

## Research on Innovative Measures of Operation and Management for Health Club

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**Abstract:** In order to promote the health, long-term and sustainable development of health clubs, based on club theory, modern management theory and marketing theory, aiming at some problems such as the backward concept of operation and management of health club, the unreasonable scale structure and the lack of professional management talents, the serious convergence of business projects and the unsatisfactory service quality, this paper puts forward the innovative measures of health club operation and management: Update the management concept and create special service products. Pay attention to the construction of the coach team and improve the quality of the coach. Create an excellent sales team and continuously innovate sales models. Conduct multi-channel advertising to guide consumers' fitness needs. Strengthen the macro management of the government and improve the access standards for the fitness service industry.

### 1. Introduction

Sports is an important part of socialist modernization construction and building a well-off society in an all-round way, and is also an important link in strengthening the party's construction of ruling ability. It is of great importance to establish and implement the "people-oriented" scientific development concept, build a harmonious society, enrich social life, and advocate advanced culture.

With the rapid development of China's economy and society, the steadily increase in disposable income of residents, the increasingly fierce competition in work and life, the consumption structure changed fundamentally, and the increase of leisure time, more and more people begin to pay attention to improve the quality of life, and see the pursuit of physical health and happy mood as an active demand for life. Driven by the active development of the national fitness campaign, the promotion of the trend of green and healthy sports, and the promotion of sports advertising, people's concept of fitness in the health club has changed from the original thinking that this action was the symbol of identity and status to the new concept advocated by the public that this action is a popular fashion and scientific movement and a way to enjoy life. Fitness in health clubs has been widely recognized as a more scientific and reasonable way to obtain health, especially in health clubs, which have significant effects in shaping the body, slimming weight loss, strengthening muscles and restoring exercise, and even in the aspects of enriching life, mass entertainment and meeting social needs, this way is also loved by more and more people.

A club is an organization that brings many people together and makes everyone happy by engaging in an activity. The health club refers to an organization that provides sports venues, equipment, technical guidance and related services to the sports consumers in order to meet the needs of the consumers for physical exercise, rehabilitation and recreation, and to achieve the purpose of physical enhancement and pleasure by means of physical exercise. According to the operating purposes of fitness clubs, they can be divided into two categories: First, public welfare clubs refer to grassroots sports organizations that aim to carry out sports activities and enhance physical health in order to meet the needs of the general public. Their operating purposes are health services. Second, commercial clubs refer to health clubs that can meet the needs of the public for fitness, leisure and entertainment, whose operators aim at commercial fitness facilities, and health clubs that operate on the basis of market mechanism and interest mechanism for the purpose of

making profits. With the steady growth of people's disposable income and the formation of the concept of healthy life, the public welfare health clubs have been unable to meet the needs, and the commercial health clubs are booming. This paper aims at the operation and management of commercial health clubs.

The commercial health club refers to the club that within the scope of the sports industry economy, regards business operators as the main body, the people as the object, the sports fitness service will be provided as the main means, achieving the consumer's body shape and social entertainment and relaxation as requirement, the interests of the market as the guidance, according to the market operation rule, to achieve self-help management, financial self-sufficiency, to meet different levels of different consumers and personalized consumers needs, to realize the scale, specialization and socialization of the national fitness project. With the rapid development of such fitness clubs, there are also many problems, such as low management and operation efficiency, which cannot meet the needs of the public. Based on club theory, modern management theory and marketing theory, this paper comprehensively uses survey research method, literature analysis method and system analysis method to analyze the problems existing in the process of business management, propose relevant innovation measures, and promote the health, long-term and sustainable development of health clubs. In theory, it enriches and supplements the existing theories and methods of health club management. In practice, it can provide a scientific reference for the government authorities to formulate policies and manage the health club management.

## **2. Theoretical Basis of Operation and Management for Health Club**

The theoretical basis of the operation and management of health clubs includes the following three aspects:

(1) The club theory. The club theory is the theory that studies the supply, demand and equilibrium quantity of impure public goods. From the perspective of the whole society, the club theory is to analyze the three factors that influence the equilibrium of clubs and the utility of club members: the consumption of private goods, the consumption of club goods and the crowding degree of clubs. Every member of a society strives to maximize his utility by first deciding whether or not to join a club. Once you join the club, you have to decide on the utilization of the club. How to use the club depends on the number of club items, the number of members and the membership fee. These are the problems that the club theory has to solve. When each member of society achieves the maximum individual utility, a simultaneous equilibrium is achieved within and outside the club.

(2) The modern management theory. The modern management theory is the third stage of the development of western management theory and thought after scientific management theory and behavioral science theory. Compared with the previous stage, the biggest characteristic of this stage is that there are many schools of thought, and new management theories, thoughts and methods emerge constantly. The basic goal is to establish an adaptive system full of creativity in the face of the rapidly changing modern society. In order to make this system can be continuously and efficiently output, it requires not only modern management thought and management organization, but also modern management methods and means to constitute modern management science.

(3) The marketing theory. The marketing is an activity, process, and system that brings economic value to clients, customers, partners, and society as a whole in the creation, communication, dissemination, and exchange of products. The marketing theory research sells to as many customers as possible at the right price, at the right time and place, to the fullest extent to meet market needs. The most famous is the 4Cs marketing theory, which is based on consumer demand and resets the four basic elements of the marketing mix: consumer, cost, convenience and communication. The theory emphasizes that enterprises should put the pursuit of customer satisfaction in the first place, strive to reduce the purchase cost of customers, pay full attention to the convenience of customers in the purchase process, and implement effective marketing communication centered on consumers.

### **3. Existing Problems of Operation and Management for Health Club**

According to the investigation and research, the main problems in the operation and management of health clubs are as follows:

(1) The management concept of the fitness club is backward. The management idea is the basis for formulating business management guidelines and determining the direction of operation. Many health clubs have poor management concepts, simple and obsolete marketing methods, and lack of innovation. Managers still have not got rid of the shackles of administrative management thoughts and methods. They are obsessed with stereotypes in their operations, are reluctant to take the initiative to open new projects, try new methods, and have poor management methods and low management standards. Some operators have not established a marketing awareness. They are not good at actively exploring the market in their operations. The marketing methods and strategies lack new ideas and the marketing innovation ability is poor.

(2) The scale structure of the health club is not reasonable enough. The health club lacks overall adaptability and is concentrated in the mid-end and high-end consumer groups. There is an imbalance between fitness resources and demand groups. The low-grade health clubs suitable for ordinary working class are scarce, and it is difficult to meet the needs of mass fitness. As a result, many ordinary people who love fitness are put off by the high fitness costs. This has a lot to do with the club's business philosophy. Investors mainly consider economic interests, so low-income people do not get enough attention. This short-sighted behavior has a negative impact on the development of the fitness industry.

(3) The health club lacks professional management talents. Operation and management talents are self-evident for the development of health clubs. Management ability and marketing level determine the future development. Many health clubs only focus on external expansion, seize the sales outlets, but lack high-level management talents, and the internal management of these clubs is chaotic, and many links are mismanaged, resulting in high prices of goods purchased and a lack of competitiveness. The structure is huge, and the business decision depends on the investor himself. This is not scientific. The lack of scientific and dynamic management methods is not compatible with the requirements of the development of modern large-scale health clubs.

(4) Health club business projects are highly convergent. The courses offered by members are popularized, and the types of courses tend to be homogeneous, lacking pertinence and characteristics. Most health clubs have set up popular fitness programs such as aerobics, yoga and spinning. They lack the introduction and promotion of featured projects, the excavation of characteristic business services, and the gradual weakening of freshness is likely to cause members' tiredness, and they do not follow the market changes to join modern fitness programs. Many clubs do not have a clear market position, ignoring the fitness needs and taste requirements of consumers.

(5) The service quality of the health club is not satisfactory. The health club is, in essence, a sports service industry that needs to provide service products to meet the needs of consumers for fitness and entertainment. The criterion for judging the quality of service products is the quality of service. The overall service quality of most health clubs is relatively low, and the quality awareness, professionalism, culture and technical quality of the service providers are not high; the club management is not strict, the discipline is loose, the quality standards and management system are not perfect. Most fitness clubs do not impose restrictions on the number of users. Overcrowding often occurs, and the fitness environment and air quality are degraded.

### **4. Innovative Measures of Operation and Management for Health Club**

In view of the existing problems, the innovative measures for the operation and management of health clubs proposed in this paper are as follows:

(1) Update the management concept and create special service products. The business idea is the basis for managers to pursue corporate performance, and is the confirmation of customers, competitors, and employee values and correct business practices. On this basis, the company's basic vision, technological advantages, development direction, common beliefs and business objectives

pursued by the company are formed. In order to better attract fitness consumers, the health club should increase investment, transform software and hardware, optimize the fitness environment, and provide consumers with comfortable fitness and leisure places. The health club should develop the fitness items and products with the characteristics of the fitness club, connect with the international fitness market, make it have its own characteristics, and make the club occupy the advantage in the competition. They should strengthen their own hardware construction, expand consumer items and content. They should reasonably position the market according to the fitness needs of older consumer groups, do a good job in market segmentation, provide personalized services and form a long-term mechanism, make consumers be satisfied mentally and psychologically, make consumer crowd diversity, and maintain good market environment.

(2) Pay attention to the construction of the coach team and improve the quality of the coach. The coach is one of the components of the health club, and the overall level of the coach directly affects the club's reputation. Health club coaches mainly include tour coaches, personal trainers and group coaches. Some clubs also arrange a head coach to supervise the entire coaching department. Coaches must have professional knowledge and skills, as well as corresponding industry knowledge, and can manage from all angles. The health club should increase the construction of the coaching team, arrange the courses according to the skill characteristics of the coaches, and require the coaches to strictly abide by the management regulations, and prohibit the arbitrary transfer of posts or substitute behavior. The professional quality level of the coach will directly affect the customer's loyalty and will affect the development of the company. Therefore, it is necessary to continuously improve the professional quality of the coaches, thereby improving the efficiency of the enterprise. The combination of pre-job training and on-the-job assessment can be used to increase the training and assessment of professional skills of fitness instructors.

(3) Create an excellent sales team and continuously innovate sales models. Sales refers to the act of offering products and services to third parties by sale or by any other means. The health club mainly sells club membership card, private education courses, fitness health care and nutritional products. Sales performance directly affects club revenue, so it is important to build a good sales team. The current health club sales are centered on members, to conduct sincere emotional exchanges with members, to develop scientific work processes and management systems, to provide suitable fitness products and fitness environment, to carry out various promotional activities, to create more values for members, to meet the needs of members, to win the trust of members, and to make them become loyal customers of the club. In the Internet age, if it is still limited to the distribution of flyers in the square, it will reduce the marketing effect, and the cost of sales is too large. The club should innovate the sales model according to the characteristics of the rapid popularity of smart phones, and formulate the corresponding product strategy, price strategy, channel strategy, brand strategy and promotion strategy.

(4) Conduct multi-channel advertising to guide consumers' fitness needs. With the development of the economy, advertising communication affects the change of marketing concepts. Good advertising can enable enterprises to better develop and utilize marketing resources to meet the needs of economic globalization. Now fitness is more than just a fashion, more important is the fitness effect, and fitness at the same time to be able to strengthen the heart is the main purpose of fitness. Therefore, when advertising, it should reflect the club's venue advantage, coaching advantage, course advantage, service advantage and price advantage as much as possible, so that the club can stand out among many fitness clubs and become the choice of fitness enthusiasts. Innovation in propaganda methods cannot be ignored, and innovative propaganda methods can bring unexpected results. Focus on the characteristics and advantages of fitness clubs, so that when people see the publicity, they can imagine the size of the club, have a preliminary understanding of the club, and also have a desire to personally experience and feel the impulse.

(5) Strengthen the macro management of the government and improve the access standards for the fitness service industry. The government departments should further improve the existing management regulations, further clarify the management authority involved, simplify the operation process of the management regulations, establish a fitness service system that is beneficial to the

people, convenient for the people and diversified, and give full play to the macro role of the management departments in the guidance, supervision and regulation of the fitness industry. When the administrative departments and functional departments issue fitness business licenses to operators, they should strictly abide by the entry standards of fitness service industry, classify the levels of health clubs, regulate the business scope of health clubs, make them face different consumer groups, and promote the diversified development of fitness services. In addition, the supervision process will also be evaluated, including the assessment of facilities and equipment, service items and fitness coach level assessment. On the one hand, for health clubs that fail to meet the standards, government departments should adopt compulsory measures such as demotion, suspension for rectification or banning business qualifications to promote the healthy development of fitness industry. On the other hand, a scientific star rating system should be established to guide mass consumers to make clear consumption. The establishment and improvement of access standards are also the criteria for consumers to judge fitness clubs, and further promote the sustainable development of the fitness industry through the strong supervision of the public.

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