



Guideline of Management Strategy to Develop Fitness Center in University, China

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Abstract

Background and Aim: Currently students in China are paying more attention to exercise. With the rising cost of living and increasingly hectic lifestyle in China, there are still relatively few universities with fitness centers and is not yet widespread. In addition, there is a lack of clear management in the fitness center and this does not cover this causes university students to lack support in exercising. The purpose of this study was to construct guidelines for management strategies to develop fitness centers at the university.

Materials and Methods: This study is a survey type and it is qualitative research. The sample group is divided into two groups: the first group was 10 people with stakeholders to be used in interviews to find problems in the current management of fitness centers. Using questions created by the researcher that are based on the 4M and POLC theories; the second group was 15 experts with specialized knowledge including Fitness center managers, University administrators, Fitness center coaches, and Fitness center customers. The researcher will bring the draft strategy to the second group of experts to screen and evaluate to obtain a final strategy that is of high quality and can be used. The researcher took the problems obtained from interviews with stakeholders and analyzed them on a side-by-side basis which includes Policy, Economic, Social, Technology, Environment, and Legal.

Results: The result of this research shows: It was found that 48 draft strategies were consulted and opinions were sought for evaluation and screening from experts. Obtained 31 strategies that have quality and efficiency in actual use which include: 5 Policy strategies, 5 Economic strategies, 6 Social strategies, 5 Technology strategies, 5 Environment strategies, and 5 Legal strategies, and all strategies were accepted by a total of 15 experts.

Conclusion: (1) Fitness management has problems in every aspect and the collected problems are similar. It can be seen that there is a problem of insufficient staff and insufficient equipment in the fitness center to meet the demand. In the matter of budget allocation, there is still no clarity. (2) Management strategies are designed according to problems encountered, such as increasing the number of employees. Using technology helps alleviate responsibility. Including recording the use of the budget. Operating under the policies and laws of China.

Keywords: Guideline of Management; Strategy; Fitness Center; University

Introduction

With today's progress, there is a rapid change in both economic and social expansion along with more complete facilities as a result, people's lifestyles have changed. By living a daily life that is more competitive, it has an impact on the body that will cause fatigue and decreased physical ability as a result, there is a risk of many different diseases. Exercise is one way to help build a healthy body. And helps reduce the incidence of various diseases. There are many types of exercise such as walking, running, and yoga or going to a fitness center, which has many places to choose from for exercising, such as parks, sports fields, educational institutions, inside hotels, or various government offices. At the current fitness center, there is high competition and each location has different service arrangements. There is a reduction in service fees for organizing special programs. There are giveaways and giveaways and providing other additional services along with exercise services. To attract people to use the service and so that people can fully benefit from exercise.

With the development of China's economy, people's living standards continue to improve. In response to market demand, gyms are gradually appearing in various cities and are becoming more professional and convenient. At this time, a mature gym management system is crucial for gym operators and users. In recent years, China's fitness market has begun to rise rapidly, and college students have



become a large group of sports and fitness consumers and an indispensable market. With the support of national policies, the sports fitness industry has developed rapidly. As an important part of the sports fitness industry, college gyms have large room for development.

At present, domestic investment in the fitness market mainly takes two forms: single fitness venues and comprehensive fitness venues. According to a survey, there are currently about 1,000 fitness clubs in Xi'an, and most of them are single fitness clubs. They mainly operate aerobics, Latin exercises, yoga, etc., and also sell tea, drinks, and fitness clothing (Zhao, 2019). The main business of fitness centers in Xi'an is mainly sports service products with fitness training services as the core. It can be seen from the obtained information that gyms have different operating characteristics due to their different sizes, locations, investments, and service quality. Fitness in Xi'an currently has items such as equipment fitness, group teaching, body correction, and leisure, but other sports rehabilitation and health care items with great profit potential are not set up in any gym; at the same time, sauna and relaxation or massage items are also It is only opened in a few gyms, and there are no bathrooms that can promote students' daily exercise, which naturally greatly limits the owner's business income (Chai, 2016).

The party's 16th national congress put forward the goal of constructing a well-off society, and requested to complete the national fitness system in 2020 and list it as one of five construction systems, then suggests that improving the quality of the people's health is a major task of the party and government work. (Hu, 2015).

On March 8, 2017, the Ministry of Education and the State Sports General Administration jointly issued the "Implementation Opinions on Promoting the Social Development of School Sports Venues" to further promote the social development of college sports venues (Zhang and Jin, 2019). With the development of science and technology and the economy, people pay more attention to their spiritual life. At the same time, they have a new understanding of "beauty", and their desire to shape beauty through sports is becoming stronger and stronger (Wang, 2019). College students are one of the main forces in the construction of the new era, and they must have a strong body (Sun, 2017). As a place for college students to exercise and hone their comprehensive abilities, college gyms are also developed for the general public. On the one hand, it provides high-quality fitness services to the public, and on the other hand, it also solves the problem of insufficient supply of sports venues in our country (Li, 2017). With the expansion of business scale, college gyms have many management problems (She, 2018).

In the fitness centers at universities in Xi'an, there is still a phenomenon of insufficient equipment configuration. This mainly manifested in the following aspects: first, the configuration of fitness equipment lacks rationality, lacks functionality, and the division between light equipment and heavy equipment is not clear enough; second, there are no mirrors next to some equipment that requires higher movement quality, which is not conducive to The correct formation of students' movements; third, due to the limited space in college gyms, the fitness equipment is placed too densely; fourth, the equipment in college gyms is too old, and the equipment damage rate is high. The reasons for this problem mainly include two aspects: on the one hand, due to insufficient equipment maintenance and maintenance, regular inspection and timely repair of equipment cannot be achieved; on the other hand, the school does not pay enough attention and has a serious lack of funds and personnel investment (Wang, 2015).

In summary, it can be seen that currently, students in China are paying more attention to exercise. With the rising cost of living and increasingly hectic lifestyle in China, there are still relatively few universities with fitness centers and is not yet widespread. In addition, there is a lack of clear management in the fitness center and this does not cover this causes university students to lack support in exercising.

Therefore, the researcher had an idea to create guidelines for the management of university fitness in Xi'an to provide a guideline for better fitness management. and can support students who are not yet able to earn money on their own and encourage students to exercise appropriately. Moreover, this research will provide fitness management guidelines for other cities in China.





Objectives

To construct guidelines of management strategy to develop fitness centers in the university.

Literature Review

This research studies the management problems of university fitness centers in Xi'an. To create strategies and use them to help fix or develop fitness centers. The researcher has studied the following research papers and literature about:

1. Fitness center

The Fitness Center is a health, recreational, and social facility geared towards exercise, sports, and other physical activities. It may be a for-profit commercial facility or a community- or institutionally-supported center. A successful facility will accommodate both the serious athlete and the casual recreational user. Activities include organized, group instructional programs such as spinning classes, yoga, and martial arts; organized and impromptu team sports; and individual fitness opportunities such as cardiovascular training, weight training, and swimming. Individual activities may be self-guided or conducted under the supervision of a trainer. A Fitness Center may also accommodate outdoor activities with features such as a running track, swimming pool, and sports playing fields (Eric, 2017).

Ye (2009) said fitness center means that the operator regards the gym club as a business entity, with the purpose of profit, using fitness and entertainment facilities as an activity venue, and providing leisure, entertainment, and fitness services to the public in the form of an enterprise, by It is a membership-based mass sports club that operates according to the laws of the market, operates independently, and is responsible for its profits and losses. Its connotation includes the following aspects. The club is customer-centric and provides paid fitness and bodybuilding services as its main business projects. It has collective fitness venues, weight-bearing and aerobic fitness equipment, and fitness instructors. It is for profit, operates independently, and is self-sufficient. Market-oriented operation of profit and loss.

Xu (2021) said fitness centers take the form of sports fitness projects as their main form and provide sports fitness and related services as their theme. They initiate and attract customers to voluntarily join fitness institutions. Through effective management and provision of good services, fitness institutions and customers maintain a stable contractual relationship, cultivate loyal customers, and gain benefits. Fitness membership is a product of membership marketing. It refers to the subjects who choose to apply for a card in a gym institution for consumption for physical fitness, entertainment, relaxation, stress reduction, and social interaction.

A Fitness Center is a place that has equipment, facilities and personnel providing exercise services for health that aim to promote health and disease prevention (Promotion and Prevention), but do not include specific services such as yoga, martial arts, and sports. Service area size means the size of the service area only for health exercise, divided into 3 sizes as follows. 1) Small size means the size of the service area is less than 1000 square meters. 2) Medium size means service area size between 1000 square meters and 5000 square meters. 3) Large means the size of the service area is more than 5000 square meters (Cooper & Trivedi, 2012).

Types of services provided by the fitness center are as follows: 1) Welfare type refers to fitness centers provided by government agencies or private business organizations. For providing health exercise services to government officials, employees, or those working in that organization. 2) Semi-welfare category refers to fitness centers provided by government agencies or private business organizations. For providing health exercise services to government officials, employees, or those working in that organization, and including providing services to people outside the organization. 3) Business type refers to a business that provides services for using premises, and exercise equipment for commercial purposes where the business operator enters into a contract to provide health exercise services to consumers as members.

China's fitness center industry originated in the mid-20th century. In 1948, "Tan's Fitness Center" was founded in Guangzhou, which was the first modern fitness center in China. Subsequently, gyms and





fitness clubs were opened across the country but they did not form a large scale. In the 21st century, commercial-scale gym companies have been established one after another (Gao, 2022).

In summary, A fitness center is a place where both recreational and professional athletes can work out. A fitness center may specialize in a certain sporting/fitness discipline but most modern fitness centers provide a variety of workouts. As opposed to a “typical” gym, a fitness center may provide both indoor and outdoor health and fitness activities. A fitness center is usually larger than an average gym, especially if it includes amenities such as an outdoor pool, golf course, and running tracks. A fitness center normally offers a range of group classes and individual workout programs. Whole-body health and fitness are also promoted by various amenities such as physical therapy, saunas, steam rooms, warm-up and cool rooms, healthy juice, and snack bars.

2. Fitness center Principle

2.1 Achieving Successful Fitness Center Design

2.1.1. Healthy Interiors

Perhaps the most important element that determines a healthy indoor environment is ventilation. While air conditioning systems maintain an ideal interior temperature for active performance, they recycle the same air and can be a contributing factor in the spread of illnesses. Gyms without proper ventilation can also harvest and trap harmful levels of carbon dioxide, which can lead to dizziness and shortness of breath—not the healthiest environment for a workout. Offering an energy-efficient and reconfigurable alternative to fan-operated ventilation systems, opening glass walls immediately flush interiors with natural fresh air alongside an array of other benefits contributing to successful fitness center design (Voráček, 2016).

2.2.2 Space Management

When designing the layout of a fitness center, it is important to keep space demands in mind, especially in times when social distancing measures are applied. Dedicated rooms may require different space needs based on the equipment they hold, or the activities being hosted within (Voráček, J, 2016).

2.2.3 Sound Control

The high-energy dynamics of fitness centers can become quite raucous and get in the way of a tranquil evening workout. In the case of gyms, the obnoxious echo of clinking metal and whirring of equipment can often be heard echoing from the walls. On the other hand, a yoga studio may require a completely soundproof space, whether it be by blocking noise from street traffic or the adjacent room (Voráček, 2016).

2.2.4 Sturdy Equipment

The available equipment offered at a fitness center is also a contributing factor in attracting potential members. In gyms, people often look for the number of machines available to eliminate the potential of long waiting periods and the variety of equipment to maximize workouts. Yoga studios, on the other hand, may not require the presence of extensive equipment, but other structural elements and even furniture may come into play (Voráček, 2016).

2.2.5 Safety

Safety in fitness centers is paramount to prevent the potential of injuries, especially in the presence of exercise equipment. Several policies and regulations, often varied by state, must be followed by both the venue owners and the members in attendance (Voráček, 2016).

2.2.6 Transparent Views to the Outdoors

Aside from fresh air ventilation, the transparency of opening glass walls invites natural daylight into otherwise artificially lit interiors, offering energetic and effective exercise. This transparency also combats potential boredom and the monotony that may come from constantly staring at a blank wall. While some fitness centers implement upbeat soundtracks and TV screens often display sports games to keep attendees alert and motivated, one would think this defeats the purpose of effective exercise (Voráček, 2016).

2.2 Customers of Fitness Centers

The offer of sports services is rising concurrently with the increasing number of individuals





demanding physical activity-related services. Customers can now access a wide offer of services and they are familiar with similar ones (Boulding, et al, 1993). This level of knowledge has increased their expertise, making their expectations and perceptions even more complex. In this regard, specific segments of fitness customers have previously been identified according to their exercise motives and sociodemographic characteristics. Additionally, differences in service perception according to gender and age have been established in previous research (León-Quismondo, et al, 2020).

The profile of the customer of sports services has been widely addressed. Effects of customer satisfaction, service quality, perceived quality, and loyalty have been of high concern. These contributions have led to the creation of prediction models that forecast the probability of customer dropout. The previously referred factors affect business stability, not only in terms of members' continuity but also long-term business sustainability in terms of profitability and financial indicators (Zeithaml, et al, 1996).

2.3 Managers of Fitness Centers

The growing specialization in the fitness industry is also noticeable in management positions. Fitness center managers face problems that require progressively more complex solutions. In this process, accurate decision-making is crucial (Açak, 2012). Despite the different points of view and functions regarding the managers of fitness centers, the most common perspective considers it as the person in charge of leading the organization of the sports services for its success (Demirkıran, 2015). The effective operation and attractiveness of sports organizations are possible thanks to the correct decisions of managers while conducting the organization. They should proceed professionally in such a competitive environment. As a consequence of progressive professionalization, specific sports managers' competencies and functions have been studied.

As previously stated, the scientific production of managers of fitness centers is less abundant than research on the customer's profile. Previous research has focused on either the role of the manager of sports services or the profile of managers. However, a need to hasten a still scarce scientific production is required to bridge the remaining theory-practice gap (Zaharia, 2016).

2.4 Personal Fitness Trainer

It is an important profession and necessary for people who want to exercise. If we want to have good shape intentionally self-exercise Even though it might bring hope it may take a long time. The shape was not as good as expected. Or it may be serious enough to result in physical injuries. If we don't play correctly, we must rely on the expertise of a fitness trainer will be the person who will advise and help ensure that exercise results as intended, correctly, safely, with a plan, and appropriate for each person. It's not just for your health or your figure but can also solve problems of illness as well.

3. Fitness center management in the university

Management refers to the managers in a certain organization, through the implementation of planning, organizing, leading, coordinating, controlling, and other functions to coordinate the activities of others, so that others with their own achieve the established goals of the activity process. It is one of the most common and important of the various human organizational activities (online at <https://www.google.com/>).

Management is the science of human management activities and their applications. It favors tools and methods to solve managerial problems, such as quantitative and qualitative analysis using operations research, statistics, etc. Management is defined as the process by which activities are accomplished efficiently and effectively by managers and by and through others. Previously, management mainly used operations research to solve problems encountered in management.

The fitness center business (Fitness Business) is one of the businesses that has grown greatly in the 20th century and is likely to expand further with more intense competition. This can be seen from the increasing number of fitness centers. Fitness centers are considered to be another option for providing health services that require the same quality management system throughout the country. As a result, fitness centers must be under the control of the government. In addition, people have more knowledge about maintaining health and exercising with quality. Fitness centers in both the public and private sectors must adapt to change and focus on developing service quality to meet standards, develop,





improve, and change the management structure. To be consistent Circumstances are changing rapidly. Including developing personnel to be ready in terms of academics, technology, and services. Manage costs under resources that are limited on both sides budget and personnel in a balanced manner and effectively (Jindaruang, 2012)

Fitness and bodybuilding are a type of sports that use bare hands, light equipment, or equipment to complete single movements, combination movements, or sets of movements of different types and difficulties to fully tap people's potential, demonstrate people's control capabilities, and comprehensively develop people's strength, speed, flexibility, agility and endurance qualities, etc., and achieve physical fitness through coordinated control of various parts of the body. With the continuous improvement of people's living standards, more attention is paid to the quality of life. Concepts such as "spending money to buy health" are gradually gaining popularity among consumers. More and more students in colleges and universities are actively participating in fitness and bodybuilding due to their own, social and other factors. The sports and fitness consumption of college students has become a special consumer group that cannot be ignored. However, the current management and management of college gyms and the fitness needs of students. The contradiction between fitness and growth restricts the health needs of students and the further development of gyms. As an important part of the sports and fitness market, college gyms have important practical significance in theoretically discussing their operation and management (Li, 2009).

In summary, from the collection of related documents, it can be seen that research related to the management of university fitness centers There are still relatively few problems in fitness centers and strategies for solving them in China and still lacks clarity in practice Therefore, management guidelines and strategies that have been confirmed by experts from this research It can serve as a reference for fitness centers in educational institutions in China.

Conceptual Framework

The research title “Guideline of Management Strategy to Develop Fitness Center in University” was designed as follows

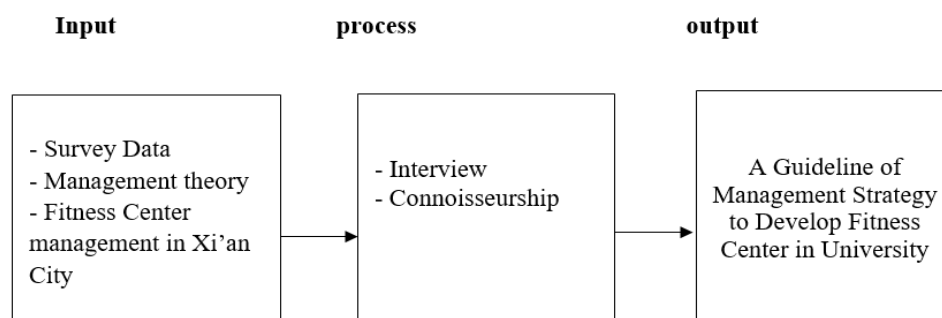


Figure 1: Conceptual framework of the research

Methodology

Population specification and size

In Xi'an Province, 18 universities allow outsiders to use their services including Xijing University, Xi'an Fanyi University, Xi'an International University, Xi'an Shiyong University, Shaanxi Normal University, Weinan Normal University, Xianyang Vocational Technical College, Xianyang Normal University, Xi'an Technological University, Xi'an International Studies University, Xi'an University of Finance and Economic, Yulin University, Shaanxi Technical College of Finance and Economic, Xi'an Mingde Institute of Technology, Xi'an Medical Collage, Modern College of Northwest University, Xi'an Technology and Business College, Xi'an University of Architecture and Technology.

The populations of this research include 10 stakeholders including fitness center managers, fitness





center coaches, fitness center customers, and fitness center employees from 18 universities for interview methods to understand current administrative and management problems.

Sampling

Using purposive sampling method as follows:

1. 5 experts were selected to check the quality of the interview form (IOC = 0.914)
2. Draft management strategy by analyzing data from stakeholder semi-structured interviews by the researcher.
3. 15 experts to confirm fitness center management strategies in the connoisseurship method, including 3 fitness center managers, 3 university administrators, 4 personal coaches, and 5 fitness center customers.

Research tools

1. Interview form for collecting the data from stakeholders
2. Evaluation Form for Connoisseurship Method
3. Software Package for analyzing data

Data collection

1. Using interview forms for 10 stakeholders to understand current administrative and management problems.
2. Literature review by consulting monographs, journal articles, newspapers, and magazines, and using websites such as CNKI and Chinese academic journals to search and access relevant literature materials.
3. The data from the connoisseurship method by 15 experts to verify the guidelines of management strategy to develop a fitness center in the university.

Data Analysis

1. Evaluate the content validity of the interview form through the utilization of the Program Validity Analysis method, employing the Indexes of Items of Objective Congruence (IOC = 0.914).
2. Use Microsoft Word to collect and organize the data obtained from the interview method.
3. Analysis of data obtained from interviews with stakeholders to understand the problems and obstacles in managing a university fitness center in Xi'an. The comments obtained from the interviews were used to analyze the qualitative data. Which includes Man, Money, Megatrial, Management, Planning, Organization, Leading and Control.
4. Analysis of data obtained from connoisseurship by arranging the data according to the conclusions obtained from the connoisseurship to arrive at a management strategy to develop a fitness center at the university in Xi'an City.

Results

The results of constructing the guideline of management strategy to develop a fitness center in the university in Xi'an city.

In the process of creating the draft management strategy outline for fitness centers in Xi'an City. The researcher took the problems found from interviews with stakeholders and then analyzed them. Based on the principles of Policy, Economics, Social, Technology, Environment and Legal. In this step, the information will be divided into 2 parts:

1. A draft of a guideline management strategy to develop a fitness center in a university in Xi'an City according to the 4M management theory.

1.1 Man

1.1.1 Policy: In terms of university policy or the policy of the fitness center's franchise company, there must be a survey of the workload to see whether it is appropriate for the number of employees or not and distribute responsibilities in a balanced way. Increase the number of executives or assistant managers who allocate duties to suit the job position. On the coach's side, there should be specific conditions such as knowing exercise and having knowledge in sports science and sports nutrition. When considering the ability of the university or the policy of the fitness center's parent company it is not necessary to consider the educational level. However, the coach should have a





coaching license, such as a CBBA Professional Fitness Coach. In terms of cleaning staff, there must be a sufficient number in proportion to the area of the fitness center.

1.1.2 Economics: The university or management company of the fitness center must consider the education level and work experience of its managers and employees. Provide salary or other compensation such as bonuses, overtime pay, or commissions from finding appropriate service users. Employee benefits, such as free travel, lodging, or meals, must be provided to low-income employees in fitness centers to boost morale.

1.1.3 Social: Universities or franchise companies affiliated with fitness centers should be open to users of various age groups. Due to current social trends more people are beginning to exercise, such as high school students or the elderly there are marketing promotions to attract the attention of these people. And there are experts to take special care of them. If successful, it will greatly affect the economy of the fitness center.

1.1.4 Technology: The fitness center's university or franchise company has technology in the field of exercise teaching, such as intelligent robots that recommend general exercise methods or basic exercise postures to reduce the workload of employees and reduce the need for fitness center employees. There is a face or fingerprint scanner for the convenience of those who come to use the service in case they forget their membership card.

1.1.5 Environment: Aspect the university or management franchise company of the fitness center must have adequate cleaning staff proportionate to the size of the fitness center. Managers should check for completeness regularly. There are employees for the maintenance of exercise equipment. There is a weekly inspection or can be fixed immediately when there is a problem. These employees must have specialized knowledge. Managers or those with knowledge must arrange exercise equipment appropriately. Correct according to the principles.

1.1.6 Legal: Universities or franchise companies affiliated with fitness centers must strictly comply with labor laws, such as the length of work per day for employees. Laws regarding compensation according to professional groups or even human rights laws.

1.2 Money

1.2.1 Policy: Fitness centers opened under university policy must have appropriate budget allocation. Distributed evenly in every department because part of the university's income comes from the fitness center. Therefore, there must be sufficient money circulating in the system. Fitness centers opened by franchise companies at the university must have a budget allocated in proportion to the size of the university. This is because there are many users, and exercise equipment is also likely to be easily damaged or broken. Should not have a long-term membership card because although it is expensive, it will affect long-term money management.

1.2.2 Economic: The university or franchise companies of the fitness center must have a reserve fund in the system or have public money to use in times of emergency. This part of the budget should come from the agency or deductions from fitness center membership fees income and expenses must be checked to see if they are consistent with the number of service users or not. Moreover, when repairs of damaged equipment are reported, they must be recorded in detail. Have proof of spending. Make an account with the fitness center manager controlling and checking accuracy.

1.2.3 Social: The university or the franchise companies affiliated with the fitness center should organize joint activities with outside organizations. Find outside sponsors to help increase the fitness center budget. Consider the budget used to organize the activity appropriately. There is an operational plan meeting every time. Mainly taking into account the management budget. At the same time, membership prices can be set for students within the university. To attract the attention of students and increase the budget for managing the fitness center.

1.2.4 Technology: The university or franchise companies of the fitness center must have technology to help control and check the income and expenses of a reliable fitness center that can check evidence of spending money through your bank account. There is a central online bank account. The budget is allocated within the account proportionally. Technology is used to help record information. Monthly income and expenses are explained every time to the university or the fitness center's





management company.

1.2.5 Environment: Universities or franchise companies affiliated with fitness centers must consider the use of budgets for maintaining exercise equipment. Maintaining cleanliness around the fitness center. Therefore, the use of this budget must be carefully considered and appropriate for the job. Generally speaking, cleanliness inside and outside the fitness center is the responsibility of the cleaning staff. Therefore, this issue is consistent with the fitness center's people management policy.

1.2.6 Legal: The university or franchise companies must have sufficient funds that can be verified by the government or bank. To request approval for opening a fitness center Income and expenses must be reasonable and appropriate to the current condition of the fitness center. No income is too much or too little compared to the number of users and employees in the fitness center. There is clear and detailed accounting. Openly disclose to all employees When an inspection is called for the person with the highest authority in the fitness center Able to explain details clearly.

1.3 Material

1.3.1 Policy: The university or franchise companies of the fitness center must have materials and equipment or appropriate convenience tools. No unnecessary equipment. There is a division of responsibility for taking care of exercise equipment and is regularly checked by technician exercise equipment should be adequate and appropriate to the campus and size of the fitness center. There is neither too much nor too little.

1.3.2 Economic: The university or franchise companies of the fitness center must have a record of the budget spent on maintenance or trading tools or exercise equipment clearly in purchasing exercise equipment or various tools needed in a fitness center. There should be a comparison with the average price in the market to reduce the problem of unreasonable budget use. Have proof of spending and there is an explanation to the agency whenever the equipment used in the fitness center has been used for a relatively long time It should be offered for sale back to the purchasing company. To use the money to buy tools or new equipment.

1.3.3 Social: The university or franchise companies of the fitness center should promote the external image of the organization by using equipment that has a relatively long service life. but still in good condition donate to outside organizations. Although there will be a loss of income from reselling equipment that has a relatively long useful life. But fitness centers are popular. and has been accepted by external organizations It promotes the image of the fitness center.

1.3.4 Technology: The university or franchise companies of the fitness center should have the equipment or high-tech exercise equipment to help lighten the workload of the coach. or cleaning staff the manager must have careful budget management. CCTV cameras are installed inside and outside the fitness center to ensure the safety of employees and users.

1.3.5 Environment: The university or franchise companies of the fitness center must inspect the condition of the exercise equipment and convenient tools or various electronic tools regularly so that service users are satisfied with their use. There is a sound system installed inside the fitness center. Choose to use music to stimulate your feelings during exercise. Adjust the mood of those who come to use the service. Create a happy atmosphere for exercising for service users.

1.3.6 Legal: The university or franchise companies of the fitness center must purchase and sell exercise equipment that has standards and has been accepted by the organization. There is a registration number that can be verified. Do not buy things from unknown origins and are not sold without a user manual or the machine is damaged to a second person because it will affect the safety of the life and property of the buyer.

1.4 Management

1.4.1 Policy: The university or franchise companies of the fitness center must specify the opening and closing times to reduce the problem of congestion within the fitness center. Information must be prepared for those who use the service. There is a clear diagram of executives and employees in the organization. There is a sign advertising monthly activity. There are pamphlets or books on knowledge about exercise.

1.4.2 Economic: The university or franchise companies of the fitness center must allocate



a budget for public relations or organizing activities in marketing operations appropriately. Use online platforms to help reduce public relations costs. Contact universities or parent organizations to request financial support in managing or carrying out large-scale activities to attract the attention of those who want to use the service.

1.4.3 Social: The university or franchise companies of the fitness center must work together with society. Organize activities according to important festivals it focuses on providing knowledge about exercise and attracting people who are interested in exercise to apply for membership at the fitness center. Open a public account to provide knowledge specifically about exercise. To make the fitness center popular with society and managers must manage work within the organization carefully think comprehensively about the stakes of a fitness center when working with society.

1.4.4 Technology: The university or franchise companies of the fitness center should use online platforms to help promote the activities the fitness center organizes. Attracting people who are interested in exercise by offering discounts when applying through online channels. In addition, using technology to record the information of those who use the service is important, which should be there every month. Use statistics of people who come to use the service or those who apply for new membership as information for further management of the fitness center Promote the safety of those who use the service by installing CCTV cameras inside and outside the fitness center.

1.4.5 Environment: The university or franchise companies of the fitness center must maintain strict security. The area surrounding the building is cleaned or inside the fitness center. There is a clear division of service areas, such as changing rooms, Bathroom areas, Storage areas, or Resting areas outside the service center. There are clear smoking areas to reduce the problem of odors disturbing other people.

1.4.6 Legal: The university or franchise companies of the fitness center must manage the fitness center according to the law. There is no trading of alcohol or drugs in and around the fitness center and has severe penalties to prevent wrongdoing by employees and those who come to use the service. Fitness centers must conduct health screenings of employees and observe the symptoms of co-workers before every work session. To guarantee the safety of those who come to use the service. There is a policy prohibiting bringing dangerous items into the fitness center. and when any person damages exercise equipment or tools the fitness center manager must consider the actual condition.

2. A draft of a guideline management strategy to develop a fitness center in a university in Xi'an City according to POLC management theory.

2.1 Planning

2.1.1 Policy: The university or franchise companies of the fitness center must set short-term work plans and long-term action plans. Short-term operational plan This can be done on a weekly or monthly basis, such as organizing weekly activities, Organizing monthly activities. Including checking the condition of exercise equipment and other facilities. As for long-term plans, such as organizing annual activities at various important festivals in China or publicizing the collection of points to exchange for discounts.

2.1.2 Economic: The university or franchise companies of the fitness center must have a long-term spending plan. There was a meeting with the fitness center's agency. Distribute annual income evenly Including finding budget support from outside organizations, such as finding sponsors for energy drinks or nutritional supplements or personal exercise equipment such as gloves, clothing, or water bottles. The fitness center will help publicize the sale of products to sponsors.

2.1.3 Social: The university or franchise companies of the fitness center must have a long-term plan to work with society. The fitness center manager must have a network with a private or government organization. Know the brief annual activities of various organizations and have long-term action plan meetings. As the activity period approaches, there will be a short-term operational plan meeting.

2.1.4 Technology: The university or franchise companies of the fitness center must have a plan for appropriate use of the online platform. Know when to publicize what activities and study those who use the service and the public to see which platforms, they use to follow news. In the field of





exercise equipment and the facilities should have modern technology. It can meet the needs of service users and at the same time, help reduce the workload for employees. The working system of the tools is always checked, and training new employees in the use of various electronic tools.

2.1.5 Environment: The university or franchise companies of the fitness center must contribute to society. Because nowadays people are turning to give more importance to the environment. When the fitness center organizes activities for employees or those who come to use the service, it is part of caring for the environment. It will create a good image for the organization. These activities, in addition to being able to benefit society, are also a form of exercise which are often popular with older users.

2.1.6 Legal: The university or franchise companies of the fitness center must carefully check the accuracy of the fitness center opening documents. There is clear approval from university administrators or organization administrators. Has a trade registration legal strictly examined the behavior and work qualifications of employees?

2.2 Organizing

2.2.1 Policy: The university or franchise companies of the fitness center must establish a comprehensive management structure and divide roles or responsibilities in work, such as corporate executives' fitness center managers Assistant fitness center managers, coaches, persons with knowledge of exercise and other related employees such as financial staff Safety staff cleaning staff clearly define duties and responsibilities for each job position. Troubleshooting strategies are established when personnel are insufficient.

2.2.2 Economic: The university or franchise companies of the fitness center must manage their internal budgets carefully. Contact with external organizations for support Employees at all levels are compensated reasonably and have bonuses based on employee behavior.

2.2.3 Social: The university or franchise companies of the fitness center want to manage the fitness center. There must be coordination and work together with society to expand the scope of service users. The organization's structure should include people from relevant external agencies to help in checking quality and provide advice on organizational management.

2.2.4 Technology: The university or franchise companies of the fitness center should use technology in their work to reduce the risk of malfunctioning and increase convenience in work, such as using a card scanning machine or a face scanner instead of writing the name to use the service that can help reduce the hassle of accessing the services of those who come to use the fitness center. At the same time, the data recorded in the scanner can be turned into statistical data and saved on the computer which can be easily checked retrospectively.

2.2.5 Environment: The university or franchise companies of the fitness center must give great importance to the environment because organizations with a good environment or environmentally friendly ones are always more popular. Equipment with low production costs but good quality should be distributed and can be useful to service users, such as cloth bags for storing things, sweat wipes, or a glass of water used while exercising These devices can be reused. Distributing this equipment requires the use of the fitness center's central budget. Therefore, the fitness center should have conditions for distributing the equipment, such as having been a member of the fitness center for a certain period or being a student within the university, etc.

2.2.6 Legal: The university or franchise companies of the fitness center should have legal counsel as part of its organizational structure. Because having someone with legal knowledge as a consultant can reduce the time required to plan operations. Including being able to help fitness centers receive news or changes in national policy or of the province regarding timely exercise.

2.3 Leading

2.3.1 Policy: The university or franchise companies of the fitness center must have a clear work assignment system. In important events requiring long-term planning, a meeting must be held to divide responsibilities such as organizing annual activities there must be a division of labor in budget management. Planning daily operations and daily welfare of employees including the duty of inspecting exercise equipment. In terms of work that requires short-term planning Managers can manage their work





assignment planning and command through words or communication applications.

2.3.2 Economic: The university or franchise companies of the fitness center with the fitness center budget or expenses must be allocated appropriately with approval from the organization's top leadership and can be checked. There is evidence of spending money and there is a sufficient reason to need the money, such as repairing broken equipment or purchasing new exercise equipment Budget is used to rent venues for events and organizational leaders must carefully check the accuracy of the budget. Track the market price of exercise equipment. Including the economic conditions of the country to prepare for adapting to the country's context.

2.3.3 Social: The university or franchise companies of the fitness center must be in coordination with society. Therefore, the most important person is the fitness center manager or organization leader must be reliable and have documents about yourself and your organization that can be verified. And guarantee the results that will occur to society ready to solve problems and take responsibility for errors caused by inadequate management.

2.3.4 Technology: The university or franchise companies of the fitness center must have new technology that is attractive and convenient to use. To present the modernity and quality of the fitness center. All decision-making power will depend on the fitness center manager or senior executive. Ideas for using new technology must be discussed through meetings and finalized with each department in the fitness center to prevent loss or negative impacts on the fitness center and society.

2.3.5 Environment: The university or franchise companies of the fitness center must pay attention to the environment because at present China has begun to promote policies regarding the environment, therefore operations with all sectors whether it be private organizations themselves or cooperation between the government, Or collaborating with external independent organizations must take into account environmental impacts such as organizing activities to take people who use the service to do activities outside the fitness center. They must consider how society or the environment will be affected and how can the image of the fitness center be promoted through these activities.

2.3.6 Legal: The university or franchise companies of the fitness center must have legal education to open an organization. There are clear and appropriate rules and regulations for employees at all levels. And there are clear requirements for using the fitness center and all the requirements must be verified by the fitness center manager or senior executives. To prevent violations of the law by those who have a stake in the fitness center. Senior executives must know labor laws and the welfare of employees in the fitness center. Do not take advantage or use beyond the limits.

2.4 Control

2.4.1 Policy: The university or franchise companies of the fitness center must have detailed control over every aspect of its work. Whether it is planning, finance, or management within the organization. People management assigned work is checked and regularly evaluate the performance of employees at all levels. Considering compensation appropriately employee behavior is determined by ratings from users and fitness center managers. Consideration of the fitness center manager's behavior will come from the employees working in the fitness center.

2.4.2 Economic: The university or franchise companies of the fitness center must check the economic conditions of the country or the province and regularly adjust prices or marketing plans according to the actual situation. Fitness centers can donate a certain amount to help society. In exchange for the image of the organization.

2.4.3 Social: The university or franchise companies of the fitness center must consider the issue of controlling employees in the fitness center. Including controlling the number of people who come to use the service in terms of behavior that will have an impact on society and the image of the fitness center such as in working with society. All employees or those helping with activities must have appropriate behavior.

2.4.4 Technology: The university or franchise companies of the fitness center must consider the appropriate technology and appropriate to be used in fitness centers and must not have superfluous technology. The use of technology helps to facilitate the convenience of employees and service users.

2.4.5 Environment: The university or franchise companies of the fitness center must control





issues that will hurt the environment such as throwing out trash. Using disposable equipment these behaviors will greatly affect the environment. Therefore, the fitness center should have proper waste management and there is support for employees or those who come to use the service to have an awareness of loving the environment. Distributing reusable items is a feasible solution that fitness centers can do.

2.4.6 Legal: The university or franchise companies of the fitness center must control the organization's operations by national laws. Whether it is legal, registration, Service center Labor law, Human rights law, or Exercise Laws, Organization leaders must have comprehensive knowledge and detailed planning. In order not to violate the rights of those who come to use the service and employees.

The final guideline of the management strategy is to develop a fitness center at a university in Xi'an City.

The details of the final guideline of management strategy to develop a fitness center in the university in Xi'an City are as follows:

1. Policy principle

Strategy
1. The university or franchise companies of the fitness center must survey the workload to see whether it is appropriate for the number of employees or not and establish a comprehensive management structure and divide roles. Distribute responsibilities in a balanced way. Add job positions as needed. Coach, there should be specific conditions, and should have a coaching license.
2. Fitness centers opened under university policy must have appropriate budget allocation. Fitness centers opened by franchise companies at the university must have a budget allocated in proportion to the size of the university. must-have materials and equipment or appropriate convenience tools. There is a division of responsibility for taking care of exercise equipment because there are many users.
3. The university or franchise companies of the fitness center must specify the opening and closing times to reduce the problem of congestion within the fitness center. Information must be prepared for those who use the service. There is a clear diagram of executives and employees in the organization.
4. The university or franchise companies of the fitness center must set short-term work plans and long-term action plans. Must have a clear work assignment system. In important events requiring long-term planning, a meeting must be held to divide responsibilities. Planning monthly operations and daily welfare of employees including the duty of inspecting exercise equipment.
5. The university or franchise companies of the fitness center must have detailed control over every aspect of its work. Whether it is planning, finance, or management within the organization. People management assigned work is checked and regularly evaluate the performance of employees at all levels.

2. Economic principle

Strategy
1. The university or management company of the fitness center must consider the education level and work experience of its managers and employees who support employees at all levels are compensated reasonably and have bonuses based on employee behavior.
2. The university or franchise companies of the fitness center must have a long-term spending plan. Must have a reserve fund in the system or have public money to use in times of emergency this part of the budget should come from the agency or deductions from fitness center membership fees income or finding budget support from outside organizations.
3. The university or franchise companies of the fitness center must have a record of the budget spent on maintenance or trading tools or exercise equipment clearly in purchasing exercise equipment or various tools needed in a fitness center. There should be a comparison with the average price in the market to reduce the problem of unreasonable budget use. There is evidence of spending money and





Strategy

there is a sufficient reason to need the money.

4. The university or franchise companies of the fitness center must allocate a budget for public relations or organizing activities in marketing operations appropriately. Use online platforms to help reduce public relations costs.

5. The university or franchise companies of the fitness center must check the economic conditions of the country or the province and regularly adjust prices or marketing plans according to the actual situation.

3. Social principle

Strategy

1. Universities or franchise companies affiliated with fitness centers should be open to users of various age groups. Due to current social trends more people are beginning to exercise, such as high school students or the elderly there are marketing promotions to attract the attention of these people.

2. The university or the franchise companies affiliated with the fitness center should organize joint activities with outside organizations. The fitness center manager must have a network with a private or government organization and find outside sponsors to help increase the fitness center's budget. Consider the budget used to organize the activity appropriately.

3. The university or franchise companies of the fitness center should promote the external image of the organization by using equipment that has a relatively long service life. but still in good condition donate to outside organizations.

4. The university or franchise companies of the fitness center must work together with society. Organize activities according to important festivals it focuses on providing knowledge about exercise and attracting people who are interested in exercise to apply for membership at the fitness center. Open a public account to provide knowledge specifically about exercise.

5. The university or franchise companies of the fitness center must be in coordination with society. Therefore, the most important person is the fitness center manager or organization leader must be reliable and have documents about yourself and your organization that can be verified.

6. The university or franchise companies of the fitness center must consider the issue of controlling employees in the fitness center. Including controlling the number of people who come to use the service in terms of behavior that will have an impact on society and the image of the fitness center.

4. Technology principle

Strategy

1. The fitness center's university or franchise company has technology in the field of exercise teaching to reduce the workload of employees and reduce the need for fitness center employees this can present the modernity and quality of the fitness center. All decision-making power will depend on the fitness center manager or senior executive.

2. The university or franchise companies of the fitness center must have technology to help control and check the income and expenses of a reliable fitness center that can check evidence of spending money through your bank account to reduce the risk of malfunctioning and increase convenience in work.

3. The university or franchise companies of the fitness center should have the equipment or high-tech exercise equipment to help lighten the workload of the coach. or cleaning staff the manager must have careful budget management. CCTV cameras are installed inside and outside the fitness center to ensure the safety of employees and users.

4. The university or franchise companies of the fitness center should use online platforms to help promote the activities the fitness center organizes. Know when to publicize what activities and study those who use the service and the public to see which platforms, they use to follow news. In addition, using technology to record the information of those who use the service is important, which should



Strategy

be there every month.

5. The university or franchise companies of the fitness center must consider the appropriate technology and appropriate to be used in fitness centers and must not have superfluous technology.

5. Environment principle

Strategy

1. Aspect the university or management franchise company of the fitness center must have adequate cleaning staff proportionate to the size of the fitness center. There are employees for the maintenance of exercise equipment. Control issues that will hurt the environment such as throwing out trash. Using disposable equipment these behaviors will greatly affect the environment.

2. Universities or franchise companies affiliated with fitness centers must consider the use of budgets for maintaining exercise equipment. Maintaining cleanliness around the fitness center. Must maintain strict security. There is a clear division of service areas.

3. The university or franchise companies of the fitness center must inspect the condition of the exercise equipment and convenient tools. There is a sound system installed inside the fitness center. Choose to use music to stimulate your feelings during exercise. Adjust the mood of those who come to use the service.

4. The university or franchise companies of the fitness center must contribute to society. Because nowadays people are turning to give more importance to the environment. Because organizations with a good environment or environmentally friendly it is always more popular.

5. The university or franchise companies of the fitness center must pay attention to the environment because at present China has begun to promote policies regarding the environment, therefore operations with all sectors whether it be private organizations themselves or cooperation between the government, or collaborating with external independent organizations must take into account environmental impacts.

6. Legal principle

Strategy

1. Universities or franchise companies affiliated with fitness centers must strictly comply with labor laws. Must have legal education to open an organization. There are clear and appropriate rules and regulations for employees at all levels. And there are clear requirements for using the fitness center. Control the organization's operations by national laws. Whether it is legal, registration, Service center Labor law, Human rights law, or Exercise Laws.

2. The university or franchise companies must have sufficient funds that can be verified by the government or bank. To request approval for opening a fitness center Income and expenses must be reasonable and appropriate to the current condition of the fitness center. There is clear approval from university administrators or organization administrators.

3. The university or franchise companies of the fitness center must purchase and sell exercise equipment that has standards and has been accepted by the organization. There is a registration number that can be verified.

4. The university or franchise companies of the fitness center must manage the fitness center according to law. There is no trading of alcohol or drugs in and around the fitness center and has severe penalties to prevent wrongdoing by employees and those who come to use the service.

5. The university or franchise companies of the fitness center should have legal counsel as part of its organizational structure. Because having someone with legal knowledge as a consultant can reduce the time required to plan operations.



Discussion

The researcher found that the university or franchise companies of the fitness center must check on the number of employees to see if they are sufficient to carry out their duties and responsibilities or not. There is a clear division of duties. There are conditions for recruiting employees. Allocate the budget appropriately based on the structure of the university or franchise company. Short-term and long-term plans are made. And employees are evaluated regularly. This is consistent with the research results of Cai Shaichao (2016) researcher found that the fitness center personnel generally have a ladder management model, with senior managers, managers, store managers, instructors, etc. divided into a series of categories. The division of labor is relatively clear and hierarchical, and the wages of each level are still different. Other staff: security, handymen, etc. Gym trainers in Shanghai are mainly full-time trainers in fitness clubs, including personal trainers, circuit coaches, and a small number of full-time exercise coaches, excluding running track coaches.

When the reserve money is used or withdrawing money from the agency must be recorded and have clear evidence of spending. Purchasing exercise equipment must check the market price to reduce the problem of spending more money than necessary. Use online platforms to help publicize various activities instead of using manual labor. There must be regular monitoring of the economic situation of the province and the country. This is consistent with the research results of Zhong Tianlang (2014) researcher found that as a government-invested sports non-profit organization, community fitness center should not only reflect their public welfare nature but also integrate with the market to diversify the funding channels for fitness center services under the operation model of relying on professional teams.

The university or franchise companies of the fitness center should use technology to teach basic exercises to reduce the workload of coaches. Use CCTV cameras to help maintain safety. Use technology to record basic information of employees and service users to facilitate inspection. This is consistent with the research results of Yang Yanxia (2017) researcher found that currently, the butler membership system is used, which can track customer membership status, carry out member service work scientifically and rationally, and improve service quality. A security system has been installed to ensure the personal and property safety of members.

There are enough cleaning staff for the fitness center. Control the disposal of waste such as trash or useless equipment. Maintain cleanliness outside and inside the fitness center. Create a good environment for exercise. This is consistent with the research results of An Zhuojiong (2008) researcher found that to provide consumers with paid fitness and bodybuilding services and skill teaching as the main content and use certain fitness and bodybuilding venues, equipment, and The gym environment and facilities provide fitness and bodybuilding consumers with physical and mental satisfaction through the services provided by instructors and other service personnel, thereby enabling investors to provide high-quality services and obtain greater economic benefits from them.

It can be seen that the data analysis results of this research are consistent with the findings of previous researchers. So, this can be shown that the “Guideline of Management Strategy to Develop Fitness Center in University” that the researcher has created is a possibility of practical use and is reliable.

Recommendation

1. Application of research results

1.1 From the research results it was found that in creating a management strategy external factor must be considered primarily. This research uses the 4M and POLC management theories together and the quality has been confirmed by experts, so this management strategy can be used.

1.2 The results of this research can be applied to the management of fitness centers in other cities in China and can be applied to manage fitness centers that are not within the university's boundaries.

1.3 Results of this research can be used as a basis for other research that is related to the management of the fitness center. However, researchers still recommend using it within China. Due to data analysis, the researcher has mainly used the context of China.

2. Future Study





2.1 The sample size of the research is small. Although experts are divided into categories in the data analysis process. The researchers analyzed the interview results together. Therefore, in future research, the researcher recommends categorizing the data analysis and discussing the results to compare opinions.

2.2 This research is qualitative. Therefore, there will be no numbers from the data analysis this may be a lack of science. in future research, the researcher recommends using questionnaires to collect data along with interviews and further survey the satisfaction of fitness center users.

2.3 This research focuses on exploring fitness centers that are open in universities. In future research, the researcher recommends researching fitness centers outside of the university.

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