

Episode 10



THE FITCAST CROSSOVER WITH KEVIN LARRABEE

[Updated as of 06.11.18]

Kevin: Hello. Welcome back to the FitCast. My name is Kevin Larrabee and doing something a little bit different today, doing something actually really different. I'm hanging out. I think that's the official term we're going to give it - just hanging out today with Michael Keeler because Michael, you are now producing a podcast.

Michael: It's true. I'm so famous now. I'm officially podcast...

Kevin: You are kicking ass with this so far. These are blowing up.

Michael: I'm officially podcast famous like you.

Kevin: God! Is that it? We're not using podcast-famous, I hope.

Michael: I think I just made it up. I don't know.

Kevin: I think that works out. It's like Instagram-famous or podcast-famous

Michael: *laughs* It's only, it's as wealthy, it's as useful as monopoly money, I think.

Kevin: I think that's accurate as well. Let's kind of start there because the reason why we're doing this joined episode is one, obviously from my end, I'm a new gym owner and operator and still working through the challenges of all that. Also, I've been working with you and Mark with Business for Unicorns. You guys have been a huge help just like literally even just the coaching calls that we've been doing every single week. Whenever I'm like, "Man, the week's not going so great, it's Thursday." At least, I get all this great information from these coaches. I get feedback and sometimes even vent about stuff that's going on. So, that's been really beneficial. But now, what's even better for the public is that even if they're not a part of Business for Unicorns right now, you're now sharing a lot of this knowledge and information, ensuring what really fascinates you about business in the fitness industry with your podcast and anyone that wants to download it.

Michael: Yeah. Well, what's great is I also wanted to have this conversation but for totally different reasons.

Kevin: Right.

Michael: Mine was because one is you've really been a big podcast inspiration to me. I've been listening to yours probably longer than I listened to any other podcasts, honestly. And so, it's one of the reasons I started this thing. In fact, I'm recording on a microphone you gave me.

Kevin: It's a good mic.

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Michael: So, it's a full-circuit moment. The second reason is for my podcast listeners, I mostly interview business owners and entrepreneurs talking about how they are really kind of living up their life's purpose and making a positive impact on the world through their work and their business. And you're a brand new business owner. So far, I haven't spoken to anyone on my podcast who is just in the very beginnings of opening a business. And so, I thought my audience would really love to see here first-hand all the trials and tribulations I'd know you've been going through over the last year.

Kevin: Yeah. I mean, you know it probably more than anyone else of the stresses, especially like you get all the equipment, you get the stuff in from Perform Better. You set everything up. You open up the doors. You do what you would think to be your due diligence on promotion to get the place going, local articles in the paper, Facebook, Instagram advertising, talking with the local community organizers. Then when you open up the door and no one calls, no one shows up, nobody emails you, no one responds, and then it gets to be very scary. But thankfully, I'm in a much better spot now than I was a couple of months ago. But it's still challenging even today.

Michael: Yeah. I mean, you're such a great example of the quintessential experience of opening up, especially a gym. Because there's so much promise and parallel in running your own business. There's often this myth that people think, "Oh well, I'll just follow these steps that I know this person took, or I'll just do what XYZ people told me they did." There is no one path. There are no steps, the one through whatever to opening up your own business. It's just what is the right action that I can take right now? What is the best action for me to take right now? Just one day at a time, what is the best action I know I can take today?

Hopefully, that keeps moving you in the direction of your goals for your business. But there is no one path. And you've been a perfect example of that because I've seen you do all the "right things." You've been like, "Well, where is all the freaking right results?" It's like, "Well, you have to figure out what are the next right things for you." I know that's not satisfying but I think that's what it looks like for most business owners.

Kevin: I've talked about this briefly on the FitCast and with other folks. But I've not really had bouts of depression in my life. My fitness career has been rather successful, literally, even before I left college. Then to have something that didn't work immediately, that wasn't an instant success, was a little bit demoralizing. But I mean, you hit on a couple of things that I want to go back to real quick where, you know, I thought I had all the tools. I had all the experts in the industry. I had all these people that were incredibly successful that I literally got on the phone, took notes, made sure I did everything perfectly. But even a perfect set-up doesn't mean that you're going to necessarily be successful, at least, at the start.

I think part of that, and I'd love to get your opinion on this too, like right now, we're seeing an explosion of smaller gyms like we have never seen, things like... And I mean from chains too, things like Orangetheory, that are trying to take this, whether you want to call it functional training, small group exercise. They have turf. You know what I mean? They have turf. They have rocks. They have netballs. They have TRXs. They have all these. They don't have the machines like the health clubs did in the past. Now, these are blowing up everywhere. So we're getting a lot more competitions. So, it's even more challenging now because people can get almost that health club-like experience and sometimes

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price at a gym that seemingly looks similar to what we're doing too. So, what do we do to differentiate each other?

Michael: Yeah. Well, I think you're right that the barrier to entry for fitness is pretty low compared to other businesses, right? It's not like you're opening up a restaurant and you need to build out a kitchen or things like that, that when it comes to store-fronts, it's a pretty low barrier to entry. Fitness equipment is not that expensive. Rubber floors are not that expensive. And so, not only can everyday people like us start a gym, but I think it's appealing for the chains for that reason as well. Even if you're franchising, most franchise fees are not that much compared to most franchising businesses.

And so, you're right. I think there is more competition than ever all over the United States. I think, for me, in terms of how successful I think the chains will be or how much of a competition they'll be, I think that they're as much of a competition as they are able to create real community, right? I think they'll be able to create community if they're really great at finding and keeping awesome team members.

Kevin: Exactly.

Michael: Historically, chains and franchises and those kinds of businesses are not great at keeping and retaining staff because they don't pay them, historically, very well. That's not true for all but for many, that's the truth. You and I know from experience working in facilities that provide a really great client-experience where people feel like they belong and there's a real sense of community and people there have real pride in their work and they stay at those places for a long period of time. And as a result, the clients stay for a long period of time.

I have a hard time believing that most chains will be able to replicate that process, that most kind of mom-and-pop studios can create across the country. Certainly, the kind of feeling we've tried to create at MFF, I know you're trying to create in your business, is one where you belong. And we know you, and we know your name, and the trainers here care about you. They're going to stay here for a long time because they're well-taken care of. That's I think the biggest challenge for the chains that are spreading up all over the country.

Kevin: Yeah. I want to continue that a little bit but it reminded me of something - one of my members said two weeks ago. So, I tell people I kind of live around Boston but I really live like 40 minutes north to Boston. I live out of the city, kind of in very much the burbs on like an ocean-front town. I have one of my members who's younger. She's younger than me. Younger people want to live near the city because that's where all the action is.

One of the best things that happened is that a couple of weeks ago, she said, "I want to let you know I got an apartment offer right in the city. It was a great deal. I was really thinking about taking it. But I turned it down because I wouldn't be able to train here anymore." That was like okay, like that's not something you see in a feedback sheet. It's not something you hear everyday and that's like okay. So, at least, we're doing things right here. It might not be packed like the CrossFit at the next [0:09:37 unclear]. It means that we're building something special here that we just need to, you know, we need to weather the storm of a little bit of slow times right now. And just continue to maintain that quality and that kind of community and that kind of experience going forward.

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Michael: Yeah. Well, congrats to you. That's so awesome. It must feel good to hear that someone really gives a crap, right?

Kevin: Honestly, it was about as... It was like told like I don't know. It made me blush.

Michael: Yeah.

Kevin: You know what I mean? It was like one of those things like I actually felt embarrassed by how cool and polite that was. I don't remember her like really... We've all had clients and stuff like that over the years or athletes that have either said like, "I just want to let you know. Training with you has changed my life" or something like that. But this was on a whole another level. Literally, I wouldn't want to move to the city. I wouldn't want to be... you know. It's like she would be 30 minutes closer to her job and she literally turned it down because of the gym. Even right now, I'm getting a little bit, getting red talking about it right now.

Michael: You get all the feels about it. It feels great. I mean, I know that we, you know, I'm very fortunate that at MFF, people feel very connected to Mark Fisher Fitness. We've had a lot of ninjas say that it's one of the things that are keeping them in the neighborhood or in New York City. It just feels great. I mean, there's no higher compliment. I feel like that's almost, for me, feels better than I lost 20 lbs., or I feel stronger than if I did my first pull-up. Those things are all fantastic, right? I don't want to minimize those accomplishments. But as a business owner, it almost feels better to feel like, oh no! This place is essential in your life that you're actually prioritizing coming to this business above other conveniences and things you could do in your life. That just feels so cool.

Kevin: It's the literal, you know, third Starbucks, like the third place that folks go to in a day.

Another thing that you mentioned is what is going to separate our facilities from these bigger chains that are now trying to commercialize, that they're trying to replicate what we have in smaller gyms across the country and across the world. I always get concerned about this stuff. My question for this year, for 2018 has very much been... I don't know. I'm trying to figure out the best way to voice this and to explain it. But along the lines of we need to almost apologize to our potential customers because they've been fed so much garbage over the last 10 years about why this thing's going to work. Why this piece of equipment that they see at 1 o'clock in the morning on cable TV is going to work? Why this diet is going to be the one that actually helps them get to where they want to go.

Like literally to the point where I was watching CNN the other day. They're just like advertising plastic surgery. Just literally just suck the fat out of you, like nothing works. We'll just suck the fat out of you. I'm trying to put this into context. But I'm almost thinking, "Okay, now what happens if they go to a place like, and I apologize for mentioning brand names, but a place that looks like our gym that is a big-box place or even not a big-box place. They see that. It kind of looks like what they do. But I failed theirs, so why is this place going to be any different? How is the best way to get that across to a potential customer along the lines saying like, you know, aside from just saying, "I apologize. You've been sold a lot of terrible information and a lot of products that promised you things in 14 days, 28 days, 30 days. This is different." How do we get that point across?

Michael: Yeah. Well, I mean, it's so right. This is totally a topic I've been known to get on a soap box about in the past. So, I'll try and keep my thoughts short on this one, so we can get to other topics. But

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I'll say a few things. One is there is good and bad information everywhere, right? Small mom-and-pop shops, big box chains, doctor shows on TV, news shows on TV, no matter where you look...

Kevin: Doctors that will potentially be advisers for the whole United States.

Michael: Yes. It's grim. And so, there's good and bad information anywhere. So, I don't know that there's anything we can do to help our clients and even people on our teams, even other trainers help identify. Don't go to those kinds of places because they all have bad information. Only go to these kinds of places because they always have good information. I don't think that's a truism that we can push towards. It's good and bad everywhere.

I think for that case, for that matter, I'm sure at MFF once in a while, we've said things years ago that we know are not true anymore, right? So in that sense, we probably put out some information that we wouldn't be so proud to repeat today and we're really doing our best. I think we're really good at it. But I think the thing that we can do that is most important and I think this is part of why small training facilities have become, sort of become, kind of the new norm that people all over the world are looking toward is because it's so personalized, we can do good education. That not just come in and tell you what to do but why you're doing it, and why it matters, and where this information comes from, and where you can learn more about it, and how you can dive in deeper, and how you can keep learning, and where you can find new recipes and new ways to inspire. We can go that deep because we have relationships with our clients that are personal.

We've talked about on this podcast before, MFF's Snatched in Six Weeks program. We joke all the time when people signed up for that program where it's like, "Gotcha! Surprise!" You accidentally signed up for a college course in fitness and nutrition because learning for yourself how to distinguish between the good information and the bad is the best thing we can do for them. And that changes all the time. Everyday there's new people out there trying to make money in deceiving you and tricking you. Some people are genuinely out there with bad information and they think it's good information, right? So, these are treacherous waters to navigate. But I think making sure that us as business owners, whether it's fitness or any other business, work in education, to teach people about why we're doing what we're doing, why we chose this approach, what our background is, what our credentials are, how we keep learning and improving over time.

Because I find this is true of an entrepreneur group that I'm part of and I meet with seven other entrepreneurs every month. So I know their businesses really well. They're in all kinds of diverse businesses and they still have this issue. I have a friend who does stem cell storage. He has to continually figure out how to explain to his clients why what he does is the best, why they do their certain methodology of storage, of what you can do with stem cells, right? So, even in a complex setting like that, they're still trying to work in education as a way of connecting with clients and building rapport and trust. I told you I can keep talking about this forever.

Kevin: And I want you because that goes into my next question is when we talk about advertising, we talk about trying to spread the word of your gym. Most of my effort or I should say it's probably about a 50-50 split. Like if you look at my Instagram, if you look at Facebook for what I'm doing for the gym, half the post are people just doing kick-ass stuff at the gym, people just having a blast, training, maybe hitting like a new personal record, do the chin-up, be doing body weight push-ups for the first time in their life, whatever it might be. And then also trying to balance it out with educational information for

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folks that might not ever come to the gym but A, it's at least good because a few people might pick up a thing or two they can do at home, maybe nutritionally, maybe for fitness and for over our health. How do you think gym owners should balance that social media information? What is the best ratio to get people into the door? Should I just be like doing selfies and yelling into the camera about why you should have more energy in life and why I can give you that. That's an awesome proposition.

Michael: I would like to see that video of yours but I don't know that's the best strategy.

Kevin: On a side note, I think that's something I've also struggled with. It's something that I am always very, I don't know if envious is the right word, but I'm not a very big extrovert. It's very tough for me to get in people's faces. I like to say, "Michael, that was awesome, great job on those push-ups. You progressed this week, great job, fist bump." I'm not the person that goes in front of the floor and starts barking at them or anything like that. So, sometimes I think that is a little bit of something maybe I could work on, be a little bit more comfortable with myself to do that. But I don't know where I was going with that. But obviously that impacts my social media stuff too.

Michael: It's a great question. I think all business owners should be asking themselves that. In terms of gyms, my answer to these kinds of questions is always the same, which is it depends. What do your clients want, right? Because I think, social media presence for a place like Cressey, right, is often full of people who consider themselves athletes. They want to know the science. They probably are really cool with having a little more education and information because they want to know how to perform better, and how to improve everything that they do in sports. But I also know, and you know that's true, I'll use Cressey as an example of this, is they also have a culture of dudes who like to hang out and have fun, and joke around and make fun of each other. And that's also represented in their social media, right?

So, even in a place like that where it's very performance-based, I think there is space for representing - this is the way we do things around here. When you come here, this is the kind of vibe, the kind of experience, the kind of conversations, the kind of people you'll meet. I think both are important to people. And you know, for MFF as an example, we definitely do a lot of cultural stuff, a lot of kind of brand recognition. This is like we're weird, we're funny. But we also try and balance that with because our ninjas care, right? I would say probably about half of our population really actually cares. Why am I doing this? Like why did you program this for me today? Or why is this the approach for nutrition you use in Snatched in Six Weeks? So they want to know a little bit behind the scenes information. But for us, it's about constantly just asking your clients, "What do you want more of? Do you want more rah-rah in your face cheerleading for me? Is it cool that I'm the fist bump guy? Do you want more science? Do you want more fun?" And engaging in that conversation, I think, is the way most businesses should get the answer.

Kevin: Do you do these conversations in person or through anonymous service?

Michael: Yeah, it's all the above. It's all the above. I talk a ton about feedback. We talk a ton about feedback in Business for Unicorns. Like all of our courses pretty much have some moment where we talk about fostering continuous dialogue with your clients and making sure you have open channels of communication between your team and your clients. I think all of those communication channels are ways that you get an answer to these questions. What's working for you today? What's not working today? How are you feeling today? How do you want to show up today? How can I support you better

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today? Could you fill up this survey for me? We have a suggestion box. Just tell us what you're thinking. Any way that gets your client to share with you - this is what I want, this is how I want to be supported, this is how I'm feeling, these are my goals, all of that is information that helps you figure out even what goes on your Instagram.

Kevin: I don't even know if it's something I should work on to be a little bit more animated.

Michael: Where is that impulse coming from? What's making you think that it's something you need to focus on?

Kevin: It's always comparisons with other folks on Instagram and stuff like that. I think that that is definitely part of it. But I do sometimes check myself where like I'm much more, I'm talking about like Cressey. That's right, I interned. I worked at Boyle's for years and years. I was very much like a technical coaching guy. For me, my number one priority is does everyone look great? Like is everyone performing everything perfectly? No one's at risk of getting hurt. That's like always at the top of my checklist.

And second or third is then all right, we're having a great time, right? Because I think part of this, in why I've been loving the gym so much is... And it's so not fair, right? It's so not fair. But like the best part about the gym now is the people that train there. I like hanging out with these people which is really, really awesome. Which has helped me loosen up a little bit and be a little bit more comfortable and allow them to... They make fun of my movie taste and stuff like that. But it still is sometimes a little bit of a balancing act for me on how to be myself there but also, you know, they're here to get a service. You know what I mean? They're here to get stronger or get leaner or whatever it might be. The goals are going to be around those edges. But that's why it's still a little bit of a balancing act.

Michael: Yeah. Can I offer you a suggestion?

Kevin: Yeah.

Michael: Yeah? I recently wrote this blog about a conference I went to. There was this speaker. Maybe I'll share the blog in my show notes and if you want to do the same. But there was a speaker who represented this idea because there is this misconception that we all think that we hate feedback, right? Most of the time when you talk about feedback, people start to cringe. But the reality is, we actually don't, we don't hate getting better. We actually like the idea that we have the autonomy to improve and learn over time. The things we hate about feedback is when it's unsolicited, you know, we didn't ask for it. It's kind of random. We don't know when to expect it. And it's in like a crummy package where someone just gives it carelessly, right? Those things are all avoidable, right? One way he suggests you can avoid all the discomfort that comes with feedback, or most of it at least and still get the gyms is if you ask for it.

Kevin: Right.

Michael: If you are the one driving the ship and you are actively asking for it, then you know when it's coming. You can ask for the kind of feedback you want, from the people you want, at a time that makes sense for you. You don't have the surprise. You don't have the emotional overwhelm, right. You can still get the thing you want from feedback which is how can I improve? How can I serve you better? What

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are your thoughts on how I can grow the business? And for you, grappling with this question of am I showing up in a way that is really working for my clients? You can ask them. I think if you're driving that ship and asking them regularly, you're going to feel great about it because you can ask the people you think are the ones that might care.

Kevin: No, absolutely. This is making me feel better because almost every session - there's two things I do at the end of every session. I say like, whether it's one person, you, Michael or if there's a group of eight people, I say, "You guys, just thank you so much for showing up tonight because this is like the best part about my day. I love coaching and you guys always bring in a great energy. So thank you so much. Also, please never hesitate to let me know if there's anything we can be doing better as a gym or that I can be doing better in terms of resources or coaching or information."

One of the things that came out of that was this nutrition seminar we're doing tomorrow night. Just because everyone's like, "Well, we kind of want, we don't, like you haven't given us any nutrition information on what we should be eating and stuff like that." You're like, "You're totally right." I basically have more or less just had some side conversations with folks. But we haven't given any broad like, hey, here are some best practices on setting goals, building habits. What are the right foods to pick up? What should we think about all these different types of diets that we're getting yelled at about? So, that has been helpful. I should, probably I'm just going a little bit. I'm much a loser. I'm very much like a different person when I'm coaching those groups, just especially because I've known these people for something like three or four months now. It's just like hanging out with some friends. So, I've been able to get comfortable which has been good.

Michael: That's awesome. I think one thing I'd suggest because I'm working on this myself because someone... Leaders don't often get feedback, right?

Kevin: Right, right.

Michael: I'm often at feedback bubble. And so, I've been challenging myself to actively ask a new person every week for a specific feedback. Because I often will do what you just did, which is at end of meetings or end of things. I'm going, "Any feedback [0:26:52] better, let me know," which is different than going to a specific person and be like, "Hey, Kevin. I'm specifically working on the kinds of questions I ask in my podcast. Can you listen to the next one and just let me know what thoughts you have? Or what are some ways I can ask better and more engaging questions?" And so, you going to a specific person and saying, "Hey, I'm working on how extroverted I am, how many high-fives I give, or how much energy I bring. How's my energy for you in each session?" I think it's just another thing to challenge yourself to do. Already, I've only been this for probably three or four weeks since I went to this conference. By asking specific people for specific feedback, I learned so much more than I ever did than for putting out general requests.

Kevin: Right.

Michael: So, it's been so great.

Kevin: Yeah. That's an awesome, that's an awesome, awesome point. It's almost, again like I always think for surveys, it's always tough to get everyone to provide feedback. But maybe a better strategy would be to have smaller side conversations, more private conversations, and even just letting people.

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Maybe you marinate on it until the next session like, “Hey, next time you come in, I’m just going to ask you if there’s anything we can be doing better. Just think about it over the next...”

Michael: Yeah. Can I ask you kind of a businessy question?

Kevin: Totally.

Michael: Because I know a lot of my listeners are just in the process of starting a business like you’ve been. I’ve heard several people I’ve been on the phone with even in the last few weeks where they do this, where they’ve kind of been doing their work like you had for many years. In fact, they’re really good at whatever it is they do. You were a fantastic trainer before you started your own business. But they get on the phone with me and say, “Okay. Now, I’m turning my craft into a business and I’m scared. I don’t know anything about all the business stuff.” For the most part, they probably couldn’t even make a list of what they think the business stuff is.

So, that’s usually where I start the conversations. What do you think is all this bucket of business stuff? And we try to unpack it a little bit. But for you, when you started to take on the “business stuff,” what was the stuff that was like either most daunting for you where you felt like you had the steepest learning curve for? What was in that bucket of business stuff you had to learn?

Kevin: Oh well, I think probably, I was probably really arrogant when I went into this thinking this is easy. I’m going to provide, I’m in an area where the competition is not very competitive. I know what I’m doing from a programming side, from a coaching side. I know what equipment that I want. I know kind of what I want, at least from the beginning. I kind of thought I knew what I wanted the community aspects to be like, what the vibe should be like when people walked through the door. Then aside from that, I was like, “Oh well, I’ll just get MINDBODY. That will take care of it all for me,” which is if you don’t know, it’s like kind of a membership. It’s like a point of sale membership. You can do scheduling. You can even do payroll through all that stuff.

Michael: It’s like a CRM.

Kevin: Yes. And it is very widely-used. Everyone has cringes as they use it but it’s one of the better ones out there. Again, I think I went into it thinking there’s no way this isn’t going to be incredibly successful. No problem. But I think it was a wake-up like we talked about it earlier where I had lots of self-doubt even like two weeks in. At the start of the New Year, I’m like, I’m doing awesome social media promotional videos. Talk about guys, let’s get in shape for and it wasn’t that simple. But it’s just like here we are allied training. We’re here to help you out to get you wherever you want to go. It’s a new year. It’s such a great time to set new goals and all that stuff. Then it was literally, I think again it was probably a week straight where I didn’t get a single phone call, didn’t get an email, didn’t get a message on Facebook. I was like, “Did these ads get accepted? Did these go out?”

Michael: The internet must be broken.

Kevin: Yeah. The internet must be broken because again my prices are competitive. It’s something that’s... It’s very different than what is provided in this. For reference, my competition is a health club with a leaky roof but it has tennis court and it has a swimming pool. So people go there for that. Local YMCA which is great, YMCAs are fantastic for the community but also the building is falling apart and

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they're looking for a new location. A CrossFit which if you want to do CrossFit, there's a CrossFit in the area for you. Then there was a place that provided group exercise classes, step classes, spin classes, things like that. But again, I think I was just incredibly arrogant because I talked to all the right people. I thought I had all the right information.

But even doing things what I thought to be perfectly, it didn't work out the way that I wanted to and maybe you can speak to this as well. But I think what I expected of the business then I expected of myself was for it to be an instant success. I expected the market to understand exactly why my place was better from the first video, not from seeing people actually do this stuff, not from them actually coming through the door. I just figured as soon as they see this video, as soon as they read the article in the local paper, this place is going to blow up because it is completely different than anything that's available in the area. I come from - I have the credentials to back everything up. I have the history and the career to back everything up. So, that was really, really challenging.

Honestly, I don't know if I talked to you about this but two months in, I started thinking, "All right. So, this place is going to shut down at the end of the year. How much money will I have left and what do I do next?" Because I get very, I got very skittish at that point. But thankfully, things have turned around and it was... You know, the thing I wanted to ask you about is most gyms aren't profitable like in the first year, even though mine is 1,000 sq. ft. and my budget was like \$30,000. It's much smaller. That's something I wasn't going to accept is that things will be slow. Even if everything's perfect, it's not going to happen right away. I really wish I had that mindset from the beginning and it would have saved me literally two of the worst months of my life.

Michael: Yeah, yeah. Well, you're not alone. I think that's part of why most small businesses fail in the first year. I was talking to someone the other day. I think the stat she had for New York City was like 90% fail in the first year. Almost all in competitive markets just don't make it. I think part of it is because it makes sense to be skittish, right? It makes sense to get into this and be like, "Oh, this is not really working out as I thought it would. I feel like I'm doing everything right." Someone that's not in your shoes because I think one of the things you have going for you among many is that you have connections to other people who've been in your shoes. Not just Mark and I but you have connections with dozens and dozens of people from all over the world who have run businesses like yours. You can turn to them and be like, "Is this normal? What would you do?" But a lot of business owners just don't have that support system. They don't have a network to turn to and be like, "Am I alone here? What the hell is going on?" And so, when they reach that skittish moment, there's nowhere to turn. So they just have to cut their losses and try and save as much money as possible.

But I think the thing that's underappreciated when starting a new business, I think this is probably like an annoying thing to say because I have no solution for, but is the fact that there are some things that you just can't predict and have no control over - timing, luck, magic, whatever word you want to slap on it. From my experience with Mark Fisher Fitness and even now Business for Unicorns, I know that some of the success we've had is a product of us not doing everything right but just some damn luck, or just being in the right place at the right time, or just we created... In MFF's example, we created these kind of moments of magic that were kind of unexpected and people had not experienced much of before. But it wasn't because of some magic strategic planning. Even the things that have become most memorable about Mark Fisher Fitness, like unicorns and ninjas and all of our branding was not a result of us sitting down in a boardroom with a whiteboard and figuring that crap out.

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Kevin: Exactly.

Michael: It was just luck. It was just a little bit of serendipity and magic. I just think those pieces can't be underrated. I'm someone who teaches people how to strategize for a living. So, I do think there's some brains and strategy that's required. But there's also, I think, maybe half of it is just luck, timing, serendipity, magic. I know it's annoying to say but I think it's true.

Kevin: Yeah. I didn't think this would necessarily be the case but I felt, and again, that's why I was so lucky to have you guys and to have friends like [0:36:23] like over a [0:36:24] who I've been talking to, I literally talked to him today. Like opening up a gym by yourself is incredibly lonely because it's like I was coming from all the business that I started aside from like The FitCast if you want to call it that. I had business partners. I always worked with Mike Boyle. I always worked with Kevin Carr and Brendon Rearick. I had people to say like, "Hey, what do you think about this? Is this a good idea? Will this work?"

What was happening is there would be days where I actually would not even go into the gym. Like the gym would be locked for 24 hours because like why would I go in there? Am I just going to go in there and sit at my computer and do the same cold calls and do the same emails that people haven't been replying to? That's why I think I got so down on a lot of the stuff is I just felt like even though you guys were there, and like I could always email you guys, and I could call you guys, and call the people that I know in the industry, I just felt like a personal failure. I think if I want to be real and that was really, those were really hard winter, man.

Michael: Yeah.

Kevin: It was really rough.

Michael: Yeah. Well, I mean, good on you for sharing because I think so many people who are listening to both of our podcasts know that feeling, right? They know that feeling because so many of the challenges you have in business, especially if you're a solopreneur, are challenges that exist exclusively in your head, where you were getting in your own way. It can lead to serious challenges of kind of depression and breakdowns. Almost a large part of that is because there's just all this stuff and stress and ideas and anxiety just building up in your head and there's no outlet for it.

Just to extrapolate this a little bit more, I think this is why it's so important for business owners early on to have mentors, to have coaches, to have just a good friend network, to have peers. It's why Business for Unicorns exists, so this is not like a plug. It's not because Mark and I are some brilliant business minds. I think we're good at business but it's so people that are our peers and people who are doing things similar to us have other people to talk to.

Mark and I paid like thousands of dollars per year to be part of an entrepreneur group I have mentioned. It's not because I want to buy my friends. It's because they have businesses and I want to talk to other people who were in my shoes. I need peers and mentors and people to learn from and to vent to and to commiserate with. That's worth paying for if you want to start a business and deal with the kind of chronic stress of leadership and entrepreneurship. Not to some like poor me but I mean, it is, it can be lonely. It's not always stuff you can talk about with your clients. You probably shouldn't, even if you have a team. I have a great, amazing team. I probably shouldn't talk about all my business challenges

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with them all the time. And so, business owners need some support system that allows them to continue improving, get these ideas out of their head and into conversation. That's really I think what Mark and I mainly get paid for in our work for Business for Unicorns.

Kevin: Yeah. And it's so funny because I mentioned, I bring it up but the only time I ever think about, man, I miss the stuff I did for the CFSC. It was just the people that I worked with. Then I think, I remember the customer service. I remember being on planes to travel like every other weekend and how much I hated that. That was probably the one thing. It's just like I just missed working with people. That's something I wished again, I at least prepared myself for, opening up the gym.

But again, I voice a lot of this stuff but I couldn't tell you how different my emotions and my mindset are about this now because even when we talked fair about how things are going with the gym, I have nothing but positive vibes about where they gym is going. Everyone that has walked through that door has signed up for a membership. No one has left. This is like over the course of months. I've only continued to grow the place. I literally at this point, I have, let me think, I think I actually have enough personal training class. I have members that actually just pay the rent of the gym. Like over the course of three personal training sessions a week, pay the rent for the gym. It's not like, again, I don't live in New York City. I rent 1300 bucks a month. The expenses are not crazy. So again, even just having things like the gym's breaking even, oh actually, the gym made \$200 last month. Like whoa! Alright! I don't need to put money from my personal account into the gym this month. I'm happy because it's not the only thing I do.

Michael: Yeah, it's only been a few months. I mean that's huge.

Kevin: I know. I know. I know. I think this summer is going to be the game changer. I have contacts for sports performance stuff. I have 14 kids that are already signed up and ready to go. So that is already going to have a huge shot into the business.

Michael: What's so funny is sometimes I talk to folks in other industries. And you talk to someone who opens a hotel or a restaurant, just super capital intensive things.

Kevin: That's the most stressful thing in the world.

Michael: They're like, yeah, maybe they'll start to see profit. Best case scenario like maybe between year three and five, maybe they'll sort of see like their first dollar of profit. You know. *laughs*

And gyms, we've had some success at our second location at Bowery even though it's a nightmare of a build out, which I think they talked about on your podcast last time. We're going to be profitable within about a year. That's amazing.

Kevin: That conversation gave me a heart attack.

Michael: *laughs*

Kevin: That just made me feel like, that's like, oh man, how did you guys deal with that? How did you deal with the stresses of again, a lot of it was in construction and stuff. That yet you had no power over. You could do almost nothing about it. Like how did that make you feel through that process?

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Michael: I mean many times it was shitty and I felt crappy. It was just terrible and I was just mad for almost a year. But I think the place where I was just super, super grateful is that I was not at all alone in it. Not only did I have my business partner, Mark, but I think at that time, my fiancée Andrew now husband, and a team of 30 MFFrs who are all in it with me, who when I would come and give updates at our team meetings, they'd be like, "Screw that guy!" Really like helping me get through it emotionally. And at the end of the day, it was also not just a personal investment for me. It was really at that point, it was MFF's money, which sure is partially mine. But it wasn't like I was personally on the line like many entrepreneurs when you first started business. So, I think that also took off a little bit of the stress.

Certainly, if it went poorly and it went any more self-inundated, it would have eaten into my own personal money. But that's the risk you take. You have all of that risk so you have the possible upside of the business going really well someday. So yeah, but I just love having the perspective from other industries of being like, "Oh yeah, we're really fortunate in ours that we can actually start making money in a reasonable amount of time." In your case, literally a matter of months, you're already starting to see a profit which is just huge. I mean it just goes to show how much your personality, and your work ethic, and you doing everything you could to just be balls to the wall do everything right is already paying off, even though it doesn't feel like it is some days.

Kevin: The gym is going to make like over \$1000 this month.

Michael: That's crazy.

Kevin: That's like again for some folks to be like, "What are you talking about? I do like 50 grand of revenue of my gym." But for me, it's like I might actually give myself a paycheck this month.

Michael: *laughs*

Kevin: I'm like I might actually start paying back like... That's the other thing you talked about, the money that we put into this stuff. Literally, it was me transferring \$30,000 from my personal bank account into the gym. I don't have a lot of money.

Michael: *laughs* That was it!

Kevin: That was like the majority of the money that I have. So, for me, that's I think again why that fear crept in. I will be like, "Dude, how would you feel right now if you had 30,000 extra dollars and you didn't have a lease for the rest of the year?" I think one of the best things that happened is like I will sometimes have that feeling, you know, going for a group. And then as soon as I leave, I'll be like, "That's why. That's why you do it." That has been the best confirmation of everything that I've done up until this point. Even with the hurdles and the obstacles in the way, that has been the best. Let me ask you another question.

Michael: Yeah.

Kevin: This is my coaching call with your right now.

Michael: *laughs*

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Kevin: I'm going to ask you this. Again, I think I'm a little bit weird because I have a bunch of different focuses in my life, even with business stuff. So the gym isn't the only business stuff that I do. I do stuff with the podcast. I still do stuff with MBSC. It's awesome. I love to still work with them and be connected with them. But a real big challenge of mine, and this won't be the same for everyone out there, has been I've also done stuff with video games, like podcast stuff that has a very – actually it's a very big audience. It's almost the same size as the FitCast. It's actually pretty nuts.

But I have over the last month or so haven't finalized on this thought. But I think I'm just going to completely close that door because I feel like it sometimes takes my focus off of what should be the – not like number one priority but number one with the bullet, like should be the gym. If 90% of my energy isn't going into that, then you use 10 for the FitCast and obviously, you'd still work on the other companies that I've worked with.

Have you ever had to consult someone that feels like they are worried about cutting certain things out of their life but they feel like it might benefit them financially for their business. One last part of this is I've been talking with Krista Scott-Dixon about this too. I've coaching calls with her, again, lots of coaching calls. But coaching calls with her every week or every other week is the thing that worries me the most is closing the door on all the friends that I have in that industry that I've met through that stuff. Because I feel like without that connection, you potentially have friendships that deteriorate from lack of doing my Back in my Play podcast. If I'm not doing that, I'd talk with those people less and all that. So, I'm wondering if you've had to consult anyone on situations like that.

Michael: Yeah. I mean literally all the time. It's a quintessential entrepreneur business owner challenge is that we have multiple interests. One of the commonalities between most business owners and I think what represents kind of the entrepreneurial spirit in general is just our curiosity, our interest in lots of topics and lots of things. So oftentimes, many of the people I've had on the Business for Unicorns' podcast...

Kevin: Had four LOCs. *laughs*

Michael: *laughs* Yeah, exactly. I think people I've had on Business for Unicorns' podcast, when I go say their bio or looked through their resume is all over the damn place. I think that's pretty common is that we have multiple interests and you're no exception. The fact that you're having a conversation now about how is my time best spent to get me to where I want this business to go. I think it makes sense to try and cut out things that are not related to the business. But I think you're already acknowledging that there's a real cost to that. That door is opened to your gaming world for a reason. So I guess can I ask you some questions about that?

Kevin: Of course!

Michael: *laughs* I mean, you brought it up so now I'm just going to pull the thread.

Kevin: It is. I think a lot of people know that I do Back in my Play and some folks are like, "Dude, you're wasting your time playing video games." If I was in that position in the fitness industry, like that guy doesn't know what he's doing but also it's like again, it's literally how I communicate and how I have relationships with dozens of people in the world. Like in Japan too which I love spending time in.

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Michael: Sure. So tell me, how did that door initially get opened for you?

Kevin: Well, kid growing up playing. I have been somewhat of an emotional attachment to games because it was very much an outlet for a kid whose parents got divorced, and became overweight, and did not have a very good time in school. So, it's a good escape from everything that was going on in life. I think I just grew along with it as an adult and then was able to... There's a parallel world where I was working in the video game industry. I did my internship in Santa Monica working at a video game place. If the economy didn't crash, I probably still would have stayed on that track. But instead, I went home and I interned at Cressey Performance which ended up working out great.

Michael: That's amazing. It sounds like you started this at a young age. And starting back then, it was primarily as a way to escape, to have something that's not your everyday regular life, some sort of fantasy, some sort of imagination, imaginary world. So, what role does gaming and games play in your life today?

Kevin: It's more social. Part of it is financial. Like the Back in my Play show does make money every episode. There's Patreon support like there is for the FitCast. But the biggest part is the people that I've been able to meet. The best analogy I can make is like if you really got into music and then you got to meet the artist that made that music, and you got to make connections with the people that used to cover that music, that's what I've been able to do with game stuff. I still have a lot of fun with that.

Michael: So thinking about now in your life, now that you're a business owner and many other things that you weren't 10 years ago.

Kevin: I'm 32.

Michael: Now, you're 32. How important it is - is it for you to have kind of a thriving social life? What is your vision for you continuing to be social and have friends and a social life?

Kevin: Well, I think that's where there is some conflict because those friends that I have in the industry, they're spread out in Japan, on the West Coast, not really local. Most of my fitness friends are local though. So again, it is hard to balance between all that stuff. But that's the strongest aspect for me is I don't spend much time playing games at all now. Usually, when I do it's for that podcast. It's so I can have those discussions and talk with these people about stuff that we both enjoy.

Michael: Yeah. I mean, even listeners can't help but we're actually on a video chat and I can see Kevin's face. I can see he has expression as he's talking about gaming. It's actually the most vibrant I've seen his face during this whole conversation. So reading your physical cues, I can see that this still means something to you.

Kevin: Sure.

Michael: This gaming environment, even just socially getting to talk to people who have been your heroes or have built games you love or who also love what you love is meaningful to you. I know that you're not suggesting that there's no room for social life in your world now that you run a business. So, I guess my question is just if you were to close the door fully, what would you be missing?

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Kevin: I think I would be missing the friends and I would also be missing what I've built with the podcast. Again, it's a different world. Just like people outside of our industry, they don't know what the FitCast is. A lot of people in the industry don't know what it is. But like for a pocket, it's been great to build up a platform with it and to be able to have certain conversations that I think are not going on in that hobby, I guess, you could call it because fitness is not really a hobby. It is a business and it has much more impact on people. You could make that argument. But there are lots of people that spend 80 hours a week working on the games that you play and sacrifice a lot to make that stuff happen, to tell stories, and to create an emotional response. But yeah, I mean it's tough. I feel like I would be giving up a lot but it's a distraction.

Michael: Sure.

Kevin: It's a distraction from what, you know, I want the gym to succeed more than I probably would want the other stuff to succeed because I feel like that potentially has more impact on people's lives. It has more impact on my life. Financially, that is in the long run a much more important aspect of my business.

Michael: Well, it's clear. You, in fact, have spent most of your career, your full time waking hours in fitness and started to open a fitness business, not a gaming business. So it's clear that's where your priority is. So let's just say for example that closing the door 100% on your gaming life is just one choice, one option. What are the other things you could do?

Kevin: One thing I have thought is... I mean, this is again me being a little bit nuts but getting rid of anything that's in my house, every aspect of that stuff in my life, that hobby that doesn't specifically focus on the podcast. It's like if I ever ended this podcast, I don't think it would be as big of a deal because I ended the other podcast. Because the niched audience of that show is incredibly vocal, dedicated to the point where if that show disappeared, I feel like it would really bum a lot of people out.

Michael: Yeah, yeah, for sure.

Kevin: And probably for this one too.

Michael: I mean, that's another option, right? So instead of closing the door 100%, maybe one option is to focus solely on the podcast and get rid of other gaming elements of your life that are more of a distraction but the gaming one is meaningful.

Kevin: Clear out the litter.

Michael: Yeah. *laughs*

Other options, other things that are on the table?

Kevin: I think those are the big ones because I think like it's either get rid of... I think I'm someone that has been benefited from a more minimalist lifestyle. I'm easily distracted. I have very much an ADD personality, so like a squirrel. You know what I mean? So, I think that would be helpful and it's why I think a lot of folks have transitioned to a more minimalist lifestyle when they've discovered it because it

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sometimes gets stressful that you just see all these stuff lying around you that you don't even get a chance to use. And you just almost get paralyzed by overabundance of choice, first world type problems.

Michael: Let me just tell you what I'm hearing so far which is this is a great conversation to have and I think even to share on our podcast because when I hear you talk about gaming, the overarching thing I hear is this is something you've been involved in for a long time. It has a lot of meaning for you personally. And you've built an audience and a platform where you engage with other people where this topic has meaning and resonance. It's really kind of woven into your life in a meaningful way. There are parts of it that are a distraction. But I think overarching, your relationship with game in your life has been a really positive one.

Kevin: Totally.

Michael: So in the interest of time, I just want to encourage you to keep going down this path and thinking what are my other options. Closing the door 100% on all gaming activities in your life is one option. It sounds like a pretty crappy one if I'm going to be judgy for a minute. But I'll throw out some other things just came up that I want you to think this way is what about if you got a co-host for your podcast? What if you limit your gaming activities to a certain number of hours per week or a certain number days of per week?

Kevin: I literally was going to mention time ninja.

Michael: Yeah. So it's that path I would love you to go down. What are some ways I can get rid of what's bad about this gaming habit but keep the things I love about it because it does really fill your life in such beautiful ways? I would hate for you to make 180, to get pivot and just be like no. Close that door because that's not a wrong choice. But just looking at you and hearing you talk about it, I know you would miss it and that audience would miss it. And it seems to add a lot of value to your life.

Kevin: Yeah, it is. You're right. I will need to think about that more. I didn't think we were going to get into this discussion on this show. But I think, I'm sure there are lots of folks out there listening who can take that conversation just sub out video games or retro video games in my case and then put in...

Michael: Literally anything.

Kevin: Baseball cards, I don't know, what do people do with their time.

Michael: Yeah. I'll throw out another takeaway just for all business owners is oftentimes, we do a little bit of this which is how you started this conversation with this kind of binary decision. I can either keep things where they are or cut out this thing entirely.

Kevin: Right!

Michael: And that's not wrong. That could be the choices. Ultimately, they're almost always is like ten other options. You don't want to overwhelm yourself as a business owner who makes a million decisions a day with all the options every time. But when things like this really matter most, it's really great to get it out of your head, get in conversation, and explore what are all the possible things I could

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do. Don't worry about them being realistic or cost-effective or efficient. What are all the things? Usually the best answers are somewhere in the middle.

Kevin: 100%. It doesn't have to be all or nothing. That's usually not even a good strategy. I think that's where a lot of people – I mean I look at where a lot of people have struggled with nutrition. It's been with an all or nothing approach, moderation.

Michael: The definition of kind of yo-yo dieting, right. It's just kind of like starvation, binging, yeah. Well, thank you for being open and kind of just letting us play in this conversation about your real life.

Kevin: I love having these conversations on the podcast because in my mind, in my world and that's why when people come up to me like at Perform Better and stuff to say, "Hey, I listened to the podcast." I'm like you do? It's usually because I pretend no one listens to any of this stuff.

Michael: *laughs*

Kevin: These are all private conversations that just happened to get leaked out online. That's how I look at it.

Michael: For sure.

Kevin: Well, dude, we're an hour.

Michael: Seriously, we crushed this.

Kevin: Let me ask you one more thing.

Michael: Please.

Kevin: You were talking about this with Business for Unicorns. But you're spending time and money like going to events and workshops that seemed to be outside of the industry at times. I think one was looking at for New York City specifically but it might be a little bit broader of like legal implications and legality of things. What has been on your mind lately? What have you been hungry to learn more about and why?

Michael: Yeah, that's a great question. Well, one of the things we're attempting to do with Business for Unicorns because naturally our audience just starting in this basically in this first year is primarily fitness businesses, a large percentage is. In our courses that we offer in New York, we get a pretty mixed crowd of different kinds of businesses. But one of the things and this is a soap box issue for me, so I'll try and keep it brief. One of the things I think most industries and specifically the fitness industry could benefit from is some real cross pollination with other industries. The fitness industry, unlike any other industry I've been part of, is in such a bubble. It's so incestuous. Everyone is learning from the same coaches, and reading the same articles, and getting the same certifications, and going to the same conferences, reading the same books. I imagine there are some of that in every industry so I'm not poking fun. But I think there are some real benefits to cross pollination.

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I think part of the reason I've had some success in the fitness industry is because I've had experience in other industries. And there are so much overlap with my background in hospitality or in nonprofits and fundraising. So it's one of the reasons I continue trying to push to go to other conferences and try to expand our reach for Business for Unicorns because I want... Our group coaching program is called the Unicorn Society which Kevin has been a part of. I want that group to make up from people from all different industries who can learn from each other because a great client experience is a great client experience. It doesn't matter what it's made up of. We can learn from all the components a great client experience regardless of industry, same thing with marketing and advertising.

Every element of managing a team and building a team at I think the fitness industry looks at just kind of one way or just a handful of ways of doing most things. So part of my challenge for myself is to continue reaching outside of the fitness industry to keep learning and especially bringing that knowledge back to my Business for Unicorns clients. So the example you listed was actually a workshop that I'm taking here in New York that is about kind of HR laws and practice which is something that I know a little bit about but just enough to be dangerous. That's something that is not a lot of conversation about in the fitness industry because most trainings who do is like us have really small teams. They don't worry about big HR topics but really they should. *laughs*

It just takes one lawsuit from one disgruntled employee to bring down a business. So it's that kind of stuff why I really need to reach outside of the fitness industry and keep learning. So that's another example of something I am excited to learn about. That's kind of a necessity. I'm now like super stoked.

Kevin: I bet you can't sleep. You won't be able to sleep before the event.

Michael: Exactly. But I'd say the things that I get the most excited about, ah there are so many. I'm trying to think of one that has been most relevant. Most recently, I've been really excited to hear about how different companies approach planning. I know this is like a nerdy topic but this is one specific to me because I come from a planning background in the kind of non-profit space. So for them, kind of strategic planning is done a very specific way. It's usually a big investment. But I'm very interested in the planning process and like the idea of small businesses and small business owners having some process for looking themselves in the mirror and saying, "How are we doing? What is it that we're great at? What is it we're not great at? What do we know about ourselves and our clients? And how do we apply that to what we do moving forward that gives us the best chance of success."

I've just been reading books. If you follow Zingerman's, you know Zingerman's?

Kevin: Yeah.

Michael: Zingerman's has a series of books and articles. They're just a great example of they've made it very transparent how they plan and think about their business. So books like that I've been kind of re-reading and trying to find more of to see how do small businesses think about continuous improvement, continually analyzing and assessing themselves and moving forward because they don't have a ton of resources. You can't bring in a consultant for \$10,000 to help you through a three month strategic planning process. That's ridiculous. So, that's what I'm obsessed with recently. So, I've been trying to find more books and courses and just other business owners who will talk with me openly about what they do and why it works. But that's the topic I'm kind of obsessed with at the moment.

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Kevin: Do you think you'll ever write a book or do a presentation, a lecture, or a workshop on the lessons or the challenges with your second location?

Michael: You know what? It's such a great question. Mark and I talk a lot about doing a book someday. We've had joking responses to that that we're half serious about. Like we're going to do like a scratch and sniff pop-up book about MFF's history.

laughs

Kevin: Yeah.

Michael: Why not? Or serious topics like I think I'm obsessed with the idea of business planning. But I don't know that I have enough interesting things to say about our build out drama. I think that our build out drama with the second location was a pretty standard build out drama. It was just new to us. But I think lessons learned and best practices in that area, I don't know if I have enough interesting things to say about it.

But I think there's probably room for us to do more content on it. I think maybe a series of videos or maybe even like a small, little, mini course where I collaborate with a contractor or a real estate agent. Like really get together some good thinkers on this topic because I don't consider myself one. I got burned and I learned from it. But I don't know if I have really... I'm not in the position to give advice. But I think you're right. I think it's a topic that a lot of small business, brick and mortar, or specifically fitness folks get hung up on because it's complicated and challenging. And there are not a lot of resources for. So I think what I hear in your question is like, "Oh that's a good idea. I should think more about that."

Kevin: Yeah. I mean I can see you walking on in front of a green screen like walking off screen. So you're thinking about opening up a second location. Are you thinking about doing a build out for your gym? Here's what you should know. Just like a nice after school special about not doing drugs.

Michael: *laughs*

Kevin: But like a second location.

Michael: No. It's true. It's true. I think you're right there. I think we did learn enough from it that I probably could put together at least something. I don't know if it's a book but it could be - it could be a mini course or a series of blogs or something like that. But I do also know that from what we've learned, there are some great people we have worked with. Like our architect was amazing. We had some really great real estate folks who helped us. I know some great contractors now. So including some of those people who work in that space regularly and getting their thoughts about best practices...

Kevin: Yeah, that would be cool.

Michael: I think that's the thing I could probably get most excited about because it could also help me continue to learn about this area.

Kevin: Yeah, it's perfect. That's why we do these shows.

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Michael: It's a great idea.

Kevin: Alright, I think that's where we should wrap things up. We've been chatting for a super long time but it's kind of what happens like with these conversations. I hope this was incredibly valuable to both audiences of the show. But for folks listening to the FitCast, where can they stay up to date on what you have coming up? Do you guys have any events coming up at MFF for the summer that people could attend as well?

Michael: Yeah, we do. We don't have any MFF events coming up but you're certainly always welcome to swing by MFF and take a tour and we'll show you around. I'll throw a tiara on your head and make sure you have a good time.

Kevin: Go see [1:08:14]. Come on guys! Don't you want to see [1:08:18] and see the unending competition between him and [1:08:22]?

Michael: *laughs*

It's true. It never ends. It never ends. But we do have some Business for Unicorns course coming up. It's actually taking place, it's a two-day course. It's June 9th and 10th. I think this will come out before then. So it's June 9th and 10th here in New York. It's called The Care and Feeding of Superheroes. It's a two-day course where Mark and I give you kind of all of our secrets and our whole approach on how to hire and develop a world-class team.

Kevin: Awesome!

Michael: We think we've built one at MFF and we're going to show you how we found them, how we hired them, how we onboard them, how we developed them, and all of that great stuff. It's going to be really great. Its content I think that's most near and dear to our hearts because it's really at the heart of culture and community. It's just having great people at your business.

Kevin: The [1:09:07 crosstalk], right?

Michael: Yeah.

Kevin: I think again, you hit it on the top. But one of the biggest struggles if you have folks that are there for a year and then they go, it's not just the community that gets affected. It's also your investment in these folks that are working for you.

Michael: So for sure. If people want to hear more about that, just go to businessforunicorns.com. You can also find us on social media. You can follow me. I post my podcast and about our courses on my Instagram, just Michael R. Keeler. So yeah, same, find me, follow me. Same thing for you Kevin, so how do our Business for Unicorns' podcast listeners follow you and learn more about you? So, I'm just thinking about your gaming life and fitness life.

Kevin: Yeah, you can go find all the crazy podcasts I do. You can find them wherever you listened to podcast. The FitCast, you can go to fitcast.network. If you want a podcast about old video games and the stories behind them and the people that played them, you can go to backinmyplay.com. That's Copyright © 2018 Grande Unicorn Experiment, Inc.

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always really fun too. But I would always appreciate folks if they also follow the gym at @allied_strength on Instagram. You can find us on Facebook. But not just for you to see the post but for folks out there listening to provide feedback me on the post, on the marketing that we're doing, or anything that's going on at the gym. If there's anything that you think I might be able to help you out with in the podcast or on the fitness realm or the gaming realm, you can always email me, just kevin.larrabee@gmail.com or go to any one of the websites I just mentioned. There's a contact form on those and those go right to that email anyway. So you can go in touch with me through all these means.

Michael: We're both so available.

Kevin: We're on the internet. We're all over the place.

Michael: Just come find us on the interwebs.

Kevin: Yeah. We're not on the dark web. We're on the light, we're in the wide open.

Michael: This is so great. I'm so glad we decided to just spice it up and just have like a good old fashioned chat.

Kevin: Just hang out, just chat, just chill. We're just chilling. We're just drinking coffee. We're chilling. That's always where the best conversations come from. No outlines, no questions, just hanging out and talking.

Michael: Yeah. Well, this is a blast. I'm so excited. I'm actually going to be in the Boston area soon. So we'll have to connect and maybe I'll come check out your place in person.

Kevin: Absolutely. That will be great! Thank you so much.

Michael: Have a good one.