



UNIVERSITY TOWN HEALTH CLUB

BY

XIAOQING ZENG

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (INTERNATIONAL PROGRAM)

SOUTHEAST ASIA UNIVERSITY

ACADEMIC YEAR 2022

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Abstract

With the advent of the sports era, most young people like the NBA herd, along with the popularity of sports, more and more college students hope to improve their ability to compete by strengthening their physical fitness. The school equipment cannot meet the demand, the social fitness club charges more than the ordinary students can afford, and the research survey shows that the physical health condition of college students is not optimistic, such as physical fitness decline, easy to get sick, etc. Therefore, opening a fitness club for college students has bright prospects. With the large student population and the advantages in physical education, we can foresee a huge market space and room for development.

Keywords: University Town Health Club

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Xiaoqing Zeng

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Section 1

Executive Summary

The main content of the entrepreneurship book includes ten parts: The first part, for the executive summary, the introduction of the book. The second part, to introduce the general situation of the company. We plan to set up the club in the south gate of Anhui University of Science and Technology and rent a one-story building in the form of rental facade. The club's fitness program will be designed around the interests of the students and faculty in our school and will exceed the students' expectations. The designed building area of the club is 1000 square meters, with a leisure service area (water dining bar, convenient table), multi-functional gym, gymnastics room, badminton court, table tennis court, etc. We also offer "special weight loss training classes" for girls. We gradually improve our service projects according to the different needs of our students. The club venue is equipped with advanced ventilation equipment, while employing excellent coaches, equipped with advanced fitness equipment to provide students with scientific, reasonable, and efficient services.

Part three, Industry analysis. Overall, the future fitness market will change the previous single business model, professional technology management and diversified service is the main trend of the market, so the fitness club must strengthen its own technology development and application, and improve the ability of customer service, to provide diversified fitness services for different people. At the same time, this part introduces the growth trend, sales forecast, industry characteristics and long-term vision of the fitness service industry, setting the long-term tone for the entrepreneurship of the fitness club.

Part four, Market analysis. To better develop the marketing plan, the market situation of the health club is analyzed. At present, fitness is a trend, people's health awareness is constantly improving, and college students' willingness to spend fitness is also increasing. To carefully understand the attitude of college students towards the fitness market, Anhui University of Science and Technology launched a

questionnaire survey, showing that if there are fully equipped and comfortable fitness clubs in or near the school, a considerable number of college students are willing to invest in fitness consumption. College students who spend 700–800-yuan monthly accounts for 48% of the total survey number, and they are willing to spend 60-70 yuan per month for fitness consumption; students with monthly consumption less than 500 yuan are also willing to invest certain funds for fitness consumption according to the actual situation; students with monthly consumption higher than 800 yuan are very willing to invest high in fitness consumption. The survey results show that the potential of college fitness market is very great.

Part 5, The Marketing Plan. This section introduces the overall marketing plan and specific marketing strategies, including pricing strategies, sales process, promotional activities, distribution strategies, etc. It is planned to hold some sports competitions in the university in the short term, mobilize students to join, form a fitness boom on campus, enhance the influence of the club, collect students' opinions and opinions, attract more business attention, absorb more investment for the club, get in touch with large enterprises, and hire salesmen for marketing. In the long run, we should strengthen advertising promotion, release club-related news to different associations and organizations, strive for sponsorship from other organizations and enterprises, and reduce advertising costs. The training and arrangement of marketing personnel should be further strengthened. In order to improve the effect of marketing, this part has formulated the competitive marketing strategy and the construction of the early publicity offensive, mainly for the fitness market of college students, put forward the campus marketing publicity plan and hire university PE teachers in the school, responsible for the fitness teaching of fitness clubs, to enhance the influence of the school.

Part 6, Team management and company structure. Introduce the management team and the company structure of the health club. In the early stage, the scale of the fitness club is small. In order to improve the management efficiency, the straight-line management structure is adopted. The highest decision-making department of the company is the board of directors, and the management is

mainly composed of general managers and four directors, namely, the chief financial officer, production director, marketing director and human resources director. This section presents the individual members, analyzes the board structure, and introduces the advisory team and other professionals.

Part VII, the Operation Plan. This section introduces the operation mode and procedures, business location, equipment and facilities, operation strategy and plan of health clubs. The company address is in the south gate of Anhui University of Science and Technology, the early main service object for college students. According to the characteristics of the surrounding crowd, formulated the customer service process, the main business characteristic is with high-tech means, provide customers with health assessment, and develop private customized sports guidance, subsequent to provide continuous exercise intervention, to help customers improve their physical quality and sports skills, and health testing, help customers understand their own health, provide health care services. The club plans to sell its own intervention system after the business model matures, so as to attract more entrepreneurs in the market. In terms of facilities and equipment, the club chose the fitness and sports solutions provided by Vast Sports Goods Co., Ltd. Vast sports is a professional sports facilities and equipment production and sales enterprises, while providing professional one-stop fitness solutions in the industry. It includes the design of the site, the configuration of sports facilities, fitness course guidance and after-sales service. With the help of the vast sports, the club can better configure and distribute the fitness equipment, so as to provide customers with more high-quality services. For example, according to the program provided by the Vast Sports senior fitness consultant, choose Aikang Freemotion free travel brand MC2 (also known as Rapid Fit) express fitness three-piece sets, as the facilities of the club.

Part VIII, Production Design and Development Plan. As for the development status of the club, in today's fitness market, in order to win more customers, the development focus is to provide customers with more perfect service and improve customer satisfaction, while the quality service needs to improve the quality of

service for a long time. This section develops a series of measures to improve the quality of fitness services, and introduces the challenges and risks of the club.

Part IX, Financial Forecasts. The fund source and use of the club are explained, and the management of the company holds 70% of the shares, and the remaining shares belong to venture capitalists and individual minority shareholders. The total project investment of the club is 2 million yuan, the construction investment is 1.4 million yuan, and the working capital is 600,000 yuan. At the present stage, the company has two sources of funds, part of which is the company's own capital of 1 million yuan, and plans to continue to increase the investment of 800,000 yuan in the next two years, plus the bank loan of 200,000 yuan. For future finances, it is predicted that, after considering about 30% of membership refunds, it will still see an average annual growth rate of 20% in four years, and at a growth rate of 3 to 5% in four years.

Part X, which is an appendix to this article. This part of the attachment includes the fitness market questionnaire, and references.

Section 2

Company Description

2.1 Company name

The enterprise is fully called "180 Fitness Club" as a limited company. Upon the establishment, the sponsors hold all the shares and allocate the equity according to the proportion of the investment, and the registered capital is 1 million yuan. The fitness center is mainly designed to provide venues and facilities for college students participating in the fitness program and has professionals to provide technical guidance and teaching. In addition, the center also actively promotes the participation of units and families around the university campus.

With the improvement of people's consumption level and people's increasing pursuit of the quality of life, a healthy life has begun to be highly concerned by people. People's social pressure is increasing, the number of sub-health people is increasing, and the fitness awareness of consumer groups is deepening. There are many fitness clubs and quality fitness clubs serving in the society, so that people can physically and mentally relax after study and work and improve their health level. In college students, colleges and universities began to cultivate exercise fitness and self-exercise ability, as the focus of education, but contemporary college students did not form a good fitness consciousness, lack of active participation in sports consciousness, most school organization sports, in the game as the main form, leisure and entertainment, in this case, establish fitness club in colleges and universities, can meet the demand of the market fitness, but also promote the university physical education reform, promote the improvement of all teachers and students.

2.2 The Mission Statement

Objective: To build a fitness club with the theme of college students, covering universities all over the country.

Slogan: God creates life, and we build bodies

Values: Focus on health, and continue to create more value for the society and enterprises

2.3 Products and Services

2.3.1 Products

Zone 1: Multi-function gym (fitness, beauty, weight loss, exercise)

Area 2: Gymnastics Room (aerobics, yoga)

Area 3: Table tennis, badminton

Area 4: Leisure service area (optional: tea, drinks, coffee, yogurt, health products and other hot and cold drinks)

While providing quality service to our customers, we also sell fitness-related magazines, DVDS, books, as well as drinks and function drinks suitable for drinking after sports, such as activation, Red Bull, etc. At the same time, we also sell famous brands of protein powder, creatine and other fitness products. In addition, we also provide free health recipes and health tips for the general public.

We will have a complete set of fitness programs targeted at fitness enthusiasts, fitness entertainer to develop a complete fitness program, so that our customers can effectively get the best quality of service.

2.3.2 Services

The health club, centered on the school, is mainly for college students, as well as customers in the surrounding society nearby. We think that college students mainly provide services, mainly fitness, fitness services.

Aerobics training: hire senior aerobics coaches in the industry to provide aerobics training for members. Fusion gymnastics, music and dance, with bare hands, light equipment and special equipment, operation to realize fitness and fitness, and promote the development of mental health, is both entertaining and ornamental sports, among college students, welcomed by a certain extent, to help students in a relaxed atmosphere, improve their sports level and health state.

Dance Sport training: has also become the international standard ballroom dance, with men and women as pairs de deux. In colleges and universities, sports dance is an emerging sport. Due to certain social functions and fitness functions, college

students continue to pay more attention to sports dance in recent years. It can be said that sports dance has become a very popular sport in colleges and universities.

Taekwondo training: taekwondo is a very ornamental martial arts project, compared with the traditional martial arts, taekwondo early entry faster, learning cycle is not very long, so in college students, taekwondo is a popular fight program, have good fitness effect, and improve certain fighting skills.

Shuttshuttlecock training: the sports conditions of shuttlecock are very simple, as long as there is a shuttlecock, men, women and children can join, the requirements for the environment is not high, is second only to running, for college students, shuttlecock is a kind of items can freely control the amount of exercise, and the gameplay is very varied.

Table tennis training: Table tennis in the domestic high popularity, the mass foundation is good, due to the dominance of Chinese table tennis in international events, loved by the public. And table tennis is a whole body project, fitness and weight loss have a very good effect.

Football training: football is the world's first sport, itself a strong confrontation, with good civilian basis, and the number of football games, more than the influence factors, full of excitant, in college students, especially male college students, football fans has always been very much, so in the club service category, football is an indispensable one.

Basketball training: in China, basketball fans or very much, both men and women like, domestic CBA is the first league, attention ranked first in many sports events, basketball has a very good fitness, exercise, and improve immunity, and on campus, girls to the boys on the basketball court, in this case, basketball is also very have the market prospect of a sport.

Swimming training: Swimming can exercise students' cardiopulmonary function, promote physical academic circulation, increase the heart load, which is very beneficial to reduce mortality. In addition, swimming is aerobic exercise, which is very effective for human organ exercise. On campus, swimming has always been a highly respected sport, in fitness, plasticity and other aspects, has a very significant

fitness effect, but the requirements of the site is very high, so in the fitness club for swimming exercise, is the choice of many college students.

2.4 Current Status

2.4.1 Legal Properties and Ownership

At present, the company address of the company for the south gate of Anhui University of Science and Technology, using the form of rental facade to rent a one-story building. The company belongs to a limited liability company, the equity allocation is, the management accounts for 70%, venture capital and individual minority shareholders account for 30%

2.4.2 Club name and reasons

The 180 itself means that good luck is coming. In addition, in today's society, many girls take the height of 180cm as a mate selection standard, and the 180 is virtually healthy, strong, and has become a symbol of "beauty". The moral of the club is that every customer can get the ideal physical quality and sports level.

2.4.3 The laws and regulations related to the health club

At present, in the operation of health clubs, in addition to the common legal risks of enterprises, there are mainly the following special aspects to be paid attention to:

First, about the personal safety of the students.

At present, there are a series of problems in the operation process of sports social organizations in China. Sports and fitness sports themselves and the fitness equipment used, the personal safety risk is greater, and the related cases also occur from time to time. On the one hand, as the operators and managers of gyms, the law will force it to fulfill its safety obligations. On the other hand, customers, as adults for sports and fitness sports, should also admit that, in sports and fitness sports, there may be a risk of injury, so in the use of fitness equipment should be used in accordance with the use of fitness equipment correctly.

The second is the risk of the service contract. Third, the relationship between the standard terms and the contract text. Students go to the gym to get membership cards, the conclusion of teaching and training contracts, will not affect the nature of the prepaid fitness service contract. Therefore, in terms of standard terms, the

termination of contracts and so on, we should pay attention to the relevant legal provisions, to avoid violating the law or getting involved in legal disputes.

Third, to protect the privacy of students. Most of this content is provided by a personal trainer, not publicly shown to others. To better promote their brands and services, most gym operators themselves and their employees publish audio-visual information about the training courses to social networking platforms. In addition, because fitness coaches are the main body of the fitness industry, their identity information is of great significance to consumers, so special attention should be paid when signing service contracts between fitness coaches and students. It is recommended to add the portrait right clause (preferably bold font) in the service contract to obtain the consent of the trainees. On the other hand, many students usually do not use the right of portrait, but once there is a refund dispute, the government departments, the media and the courts, the violation of portrait infringement.

Section 3

Industry Analysis

3.1 Industry size, growth rate, and sales forecast

3.1.1 Marketing environment analysis

SWOT analysis:

Advantage (strength): The club mainly has the following 7 advantages. (1) Product and service advantages. Providing high-quality and novel fitness products and services is the soul of the fitness club to college students. With its unique style has won the favor of many university sports fans. Anhui Tiantian Health Club as the core products, including dance and gymnastics; in addition to the industry's top fitness equipment, the most popular aerobic courses, introduce professional physical fitness test instruments, and a complete set of aerobic and anaerobic DAILY equipment: the club's additional products, if not regularly to customers physical fitness testing, hold-a-some colorful member activities, the club in addition to provide professional fitness equipment and courses, also attaches great importance to the supporting facilities, such as clean bathroom, enough parking space, warm lounge and so on.(2) Rich in customer resources. The club is the only fitness club of Anhui University of Science and Technology, which formulates service projects for college students, formulates fee standards, and adopts campus promotion methods, with marketing activities as the main means, and formulates marketing plans, with clear target group and more customer resources. (4) Advantages of club site selection. A local fitness club, Anhui usually choose high-grade community office buildings and sports center, leisure places and others flow is larger, high consumption ability, permanent population concentration place, and analyze the low consumption ability of college students, social fitness club has broken through half of the college students bear the limit, in this background, we to college students as the target consumer groups, has a certain blank in the market.(5) Price advantage. Other clubs target our middle and high-end customers, while our overall price is lower than our competitors of the same type, and our fitness pricing is more

diversified and differentiated; they perform well in the use of pricing strategies, such as mantissa pricing, integer pricing, and customary pricing.

Disadvantages (weakness): The club disadvantage in the following 6 aspects. (1) Disadvantages of site resources: Due to the limited site resources, the reception capacity is limited. In case of the number of members in holidays, and the service will not catch up, and the customer experience will be greatly reduced. The result is the loss of customers and the loss of competitiveness. (2) Lack of staff quality. The overall quality of the staff is not high, lack of business ability and other problems-straight is a common problem of fitness club, for example, managers are not sports students, not management graduates, even the club management experience are lack; indoor layout compared with outdoor lack of affinity, some places do not reflect the characteristics, some places are too monotonous. Some coaches grasp the fitness knowledge, theoretical knowledge in practice, some show affinity, weak appeal, personal charm, impossible to win the love and respect of the students, and coaches are scarce, part-time staff; site display is mainly indoor, less outdoor space display, and some facilities aging, affect the service quality and customer satisfaction. Sales consultants are mostly without the professional sales training, no sales experience, low education, mixed, strong liquidity. (3) Tangible performance disadvantage. The physical environment display is specifically manifested as each branch hall has not yet formed an overall unified decoration style. The venue has a reception area, equipment area, aerobics classroom, etc., spinning area, leisure area, body side area, bath changing room and other areas are chaotic, somewhat messy. Club do not set norms in some details, such as neat strategy, such as employees are not allowed to play shirtless and need to wear work cards.

Opportunity (opportunity): The club's opportunity is shown in the following 4 points. (1) Introduction of social fitness concept. The accelerating economic development provides the conditions for the society, politics, economy, and culture for the rapid development of sports and fitness industry. (2) National health and entertainment needs and the cultural foundation of sports. As work and life

pressure, food nutrition, people increase awareness of sports fitness, sports knowledge, and health body concept change, improve consumption structure and increase leisure time, bring more opportunities for Anhui fitness club, accelerate the development of health club, Anhui rich sports humanities and economic foundation and sports culture, lay a solid foundation for the health club development (3) policy tilt. With the transformation and adjustment of the national industrial structure, the service industry fitness clubs welcome good opportunities, and the economy is gradually transforming to consumers, but there are still some new demands, such as the insufficient supply of sporting goods.

Threats (threat): (1) the lack of industry standards and management norms. At present, there is no industry association and related institutions in the fitness club market. Industry standards and management norms have not yet been formed. The government has increased its support for the fitness industry, the social capital investment is increasing, and the mass fitness activities are developing vigorously, providing a broad market space for the fitness clubs. The government management is not in place, the industry self-discipline is poor, the various clubs are mixed, the price war vicious competition is significant, the overall benign development of the industry and a harmonious environment is missing. (2) The industry is closed, fighting for themselves. Each club is closed with self-information, with little communication between each other, which is regarded as the behavior of the enemy and the beast, and for the respective business model management means, identified as business secrets, and shall not be disclosed. Greatly limited the long-term development of Anhui commercial fitness club. (3) "High degree of product homogeneity and lack of innovation". In Anhui market, health club is first scale but more diversified products, can adapt to the needs of different consumers, but the fitness club product homogeneity phenomenon is more serious, a lack of innovation, high technical content of products or projects for customers will gradually decline, will eventually affect the development of the whole industry, is also the biggest obstacle in the development. (4) Insufficient literature and information available for the industry. Anhui fitness industry has the rapid development over the years, but after all, the

market operation time is short, many business philosophy, project operation mode copy province and even foreign mode, fitness industry lack of knowledge, has not yet formed local fitness culture and products, although Anhui domestic has carried out certain theoretical research, but with Anhui fitness industry development speed is still stretched, the operators lack of effective documents for reference.(5) Integrity crisis of the fitness market. At present, the fitness market membership consultants exaggerate the publicity of products and services, which leads to the reduction of the trust of fitness marketers in the fitness market, and the decrease of the trust of fitness marketers in the fitness market.

3.2 Industry characteristics

About the operation of health club, the following are the common characteristics of health club:

Membership system: the fitness service enterprise that adopts the club marketing system implements the management system of the membership system more, and its business object is mainly the members who join the club.

Qualification restrictions: Generally speaking, all kinds of fitness clubs have their own unique service content, and their services have certain similarities in common, and often impose certain restrictions on the personnel who join the club, such as age, gender, physical condition, ability to pay, etc.

Voluntary: Whether to join a fitness club is completely based on a voluntary basis, for the purpose of personal health and happiness, rather than external coercion.

Contract system: the relationship between members and fitness clubs and between members and members is based on a certain contract, and both parties shall enjoy their respective rights and assume their respective responsibilities and obligations.

Purpose: It has a certain common purpose, although this mouth has diversified characteristics. Such as social networking, fitness, beauty and physical leisure, entertainment, display of identity and so on.

Structural relationship: There is often a structural relationship of mutual penetration and mutual support between the club members and with the club organizations.

They have not only a transaction relationship, but also a partnership, psychological relationship, emotional relationship as a solid foundation of the relationship, so this marketing system is not a structural relationship that competitors can easily touch on.

3.3 Industry trends

(1) From the perspective of policy: because the fitness and entertainment market can effectively stimulate residents' consumption, in line with the national policy of stimulating domestic demand and stimulating economic development, it is expected to get further support from the Municipal government;

(2) From the economic point of view: at present, China's rapid economic growth, people's quality of life is improved, pay attention to the improvement of quality of life, consumer consumption expenditure concept and level changes, more and more attention to personal health, mainly reflected in the proportion of expenditure on fitness;

(3) From the social perspective: under the current situation, the structure of China's fitness industry will change from high-end consumption to mass consumption; under the impact of COVID-19, many industries are in a downturn, and even have a survival crisis.

(4) From the perspective of fitness equipment, fitness equipment: with the development of China's fitness industry, the manufacturing quality of fitness equipment in China has been improved than before, so that the fitness is more secure, reducing the safety claim risk of the industry investors.

3.4 Long-term prospects

At the present stage, China's fitness and entertainment market presents diversified characteristics, mainly including national fitness and sports venues, special leisure and sports clubs, aerobic sports and fitness center and comprehensive health recovery center. In the United States, one in eight people is exercising, with an average of more than 10,000 people owning a club, and less than one person in China. According to the 2012-2024 China Fitness Equipment Market Scale and Forecast Analysis Report, the number of consumers in demand of sports-related

products and services aged between 18 and 50 has exceeded 400 million. China has become the world's largest commercial fitness and leisure market, and China's fitness industry is in a period of rapid development. Currently, the US fitness industry, dominated by brand chains, earns more than \$30 billion a year.

In recent years, China's fitness industry has gradually formed, with the number of national fitness clubs increasing by 1,000 every year. By March 31,2021, there are 6,959 various fitness clubs in China, among which 331 adopt the chain operation model and have 1,312 chain stores. Private capital occupies 90% of the entire fitness industry.

From the policy point of view, because the fitness and entertainment market can effectively stimulate residents' consumption, in line with the national policy of stimulating domestic demand and stimulating economic development, it is expected to get further support from the government. At the same time, a need to pay special attention to the development tendency from people's consumption trend of fitness entertainment, people's health demand is gradually from passive treatment to active preventive care transformation, it also indicates the future fitness entertainment market to scientific health care, sports and entertainment reasonable collocation development. In short, the sports and fitness industry is still located in our country

The emerging industry in the early stage of growth is a sunrise industry with broad prospects and has huge market potential.

Section 4

Market Analysis

4.1 Market segmentation and target market selection

The consumer customer group of the club is the teachers and students, mainly college students. Therefore, we conducted a survey in the form of a questionnaire in Anhui University of Science and Technology, including 92 boys and 108 girls. This time, 200 questionnaires were distributed, 200 questionnaires were collected, and 200 valid questionnaires were collected, with an effective rate of 100%.

According to the survey, if there are well-equipped and comfortable health clubs in or near the school, a considerable number of college students are willing to invest in fitness consumption. College students who spend 700–800-yuan monthly accounts for 48% of the total survey number, and they are willing to spend 60-70 yuan per month for fitness consumption; students with monthly consumption less than 500 yuan are also willing to invest certain funds for fitness consumption according to the actual situation; students with monthly consumption higher than 800 yuan are very willing to invest high in fitness consumption. The survey results show that the potential of college fitness market is very great.

The survey was carried out in four stages:

Stage 1: planning stage. To conduct market research, first, we should clarify the goal of market research. According to the needs of health clubs, the goal of this market research is set as the operation and marketing strategy of health clubs, and to investigate the basic situation of consumers, their views and needs on fitness, and the improvement of health clubs. There are three kinds of personnel needed for this investigation: investigation and supervision, investigators, and reviewers. The specific configuration is as follows: research supervisor: 1; investigator: 8; reviewer: 1.

Stage 2: Implementation stage. To consumers to the questionnaire survey, the specific implementation method is as follows: the questionnaire is evenly distributed to each investigator, and then according to the pre-selected crowd gathering place, wait until the peak of the flow of people questionnaire test.

The third stage: data collation and analysis stage. After collecting the completed questionnaire, the reviewer checks the questionnaire one by one, eliminates the unqualified questionnaire, and then numbers the qualified questionnaire uniformly, so as to facilitate the statistics of the survey data.

Stage 4: Reporting stage. Write the report according to the standard survey report format, review and revise, improve the final after the report, and then submit the report.

The survey object of this survey is 200 male and female college students from the east and west campus of Anhui University of Science and Technology. In the survey, we used the method of setting up points in the crowd gathering places to conduct the questionnaire evaluation. After determining the validity of the questionnaire, the composition of the respondents was analyzed.

respondent

In this survey, 200 male and female college students from the east and west campus of Anhui University of Science and Technology and 200 residents around Anhui University of Science and Technology were randomly selected. After removing the invalid questionnaires, 3,600 questionnaires were collected, with a recovery rate of 90%, and the survey results were valid.

Profile of composition

The total number of people in this survey is 400 people, and the effective recovery rate is 90%, and the actual number of people in the effective survey is 360 people. In terms of gender ratio, in the east and west campus of Anhui University of Science and Technology, the ratio of boys and girls is different. The specific situation of the survey is 117 girls, accounting for 65% of the total: 63 boys, accounting for 35% of the total.

Analysis of survey results

1. Investigators' satisfaction with their own health status

degree of satisfaction	Number of people (people)	proportion (%)
discontent	90	25

General satisfaction	250	69
Very satisfied	20	6
amount to	360	100

Most people think their physical condition is generally satisfied, and a few people think they think their physical condition is very satisfied, so there is a need for fitness

2. Investigate whether you have attended a fitness club

Fitness club attendance	Number of people (people)	scale%
yes	94	26
deny	266	74

As shown in the above table, it can be seen that the proportion of college students who have participated in fitness activities in Yingpan Campus is relatively small.

3. Satisfied with the local gym

Satisfaction	Number of people (people)	proportion (%)
to feel quite pleased	16	4
gather together	50	14
far from grunted	28	8
I don't know if I've been there	266	74
amount to	360	100

conclusion and suggestion

Conclusion

1. College students and other groups in society are a huge potential customer base of gyms, with a great room for development.
2. Expense and time constraints are the main factors affecting college students' choice of gyms.

3. The level and ability of the software facilities and hardware facilities of the gym are crucial, which is related to the image of the gym.

Propose

1. Strengthen the publicity of university campuses and other areas of the society, and enhance the awareness of other groups of college students in the society for their own health, so as to cultivate their interest in fitness, and open up the consumer market of gyms.

By strengthening the publicity work, cultivate students' sports awareness and interest, mobilize the enthusiasm of college students and other groups of sports fitness. In the content of the publicity should pay attention to follow the development trend of the current fitness needs and interests, hobby characteristics. To broaden this potential customer base.

4.2 The Buyer's Act

We can be divided into four consumer groups: the elderly, middle-aged, teenagers and enterprises that need help with health assessment, guidance and intervention programs.

(1) Elderly people

The elderly is generally retired at home crowd, enough time, with the improvement of living standards, their physical health is more and more by the attention of the elderly themselves and their families, to seize this psychological characteristics, for the elderly high health conditions (including osteoporosis, cardiovascular and cerebrovascular diseases, etc.) of comprehensive monitoring and management services, health assessment services, health planning services, health guidance intervention services.

The specific implementation process is to focus on each community and the activity gathering places for the elderly, in the publicity, combined with free experience, our health information comprehensive monitoring management and health risk assessment and other characteristic services spread to the elderly consumers.

(2) Middle-aged people

Most middle-aged people are busy with work, life and family life, under great pressure, and have no extra energy to pay attention to their own health. We should increase the publicity of health management knowledge for middle-aged people, so that middle-aged people can realize the seriousness of health problems. In addition, it should have the ability to monitor, evaluate and guide the intervention for the high incidence of sub-health conditions in the middle-aged people (including obesity, fatty liver, alcoholic liver, etc.).

Consumer groups should be focused on white-collar workers in various enterprises. This group is tired of social interaction and working overtime and does not have much energy to pay attention to their health status, and most urban white-collar workers have a relatively strong economic foundation. After popularizing their knowledge of the importance of health, they will certainly become a very large consumer group.

At the same time, as parents to accompany their children to the middle-aged consumer groups are also considerable.

(3) Teenagers

After the investigation and analysis of the International Health Organization, the health level of Chinese teenagers has been completely lower than that of the teenagers in Japan, the United States and other developed countries, so it is imperative to improve the physical fitness of teenagers!

And most of today's teenagers, especially those in cities, are the only children. With the improvement of the quality of life, parents care more and more for their children. They not only care about their children's academic performance, but their children's physical condition has gradually become the focus of parents' concern.

Teenagers will be a very large consumer group, to increase the publicity for teenagers, will certainly be able to mobilize the market, tap the consumption potential of young people, so as to improve corporate profits.

(4) Enterprises that need help with health assessment, guidance and intervention programs

Most of the enterprises that need health monitoring, evaluation, guidance and intervention programs are fitness halls, health care halls and some large companies with their own fitness venues for their employees to use. What they need is the most professional and systematic services. We should make use of the brand effect established after entering the market in the early stage, enter some fitness and health clubs, and help them to attract, stabilize the customer base, so that our company to become a necessary way for fitness and health clubs to improve profits. For those large companies with their own fitness venues for their employees, we should not only help them develop the most scientific and professional health guidance programs, but also send professional instructors to include sports, nutrition, health care and other aspects.

4.3 Competitor analysis

The existing competitors are mainly to Shanghai peak weight loss sports Co., LTD., physical fitness monitoring center and large, medium and small fitness and health hall and a series of enterprises to promote the health level.

The advantages and comparative analysis of each company are as follows:

corporate name	company advantage	comparative analysis
Beijing Kangbit Sports Technology Co., Ltd	Health nutrition products	Combit company does not focus on health management, and our company has perfect health management and psychological counseling services.
Shanghai Peak Sports Management Co., Ltd	The world's leading fully closed sports weight loss brand	Peak is committed to weight loss services, and our company is committed to health fitness management and psychological counseling services.

Shenzhen Health Mouse Technology Co., LTD Ogilvy Road Technology Consultants Ltd	Domestic leading professional health testing instrument sales	It does not manage health itself and only sells testing instruments. Our company is committed to health fitness management and psychological counseling services.
Small and medium-sized fitness hall	Fitness guidance	The fitness hall is just a simple physical exercise, does not involve physical and psychological aspects, and our company conducts all aspects of health management.
Beijing Kerui Baotong Technology Co., Ltd	Health monitoring	The company mainly develops some health monitoring software but does not use health monitoring as its main business.

With the gradual improvement of community orientation, people's spare time life is becoming richer, and the number of fitness people is also gradually increasing. Although people's health awareness is constantly increasing, people do not understand their own health status enough, and their fitness methods are not scientific enough.

In terms of the current market, a considerable part of the market share has been occupied by some fitness clubs, health clubs and other enterprises that can promote the health level. This project is relatively mature in the Hefei National Physical Fitness Monitoring Center, but it is a non-profit nature. We still have a considerable part of the market, and we have the advantage to occupy the market.

4.4 Market Forecast

Fitness market development and perfect, as a new consumer industry fitness club market also has made great progress, health club consumers in the new period of the behavior and fitness consumer market mainly presents a fitness consumption motivation tends to be rational, fitness consumption level gradually improve,

consumer demand for fitness market has diversity, fitness consumption market potential and other main characteristics. According to the latest national health survey report, more and more college students are in a state of sub-health. In recent years, people's lifestyle has changed greatly, reducing the physical quality of young people, especially college students, and in the urgent need of physical exercise. With a series of computer technology innovation and the wide application of Internet technology, greatly changed the way of information transmission and speed, effectively improve the efficiency of learning work, make people's life rhythm faster and faster, coupled with the high density of learning and high-pressure work, make our young people general movement, lead to health decline. The health problem of young people in China has becomes a social problem. More and more college students realize the importance of fitness, which makes the demand for gyms increase year by year.

According to the reasonable arrangement of operation area and operation project, the club can have about 2000 members sustainably. It is expected to recruit 500 founding members in the early stage. During the normal operation period, 100-200 members are added every month, and the number of members is expected to reach about 2000 within one year. Under the professional operation and management services of the club, more than 60% of the members are expected to exercise for an average of 2-3 times per week and will become a fixed flow of people and long-term high-quality consumer groups in the shopping mall.

Section 5

Market Plan

5.1 Overall marketing strategy

Start from relatives, friends, classmates, friends and other human resources, instill the importance of health and fitness and basic information, set up a part of the model users, open sales performance.

Through the cooperation of the existing well-known athletes with the department of sports human Science.

Through the means of network marketing to most customers to release service guidance information, to attract the majority of consumers to experience the stage or a full set of physiological monitoring and guidance, to strengthen the consumers' understanding of the company, the brand services.

Through "one-to-one" marketing means, obtain accurate feedback information about the company's services, and gradually improve the company's service and management system.

Through the "big customer" marketing means, use the influence of big customers in the whole health management market, to improve the visibility of the enterprise.

By joining some large enterprises that need health monitoring, evaluation, guidance, and intervention programs, we will expand the market scale, strengthen the influence and appeal of the brand again, and constantly develop the market.

5.2 Pricing strategy

Depending on the different instruments required by the different monitoring projects and the complexity of the services required in the monitoring process, the following tables are developed:

items of receipt			unit-price
Mai n bu	Plan inco me	Healthy body suitable for the whole Body Assessment Solution	100 Yuan / time

business income	Inter-venti-on income	Professional dry Pre-guidance	Exercise intervention	128 Yuan / month
			Nutritional intervention	888 Yuan / month
			Physical therapy health care	100 Yuan / time
			psychological service	128 Yuan / month
secondary event business income	body builder Material sales	Love will be more	income	900 Yuan / person
		pedometer	income	500 Yuan / person
		Heart rate table	income	400 Yuan / person

5.3 Sales process and promotion activity combination

Peak season: just before and after the school starts, the launch of the purchase of quarterly card, monthly card discount, to attract students to buy.

Off-season: After the beginning of the school, to before the holiday, by holding outdoor activities, board games, billiards and other projects to reduce expenses, to keep students' fitness heat.

Vacation: open holiday training classes and summer camps to attract nearby customers.

5.4 Distribution and Sales

Short term strategy:

At the early stage, we hosted and held badminton, table tennis and other competitions for free, aiming to mobilize all the students to join us, set off a fitness boom, and expand the influence of the club. At the same time, we extensively collect students' suggestions and programs, and reward the providers of the scheme in the form of bonus. Club actively at the same time with the surrounding businesses, held activities conducive to the development of both sides, and strive to persuade businesses to provide sponsorship, expand our advertising business, on the one hand can do campus propaganda, on the other hand, also can shape our social image, obtain funding sources and support, can also attract social fitness enthusiasts to join our club, further expand the scope of business, so as to achieve students, sponsors and the club win-win goals and situation.

In addition, in order to capture the market at the most economically possible in the early stages of this emerging business, we will make direct contact with some big companies. This will ensure that the health clubs can timely sign their league contracts and meet their specific requirements. When the marketing work is busy, we will hire temporary salesmen to undertake some marketing business after training. Full-time employees are responsible for regular jobs, guaranteed to miss any sales opportunities.

long term policy:

When the development of the health club is stable, we will continue to do advertising, and send the press release letter of the health club to the association organizations (including the schools and the social target groups of our club association organizations), through these organizations to establish the credibility of the club and win membership. We will also use phone calls to contact individuals, contact association organizations or dealers in the society, and win their sponsorship, increase our advertising revenue, and reduce the advertising costs of our clubs.

The post-promotion work will be run by a regular employee, and a temporary employee assists in handling the phone calls, guiding customers around the center, and answering various questions. Training for formal and temporary salesmen will be an ongoing job. This training includes: product knowledge, business hours, telephone conversation skills, understanding of membership contracts, and the rules and regulations of the fitness center.

Competitive marketing strategy:

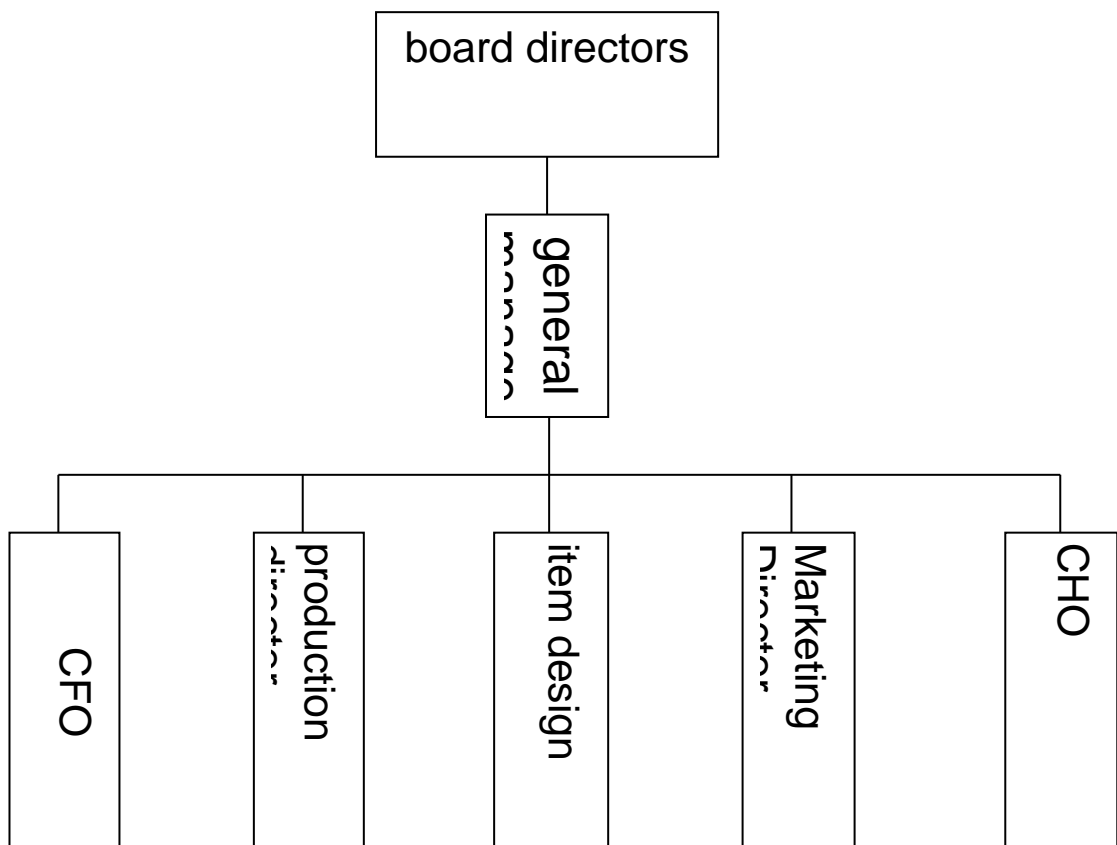
In order to ensure that we recruit enough members, our fitness club set up the following competitive marketing strategy: first, we focus on Nantong spinning and surrounding schools such as Nantong vocational university, distributing leaflets at the same time, we distribute mobile phone chains (related to sports, such as basketball model, football model, etc.) to attract the attention of the buyer. Second, we will organize health literacy activities in these schools and their surrounding communities to keep students and their surrounding communities interested in fitness activities. In addition, in order to expand the membership team and increase the income, the fitness club will conduct promotional activities before opening. Our one-time entry fee is \$100 per person. Our members can participate in any free league event sponsored by the fitness center. During the league period, we can also use the swimming pool, track and field field, volleyball court and basketball court.

Section 6

Team Management

6.1 Management team

In view of the small scale of the club at the early stage of its establishment, we adopted a linear management mode, with a simple structure, a clear leadership relationship, clear responsibilities, and a unified and flexible command. However, this organizational form is not suitable for the future development strategy of the club, so the organizational form of the club will be constantly adjusted along with the development of the club.



6.2. The Board of Directors

The company is a limited liability company, the board of directors is a decision-making body, and the board members are as follows:

Chairman: Wang Qiong;

Directors: Chen Ling, Zhao Jun, Sun Li Shen, Liu Qiang;

6.3 Consultant team

Invite college PE teachers as technical consultants. Special services, such as individual coaches and individual recuperation consultants, will be temporarily contracted as needed. This is mainly due to the unstable demand of the center at the beginning of the operation, and also to reduce the costs for regular employees.

6.4 Other personnel

The fitness center expects to require five full-time and 19 half-staff in the first year. The full-time staff includes general managers, finance, marketing, HR, and product managers. Their salary will be between \$10 and \$15 yuan per hour depending on their positions, with various benefits (such as medical care, life insurance, etc.) and free family membership cards: those who work for more than one year can enjoy two weeks off per year. Semi-employed employees will be supervised by a supervisor at a salary of \$8 per hour or get a membership card.

The managers intend to provide employees with more extensive program training and orientation training than the other clubs. The industry's sports business magazines emphasize one of the ways to train high-quality employees to maintain regular customers. Our employees will also be trained in physical exercise, emergency rescue, and equipment maintenance knowledge. Our training program is more systematic and formal than our competitors.

Insurance at the fitness center was purchased through the Ping An Insurance Company of China. Asset insurance covers the actual market value of fixed assets and private assets, and commercial accident insurance guarantees the loss of fixed cash inflows caused by closing due to an accident.

6.5 Operation mode and program

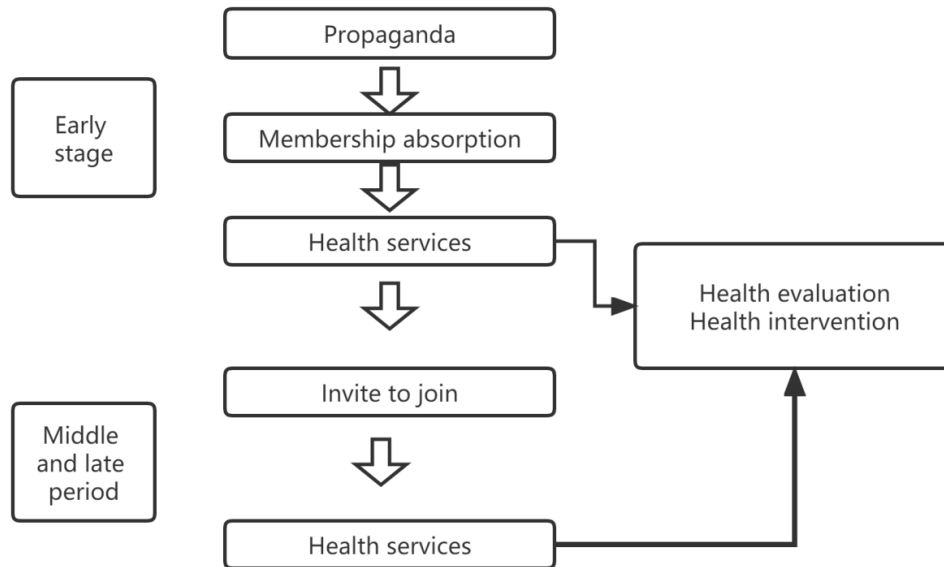


Figure 1. Schematic diagram of the operation process of the company

(1) Operation process of the company

(2) Customer service process

The customer service process is mainly to absorb the sports and fitness people in the surrounding areas through the early publicity, carry out a series of monitoring, evaluation, sports guidance and intervention services, gradually establish their own reputation among the crowd, and develop new members through the existing members, so as to continuously grow through the static accumulation of customer network resources.

Through health monitoring for customers to make evaluation and professional health exercise guidance program, in order to carry out the later exercise intervention, and health monitoring process for the customers of health care services. When the system matures, we sell our professional intervention system to allow the existing fitness and health care health service companies to join our company.

The two cycles are both independent of each other and interdependent with each other to constitute the characteristic services of our company. Only with the mutual cooperation of the two, the company can operate better.

6.6 Business Location

Early enterprise growth (1-3 years): based on Anhui institute of science and technology south gate Ming emperor city, highlight the company and other health management companies, other brands, to introduce consumers to health fitness management health culture and the enterprise entrepreneurship and enterprise philosophy, arouse consumer interest, and through the competitive scale of resources, leading technology and talent advantage, gradually establish their own brand, growing enterprise scale in Hefei.

6.7 Equipment and Facilities

Fitness service industry, the most headache for investors is undoubtedly the fitness equipment equipped, the gym should first buy what kind of fitness equipment? How to install the fitness equipment? What notice does gym decorate have? These professional problems are difficult for investors themselves to solve, and the industry development urgently needs a fitness equipment and service provider that can provide integrated solutions for gym construction.

Throughout the domestic fitness equipment industry, fitness equipment companies have sprung up like bamboo shoots after a spring rain, but many newly established companies basically have their own weaknesses. Young company talent and industry experience is limited, they can not make both the home and commercial use of the fine and bigger, often some pay attention to the commercial use, some pay attention to the home use. The main business comes from the stores and dealers, mainly home retail, product structure can only be cheap and affordable general equipment, and the gym, many hotels, fitness clubs and other commercial fitness equipment suppliers do not care for home retail market, such enterprises have no retail stores, cannot make the most direct promotion and publicity through terminal channels, the experience in home fitness equipment management tends to be zero.

6.8 Operational strategy and planning

1. Form: member database; lecture, camellia, physical examination, product gift; Health Manual; family direct selling.

2. Publicity route: distributing and publicity through health manuals; publicizing newspapers, media and soft articles; making vivid layout and publicity on the activity site;

3. Theme promotion concept: healthy membership, healthy life

4. Theme content: (divided into four stages)

- does member care- -absorb members, build files, distribute health Manual, and spread benefit points

- member life colorful- -health knowledge lecture, camellia, free physical examination ● attention to nutrition health health — newspaper published, health guide

- more worry free healthier — home shopping delivery

5. Operation strategy

- focuses on publicity, second in service projects, which is determined by the current situation and the phased focus of the enterprise.

The four themes of ● Club operation are both related and relatively independent, which can be implemented together part by part, and optimized separately!

This can enhance the market strain force (covid19 or other factors) of the club operation and can also enable the enterprise to adjust relevant according to the actual situation.

6.The Club Execution Plan:

Theme to be a member, enjoy the care

1. Those who buy 2 copies of the company's products in the target market and during the activity period can register with the supermarket promoters or the local office with the computer receipt, and get the membership certificate.2. Consumers who order the product once can register their membership at the delivery personnel entrusted by the company, and obtain the membership card.

1. Participate in 12 various health lectures and camellia activities activities held regularly for free (one lecture and camellia activities are held every half a month respectively).2. Enjoy the four issues of the annual health Manual provided by the company (July 1, July 1, October 1, January 1 and April 1). Before each issue, they are informed through soft text and terminal publicity, and members can directly get it at the terminal with their membership card).3. Participate in the free physical examination activities provided by the company (one person is selected for each lecture and other activities).4. Enjoy telephone ordering, door-to-door delivery and 10% discount on the retail price of the store.

1. Establishment of the member database model, filing and effective data analysis.2. Make the membership card, effectively publicize the interests of the members, and expand the influence of the activity.3. Seek cooperation with local influential media and health programs

1. Distribution of the Health Manual, Issue 1.2. In July, the details of the 1 / 4 edition of the operation of the company club.3. Terminal poster promotion and personnel publicity 3. Carry out a phase of member absorption rules and the direct selling activity of "home shopping delivery" in the promotion market, to accelerate the speed of member absorption, and convey the concept of direct selling.

Health lecture stage: the theme of the member life, colorful

Execution mode 1, every half month (every two weeks on Saturday) held a health lecture and a period of camellia, concentrated in 8,9,10,11,12,1 January, a total of 12 issues, members with membership card to attend 2, each health lecture out a lucky member, year-round the 12 lucky members, free to the designated medical institutions for physical examination

1. Determine of authoritative health experts and teaching places in each region 2. Seek cooperation with influential local media health programs

3. Specific content arrangement in the activity

Publicity method 1, "health manual" phase 2 distribution and publicity; 2, newspaper soft publicity: monthly health lectures and camellia activity notification publicity, 6 times a year (including the time to pay attention to holidays) 4, holidays

newspaper-intensive soft articles publicity Mid-Autumn Festival: September 7- -11 (5) National Day, Double Ninth Festival: September 27- — -1 (5) 4, before the Mid-Autumn Festival a total of 10 pieces of soft text and one media advertising intensive publicity company and products, activate the whole peak season consumer market in advance.

Newspaper published article, health guide stage theme focus on nutrition, health care

During this period, a series of soft articles published (combined with health, nutrition, health advice / recommendation), brand publicity. And in this position window, publish, publish consumer articles, and form a good interaction with consumers

2. Accurately convey relevant information (including company information, product information, health knowledge, family direct selling, etc.) 3. Good communication with the media

1. Issue and publicity of Phase 3 of the Health Manual.2. Advertising before 3, October 6-10, October 20-24, November 10-14, November 10-14, November 24-28, December 8-12, December 25-January 15. A total of 5 issues of 45 soft text system publicity company, products, nutrition and health knowledge, for the Spring Festival market to lay a good foundation.4. Before January 1 and before the Spring Festival, a 1 / 4 edition of the media advertisement will be put to conduct image publicity and festival publicity.5. Gift company products to members who have published articles

Home direct selling: the theme is more worry-free, healthier

1. The club promotes the regional market, cooperates with the local competitive family direct selling companies, and uses its network to deliver the company's products directly to the customer needs (beyond the scope of members); 2. Direct selling companies can consider: milk station, newspaper distribution station, etc.3. Completed by extensive community publicity

1. Seek cooperation with direct selling companies.2. Communicate the company image with "more worry and healthier". — pays attention to the SARS period

3. Issue and publicity of Phase 4 of the Health Manual.5. Tell members of the "family direct selling" activity with each health lecture; 6. Tell the "family direct selling" activity; 7. Promote the community; 8. Publish the consultation hotline to answer the details of the "family direct selling" activity.

This scheme is based on four themes as the framework, with events at each stage (lectures, physical examination, health manual distribution, direct selling) as the main body, and running through the operation of the whole club with publicity as the main line. To realize the current enterprise to publicity, to do the service project as the auxiliary strategic focus. At the same time, the whole operation and planning of the four-theme content can be divided and combined, with a strong market resilience, and can also be adjusted according to the actual situation of the enterprise.

6.9 Development status and tasks

If modern health clubs want to win their members, the focus is on providing quality service satisfactory to their members. Quality service can not be developed in the short term, but the health club needs to pay attention to it, and stick to it for a long time.

1. Attach importance to service quality from top to bottom

To create a quality service, it must be the whole enterprise culture, and it must start from the upper level. The behavior of managers plays an example role for employees. If the managers put members first, it will work up and down, and the implementation of quality service will be easier to succeed. Managers do not focus on quality service, employees continue to provide inferior service peacefully. Members will be lost, and competitors have already lost the majority.

2. Hire employees suitable for the service industry

Finding the right employees is particularly important for the fitness industry. It is easy to change, and the nature is difficult to change, so please hire employees who like to communicate with people, a staff who is willing to get along well with members, understand the psychology of members, and can be keenly aware of the individual needs of members.

3. Formulate quality service standards and specifications

The standards and norms set must be based on considering the movement of competitors and membership needs, are specific, concise, measurable, and written into the rules and regulations. After that, the service standards should be checked and adjusted regularly.

4. Constantly implement quality service standards and norms

We must constantly publicize the quality service standards and norms to all the staff, and supervise and urge the implementation, regularly check the service process, and correct the problems immediately.

5. Train high-quality service skills for employees

Employees must be trained in their service skills. Even if the employees have established the concept of serving the members, understand the quality service standards and norms, and are willing to serve the members, but they do not understand the member service skills, are still unable to provide quality service.

6. Reward employees who can provide quality services

To guide employees to provide quality services to their members, fitness clubs must reward such employees, including material and spiritual rewards. Otherwise, "different work, but equal pay", who is willing to work hard? Fitness clubs must constantly create rewards, including bonuses, free training, paid holidays, etc. Of course, not all rewards are related to money. Managers should be good at using encouragement, praise, and praise, because employees care about whether their performance is recognized by their superiors. In addition, several points must be paid attention to: ① to make clear why it is rewarded; ② timely and effectively provide rewards; ③ rewards to the most important member satisfaction task.

7. Management personnel should serve their subordinates and make them satisfied

Employees are the key to affecting the quality of the service, and they have face-to-face contact with their members. Members perceive the fitness club through the behavior of their employees. Only the satisfied employees can have a satisfactory quality of service. Employee satisfaction is achieved by feeling about their work, superiors, colleagues, and working environment. Therefore, managers to improve

service quality, it is necessary to understand the needs of employees, meet or guide the needs of employees, and serve employees.

8. Understand the service quality and investigate the member satisfaction

Member satisfaction must be investigated regularly and irregularly to understand the quality of service, so that the health club can improve the service and management targeted. Keep regular contacts with your members to get accurate feedback on product or service information.

6.10 Challenges and risks

Technical risk

- (1) College students start their own businesses, with insufficient experience and funds;
- (2) A low popularity at the beginning;
- (3) After a period of exercise, the students' enthusiasm decreases;
- (4) When the number is too large, it cannot fully meet the fitness needs of each student

the way to deal with a situation

1. Catch the group of college students

- (1) Attract students with a more perfect exercise mode
- (2) Sponsor the community activities of various universities, jointly hold activities, and use the Internet, leaflets, set up points and other ways of publicity to improve the popularity.
- (3) Hold more outdoor development activities to attract students
- (4) While waiting for exercise, organize waiting students to play board games, billiards and other games to kill the waiting time.

Section 7

Financial Projection

7.1 Source and use description of the funding

The registered capital of the company is 1 million yuan, and the total investment is 2 million yuan. The equity distribution of the company is roughly like this. The management of the company holds 70% of the shares, and the rest of the shares belong to venture capitalists and individual minority shareholders.

Source of equity equity scale	Venture capital and minority shareholder investment	Team internal financing
amount of money	300 thousand Yuan	700 thousand Yuan
scale	30%	70%

The total investment of the project is 2 million yuan, including 1.4 million yuan in construction investment and 600,000 yuan in working capital investment.

Funding comes from two sources:

(1) The company's own capital is 1 million yuan, of which the internal financing investment is 600,000 yuan and the venture capital is 400,000 yuan. In the second and third years, the venture capital will attract another 800,000 yuan for working capital investment. It will invest 600,000 yuan in the second year and 200,000 yuan in the third year.

(2) The bank will borrow 200,000 yuan for working capital investment, and the company will borrow money according to the specific operation situation.

7.2 Hypothesis table

Member prediction

Our 180-fitness club has 750 square meters per 100 square meters and will have the ability to accept 217 members. According to the survey, a new fitness facility usually takes 6 to 24 months to collect a full membership, and we take a relatively conservative estimate of 24 months. Based on the market research conducted online, it is estimated that the pre-sale membership can reach two-thirds of the total membership. According to the forecast, after considering the membership withdrawal rate of about 30%, there will still be an average annual growth rate of 20% in four years, and a growth rate of 3 to 5% in four years. So we expect the fitness club membership to be as follows:

	Number of members last year	Net increase in membership	Total number of members
the first year	194	39	233
the next year	233	47	279
The third year	279	56	335
The fourth year	335	67	402
The fifth year	402	80	483

Membership fee formulation: According to the price data of the national fitness industry and our market survey, the health club fee chooses the following prices:

One-time entry fee:

At \$100 per person, our members will participate in any free league event sponsored by the fitness center, including a swimming pool, track and field field, volleyball court and basketball court.

Prices of various courses:

Aerobics: 20 yuan / person, month (student)

Fitness: 30 yuan / person, month (student)

Sports dance: 30 yuan / person, month

Taekwondo: 20 yuan / person, month

Shut shuttlecock: 15 yuan / person, month

Table tennis: 20 yuan / person, month

Football: 20 yuan / person, month

Basketball: 20 yuan / person, month

Swimming: 30 yuan / person, month

Our total investment in construction and equipment costs is about 300,000 yuan.

9.3 Income and expenditure forecast table

	the first year	the next year	The third year	The fourth year	The fifth year
income					
Membership fee (25 / r)	0.528	0.6984	0.8381	1.0057	1.2086
rink	8.0000	9.6050	11.5200	13.8240	14.2287
gymnastics room	11.4000	13.6800	16.4160	19.6992	20.2900
badminton court	3.2000	3.8400	4.6080	5.5296	6.6355
table tennis court	2.4000	2.8800	3.4560	4.1472	4.2716
gymnasium	12.8000	15.3600	18.4320	22.1184	22.7820
other	12.7500	13.5000	14.0000	17.0000	20.0000
general income	51.4563	60.2188	70.0620	84.2734	90.2517
Direct cost					
badminton court	0.7500	0.0250	0.0250	0.0250	0.0250
rink	2.0500	0.0250	0.0250	0.0250	0.0250
table tennis court	12500	0.0500	0.0500	0.0500	0.0500
gymnasium	30000	0.0500	0.0750	0.0750	0.0750
bathroom	10000	0.0250	0.0250	0.0250	0.0250

other	2.0000	2.0000	0.6300	.06500	.07000
Total direct cost	10.0500	2.1750	0.8300	0.8500	0.9000
Non-direct cost					
repair cost	0.5000	0.6000	0.6500	0.7000	0.7500
water and electricity	1.7000	1.7500	1.8000	1.8000	1.8000
other	1.0000	1.0500	1.2500	1.4000	1.5000
Personnel salary and welfare	10.0000	10.2500	11.0000	12.0000	14.0000
Total non-direct cost	13.2000	13.6500	14.2000	15.9000	18.0500
net income	41.4063	58.0438	69.2320	83.4234	89.3517

(Unit: ten thousand yuan)

The above table is calculated without expanding the size of the club, where our entertainment and leisure service area is calculated as no profit.

Capital composition: 1. Individual investors (including schools) 70%. 2.30%

Profit distribution: 1. Need for the development of the club 2

Fund raising when expanding the scale: 1, profit reinvestment 2, venture capitalists 3, bank loans

Based on the above data, we have roughly calculated the cash flow statement, profit and profit of the first five years

7.4 Distribution table

Expected income statement and profit distribution statement						
Prepared by: 180 fitness Club					Unit: ten thousand yuan	
project	line No	2022	2023	2024	2025	2026
1. Main business income	1					
Including:	(1)2	0.528	0.6984	0.8381	1.0057	1.2086

membership dues						
(2) Dry ice rink	3	8	9.605	11.52	13.824	14.2287
(3) Gymnastics room	4	11.4	13.68	16.416	19.6992	20.29015
(4) Badminton court	5	3.2	3.84	4.608	5.5296	6.6355
(5) Table tennis room	6	2.4	2.88	3.456	4.1472	4.2716
(6), Fitness room	7	12.8	15.36	18.432	22.1184	22.78195
2. main business cost	8					
Among them: (1) the main business cost	9	23.25	15.825	15.03	16.75	18.95
(2) Thermal sales cost	10					
(3) Sales cost of non-electric products	11					
Less: main business taxes and additional	12					
Plus: purchasing agency sales income	13					
other	14					
3. Main business profit	15	15.078	30.2384	40.2401	49.5741	50.4665
Plus: Profit from other businesses	16	12.75	13.5	14	17	20
Reduced: operating expenses	17	3.00	3.65	2.46	2.90	3.30
general expenses	18	1.61	1.61	1.61	1.61	1.61
cost of financing	19	1.21	1.21	1.21	1.21	1.21
other	20					

4. operating profit	21					
Plus: investment income	22					
subsidize revenue	23					
nonbusiness income	24					
other	25					
Less: Non-operating expenses	26					
other	27					
Plus: profit and loss adjustment in previous years	28					
5. Total profit (total loss included in "-")	29	22.008	37.2684	48.9601	60.8541	64.3465
Reduced: income tax	30	5.502	9.3171	12.24003	15.21353	16.08663
Profit and loss of minority shareholders	31					
Plus: Unrecognized investment loss (positive count)	32					
VI. Net profit	33	16.506	27.9513	36.72008	45.64058	48.25988
Plus: undistributed profits at the beginning of the year	34		14.1	20.3	30.5	32.23
Surplus reserves to compensate for losses	35					

Other adjustment factors	36					
7. Distributional profit available for the current year	37	16.506	42.0513	57.02008	76.140575	80.48988
Among them: draw legal surplus reserves	38					
Withdraw from the legal public welfare funds	39					
Withdraw reserves for financial institutions	40					
8. Profit distributed to investors	41					
Less: externally distributed profits	42	4.232	7.89	12.4	15.9	19.8
Withdraw any surplus reserves	43	1.56	3.4	4.3	4.6	5.3
other	44					
9. Undistributed profits	45	10.714	16.6613	20.02008	25.14058	23.15988

7.5 Balance sheet

The following is the company's forecast balance sheet, profit statement and cash flow statement: Balance sheet:

Balance sheet

Assets	Line	Amount	Liabilities and owner's equity (shareholders' equity)	Line	Amount
Current assets	1	26.4	Current liabilities	35	14.6
Monetary Funds	2	12.1	Short-term borrowings	36	11.3
Financial assets at fair value through profit or loss	3		Financial liabilities at fair value through profit or loss	37	3.3
Notes receivable	4	2.6	Notes Payable	38	
Accounts Receivable	5	3.8	Accounts Payable	39	
Prepayments	6		Receipts in advance	40	
Interest receivable	7		Employee compensation payable	41	
Dividend receivable	8		Taxes Payable	42	
Other receivables	9		Interest Payable	43	
Inventory	10	7.9	Dividends payable	44	
Assets classified as held for sale	11		Other payables	45	
Non-current assets due within one year	12		Liabilities classified as held for sale	46	
Other current assets	13		Non-current liabilities due within one year	47	6.4
Total current assets	14		Other current liabilities	48	3.2
Non-current assets	15	26.4	Total current liabilities	49	3.2
Available-for-sale financial assets	16	12.1	Non-current liabilities	50	
Held-to-maturity investments	17		Long-term borrowings	51	

Long-term receivables	18		Bonds Payable	52	
Long-term equity investments	19		Long-term payables	53	
Investment properties	20		Specialized accounts payable	54	
Fixed Assets	21	12.1	Projected liabilities	55	
Construction in progress	22		Deferred revenue	56	
Fixed Assets Liquidation	23		Deferred income tax liabilities	57	
Productive biological assets	24		Other non-current liabilities	58	
Oil and gas assets	25		Total non-current liabilities	59	
Intangible assets	26		Total liabilities	60	20
Development Expenses	27		Owner's Equity	61	18.5
Goodwill	28		Paid-in Capital	62	18.5
Long-term amortized expenses	29		Capital surplus	63	
Deferred income tax assets	30		Less: Treasury stock	64	
Other non-current assets	31		Other comprehensive income	65	
Total non-current assets	32		Surplus reserves	66	
	33		Undistributed earnings	67	
Total assets	34	38.5	Total Owner's Equity	68	18.5

Estimated income statement and profit distribution statement :

Projected income statement and profit distribution statement						
Prepared by: 180 Fitness Club					Unit: 10,000 Yuan	
Projects	Line	2022	2023	2024	2025	2026
I. Revenue from main business	1	128.32				
	8		116.0634	155.2701	166.3241	179.4165
Among them.	2	3.528	10.6984	20.8381	21.0057	21.2086
(1) Contributions						
(2) Roller skating rink	3	8	9.605	11.52	13.824	14.2287
(3) Gymnastics room	4	11.4	13.68	16.416	19.6992	20.29015
(4) Badminton court	5	3.2	3.84	4.608	5.5296	6.6355
(5) Table tennis room	6	2.4	2.88	3.456	4.1472	4.2716
(6) Fitness room	7	99.8	75.36	98.99	102.1184	122.78195
II. Cost of main business	8					
Among them.	9					
(1) Cost of main business		53.25	45.825	45.03	46.75	48.95
(2) Cost of heat sales	10					
(3) Cost of sales of non-electric products	11					
Less : Taxes and surcharges on main business	12					
Add : Revenue from agency purchases and sales	13					
Other	14					

III. Profit from main business	15	75.078	70.2384	110.2401	119.5741	130.4665
Add: Profit from other operations	16	22.75	33.5	34	37	50
Less: Operating expenses	17	13.00	13.65	12.46	12.90	13.30
Management costs	18	1.61	1.61	1.61	1.61	1.61
Finance costs	19	1.21	1.21	1.21	1.21	1.21
Other	20					
IV. Operating profit	21					
Add: Investment income	22					
Subsidy income	23					
Non-operating income	24					
Other	25					
Less: Non-operating expenses	26					
Other	27					
Add: Adjustment to prior years' profit or loss	28					
V. Total profit (total loss is filled in with a "-" sign)	29	82.008	87.2684	128.9601	140.8541	164.3465
Less: Income tax	30	15.502	19.3171	22.24003	25.21353	26.08663
Minority interests in profit or loss	31					
Add: Unrecognized loss on investments (Positive entry)	32					

VI. Net profit	33	66.506	67.9513	106.72007	115.64057	138.25987
Add: Undistributed earnings at the beginning of the year	34		24.1	30.3	40.5	42.23
Surplus reserves to cover losses	35					
Other adjustment factors	36					
VII. Profit available for distribution for the year	37	66.506	92.0513	107.02007	156.14057	180.48987
Of which: Withdrawal of legal reserve	38					
Withdrawal of statutory public welfare funds	39					
Withdrawal of statutory public welfare funds	40					
VIII. Profits available for distribution to investors	41					
Less: External profit distribution	42	24.232	27.89	32.4	35.9	39.8
Withdrawal of unrestricted surplus	43	1.56	3.4	4.3	4.6	5.3
Other	44					
IX. Undistributed earnings	45	40.714	60.7613	70.32007	115.64057	135.38987

adjustment factors												
VII. Profit available for distribution for the year	5.3	4.6	5.1	3.2	3.1	5.2	6.7	8.9	4.5	4.2	5.4	4.4
Of which:												
Withdrawal of legal reserve												
Withdrawal of statutory public welfare funds												
Withdrawal of statutory public welfare funds												
VIII. Profits available for distribution to investors												
Less: External profit distribution												
Withdrawal of unrestricted surplus												
Other												
IX. Undistributed earnings	3.1	2.5	4.1	3.2	1.3	3.1	5.7	3.9	5.8	3.9	1.4	2

Projected cash flow statement

Projected Cash Flow Statement						
Prepared by: 180 Fitness Club				Unit: 10,000 Yuan		
Projects	Line	2022	2023	2024	2025	2026
I. Cash flows from operating activities.	1					
Cash received from the sale of goods and provision of services	2	15.078	30.2384	40.2401	49.5741	50.4665
Tax refunds received	3					
Cash received for upward and downward transactions	4					
Other cash received in connection with operating activities	5	12.75	13.5	14	17	20
Subtotal cash inflow	6	27.828	43.7384	54.2401	66.5741	70.4665
Cash paid for the purchase of goods and services	7					
Cash paid to and for employees	8	10	10.25	11	12	14
All taxes paid	9	5.502	9.3171	12.2400	15.2135	16.0866
Cash paid for upward and downward transactions	10					
Other cash paid in connection with operating activities	11	2.3	3.1	2.8	3.5	4.90
Subtotal cash outflow	12	17.802	22.6671	26.0400	30.71352	34.9866

				3	5	3
Net cash flows from operating activities	13	10.03	21.07	28.20	35.8675	35.48
II. Cash flows from investing activities.	14					
Cash received from the recovery of investments	15					
Cash received from the acquisition of investment income	16					
Net cash recovered from the disposal of fixed assets, intangible assets and other long-term assets	17					
Other cash received in connection with investing activities	18					
Subtotal cash inflow	19					
Cash paid for the acquisition of fixed assets, intangible assets and other long-term assets	20	16.10				
Cash paid for investments	21					
Other cash paid in connection with investing activities	22					
Subtotal cash outflow	23	16.10				

Net cash flows from investing activities	24	-16.10				
III. Cash flows from financing activities.	25					
Cash received from absorption of investments	26	18.00				
Cash received from borrowings	27	12.00				
Other cash received in connection with financing activities	28					
Subtotal cash inflow	29	30.00				
Cash paid for debt service	30		3.00	3.00	3.00	3.00
Cash paid for distribution of dividends, profits or repayment of interest	31	1.21	1.21	1.21	1.21	1.21
Other cash paid in connection with financing activities	32					
Subtotal cash outflow	33	1.21	4.21	4.21	4.21	4.21
Net cash flows from financing activities	34	28.78	-4.21	-4.21	-4.21	-4.21
IV. Impact of exchange rate changes on cash	35					
V. Net increase in cash and cash equivalents	36	22.71	16.86	23.99	31.65	31.26

Monthly statement for 2022 (income statement)												
Month Projects	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
I. Cash flows from operating activities.	1.3	1.5	2.3	3.1	1.1	0.89	0.91	1.3	2.1	0.7	0.4	
Cash received from the sale of goods and provision of services												
Tax refunds received												
Cash received for upward and downward transactions												
Other cash received in connection with operating activities	0.02	0.1	0.34	2.1	3.2	1.7	1.1	2.3	1.01	2.1	0.5	
Subtotal cash inflow	3.1	1.2	3.1	4.01	2.2	0.79	0.81	0.5	0.5	1.13	3.9	
Cash paid for the purchase of goods and services												
Cash paid to and for employees	1	0.2	0.8	0.7	0.1	0.3	2	0.9	1	2	0.5	0.5

All taxes paid	0.05	0.02	0.03	1	0.3	0.7	0.9	0.4	0.6	0.7	0.3	0.5
Cash paid for upward and downward transactions												
Other cash paid in connection with operating activities	0.01	0.03	0.06	0.9	0.05	0.05	0.2	0.2	0.1	0.3	0.1	0.2
Subtotal cash outflow	3.5	0.2	1.6	1.4	0.56	0.98	2.37	0.31	0.1	2.3	0.03	
Net cash flows from operating activities	0.5	0.1	0.2	0.2	0.3	0.5	0.2	2	3	1	1	1.03
II. Cash flows from investing activities.												
Cash received from the recovery of investments	2.1	1.9	0.5	1.5	2.1	0.9	2	1.5	1.2	0.3	1	1.1
Cash received from the acquisition of investment income												
Net cash recovered from the disposal of fixed assets, intangible	2.1	1.9	0.5	1.5	2.1	0.9	2	1.5	1.2	0.3	1	1.1

assets and other long-term assets												
Other cash received in connection with investing activities	-2.1	-1.9	-0.5	-1.5	-2.1	-0.9	-2	-1.5	-1.2	-0.3	-1	-1.1
Subtotal cash inflow												
Cash paid for the acquisition of fixed assets, intangible assets and other long-term assets	2.5	6.5	3	0.5	1.5	2.5	0.5	3.5	1.5	1.5	6.5	1
Cash paid for investments												
Other cash paid in connection with investing activities												
Subtotal cash outflow												
Net cash flows from investing activities												
III. Cash flows from financing activities.	2	1.1	1.9	1.4	0.6	2	3.5	0.5	2	1.5	0.5	1

exchange rate changes on cash													
V. Net increase in cash and cash equivalents	3.1	0.9	0.5	2.5	1.3	0.4	1.3	3	4.5	1.5	2	1.71	

After finishing, the asset balance forecast table is obtained:

Balance balance sheet						
Prepared by: 180 fitness Club					unit:	Wan Yuan
project	line No	2022	2023	2024	2025	2026
1. Cash flow generated from operating activities:	1					
Cash received from selling goods and providing labor services	2	15.078	30.2384	40.2401	49.5741	50.4665
Tax refund received	3					
Cash received from the upper and lower levels	4					
Other cash received in connection with business activities	5	12.75	13.5	14	17	20
Cash flows into small counts	6	27.828	43.7384	54.2401	66.5741	70.4665
Cash paid for the purchase of goods and receiving labor services	7					
Cash paid to employees and for employees	8	10	10.25	11	12	14
All taxes and fees paid	9	5.502	9.3171	12.2400	15.2135	16.0866
Upper-and lower-level current cash payments	10					

Other cash paid for in connection with business activities	11	2.3	3.1	2.8	3.5	4.90
Cash outflows	12	17.802	22.6671	26.04003	30.713525	34.98663
Net cash flow generated from operating activities	13	10.03	21.07	28.20	35.8675	35.48
2. Cash flow generated from investment activities:	14					
Return of the cash received from the investment	15					
Cash received from obtaining the investment income	16					
Net cash recovered from the disposal of fixed assets, intangible assets and other long-term assets	17					
Other cash received related to the investment activities	18					
Cash flows into small counts	19					
Cash paid for the purchase and construction of fixed assets, intangible assets and other long-term assets	20	16.10				
Cash paid for the investment	21					
Other cash paid for in connection with the investment activities	22					
Cash outflows	23	16.10				
Net cash flow generated from investment activities	24	-16.10				
3. Cash flow generated from financing activities:	25					

Cash received from absorbing investment	26	18.00				
Cash received from the loan	27	12.00				
Other cash received in relation to financing activities	28					
Cash flows into small counts	29	30.00				
Cash paid for the payment of the debt	30		3.00	3.00	3.00	3.00
Cash paid for the distribution of dividends, profits, or the payment of interest	31	1.21	1.21	1.21	1.21	1.21
Other cash paid for in connection with financing activities	32					
Cash outflows	33	1.21	4.21	4.21	4.21	4.21
Net cash flow generated from financing activities	34	28.78	-4.21	-4.21	-4.21	-4.21
4. The impact of exchange rate changes on cash	35					
5. Net increase in cash and cash equivalents	36	22.71	16.86	23.99	31.65	31.26

From the table above, we can calculate: Investment payback period: $30/22.71=1.321$. Therefore, as long as the club operates according to our expected plan, it can recover the cost in the past two years and start becoming profitable.

7.6 Ratio analysis

ROI= average annual profit / total investment

The initial investment plan of the health club project is 1 million yuan. According to the above financial calculation table, the five-year average annual profit in 202 and 2026 is 12.71 million yuan. The calculated ROI= 127% (table below) indicates that

the project has a good level of investment income and an investment margin ROI calculation

a particular year	In 2022,	In 2023,	In 2024,	In 2025,	In 2026,
Net profit attributable to shareholders	16.506	27.9513	36.72008	45.64058	48.25988
Annual average profit	35.02				
aggregate investment	100				
earnings power of real assets	35%				

Appendices

Annex 1: The Fitness Market Questionnaire

Dear students:

Hello, I am a market researcher of Sunshine Condi Health Club. We are doing a survey on fitness problems. Here are a few questions, please assist in your busy schedule to fill in.

The investigation requires some delay. Thank you for your support and cooperation!

Fill in the requirements:

- 1) Please mark "v" on the letter before the selected answer
- 2) You can only draw one "" for only one answer, and for multiple answers, please mark "" on the answer you think appropriate.

1、 Do you like fitness exercise?

A does not like (terminate access) B. Like to (continue visiting) C.cannot be designated as D.like very much

2、 Your gender

A.man B.woman

3、 What fitness exercises do you like?

A.aerobics B. Gym Style Fitness C.badminton D.table tennis E.roller skating F.other

4、 Do you want to invest in fitness activities?

A, nill B. Think to C very much want to D.depending on circumstances

5、 What fitness exercises do you want to invest in?

A.aerobics B. Gym Style Fitness C.badminton D.table tennis E.roller skating F.other

6、 Do you like or envy those slim girls (or strong, muscular boys)

A.yes B.fault C.cannot be designated as

7、 Are you like to become healthier, thinner or stronger through exercise?

A.be willing B.willing to do that C.cannot be designated as

8、 Do you like the way of teaching physical education today?

A.like B.dislike C.cannot be designated as

9. Do you think you have enough time for physical exercise now?

A.adequate B.not enough C.deemed insufficient D.cannot be designated as

Do you want to make the current physical education class into the form of fitness exercise

A.think B.nill C.cannot be designated as

How much is your monthly expenditure right now?

A. From 200-300 yuan to the following value: B. RMB 300-4000. C. RMB 400-500 Yuan D. More than 500 yuan

If you want to invest in fitness activities, how much do you plan to invest every month?

A. Below 20 yuan, B. RMB 20-40. C. RMB 40-60. D. More than 60 yuan

Have you ever worked out a fitness plan?

A.not have B. Formulated

14、 If you support running a health club in the school

A.nonsupport B.support C. Very supportive

15、 If the school runs a health club, how many times do you go every month?

A. Less than 5 times, and then, the B.5-10 Times of C. From 10-15 times D. More than 15 times

16、 You plan to spend each time:

A. RMB 1-2: B. RMB 2-3: C. RMB 3-4. D. More than 4 yuan

17、 Usually, when do you choose to exercise?

A.forenoon B.afternoon C.evening D.weekend

18、 How long do you want to take to work out?

A.0.5-1 hour B.1-2 hours C.2-3 Hours D. More than 3 hours

Can you stick to the favorite fitness exercise?

A.ability B.uncertain C.depending on circumstances

20、 What services do you want a health club to provide?

A. The excellent coach personally guides the B / coaching team. Comfortable fitness, leisure environment C. Advanced training facilities, leading the fashion of fitness exercise mode D. A specially customized scientific fitness program for you, E. Exclusive membership and amazing prices

21、 Your goals for your fitness activities::

A. The pursuit of health, the B. Have a slim figure or a robust physique, C. Hope to get spiritual satisfaction and enjoy the fun of sports D.other

22、 What do you think of your college life right now?

A. Boring and empty, B.hit or miss C.. Deadboard D Other positive attitudes

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