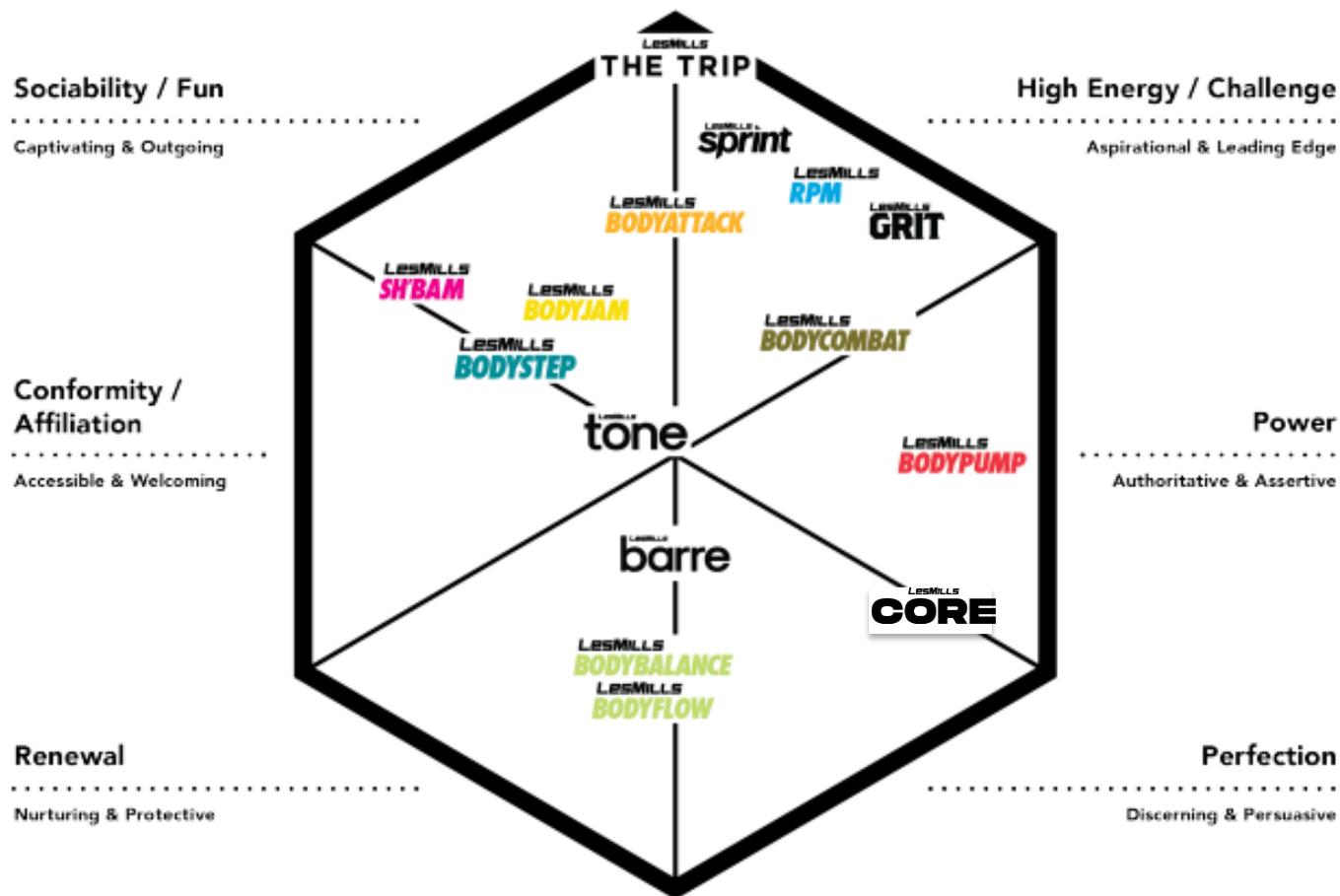
	WHEN TO SCHEDULE/HOW OFTEN
	<p>GRIT: Features three unique 30-minute high-intensity interval training workouts, each offering distinct training benefits. Program all 3 for maximum training benefits: LES MILLS GRIT Strength LES MILLS GRIT Athletic LES MILLS GRIT Cardio</p>
	<p>RPM: Mix between full length and <u>30 minute</u> durations. Shorter durations can work well in busier times.</p>
	<p>THE TRIP: Because of <u>it's</u> entertainment nature, we recommend classes run at peak times and times popular with young 'party' people; <u>e.g.</u> evenings and late afternoons in the weekend. Start with one class per day to build demand.</p>
	<p>SPRINT: We recommend heavy use of this class on your schedule. Up to 50% of your live cycle timetable, 20 times per week. SPRINT <u>attracts</u> high numbers across all time slots.</p>
	<p>BODYATTACK: Attracts maximum numbers when scheduled during peak and shoulder times. The express formats help fill morning or afternoon sessions.</p>
	<p>LES MILLS BARRE: Attracts maximum numbers when scheduled during peak and shoulder times, schedule a minimum of 3 – 7 times per week.</p>

The ideal number of each class depends on your club's positioning on the Consumer Matrix Analysis model and on your goals.

CONSUMER SEGMENTATION GUIDE

Are you adding a new program to satisfy and keep your current target market or are you aiming to attract a different market segment with a fresh program offering?

How many classes should you start with?



TIPS AND TRICKS

1. Offering huge variety doesn't lead to big attendance numbers.

Typically, two to five core programs attract nearly 80% of the weekly attendance. Offering a total of 8-10 programs is a good number to optimize attendance. You can complement your core programs with a few specialty ones to ensure you offer enough variety and options.

2. Aim to offer cardio, strength/toning and mind body/flexibly training options in every two-hour time slot.

These are the types of activities people need in their training plan to successfully sustain an exercise habit. Having a balanced schedule really helps membership sales and retention. HIIT programming during peak and shoulders times will attract millennials to your facility.

3. Consider giving priority to the 30-minute class format especially during peak times.

Replacing longer classes with two 30-minute classes back-to-back will add a lot more classes to your offering without putting too much pressure on studio (capacity) and double the number of members you can service in an hour – a strategy that is important at peak times.

4. Once you've identified your core programs allocate at least 70% of your schedule to them.

Schedule them across all time slots and give them priority in peak and shoulders, Virtual will support this and mean you can offer a broader, deeper timetable.

5. Any LIVE class only scheduled 1-2 times a week can be supported by Virtual to increase the number.

This helps create exercise habits for your members.

6. Complement your core and specialty programs with a small number of service classes, such as 30 minute introductory/ beginners' classes.

7. Aim for 100% overall usage of your room to optimise the real estate cost

Have LIVE classes 70% of the time and then introduce Virtual exercise in the group fitness room as a cost-effective usage solution to get to 100% capacity..

8. Your specialty programs shouldn't occupy more than 20% of your schedule.

Don't schedule them at peak time slots. They can be good crowd pullers at shoulder and off-peak times.

9. Choose your class format: 60 minutes, 45 minutes or 30 minutes.

10. Scheduling beginner classes on the weekend is a good use of the timetable

Don't forget to mention these are scheduled to members during their induction.

TRAINING YOUR TEAM

KNOW YOUR STUFF... AND MAKE SURE YOUR STAFF KNOW IT TOO

Educate your team!

Getting everyone in your team excited about LES MILLS Virtual and equipped to recommend classes to your prospects and members is a critical component in your launch plan.

Everyone in your team – from your membership, front-desk, gym-floor staff, instructors and even the cleaners should be able to talk knowledgeably about LES MILLS Virtual and be able to ‘sell’ it by recommendation. Get everyone involved, get the team to all do some classes together as a team builder and knowledge session. You cannot recommend something if you have not tried it.

LES MILLS VIRTUAL INTRODUCTORY WORKSHOP 2 HOURS

- An introduction to LES MILLS Virtual including why you’ve introduced it, what it is and how it works
- Your long and short term goals and the launch timeline
- Do a 30-minute class or try a Beginner Class in this session and encourage/ plan more classes over your soft launch period
- Running the four recommended product knowledge drills (see Best-Practice Basics later in this guide)
- How to talk about LES MILLS Virtual and each LES MILLS program available on the schedule to new and existing members, making sure your staff are geared up to recommend the new offering to members
- An opportunity for staff to ask questions

ANSWERING QUESTIONS FROM YOUR TEAM EFFECTIVELY

The best way experience it, so kick off your meeting by introducing your goals and by getting everyone involved in a class straight away.

It's a great idea to have as much marketing materials available as possible to share with your team members, and also to share any trailers or video clips you have from your LES MILLS team that explain the power and potential of LES MILLS Virtual.

Change can be challenging, and you may find that a few of your instructors have some initial resistance to LES MILLS Virtual.

You may find it useful to;

1. Understand Les Mills and the key benefits of the program for members e.g. Why does BODYPUMP work?
2. Understand why Virtual is beneficial for your members? How can it help make reaching their goals easier?
3. What will Virtual add to your club? Why is it a great USP for you? How can it help with class cover and budget restraints?
4. How will you communicate these benefits to existing members? New members? What about prospects?

ANSWERING QUESTIONS FROM YOUR TEAM EFFECTIVELY

HOW CAN YOU GUARANTEE SAFETY IN A LES MILLS VIRTUAL CLASS?

Safety is of paramount importance and all LES MILLS Virtual classes provide participants with proper safety and technique instructions. In fact in some cases they'll probably receive more guidance than when they train alone on the gym floor.

There are also LES MILLS Virtual Beginner Classes for each program, these can be scheduled or made available on your website or through Virtual on-demand for members to work through all the moves in a safe and controlled way before completing a class. You cannot recommend something if you have not tried it.

HOW DO YOU KNOW THAT VIRTUAL WORKOUTS WON'T REDUCE LIVE CLASS NUMBERS?

We know that nothing beats the live Les Mills experience. Only the live classes feature all the very latest choreography and music, and provide unique motivating energy and one- on-one connection that come from having an instructor in the room with you.

However, LES MILLS Virtual workouts are the very next best thing to live classes. Our testing and knowledge from offering virtual classes over a number of years has shown virtual classes attract newcomers to group fitness and help to increase live class numbers. We also see globally a trend in clubs changing popular virtual classes to live classes, but have not experienced the other way around.

ANSWERING QUESTIONS FROM YOUR TEAM EFFECTIVELY

WON'T LES MILLS VIRTUAL MAKE INSTRUCTORS REDUNDANT? WHY BOTHER TRAINING HARD WHEN WE CAN SIMPLY BE REPLACED BY A TV SCREEN?

Instructors are at the heart of the Les Mills business. Instructors will always be a hugely important part of our tribe – we simply couldn't do what we do without them. Hundreds of people love live LES MILLS classes because of the passion and excitement instructors bring to the experience. LES MILLS Virtual just provides us with a way of running group fitness exercise outside peak times, and/or when instructors are not available.

WHAT SHOULD I TELL MY CLASSES ABOUT LES MILLS VIRTUAL?

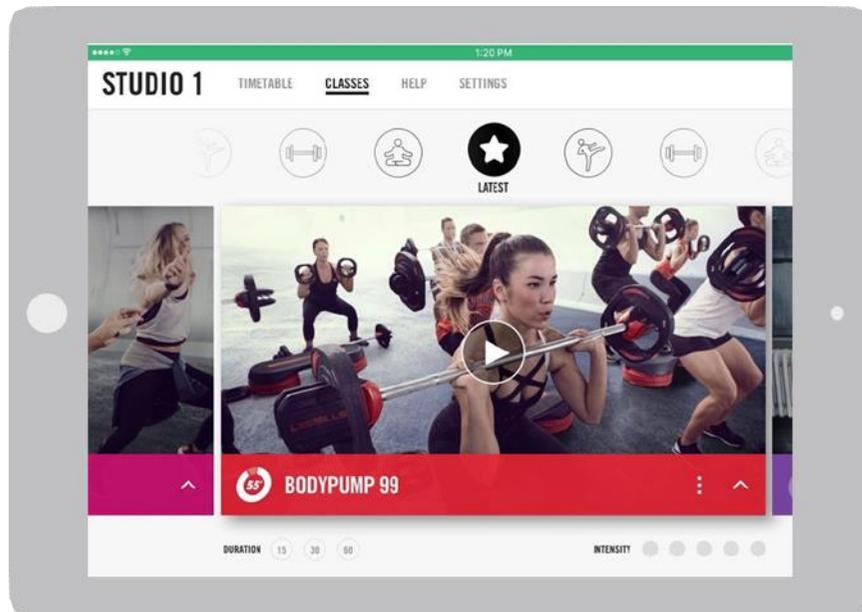
LES MILLS Virtual classes are movie-like versions of our live group fitness classes – and members can attend them when there are no live classes on the timetable at times to suit their lifestyles. LES MILLS Virtual classes are designed for people who cannot get access to our live classes or who want to get a 'taste' of a LES MILLS class before taking a live class with an instructor. The classes are played on a big screen, with dimmed lighting and pumping sound, and are led on screen by the people who actually choreograph the classes.

There are a variety of virtual programs and class durations available, so check the club's timetable for details and give it a go!

After your initial meeting you can keep updating your team with relevant information about how your LES MILLS Virtual launch is progressing. The more informed your team members are, the more engaged they become and the better they will be at recommending and promoting the classes.

Remember to include all your team members in the training, to make sure everyone is on board with the launch of new classes.

MARKETING & COMMUNICATIONS



Marketing ideas and tips to engage your community and members and continue to keep them engaged

Spread the word & push play

Want to have plenty of participants at your LES MILLS Virtual classes? Make some noise! Success with LES MILLS Virtual relies on building up the highest possible level of interest both within and outside your facility. You need to establish real momentum from the start, and then maintain it, to constantly grow your pulling power.

You can't sell a secret

Tell everyone in your club, their friends and prospective members about your new programs.

Make the most of your co-branding with the global leader in group fitness

Use professional and inspiring marketing to launch your programs and promote them on an on-going basis.

Work with your team members and your LES MILLS team to establish the best promotional activities for your club. Here are a few suggestions to get you started...

MAKE SURE YOU TELL ALL YOUR MEMBERS ABOUT LES MILLS VIRTUAL

Communicate on your website, using an email, your club newsletter, via social media or better still using all four. Here's some suggested text;

Sites with live group fitness offering

Can't always make it to your favourite fitness class?

Thanks to LES MILLS Virtual, now you can!

Featuring the chart-topping music, leading-edge choreography and world class instructors that LES MILLS classes are famous for, these video-based classes provide an amazing workout when there are no live classes on the timetable.

LES MILLS Virtual workouts are played with the instructor up close and personal on the big screen.

Dimmed lighting, pumping sound, and motivation from the hottest instructors on the planet create a truly inspiring atmosphere that will achieve amazing results.

If your facility is pre-scheduling classes;

Check out the timetable to find out when you can experience LES MILLS Virtual.

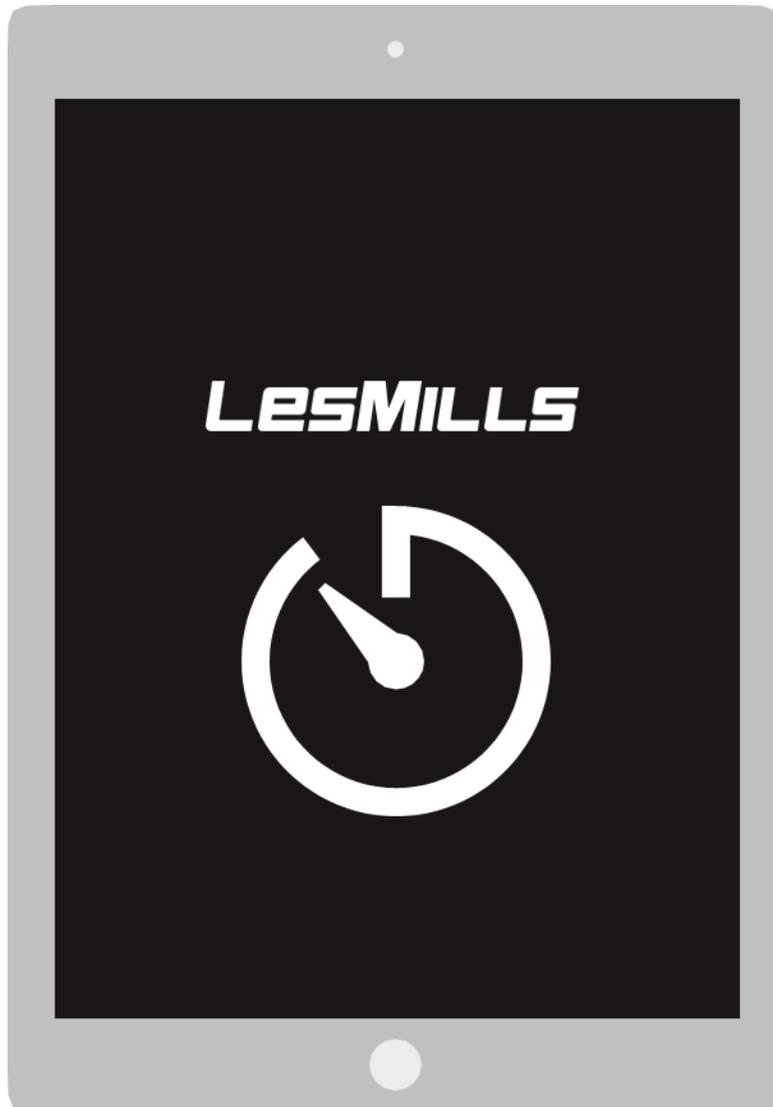
If your facility is offering on-demand classes

You can do a LES MILLS Virtual class anytime you like. Whether it's a Les Mills BODYCOMBAT, BODYFLOW, BODYPUMP, CORE, SH'BAM, BODYATTACK, RPM, Sprint, The Trip Virtual, LES MILLS GRIT, LES MILLS Barre or Born To Move workout you're after, simply visit reception and we'll get you setup.

VIRTUAL LAUNCH STEPS

M	T	W	T	F	S	S
				Social Post: Coming Soon 		Install / set-up: Posters, wallpapers, tent cards, banners Email: Launch 
Social Video Post: More Classes 	Instructor hosted class 	Social Post: Try Virtual Instructor hosted class 	Instructor hosted class 	Social Post: Instructor hosted class 	Virtual Premiere Event	
Email: Unmissable Fitness 	Social Post: Peak Performance		Social Post: Unmissable Fitness 		Social Post: Never miss a class again 	
Email: Want more? 	Social Video Post: Want more?		Social Post: First Time or Full Time 		Social Post: Change it up 	

	OBJECTIVE	MESSAGE
PRIOR TO THE EVENT	Make sure everyone in the club knows about LES MILLS VIRTUAL	VIRTUAL LAUNCHES NEXT WEEK • 100 more classes every week • Never miss a class again • Countdown to launch
WEEK 1	Drive trial amongst club members	TRY VIRTUAL • assisted classes • premiere • free/no cost
WEEK 2	Reinforce convenience benefits	FITNESS WHEN YOU WANT • Off peak classes • Never miss a class again • Class every hour
WEEK 3	Reinforce variety benefits	MORE OPTIONS FOR YOU • Try a different class



COUNT DOWN TO LAUNCH WITH AN INTENSIVE TWO-WEEK IN CLUB PROMOTION

- Play the LES MILLS Virtual promotional video on your in- club screens
- Put up launch banners and posters at reception and all around the club, especially on the gym floor and cardio floor area, and place flyers in strategic high-traffic areas of your club, like reception, the changing rooms, gym floor, next to the live class timetable etc
- Put promotional stickers on the lockers, the floor and on cardio machines
- Have a countdown to launch at reception, on social media and your website and have staff wear promotional t-shirts promoting LES MILLS Virtual. Try something like; Lights, camera, active. LES MILLS Virtual. Date of launch.



COUNT DOWN TO LAUNCH WITH AN INTENSIVE TWO-WEEK IN CLUB PROMOTION

- Make frequent in-club announcements and ensure your team encourages people to come and try it out.
- You'll know you're doing a good job when everybody in your facility is talking about LES MILLS Virtual. It should be the Number One Topic!
- At your team-training meeting, you'll have talked about the importance of staff inviting members and can build the class numbers by simply inviting people to attend with them, or recommending a particular program based on the member's own goals.
- Personal invitation and recommendation is still a really powerful way to pack classes.

ORGANISE A BIG PREMIERE EVENT. LIGHTS, CAMERA, ACTIVE!

Consider holding a LES MILLS Virtual 'movie premiere', complete with red carpet, champagne and an amazing after-party.

- Choose a time when members and prospects are likely to be free – an evening suits the theatrical nature of the LES MILLS Virtual offering.
 - An event can easily attract 5 to 10% of your members so make sure there are enough classes scheduled. To help with planning and to build anticipation, use a pre-booking system for event classes. Open booking lists two weeks before the event and make sure everyone knows they have to book to take part.
 - Make the experience enjoyable for everyone – not just people taking the LES MILLS Virtual class. Involve your whole team and provide food, drinks and entertainment. This is a great opportunity to engage staff and members and show your facility at its best!
- If you're looking to secure new members go BIG with external marketing and PR – and hand out lots of free passes! Reserve 20% of the spots in each class for guests, and make sure you can call guests before hand to confirm their attendance and let them know you'll be offering a special 'event day deal' on the day.
 - Invite the press and media. Virtual exercise is new enough to attract media interest and this could be a great way to get free promotion for your club.
 - Take over live classes on your launch day/week, pay your instructors but get them to work the studio and coach individuals during the class, this is a good way of getting regular class goers engaged with virtual and they will keep coming back.
 - Once the event has been run – review it. What worked? What didn't work? What are the learnings for your next event?

ORGANISE A BIG PREMIERE EVENT. LIGHTS, CAMERA, ACTIVE!

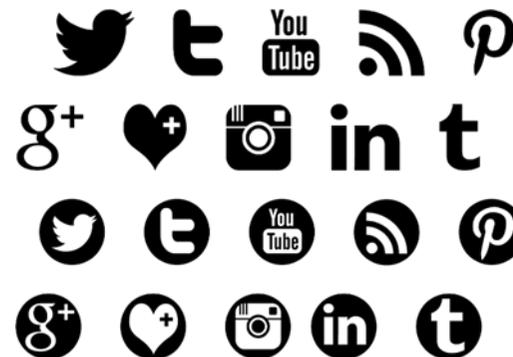
- Use Les Mills' online artwork (which is free for club partners) to create promotional documents, website content and facility newsletter updates for zero additional cost.
- Forget about mailing flyers – go with social media and emails – these are very low cost (Social Media advice and tips below)
- Organise instructors to do a couple of mini- demonstrations for the public in public – after the demonstration get the instructors to hand out free class passes to attend virtual classes
- Create good business relationships in your community by offering free membership in lieu of: printing, external signage, free drinks/food at event, gifts for participants, team building, get the entire team along to try some virtual classes. Giving a well-connected local business owner a membership can create powerful word of mouth referrals for your facility but also their staff who may do a free virtual class will fall in love with them and want to join and tell their friends about it too
- Local businesses may welcome the opportunity to promote themselves at no cost to the facility in order to access a group of potential new customers. Take note of any new restaurants/cafes, sport shops, massage centers etc. and approach them. Be bold, what have you to lose? Some licensees have managed to get trips for two, or flat-screen TVs as prizes by offering local businesses representation at an event and on event marketing materials.
- Network for free coverage on local radio, TV and in newspapers. Organising charity events is always a great way of getting media coverage.
- Reward members who have referred a guest who has joined with a free month's membership.
- Plan competitions and organise raffle tickets.

LES MILLS Virtual Beginner Classes are a great way to introduce new and existing members into Group Fitness programs. Use them as part of your launch, member induction program and staff training. Encourage as many members as possible to give them a try, the more people doing Group Fitness programs within your facility, the better your results will be.

LEVERAGE SOCIAL MEDIA

- Local businesses may welcome the opportunity to promote themselves at no cost to the facility in order to access a group of potential new customers. Take note of any new restaurants/cafes, sport shops, massage centers etc. and approach them. Be bold, what have you to lose? Some licensees have managed to get trips for two, or flat-screen TVs as prizes by offering local businesses representation at an event and on event marketing materials.
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- Plan competitions and organise raffle tickets.

SIMPLE RULE
make your posts 80% about building relationships and providing useful content and 20% about marketing your products and events to fans/followers.



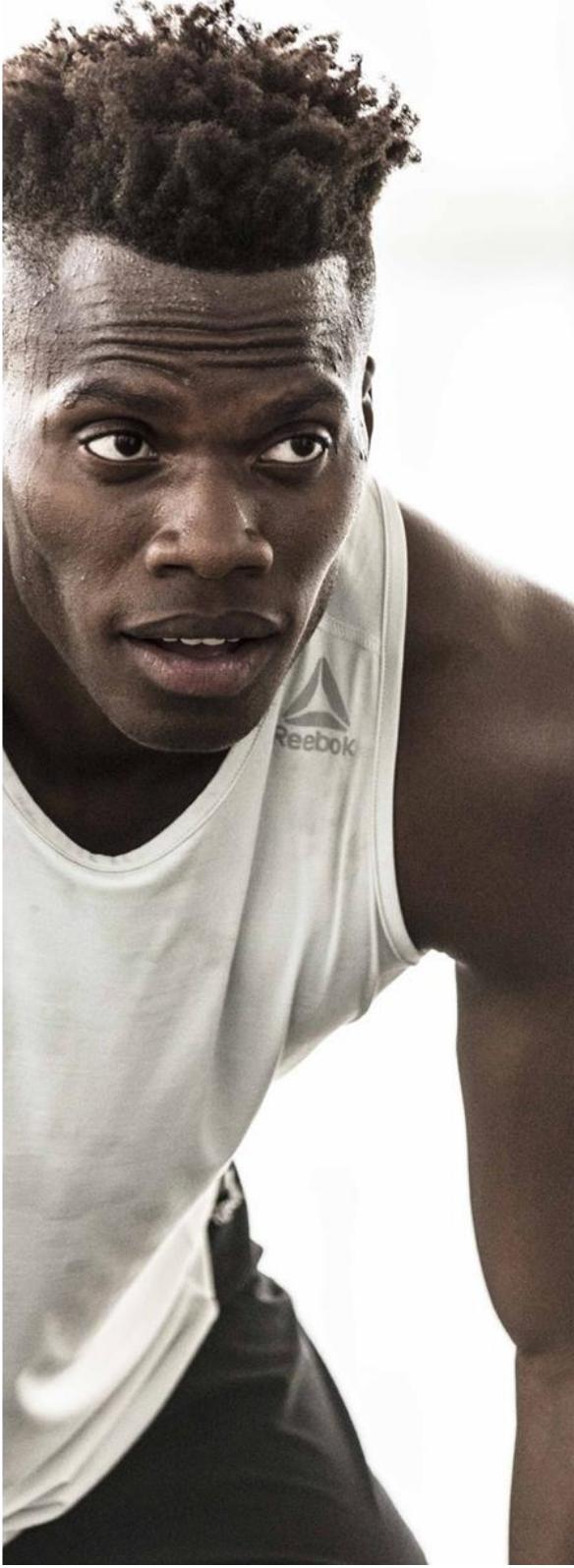
LEVERAGE SOCIAL MEDIA

Encourage interaction by asking questions. Posts that encourage feedback and more interaction have been proven to gain 90% more engagement (likes, comments or shares).

- Encourage members to share their goals, results, tips for success, challenges and to shout out to each other.
- Run competitions inviting guests to share their photos and comments.
- Create clubs within the clubs – set up groups based on either goals (weight loss, strength) or activities e.g. 'We love BODYPUMP'. Give responsibility to instructors and staff to run those pages.

Use a photo or video link with every post/tweet

Research shows that posts with visuals get much greater engagement, more sharing, more likes, more interaction.



LEVERAGE SOCIAL MEDIA

Remember that people listen to what their friends like far more than advertising from companies and brands.

SOCIAL MEDIA TIPS TO GET STARTED

Get your content shared

So if you can get your social media content shared, it creates authentic recommendations about your product, which helps drive new members through your doors. (Facebook or Twitter share button, for instance) on all your promotional emails and on your website. This will encourage people to share your content, creating viral awareness of your brand, classes and events.

Plan ahead

Allocate 30 minutes a week for planning ahead
Have a content schedule – you get half of your likes in the first three hours. Post when your customers are online so you're in their newsfeed, and don't post too frequently.
Schedule time to monitor and respond – the more interaction the better!



LEVERAGE SOCIAL MEDIA

Tailor your promotion to your target market

- Gen Y people typically think that exercise in health and fitness facilities 'lacks excitement and sociability'. You can use LES MILLS Virtual to change that.
- Promote the sociability, effectiveness, world-class quality and fun of LES MILLS classes – and that LES MILLS Virtual classes are led by the world's best. This will appeal to Gen Y people, who like authenticity and don't go for anything that seems 'fake'. They want to feel that service providers care enough about them to offer the best.
- Think about fast-paced, impatient nature of Gen Y (who want instant availability) and highlight the flexibility of LES MILLS Virtual and that they can do a variety of classes on their own terms.
- Gen Y members value honest feedback so organise a few pre- launch trial classes, record some testimonials and share them on social media
- Make it social and fun. Go big with your launch event and share lively photos on social media
- Create social spaces where members can hang out after their workout. Offer a juice bar, couches, free WIFI etc – if it's perceived to be a social spot they'll bring their friends, have fun and stay
- Provide as much information as you can. Gen Y love interactive consumer experiences and often engage in online research first. So make sure your online presence is comprehensive and consider an interactive kiosk
- Gen Y people cringe at expensive long-term contracts (72% think gym memberships are too expensive) so invite them to try a LES MILLS Virtual class and then offer them an exclusive discount or special offer. Incentivising them to bring a friend with a discount offer also works well too
- Maximise the flexibility. For example, you could offer LES MILLS Virtual memberships only. Whatever you do, try and avoid long- term commitment as Gen Y people hate feeling trapped
- Use social media as a quick and easy way to collect feedback regularly

LEVERAGE SOCIAL MEDIA

	4 WEEKS	3 WEEKS	2 WEEKS
Content	Announcement Post	Surprise Yourself [replace]	Reach New Depths [replace]
Thumbnail	[Virtual image]	[Virtual image]	[Virtual image]
Copy	<p>[Les Mills Virtual key copy] THE TRIP 11 is coming soon to [CLUB NAME]! This new release called "Vai" (Samoan for water) includes intense interval training and stunning underwater visual effects!</p>	<p>[Replace text] Surprise Yourself. Increase the intensity of your workout – without even being aware of it! Latest research shows that THE TRIP's fully immersive world makes you work out harder than you realize. Stay tuned as the new release of THE TRIP is coming soon to [CLUB NAME].</p>	<p>[Replace text] Reach New Depths. Like the idea of pushing your limits without even thinking about it? Latest research findings indicate THE TRIP will help you meet your fitness goals. The program is so absorbing you won't realize how hard you've worked! Book your seat for the new release today. [LINK]</p>

BEST PRACTICES



LES MILLS

TRAINING DRILLS FOR YOUR TEAM

Running through these product knowledge drills will help ensure your team members are up to speed with LES MILLS Virtual and can effectively recommend it to new and existing members.

Run through features and benefits of LES MILLS Virtual with your team.

Build knowledge of these products with drills with will help ensure your team members are up to speed with LES MILLS Virtual. This will also help to ensure your teams can effectively recommend LES MILLS Virtual to existing members

DRILL 1

How to promote and recommend LES MILLS Virtual

Divide your team into three or four groups and give each group a different member scenario. eg:

- 25-year old guy who comes regularly to do weights by himself
- 45-year old woman who wants to get back into exercise but lacks self-confidence
- 35-year old lawyer who's extremely busy with work and wants to come to short workouts in the evenings

Ask staff to define how they would motivate these specific people to attend LES MILLS Virtual classes and then discuss the answers.

Repeat this same drill with the respective LES MILLS programs. For example, how would you recommend BODYPUMP to these individuals?

TRAINING DRILLS FOR YOUR TEAM

DRILL 2

(if your facility runs both live and virtual classes)

Brainstorm why someone would recommend a virtual experience over the live session, and vice versa.

The first point that comes to mind should be about availability of live classes, but it's not the only aspect to discuss.

For example, consider a 50-year old woman who lacks self-confidence. The staff may want to let her know that the 30-minute virtual options that take place in off-peak times are a great way to get a taste of the live class and usually have only a few people in each class.

This would allow the member to gain confidence first and then she might decide to attend a live session.

DRILL 3

Talking about LES MILLS Virtual

Everybody loves role play – not! But the only way to build up the ability of your team to talk about LES MILLS Virtual to members and recommend the classes to give them a chance of practice.

Put staff into pairs and have one play a member and one represent the staff members. Have them take turns recommending LES MILLS Virtual and inviting the 'member' to try a class.

Check that your team understand and can talk about the benefits of LES MILLS Virtual. The more comfortable all the team are, the more effective they will be and the better results you will experience.

FEATURES AND BENEFITS

It's important that everyone within your business understands Virtual so that they can answer a question or sell why Virtual is offered and works.

Features

- One simple APP to download
- Scheduled and Virtual On-demand options available
- Variety of program durations
- Beginners classes to get members familiar with Group Fitness
- New program releases every quarter with new music, moves and presenters
- World's best presenters every time
- Backed by science – every Les Mills program is researched and tested before it is produced
- All on the big screen in within the club

Benefits

- Offer more programs on your timetable
- Offer classes 24 hours a day utilising down time in your studios
- Supplement your Live programs with programs you may not have resource to offer
- Allow members to work out on their terms, offers more flexibility
- Takes pressure off your studios during peak, so more members can enjoy group fitness classes
- Is cost effective
- Great back up solution to Live classes
- Be able to offer more classes during public/ bank holidays

HOW TO PROMOTE AND RECOMMEND

Getting the message out there to members and prospective members is key to the success of Virtual.

Promotion

Promoting LES MILLS Virtual

- Promote internally and externally
- Use the marketing materials provided by Les Mills
- Engage your staff, members and local community
- Think of clever ways to get members participating
- Offer local businesses trials of the Virtual classes as team building exercises – a great way to not only get people using Virtual but also drive new memberships
- Be loud and proud about Virtual within your facility, work Virtual hard, make members see you have Virtual and what its all about
- Run a launch event as previously detailed in the marketing section

Recommendations

Talking about LES MILLS Virtual. The best way to get members engaged with Virtual is for other members to recommend it!

- During your soft launch get key influencers within your membership base to come and try classes – make them feel special and get them out their talking about Virtual
- Get media involved so they can do some PR
- Get your staff involved, get them all doing classes and talking about Virtual
- Engage your Personal Trainers, get them to try Virtual and suggest ways they could use Virtual as part of their business e.g. running small group training sessions with an Virtual On-demand program where they can coach the participants
- Always lead by example, members notice things, if they see staff doing Virtual this is a great recommendation in itself.

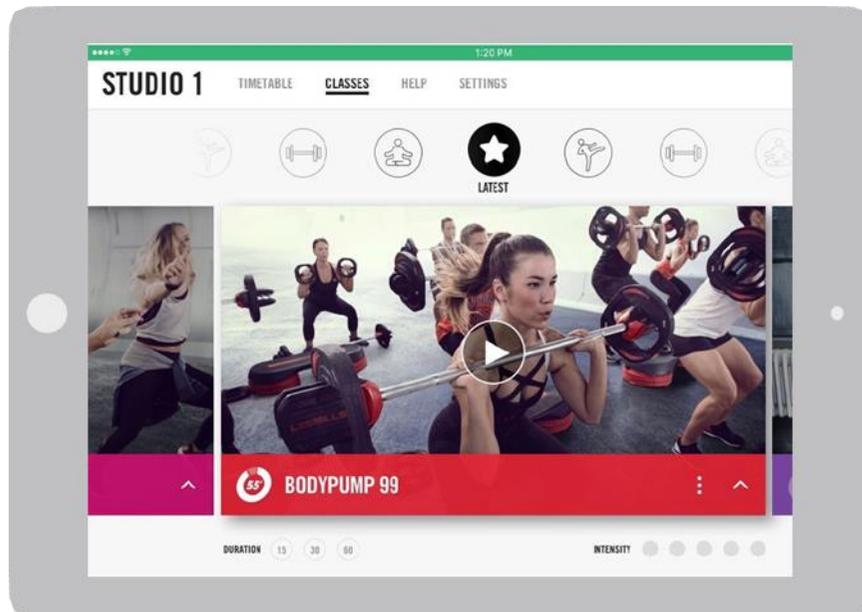
LIVE AND VIRTUAL CLASSES

Virtual is not only for facilities that don't currently offer Group Fitness classes but for those with Live classes

The best of both worlds - Maximise the timetable with Live & Virtual

- You have a fantastic studio, but the reality is there are only so many Live classes you have the resource to schedule each day
- Having a good mix of Live and Virtual on your timetable will deliver more flexibility and options
- Run Live classes during peak times and supplement these in your shoulder and off peak with Virtual
- Running classes all day will keep members engaged and members longer
- Blend your program genres to offer depth to your timetable through running classes back to back, running a Live BODYPUMP program followed by a Virtual CORE class will deliver results to a member if you do not have the resource to have two Live classes scheduled
- Engage your instructors to talk up the benefits of Virtual classes that you have on your timetable, this will provide credibility to your timetable

TALK THE TALK – VIRTUAL



KNOW YOUR OFFER

The best thing you can do for your business is know your products, you cannot sell something if you do not know how it works and what it will do.

Make sure you and your team use Virtual, understand and can answer any questions. Les Mills will train your team and help you launch Virtual. Use the experience they offer and become a subject matter expert yourself so that you truly see results.

HEALTH & SAFETY

Keeping members safe

It is really important that member health and safety is not overlooked when you are planning your launch of on-going running of Virtual programs. Every LES MILLS Virtual program has a Health & Safety warning at the beginning of each program for members to read.

When a new member joins your facility as part of their on-boarding or induction program, show them the Virtual studio, how the Virtual system operates and what to do in an emergency. Not only is this good for member safety but it's a great way to show them Virtual and get them engaged from the beginning and participating in Virtual group exercise classes.

For existing members – when you launch your Virtual group fitness offer, step them a mini induction, use your instructors and staff to check in with members doing the classes and give them some quick health & safety education before the classes kick off during that first fortnight

Warning

Participation in these exercises carries an inherent risk of physical injury - particularly if you have a history of health problems or any previous injuries. You participate at your own risk. If you are unfamiliar with the exercises in this program, contact the staff at this facility for more information before participating for the first time. To the extent permitted by law, Les Mills and its affiliates disclaim any and all liability in connection with this video and any instructions and advice provided.

All members should be guided through how Virtual works and your standard club health and safety procedures. It is important for members to understand that when working out to Virtual programs there are no instructors or staff likely to be in the studio and to keep an eye out for each other. If members see something report it and get help.

VIRTUAL CUSTOMER HELP & SUPPORT

Please email:

help@lesmillsvirtual.com

Or visit our FAQ's here:

<https://lesmillsvirtualapp.freshdesk.com/en/support/solutions/36000117739>