



CHAMPION'S TOOLKIT

BORN
TO MOVE LES MILLS

THANKS FOR JOINING US

KIA ORA

Welcome to Les Mills and thank you for joining us in your new role as a BORN TO MOVE™ change champion. We're hugely excited about our series of classes for 2-16 year olds and the opportunity they bring to transform the lives of young people.

If you've been chosen for this role, it's because you've already demonstrated a passion for helping young people to realize their potential. We need you to take that enthusiasm and use it to inspire your wider team, so that together you turn your place into a destination that young people truly love and want to return to.

In this guide, we'll share some tools and ideas to help you bring BORN TO MOVE to life. We encourage you to learn all you can about the program then get creative and deliver an experience that will inspire young people to fall in love with fitness and develop healthy habits that will last a lifetime.

You will find information about:

- Setting goals
- Designing the right delivery model
- Timetabling
- Creating a safe, child-friendly environment
- Recruiting BORN TO MOVE fitness teachers
- Getting the wider team on board
- Launching and promotion

You'll also find some useful resources on the last few pages, including FAQs and some promotional and marketing samples to get you going.

Our young people were BORN TO MOVE – let's get them moving that way!



Dr Jackie Mills
Chief Creative Officer and
Co-Program Director
BODYBALANCE™

WHY YOUTH FITNESS?

In today's world, children just aren't as active as they used to be. Our lifestyles have become more sedentary and young people's physical health has declined as a result.

It's no longer surprising to read or hear media reports about 'children and obesity', and the consequences for society – such as lower achievement, heightened risk for 'adult' diseases, social isolation and depression – have become part of our reality.

The stats say it all:

- Only one in four adolescents gets the recommended amount of daily physical activity.
- Young people aged 8 – 18 spend an average of 7.5 hours a day using entertainment media.
- Only 13% of young people in the U.S. walk or bike to school.
- More than 200 million school-age children are overweight; 40 million are obese.
- Today's children will be the first generation to have a shorter lifespan than their parents.

All around the world, health providers and facilities struggle to engage and motivate deconditioned, inactive adults – but it doesn't have to be this way.

The key to reversing the trend is reaching people early.

If we can inspire children to enjoy moving while they are young, we can transform attitudes towards physical activity and establish habits that will bring lifelong health benefits.

The result will be happier, healthier children, a less burdened health system, and a world of adults fit enough to fulfill their potential. With your help, it's a world we can shape within our lifetime.



FACT

- Children are born with a desire to move. This desire diminishes as they get older.
- We need to engage people early, when habits are formed.
- Parents want a fitness solution for young people.

WHY BORN TO MOVE?

Young people experience fitness differently from adults. For them, physical activity is about feeling good rather than looking good; it's about the joy of self-expression and the thrill of discovering and mastering new skills, and exploring what they're truly capable of.

BORN TO MOVE has been designed to meet these unique needs, with content, choreography and teacher training that is built around the five essential principles of successful youth fitness experiences:

MAKE IT FUN



Fun is the number one priority for every child and in these classes it is **FUNDamental** – from the music and moves, to the style of teaching, and the group environment itself. After all, everything is more fun with friends!

MAKE ME FEEL LIKE I BELONG



Many sports and activities for young people are competitive and non-inclusive which may discourage participation. **BORN TO MOVE** fitness teachers are trained to create an environment in which all participants gain a sense of achievement and feel welcome and included.

MAKE IT RIGHT FOR MY AGE AND STAGE



Co-created with young people, classes use music they love, moves that they can easily master, and words and explanations that make sense to them. They also deliver core building block skills that have been expertly approved to align with their stage of development.

GIVE ME A SENSE OF ACHIEVEMENT



Classes are designed to leave participants with a sense of collective completion; their confidence grows as they experience the thrill of mastering new skills in an uplifting environment, supported by encouraging teachers.

KEEP ME PHYSICALLY & EMOTIONALLY SAFE



All the moves are pre-tested to ensure they 'push' young people to experience the full extent of their ability, while being safe for their age group.



FIVE CLASSES

Because a five-year-old's needs differ hugely from a teenager's expectations, BORN TO MOVE has been developed as a series of five classes to ensure the experience is optimized for each age group.



Wonderful music written especially for these classes has instructions woven into the lyrics.

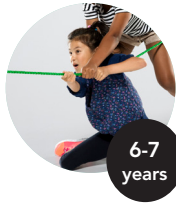
Simple moves build body awareness and balance.

Parents/guardians are welcome to take part.



A fun, captivating class that allows preschoolers to explore how their bodies move while immersed in an imaginative world.

Children develop self-awareness, balance, weight transfer and concentration skills as they interpret music and explore moving to the beat.



Children learn foundation movement skills whilst building confidence and social skills.

Specially written and current music creates a fun class experience that leaves children feeling successful and welcomed.



A wide selection of moves from eight movement categories are set to current music that appeals to the diverse nature of this age group.

Participants learn basic moves from martial arts, dance, sports conditioning, plyometrics and yoga.



Simple expressive moves set to a variety of big bold music tracks, encourage teenagers to move as they learn foundation movements from authentic disciplines such as sports conditioning, martial arts, plyometrics, dance and yoga.

**YOU ADD THE
MAGIC!**

You and your team are the final, vital ingredient. Over the next few pages we will share some tips and insights into how to deliver BORN TO MOVE with success at your place, and inspire more young people to get moving!

SIX STEPS TO SUCCESS

For BORN TO MOVE to be a success and truly start to transform the lives of young people globally, it first needs to work for you and your members.

This six-step action plan draws together insights and best practice learnings from international sites that are already inspiring change with the program. If you have an existing youth offer, we hope it's a useful checklist; if you need more detail – keep reading. The next few pages are packed with tips and ideas to help you achieve each step and launch the program successfully.



CLARIFY YOUR GOALS

- Decide what you want to achieve
- Define what success looks like



DEFINE YOUR OFFER

- Consider any challenges or limitations
- Choose a delivery model



ESTABLISH YOUR TIMETABLE & VENUE

- Choose a space
- Create a timetable that works for young people and their parents



RECRUIT INSPIRING FITNESS TEACHERS

- Identify people with the right potential
- Decide how many recruits to send to training
- Ensure you meet the legislative requirements for your region



EQUIP YOUR TEAM TO BE EXPERTS

- Host a team training session
- Empower your team to think and speak like experts
- Build selling skills at your membership team level



PROMOTE CLASSES TO YOUNG PEOPLE AND THEIR PARENTS

- Understand your target audience
- Connect and inspire with relevant messages
- Launch and fill your classes!



CLARIFY YOUR GOALS

Before you start working through this guide, it's vital that you first understand your goals for the program.

While we all share the common aim of improving the health and fitness of young people, your organization will also have its own unique mix of business drivers and motivations that will determine how, when and where you offer classes.

Here are a few additional goals you might like to consider, based on some of the many opportunities other licensees have identified for the program:

OFFER PROVEN, QUALITY CONTENT

You may already have children coming on site on a regular basis but want to offer them something that's more than just play.

PROVIDE ADDED VALUE TO PARENTS

If you're looking to add value to adult memberships, BORN TO MOVE can be a great way to engage and retain parents whilst increasing memberships overall.

For many parents, life revolves around their kids - by offering classes, you provide them with precious guilt-free 'me' time. They can work out, safe in the knowledge that their children are busy having fun and learning skills in their own classes.

OFFER A MORE COMPREHENSIVE SERVICE

By extending your offer to include programming for young people you have the opportunity to provide family and youth memberships. These will attract new members and provide your business with diversity and stretch.

CREATE A POINT OF DIFFERENCE IN A COMPETITIVE MARKET

Another positive spin-off: by taking the lead in transforming attitudes to physical activity and improving the lives of young people and families in your community, you're likely to experience a positive shift in your brand perception and strengthen your facility's market position.

REACH OUT TO A NEW AUDIENCE

Today's youth are tomorrow's members and there's no better way to engage with them than through an offer that's fun, motivating and teaches fundamental movement skills.

DEFINE YOUR MEASURES OF SUCCESS

Once you're clear on your reasons for offering the program, think about how you'll demonstrate and measure success.

General measures could include:

- For a fitness facility – an increase in attendance and retention figures. If so, how many children do you aim to get moving?
- For a school or daycare centre – positive feedback from parents and children. Is joy something you want to measure?
- For a community facility – public endorsement such as positive coverage in local media.

Specific targets might include:

- After 6 months – every BORN TO MOVE class has a minimum of 15 participants.
- After 2 years – 3 new adult member with children sign up to your facility every month.
- After 3 years – 1500 children regularly attend classes and generate \$X revenue.



STEP
2

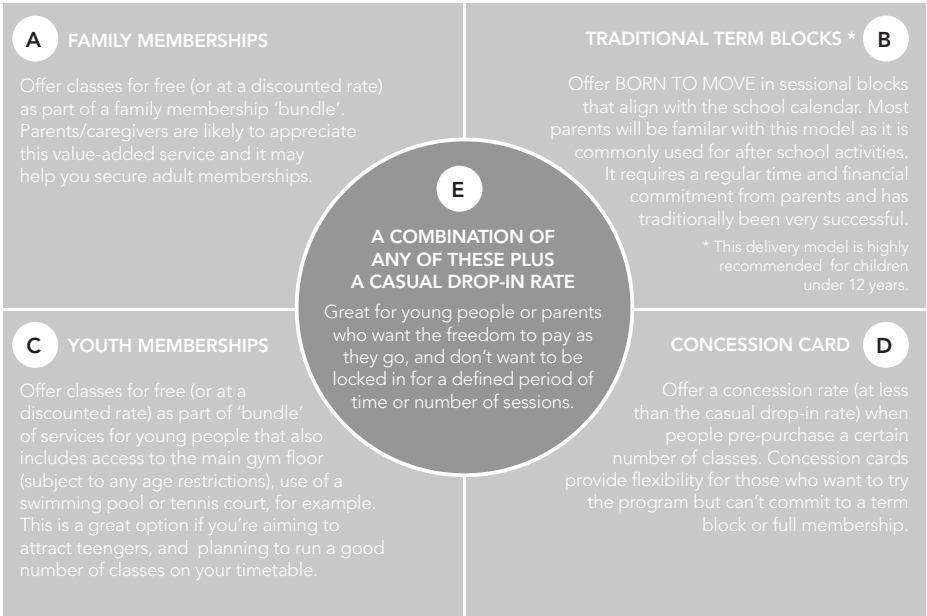
DEFINE YOUR OFFER

Once you're clear about your goals and success measures, you're ready to decide how you will deliver the program.

BORN TO MOVE allows highly flexible delivery – some sites offer it as part of a membership bundle, while others prefer a pay-per-use model. The one you choose will depend on your business drivers, the needs of your target market (parents/caregivers and young people), and any special factors that need to be taken into consideration, for example, the nature of your core service – whether you're a fitness facility, school or daycare – any local regulations governing what you offer etc.



In our experience, popular delivery models include:



Remember you'll also need to factor in any special considerations. Common ones to keep in mind include:



SPACE

Where will you hold classes?

BORN TO MOVE doesn't have to be held in a group fitness studio, but the availability of a suitable venue may help determine your delivery.



SCHEDULE

When can you hold classes?

How does this timing match with the needs of your audience of parents and young people?



TEACHERS

When are your teachers available to take classes?

When calculating your fee structure, remember to include any associated costs such as police checks, first aid training etc.



**SERVICE
REGULATIONS**

Do you have suitable amenities for children such as bathrooms, water fountains and changing rooms?

Will you need to have additional staff on hand to help with child management such as the sign-in/out process or entry/exit control?



OTHER

You may be required to follow local regulations, such as a specified teacher-child class ratio.

STEP 3

ESTABLISH YOUR TIMETABLE & VENUE

BORN TO MOVE can be offered just about anywhere, giving you plenty of options for when and where to schedule classes. Keep in mind the needs and competing activities of each age group – and don't forget to factor in their parents.

Your first big decision is when to start classes. If your offer is based around sessional blocks in term times, you'll need to ensure your start date coincides with these dates in the school calendar.

Remember too that children's lifestyles are different to adults': for the most part young people are reliant on parents or caregivers to agree to fund and transport them to activities so your decisions around timing will need to work for both audiences.

Here's a round up of timetabling and venue recommendations from out in the market:

Age group	2-3 years	4-5 years	6-7 years	8-12 years	13+ years
Optimum delivery time	Classes can be scheduled any day of the week. Mornings are ideal as this is when young children's concentration levels are at their highest.		Schedule classes at least 30 minutes after school ends so children have time to change and travel to your site.		Schedule classes at least 30 minutes after school and also allow for travel time. For teens, classes can also be scheduled late in the afternoon or Friday evenings.
If you have two studios, consider timetabling popular adult programs alongside BORN TO MOVE classes. Remember to allow sufficient pick up/drop off time when selecting class formats.					
Ideal venue	Classes for this age group don't require much space. Consider venues such as: <ul style="list-style-type: none"> • Classrooms, crèche/childcare spaces • Dance studios • Multipurpose rooms and spaces 		Great venues for these age groups include: <ul style="list-style-type: none"> • Group ex studios • Sports/team training areas in a fitness center • 'Classrooms' in schools, daycares and crèches • Dance studios and halls • School yards • Sports fields/spaces - school fields, basketball courts etc. 		
Frequency and format	BORN TO MOVE has three flexible formats – 60 minutes, 45 minutes or 30 minutes – choose the one that suits your timetable best. The number of classes you offer will depend on your goals and the size of your target market. Ideally, children should have the opportunity to attend at least two classes a week in order to establish healthy habits. In our experience 3 or 4 classes per week will optimize your ROI, however as with every new product it might take a few months and some marketing efforts to get to this level.				
Equipment	Microphones, an elevated stage, mirrors and loud sound systems are NOT required.		Music is a critical part of these classes and a good sound system is vital. Optional equipment includes microphones and mirrors.		

Timetable example for health clubs, with 1 studio space

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
10:00 AM	Studio 1								10:00 AM
11:00 AM	Studio 1								11:00 AM
12:00 PM	Studio 1								12:00 PM
3:30 PM	Studio 1								3:30 PM
3:45 PM	Studio 1	30 mins		30 mins					3:45 PM
4:00 PM	Studio 1								4:00 PM
4:15 PM	Studio 1		45 mins		45 mins				4:15 PM
4:30 PM	Studio 1								4:30 PM
5:00 PM	Studio 1								5:00 PM
6:00 PM	Studio 1								6:00 PM

Timetable example for health clubs, with 2 studio spaces

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
10:00 AM	Studio 1								10:00 AM
	Studio 2								
11:00 AM	Studio 1								11:00 AM
	Studio 2								
3:30 PM	Studio 1								3:30 PM
	Studio 2								
4:00 PM	Studio 1								4:00 PM
	Studio 2								
5:00 PM	Studio 1								5:00 PM
	Studio 2								

Timetable example for daycare centres

		Monday	Tuesday	Wednesday	Thursday	Friday	
9:15 AM							9:15 AM
10:15 AM							10:15 AM

Timetable example for schools

		Monday	Tuesday	Wednesday	Thursday	Friday	
7:45 AM	Before school program: 30mins						9:15 AM
3:45 PM	After school program: 30mins						10:15 AM

Children will learn better and participate more fully in environments where they feel welcome and safe. From the time they arrive, to when they leave, they need to feel that this is their special time and that they 'belong'.

All BORN TO MOVE fitness teachers are trained to create a sense of belonging in class and keep children feeling safe. You can also help by encouraging your wider team to set the right scene for young people.

Here are some ideas and tips on how to create a safe child-friendly space:

WELCOME

- Create an authentic, inspiring environment with child-friendly imagery
- Train staff to make young ones feel welcome
- Let adult members (if you have them) know when children may be coming to class
- Ensure you have clear signage so young participants can easily find their way to and from class

SAFETY

- Implement a sign-in and sign-out process and ensure someone waits with children until their caregivers arrive to collect them
- Clear the clutter and make sure your class space is ready when children arrive
- Clearly signpost all bathrooms

COMFORT

- Consider setting aside some family/parent parking close to the entrance to make drop-off and pick-up easy
- For the younger ones, have a helper on hand to take them to the bathroom, or manage any other incidentals





STEP
4

RECRUIT INSPIRING FITNESS TEACHERS

Find people who love children – and who children and parents trust.

BORN TO MOVE classes are not performances. They are real, authentic experiences shared between the teacher and each individual member of the class, so they require a very special sort of person to lead them. While physical skill is important, what matters most is the ability to confidently deliver content in a way that engages young people.

LOOK FOR PEOPLE WHO ARE:

- Genuinely enthusiastic about young children and teens
- Outgoing, energetic, playful, welcoming and professional, natural leaders
- CONFIDENT and comfortable working with children and directing a class
- Passionate about children and improving children's health and fitness
- Fit enough to teach the relevant age group and have good, all-around technique in all movement categories with an ability to move to the beat!
- Great coaches and motivators who can keep children inspired and create a group dynamic and sense of achievement
- Approximately 18-40 years old

PEOPLE WITH TEACHING POTENTIAL INCLUDE:

- Parents
- School teachers and childcare professionals
- Passionate staff members with dance or fitness education backgrounds
- Dance professionals, swim and sport coaches
- Fitness enthusiasts such as personal trainers and freelance instructors
- Current certified LES MILLS™ instructors
- LES MILLS enthusiasts

ATTRACT PASSIONATE PEOPLE THROUGH:

- Open days and events
- Spotting talent on your fitness floor
- Social media
- Promoting classes to your existing database (email or newsletters to staff and members)

Use this class-by-class guide to help you recruit BORN TO MOVE fitness teachers with the right qualities for every age group:

Class/Age group	A popular teacher will be...	Potential talent pools
2-3 years	Imaginative, playful, interested Calm in approach and not intimidating	School teachers and childcare professionals
4-5 years	Playful, animated Able to clearly demonstrate emotions and different characters	
6-7 years	Playful, clear, authentic Consistent, clear and in control	Fit and energetic PE teachers Young adults with an interest in health and fitness
8-12 years	Dynamic, assertive, adaptive, fun, watchful Consistent, clear and authoritative	Parents and adults with backgrounds in: <ul style="list-style-type: none"> • Sports • Dance • Gymnastics • Martial arts • Track and field • Coaching • Camp counselling
13-16 years	High energy, cool, able to lead teenagers, aspirational, inspirational, passionate Able to do all the moves and 'own it'	

*** Note:** In our experience, children are very quick to pick up on any lack of confidence in teachers. For this reason, we recommend that BORN TO MOVE teachers are at least 18 years old. Younger people may find it difficult to strike the right balance between an animated teaching style and staying in control. At the other end of the spectrum, teenage participants may perceive older people as 'uncool'. In some markets teenage boys respond best to young athletic male teachers, as they view them as strong, aspirational role models.

DECIDE HOW MANY RECRUITS TO SEND TO TRAINING

We recommend that you always train more teachers than you think you need. A good rule of thumb is to arrange to train 3-5 teachers for every BORN TO MOVE class age group that you license.

Children like to have a familiar teacher so your recruits should commit to always taking their dedicated class and timeslot. However, there will be times that you will also need to find cover for classes.

Other factors to keep in mind include:

- The number of classes you want to offer.
- The number of BORN TO MOVE fitness teachers who will take each class (we recommend two for each class).
- The number of fitness teachers that may come from your existing team.

Certification

Certification in BORN TO MOVE usually requires prospects to submit an assessment video for either the pre-school age group (2-3 and 4-5) or the school age group (6-7, 8-12 and 13-16). However the process may vary from country to country. To confirm the certification requirements in your region please contact your local Les Mills representative.

Check you meet any regional safety legislation

Most countries have specific criteria for people employed to work with children. You will need to meet the requirements that apply in your region, but as a minimum, we recommend you obtain the following before recruiting someone to train as a BORN TO MOVE teacher:

- A criminal record check, which should be renewed regularly.
- A current First Aid/CPR certificate.

You will also need to observe any local regulations about the required class ratio of children to fitness teachers that apply in your region.



STEP 5

EQUIP YOUR TEAM TO BE EXPERTS

As BORN TO MOVE champion, inspiring and educating your wider team is one of your most important roles.

For classes to be successful, it's vital that everyone – from your membership team to your front desk staff – is empowered to promote them actively and effectively.

One of the best ways to spread your enthusiasm and knowledge to the wider team is to hold a team training session that takes them all through:

- 1 Vision/purpose – an introduction to your business goals for both the program and launch day/event
- 2 Class taster – an opportunity for all the team to experience a class
- 3 Interactive exercises to build team knowledge and awareness of:
 - Features and benefits
 - Scenarios
 - Overcoming objections

Use these fun sample exercises to help build your team's product knowledge.

EXERCISE 1: FEATURES AND BENEFITS

1. Divide people into groups of three, ensuring you have a good mix of people with different roles and responsibilities
2. Using the Program Essence chart on page 21 give each group three key characteristics for each class you are launching.
For example, key characteristics of the classes for 2-3 year olds include:
 - 30, 45 or 55 minute options
 - Instructions specially woven into music
 - Parents join their children in class
3. Ask the groups to identify three ways that each characteristic benefits participants.
For example, benefits of parents joining their children might include:
 - Increases bond between parent and child
 - Children socialize with others in a safe environment with their parents
 - Both parent and child are active (some parents get a good workout using their imagination during class/lifting their kids)
4. Ask each group to share their answers and provide them with feedback

EXERCISE 2: SCENARIOS

1. Invite everyone to split into teams of three and give each group one of the following profiles:
 - A 10-year-old girl who has just moved into the area and whose parents are looking to join the local gym
 - A 14-year-old boy who doesn't want to try a class as he hates playing sports
 - A mother of two girls (aged 3 and 6 years)
2. Ask each group to discuss and prepare how they would present and 'sell' the program to that specific prospect or member. They must be careful to choose the features and benefits they would use for a specific person.
3. Get the groups to roleplay the scenario, with one person from another group playing the role of the customer
4. Provide feedback and repeat for each class age group you are about to launch

EXERCISE 3: OBJECTIONS AND PUSH-BACKS

1. Ask everyone to come up with five reasons (objections) young people (or their parents) might have for not attending – and not returning to – classes (ie. five reasons why they might not initially want to go, and five reasons why they might not come back). There are two audiences to consider, so divide the questions into:
 - Five objections parents might have about children coming to class – or about participating themselves, if they have a 2 or 3 year old
 - Five objections children might have.
2. Invite staff to share their objections with the group, and then select the top five objections in both categories from across the team
3. Put people into pairs and allocate a few objections to each group
4. Ask them to work out how they would overcome each objection and motivate that adult or child to try the class or to do it again
5. Share answers as a group and provide additional ideas of your own



TOP 8

NEED-TO-KNOW BORN TO MOVE FACTS FOR YOUR TEAM

The aim is to enthuse your team about the classes, and equip them with the knowledge to answer questions about the program so that by the end of the training session they understand:

- 1** BORN TO MOVE has five classes for five age segments – from toddlers through to teens and each class is based on the developmental needs of that age group.
- 2** The music and moves for all classes have been extensively tested by specialists with final approval left to the real experts – young people themselves.
- 3** Classes are xx minutes (insert the format you've chosen).
- 4** Each class is updated every 4 months with new music, education, games resources and choreography.
- 5** All classes are non-competitive which means every child can succeed.
- 6** Classes for school-aged children feature 8 different movement categories or tracks, which each build a different foundation fitness skill, providing a basis for future physical activity as they become young adults.
- 7** Classes are not just repurposed adult classes – they are created specifically to meet the developmental needs of young people.
- 8** You must attend training and pass an assessment process to become a BORN TO MOVE fitness teacher.

PROGRAM ESSENCE FOR EACH AGE GROUP

Class description	2-3 years Imagination, exploration and music	4-5 years An adventure of discovery, action and song	6-7 years Playful movement, music and games	8-12 years Music, games and energy	13-16 years Fresh and fast fitness for teens
Essence	A playful and fun experience for little ones. A parent/ caregiver is invited to share this experience where possible.	A fun and captivating class that allows preschoolers to explore how their bodies move while immersed in an imaginative world.	Six fun movement categories and games to continually engage energetic and playful 6-7 year olds.	A library of tracks in eight movement categories and games, build foundation movement skills, strength, agility, speed and coordination in a team environment.	Expressive moves that encourage participation in a fun and inclusive environment. Challenging skills in agility, speed and co-ordination.
Music	Playful music written especially for each of these classes with instructions woven into the lyrics. Children can listen, follow and sing along.		A mix of specially written and current music suitable for boys and girls.	A wide selection of current music - think Top 40 latest hits.	A variety of big bold music that appeals to teens.
Movement and benefits	Simple moves build body awareness and balance.	Children develop self-awareness, balance, weight transfer and concentration skills as they interpret music and explore moving to a beat.	Short tracks interspersed with games build foundation movement skills in six categories.	Basic moves from martial arts, dance, sports conditioning, plyometrics and yoga. Eight movement categories covered in total.	Movement from authentic disciplines such as dance, martial arts, plyometrics, sports conditioning and yoga.

THE EIGHT MOVEMENT CATEGORIES

BORN TO MOVE classes for school-aged children feature eight different movement categories or tracks.

Each category or track helps build a different foundation fitness skill, providing a basis for future physical activity as they become young adults.





Move: Simple movements help warm the body and introduce the types of moves they'll use in other tracks.



Punch: Punch is one of the martial arts derived tracks. Its main purpose is cardiovascular training but it also improves coordination and upper body strength.



Kick: Kick is the second martial arts derived track. Its focus is on leg strength, balance and coordination.



Dance: This is a fun cardiovascular training track. Dance tracks in BORN TO MOVE are typically Hip Hop inspired with easy-to-follow moves that build confidence and coordination.



Jump: These are sports conditioning tracks focused on plyometrics. These tracks build cardiovascular endurance, leg strength, power and speed.



Core: Children focus on moving the body through a range of postures, which introduce them to their 'core' and its impact on all their body movements.



Games: Games are fun activities that build teamwork and fitness. Every class has a different set of games, which help participants to build fitness without even knowing it.



Yoga: Yoga builds concentration, balance and flexibility while cooling participants down.

STEP 6

PROMOTE CLASSES TO YOUNG PEOPLE AND THEIR PARENTS

Now that you have defined your offer, recruited some great teachers, and got your team on board, it's time to generate interest and awareness in your community and fill your classes.

Just how you approach marketing will depend on your specific goals for the program, the nature of your service, and whether or not you already have an existing audience of young people.

Here are a few top tips to keep in mind:

REACH AND ENGAGE BOTH AUDIENCES

- In most cases, your promotional plan will need to consider how to inspire interest and excitement in both young people, and their parents or caregivers.
- Parents and guardians are likely to be the main 'buyers' of the program: they are essentially the 'gate-keepers' of their children's time, and will ultimately make the decision about what activities they fund and provide transport for – they are likely to be most interested in how their children will benefit from the program. Use the class descriptors on page 5, the Top 8 Need to Know Facts on page 20 and the Program Essence table on page 21 to help create effective messages for parents.
- Young people themselves are key influencers. As they become older they become highly opinionated consumers who have a strong influence on their parents' decision to purchase – they will want to know 'what's in it for me?' The consumer brochures for each class (available at www.lesmills.com/xxx) have some good suggestions for core messages to each age group.

TIME YOUR LAUNCH

- Families are busy and most will need plenty of time to make decisions about what activities they commit to.
- If you're launching a term block of classes, you'll need to promote classes at least several weeks before the term starts – families may be away during the school holidays, so get the word out early.
- Remember too that parents are time-poor – make it easy for them to translate their interest into action by providing a simple, clear registration or sign-up and payment process whether online or in person.

HARNESS EXISTING NETWORKS

- Use all your existing channels – website, Facebook, Twitter and email newsletters* – to inform, involve and excite your current customers about BORN TO MOVE and promote the launch.
- Hang banners and posters with details about classes – including the launch dates, class times and contact details – around your site. Good display areas include: women’s changing rooms, reception areas, crèche/kids’ club areas, noticeboards, café.
- Encourage your staff to talk about BORN TO MOVE classes and any launch event in their interactions with current and potential customers.
- Social media posts or blogs might include a pic and bio to introduce the teacher (s); footage of the teachers practising; getting the space ready; inspirational quotes etc. Or you could just count down the days to the first class – posting a different image from the BORN TO MOVE library four weeks out; one week out; two days out etc.
- If you’re recruiting for BORN TO MOVE fitness teachers externally, your parent network is also a great place to start. There may be stay-at-home mums and dads who would love to help out part-time, taking classes.

* Other useful online channels to consider include SMS/texting, which is still hugely popular with young people; Pinterest (for mums in particular) and YouTube, Instagram, Snapchat, and Vine (for teenagers).



BE WHERE
YOUNG PEOPLE
AND PARENTS
ARE

- Use the 'news' that you're going to be offering BORN TO MOVE classes as a reason to contact your local media outlets.
- Put up posters and flyers at your local library and other community facilities promoting your BORN TO MOVE offer. The Les Mills brand is recognised worldwide as the leader in group fitness experiences and will be a powerful drawcard for parents.
- Include BORN TO MOVE brochures in your enrolment and information packs. Make it easy for people to find out more by having all the necessary information easily available on your website.
- Promote classes at: schools and daycare centers; sporting facilities (football clubs, swimming pools, basketball courts etc); other extra curricular activities (such as music, art, dance or extra tutoring classes); youth/community groups (such as YMCAs); churches; malls; libraries; local doctors or medical centers.

SHOWCASE
CLASSES

- There's nothing more powerful than firsthand experience. Consider holding a free class, open day or launch event to encourage trial at your place, or leverage a community event and hold a demonstration class at a local festival, sports day or similar.
- Send invites to your adult customers to pass on to their children and their friends; and take advantage of free community listings to promote the event online, in your local newspaper etc.
- On the day, invite local media to cover the event, or provide photos for their social/community pages, and make sure people can sign up for block classes and/or memberships on the spot.
- Incentivize people to spread the word on your behalf with two-for-one or 'bring-a-friend' passes.

**BUILD
CONNECTIONS**

- Look for opportunities to cross-promote your BORN TO MOVE offer with other complementary services and facilities in your area. For example, a daycare center and fitness facility who both offer Les Mills classes for different age groups could team up to share information about each other's offer with their customers. The fitness center might promote the daycare's BORN TO MOVE classes for pre-schoolers in return for the daycare center inviting its database of parents to experience an adult Les Mills class for themselves. Tennis clubs, YMCAs etc may also be willing to do the same thing.

**KEEP YOUNG
FANS COMING
BACK!**

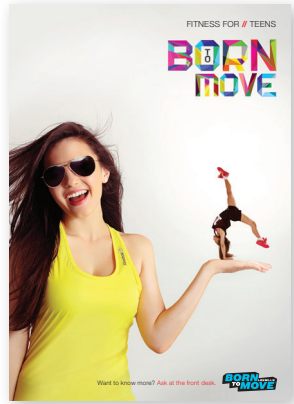
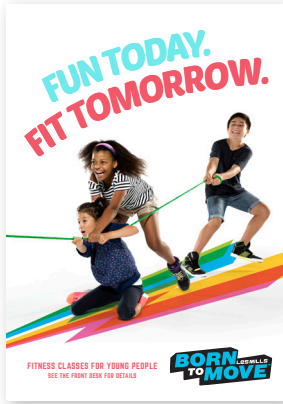
- BORN TO MOVE is refreshed every four months, and our training ensures teachers have the skills to keep participants engaged and excited about coming to classes.
- Think about how you can also extend that welcoming experience beyond classes, so that young people and their parents will want to come back.
- For younger participants, this could be as simple as offering rewards or incentives such as stamps and stickers at the end of classes. Parents and older participants will want to see progression so consider offering certificates as children complete a term block of classes.

We recommend starting your pre-launch promotion plan at least 8 weeks before your launch date. For help to create a tailored pre-launch, launch and on-going marketing plan, please contact your Les Mills representative.

YOUR TOOLBOX OF MARKETING MATERIALS

Don't forget to make use of our suite of ready-made BORN TO MOVE marketing materials, resources, imagery and incentive ideas. Simply contact your Les Mills representative for more info.

POSTERS



PULL UP BANNERS



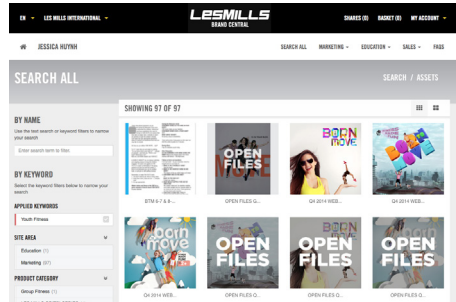
BROCHURES



FACEBOOK



BRAND CENTRAL



STICKERS & CERTIFICATES



OUR MARKETING PROMISE

As part of our duty of care to our young customers we have adopted the following general principles around all our BORN TO MOVE marketing and communications material. We encourage you to do the same:

- We will never promote anything that is detrimental to a young person's physical or mental health
- We will not use images that sexualize young people
- We will not make young people feel unpopular or belittled for not taking part in BORN TO MOVE
- We will not encourage 'pester power'
- We will not undermine parental authority.

Some countries have specific legislation that governs marketing to young people. Please familiarize yourself with the rules for your region and ensure you follow them.

**NOW IT'S
UP TO YOU!**

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Feeling inspired to get going? We hope so! Transforming the habits of a generation will take time, but there's no better time to get started. So what are you waiting for? Let's get young people moving! – Dr Jackie Mills

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**"LETS GET YOUNG
PEOPLE MOVING"**

Dr Jackie Mills

