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UNIVERSITAT POLITÈCNICA  
DE CATALUNYA  
BARCELONATECH

# **TEACHING GUIDE TEMPLATE: Fitness Industry 23-24**

## GENERAL DATA:

<b>Name:</b>	Fitness Industry
<b>Code:</b>	801738
<b>Course:</b>	SECOND
<b>Degree:</b>	Sport and Physical Conditioning Sciences and Applied Technology
<b>Number of credits (ECTS):</b>	6
<b>Study plan placement:</b>	Second Year, Second Semester
<b>Department:</b>	Strategic management and direction
<b>Department manager:</b>	Dra. Cristina Cáliz
<b>Date of latest revision:</b>	December 2023
<b>Responsible Teacher:</b>	Toni Llop

## 1. FRAMEWORK

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The Fitness Industry has experienced a spectacular development in recent years, characterized by a very significant economic and social impact throughout the world and becoming a relevant activity subsector within the field of sport, physical activity, and health.

A multitude of new practices and business models come together around a growing economic activity that offers a multitude of opportunities for professional development in a globalized and transversal industry.

Numerous technological applications are emerging and gaining prominence in the fitness industry and have discovered a very significant field of development with huge development opportunities and high growth rates, showing new value propositions to a growing demand of clients and users looking for experiential experiences linked to physical exercise.

The subject introduces an overview of the emergence of the fitness industry, as well as its relationship with the current social, economic, and technological environment and the consequent development of new business models and their impact on a globalized market, with different degrees of developing.

## 2 OBJECTIVES

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At the end of the course the student will be able to:

1- Identify the different phases of the evolution of physical exercise throughout history

- 2- Discover the development of the fitness industry and its transversality with other sectors in the current environment.
- 3- Understand the development of the different business models generated in the industry.
- 4- Interpret the data and development indicators
- 5- Analyze the social and economic impact of the fitness industry in different geographical areas,
- 6-Distinguish the type of demand and its expectations

### 3 CONTENT

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#### BLOCK 1: DEFINITION AND DELIMITATION OF THE FITNESS INDUSTRY

##### UNIT 1: ORIGIN, HISTORICAL EVOLUTION AND TRANSVERSALITY OF THE FITNESS INDUSTRY

###### Learning Outcomes

By studying the topics and doing the exercises, the student will be able to:

- 1-Interpret the historical, social, and economic context of the different manifestations related to physical activity.
- 2- Discover the stages of human evolution and their relationship with physical exercise.
- 3- Understand the role of the different players in the industry
- 5- Analyze the impact of physical exercise in today's society

###### Content

- 1.1-Physical activity and physical exercise. anthropological evolution
- 1.2-Definition, impact, and origin of the fitness industry
- 1.3-Evolution of physical activity and physical exercise throughout history.
  - 1.3.1-Antiquity ...until the 18th century
  - 1.3.2-Modern and contemporary age (1750-1950)
  - 1.3.3-Current Fitness (1950...)
- 1.4-The transversality of the fitness industry and its influence with other sectors
- 1.5-Actors in the fitness industry
- 1.6-Current environment

##### UNIT 2: RELEVANT DATA, INTERNATIONAL, AND SECTORAL ORGANIZATIONS

###### Learning Outcomes

By studying the topics and doing the exercises, the student will be able to:

- 1- Identify the economic impact of the industry
- 2- Discover international organizations, business associations and sectoral associations

## Content

- 2.1- Relevant data
- 2.2- International Organizations
- 2.3- sectoral organizations
  - 2.3.1- World scope
  - 2.3.2- European scope
  - 2.3.3- National scope

## BLOCK 2: Components of the Fitness Industry

### UNIT 3: COMPETITIVENESS FACTORS. BUSINESS MODELS AND STRATEGICAL POSITIONING

#### Learning Outcomes

By studying the topics and doing the exercises, the student will be able to:

- 1- Discover elements of competitiveness of the different business models.
- 2- Analyze the relationships between the different subsectors of the industry.
- 3- Identify the tools for assessment and evolution of business models
- 4- Differentiate the different areas of development of the industry
- 5- Understand the importance of strategic positioning

#### Content

- 3.1- Products/services. Definition -Competitiveness factors
  - 3.1.1-Concept of value
  - 3.1.2-Value proposition
  - 3.1.3-Value chain and Porter's Forces
  - 3.1.4-Perception of value and competitive strategy
- 3.2 Relationships and commercial transactions (B2B, B2C...)
- 3.3-Definition of business models. Strategic analysis
  - 3.3.1 Business Model Canvas
  - 3.3.2 "Playing to win"
  - 3.3.3 Evolution of new business models. Innovation
- 3.4-Models business fitness industry
  - 3.4.1 Fitness facilities/clubs
    - 3.4.1.1 low cost/low price
    - 3.4.1.2-proximity/concession

- 3.4.1.3-boutique/franchise
- 3.4.2 Aggregated platforms
- 3.4.3 Digital Fitness
- 3.5 Alternative Spaces
  - 3.5.1 Placemaking
  - 3.5.2 Outdoor Fitness
- 3.6 Strategic positioning: blue oceans/red oceans
- 3.7 Price strategy (pricing)
- 3.8 Innovation and disruption

## UNIT 4: CUSTOMER EXPERIENCE. MARKETING AND PROFESSIONAL PROFILES

### Learning Outcomes

By studying the topics and doing the exercises, the student will be able to:

- 1-Discover and relate the actors involved in the fitness industry
- 2-Assess different product and service proposals and discover different business models and value propositions
- 3-Prepare the customer/user journey experience
- 4-Establish methods of evaluation of the customer/user journey experience

### Content:

- 4.1- Description of emotions and customer/user experience
  - 4.1.1-Elements of the customer experience
  - 4.1.2-Design of the customer experience
  - 4.1.3-Customer journey
- 4.2 Marketing and sales process
  - 4.2.1 Marketing principles
  - 4.2.2 Marketing mix
  - 4.2.3 Evolution of Marketing
  - 4.2.4 Marketing and sales process
  - 4.2.5 Digital channel
- 4.3-Professional profiles
  - 4.3.1 Professional skills and competencies
  - 4.3.2 Description of professional profiles
- 4.4.3 Digital Fitness

## UNIT 5: TECHNOLOGICAL APPLICATIONS AND PHYSICAL EXERCISE

### Learning Outcomes

By studying the topics and doing the exercises, the student will be able to:

- 1-Interpret the technological changes, digital transformation, and its impact on the development of the fitness industry.
- 2-Discover technological trends and applications
- 3-Identify the phases of the technology life cycle
- 4-Differentiate between innovation and disruption

## Content

- 5.1- Definition of technology
- 5.2- Current context
- 5.3- Technological applications in the field of physical exercise
- 5.4- Fields of application in the fitness industry
  - 5.4.1-Marketing and sales
  - 5.4.2-Artificial intelligence
  - 5.4.3-Crossselling - upselling
  - 5.4.4-Training
  - 5.4.5-Other applications
- 5.5-Hybrid fitness offer
- 5.6-Technology life cycle
- 5.7-Technological innovation and disruption
- 5.8-Technology and customer journey
- 5.9-Extended reality
- 5.10 Wearables

## BLOCK 3: ECONOMIC AGGREGATES

### UNIT 6: DEFINITION AND APPLIED APPROACH OF ECONOMIC AGGREGATE

#### Learning Outcomes

By studying the topics and doing the exercises, the student will be able to:

- 1-Identify benchmark economic variables used in the fitness industry
- 2-Manage business evolution indicators linked to the fitness industry.
- 3-Analyze the results of these indicators and evaluate their progression.

#### Content

- 6.1- Definition and types of economic aggregates
- 6.2- Most used economic aggregates
- 6.3- Justification of use
- 6.4- Economic indicators most used in the Fitness Industry
- 6.5- Balance Scorecard
- 6.6 -Key Performance Indicator. Definition and utilities

## UNIT 7: EVOLUTION OF THE FITNESS INDUSTRY

### Learning Outcomes

By studying the topics and doing the exercises, the student will be able to:

- 1-Identify trends and impact in different markets and geographic areas.
- 2-Interpret the assessment indicators
- 3-Analyze successful business models -Discover industry opportunities and threats

### Content

- 7.1- Milestones
- 7.2- The transformation of the fitness industry
- 7.3- Sectors of the Fitness Industry (evolution and perspectives)
  - 7.3.1 Fitness clubs
  - 7.3.2 Fitness equipment
  - 7.3.3 Connected fitness
  - 7.3.4 Home fitness
- 7.4- Analysis of market evolution in different geographical areas
- 7.5- Types of markets
- 7.6-Fitness Industry opportunities
- 7.7-Fitness industry threats
- 7.8-Global Action Plan on Physical Activity (World Health Organization)

## UNIT 8: FITNESS INDUSTRY IN SPAIN

### Learning Outcomes

By studying the topics and doing the exercises, the student will be able to:

- 1-Analyze the situation and impact of the fitness industry in Spain and Catalonia.
- 2-Evaluate the development and growth trends of the fitness industry in Spain
- 3-Identify the characteristic features of the industry in Spain

### Content:

- 8.1- Structure of the sports sector in Spain
- 8.2- Fitness industry in Spain: clubs
  - 8.2.1-Ranking of operators
  - 8.2.2-XXI Century evolution
- 8.3- Club typology
  - 8.3.1-Low cost
  - 8.3.2-Convenience-Concessional
  - 8.3.3-Boutique

8.4- Digital fitness in Spain

8.5- Fitness influencers

## **BLOCK 4: TRENDS OF THE MARKET AND PROFILE OF CUSTOMERS/USERS**

### **UNIT 9: MARKET PERSPECTIVES**

#### **Learning Outcomes**

By studying the topics and doing the exercises, the student will be able to:

- 1-Discover the trends of the fitness market in the different areas of the industry.
- 2-Evaluate the opportunities and threats of the fitness market

#### **Content:**

- 9.1- General conjuncture
- 9.2- Activity trends
- 9.3- Space and club design trends
- 9.4- Innovations-technological trends
- 9.5- New professional profiles
- 9.6- Unattended market niches: customers/users
- 9.7- Fitness: cross-sectional phenomenon
- 9.8- Digitization and digital transformation
- 9.9- Trends in management of organizations and entrepreneurial projects

### **UNIT 10: ANALYSIS OF CLIENTS OF FITNESS CLUBS AND SPORT CENTERS**

#### **Learning Outcomes**

By studying the topics and doing the exercises, the student will be able to:

- 1-Discover existing user profiles and their features (segmentation)
- 2-Check market segmentation criteria
- 3-Develop retention strategies, user loyalty and their life cycle
- 4-Discover user satisfaction assessment tools

#### **Content:**

- 10.1- Surveys on the prevalence of physical activity practice
- 10.2- Motivation for the practice of physical exercise
- 10.3- Introduction to neuroscience and neuromarketing
- 10.4- Empathy
- 10.5- Customer life cycle



- 10.6- Generational profiles (clients/users features)
- 10.7- Assessment of the customer satisfaction index
  - 10.7.1- Net Promoter Score (NPS)
  - 10.7.2- Mystery shopper
  - 10.7.3- Focus Group

#### 4 TEACHING AND LEARNING METHODOLOGY

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Based on the approach of presentations, complemented by the reading and discussion of articles from specialized press, group dynamics with student participation, study and assessment of practical cases and student presentations.

Participation of external specialists and entrepreneurs from different business areas linked to the fitness industry through presentation of companies and business model

#### 5 EVALUATION PROCESS

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In accordance with the Bologna Process, the model rewards the constant and continuous effort of the student body. 40% of the note is obtained from the continuing evaluation of the proposed activities and the remaining 60% percentage, from the on-site final exam. The final on-site exam has two calls.

The final grade for the course (FN) will be calculated based on the following formula:

♣  $FN = \text{Final score on-site Exam Note} \times 60\% + \text{Note of Continuing Evaluation score} \times 40\%$

♣ Minimum final on-site exam score to calculate the FN will be 40 points out of 100.

♣ The course is approved with a FN equal to or greater than 50 points out of 100.

Continuing Evaluation delivering:

Type of activity	Description	% Continuing Evaluation	
<b>Deliveries:</b>			40%
INDIVIDUAL TASK 1	Describe the features of a boutique fitness business model (referring to a specific case) according to the Business Model	10%	

	Canvas methodology		
INDIVIDUAL TASK 2	Create a customer experience journey for a fitness business. Identify points of friction and come up with proposals for treatment and mitigation	10%	
GROUP TASK 3	Develop a marketing and commercial campaign for a fitness business - 30 days before its starting. Detailing value proposition, products, activities and services. Channels and approximation of the budget	10\$	
GROUP TASK 4	Evaluate the value and service proposition of a fitness business and prepare a report following the Mystery Shopper methodology	10%	
<b>Final Exam:</b>			60 %
	Final Exam	60%	
			100%

## 6 BIBLIOGRAPHY

### 6.1. BASIC BIBLIOGRAPHY

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- Ferrand Alain Claude, Gambau Vicente, Nardi Marco: "Marketing en el Fitness". Paidotribo
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- Osterwalder Alex, Pigneur Yves, Bernarda Greg, Smith Alan "Diseñando la propuesta de valor". Deusto Ediciones
- Osterwalder Alex, Pigneur Yves, Etiemble Fred, Smith Alan "La empresa invencible". Empresa Activa
- Russell Erik Charles. "The Art of Selling Memberships: how I´ve Sold Millions of dollars in Gym Merberships and How You Can Too". Erik Charles Russell
- Tharrett Stephen, Rourke Frank O and James A. "Legends of fitness, the forces, Influencers and Innovators of fitness that helped shape the fintss Industry". Healthy Learning
- V.Chan Kim, Mauborgne Reneé. "La estrategia del Oceáno Azul: Crear Nuevos espacios de mercado donde la Competencia sea irrelevante" Harvard Business School Publishing Corporation

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- Sánchez Martín Jorge. "Business & fitness. "El negocio de los centros deportivos" Editorial UOC

## 6.3 WEBGRAPHY / BLOGS / ETC.

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- <https://europeactive.blackboxpublishers.com/en/publications/customer-engagement-and-experience-in-the-fitness-sector/>
- European Comission. Sport Unit
- EU Eurobarómeter on sport and Physical Activity 2022
- [https://op.europa.eu/en/search-results?p\\_p\\_id=eu\\_europa\\_publications\\_portlet\\_pagination\\_PaginationPortlet\\_INSTANCE\\_gDBsAazqs5X2&p\\_p\\_lifecycle=1&p\\_p\\_state=normal&p\\_p\\_mode=view&queryText=erobaro meter%20on%20sport%20and%20physical%20activity&facet.collection=EUPub&facet.collection=EUDir&facet.collection=EULex&facet.collection=EUWebPage&facet.collection=EUSummariesOfLegislation&sortBy=RELEVANCE-](https://op.europa.eu/en/search-results?p_p_id=eu_europa_publications_portlet_pagination_PaginationPortlet_INSTANCE_gDBsAazqs5X2&p_p_lifecycle=1&p_p_state=normal&p_p_mode=view&queryText=erobaro meter%20on%20sport%20and%20physical%20activity&facet.collection=EUPub&facet.collection=EUDir&facet.collection=EULex&facet.collection=EUWebPage&facet.collection=EUSummariesOfLegislation&sortBy=RELEVANCE-)

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