

## The 4 P's of Profit Center Success: People, Price, Product, Promotion

**Instructor:** JoAnna Welle, COO of The Wellbridge Company

### 1. Welcome & Course Overview

#### What You'll Learn

- Define what a profit center is and how it contributes to club growth
- Understand the strategic role of the 4 P's: People, Price, Product, and Promotion
- Learn how to drive both financial success and community engagement through smart programming

#### Course Description

This course offers a blueprint for turning department-level programs into thriving profit centers. You'll explore how member-driven ideas, strong leadership, and creative promotion can transform services into community-building, revenue-generating engines. Learn directly from JoAnna Welle how to implement strategies that support sustainability and operational excellence.

### 2. Meet Your Instructor



JoAnna Welle joined The Wellbridge Company in 2000 and has built her career across fitness, marketing, and operations. After serving as a minority owner and VP of Operations for a multi-location spa franchise, she returned to Wellbridge in 2015 as COO. She has led the brand through major strategic shifts, capital projects, and team development with a focus on creating profit-driving programming that builds community.

### 3. Key Terms You Need to Know

**Profit Center:** A department or program that contributes directly to the club's revenue

**Margin:** The difference between revenue and direct costs for a profit center

**Member-Driven:** Programming built around member interests and behaviors

**Community-Building:** Creating smaller, connected groups within the club for engagement

**Financial Contribution:** The bottom-line impact of a program, not just participation

### 4. Course Roadmap

Module No.	Title	Duration
1	What is a Profit Center?	8 mins
2	Expectations & Benefits	18 mins
3	The 4 P's of Profit Center Success	15 mins

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### 5. Module Deep Dives

#### Module 1: What is a Profit Center?

**Overview:** Learn how profit centers act as “clubs within a club,” balancing mission with margin.

**Key Concepts:**

- 3-part definition: dept., club-within-a-club, financial contributor
- Use surveys and trends to shape programming
- Enhance community through shared interests

**Action Exercise:** List 3 opportunities for club programs that could help create clubs within the club.

#### Module 2: Expectations & Benefits

**Overview:** Dive into the pillars that support long-term program success.

**Key Concepts:**

- More engagement = higher retention
- Trend-aligned offerings draw new members
- Profitability requires margin awareness

**Action Exercise:** Compare two of your club's programs on margin. What adjustments could improve contribution?

#### Module 3: The 4 P's of Profit Center Success

**Overview:** Build systems that support action, accountability, and excellence.

**Key Concepts:**

- People: Department heads drive results and community
- Price: Consider membership, convenience, and competition
- Product: Keep offerings fresh and member-focused
- Promotion: Define the audience, set clear CTAs, and use referral incentives

**Action Exercise:** Choose one of your profit centers and revise its 4P strategy using the concepts from this module.

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### 6. Cheat Sheet / Quick-Reference Guide

#### The 3-Part Definition of a Profit Center

- A program or department within the club
- A “club within a club” tied to shared interests
- A contributor to financial growth

#### The 4 P's of Success:

- People: Recruit & empower department leaders
- Price: Flexibility & strategic value
- Product: Fresh, relevant, mission-aligned
- Promotion: Timed offers, clear calls-to-action, referral rewards

### 7. Exercises & Practices

#### Profit Center Audit

**Goal:** Evaluate current programming against profit center criteria

**Instructions:** Identify one current program. Answer: Does it build community? Does it have a clear leader? Is it profitable?

#### 4P Strategy Builder

**Goal:** Build or improve a program using the 4P framework

**Instructions:** Fill out a worksheet outlining your People, Price, Product, and Promotion approach for one profit center.

### 8. Next Steps & Call to Action

**Congratulations! You've completed The 4 P's of Profit Center Success.**

**Keep building with:**

- Reviewing your program mix each quarter for financial and cultural value
- Updating your 4P strategy annually
- Sharing results and lessons with team leads