Analysis of Competitiveness of Health Club in Weifang Based on Porter's Diamond Model

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Abstract. Since the development of tertiary industry in the city is more and more important. Sports fitness and entertainment industry has gained the focus of attention, more and more health clubs in large cities are carried out. In order to know the health club’s present development situation and problems in Weifang, we use Porter’s diamond model theory of competitiveness in health club natural resources, demands to studies the structure and business strategy. The results show that health club competitive level is not high; small number of health clubs; a health instructor certified is not optimistic; health trainer has the upward trend in line with the industry. Suggestions: enhance propaganda; increasing support by the government; strength the industry norm; improve the personal system, introduction of high-level coaches.

Introduction

Fitness Club appears as early as in the 1960s of the 20th century in the United States, nearly 60 years of development till now. With China's economic development, improving people's living standards, the consumption demand of the residents are becoming increasingly diverse. The increase in people's leisure time, in the pursuit of quality of life at the same time, they pay more attention to their own health. Health clubs, fashion as a healthy way of life began to be more and more people's attention. The continuous development of society and improve people's living standard at the same time, sports face a greater number of people. After many years of development of Chinese sports industry, more of the economy started to invest in profitable sports business projects, various sports clubs have sprung up.

In order to know the fitness club development present situation and problems in Weifang. We use Porter's diamond model of theory of competitiveness in Weifang City Fitness Club natural resources, infrastructure, human resources, demand, demand studies the structure and business strategy. Designed to raise the level of club competition in Weifang, development and reform put forward reasonable suggestions for the club, health club industry a reasonable structure in Weifang. People to actively participate in sports and fitness is the result of continuous development of material civilization and spiritual civilization, and of physical fitness to meet the people's growing material and cultural living standards while promoting people's physical and mental health and overall development, feel a sense of belonging in the social life of the people, promote social harmony and the building of spiritual civilization. Current health club study focused on management, marketing, coaches, club memberships, fitness equipment utilization, and other aspects of study, explore a health club on the basis of the status quo and problems of proposed development strategies conducive to health club. But each regional customs, cultural practices, geographical location, the idea is different. Weifang help fitness club should be in government policy, combined with their own characteristics, according to their actual practical developments, marketing programs.

Diamond theory also known as Porter's diamond model, diamond theory and the theory of national competitive advantage, by Michael Porter, the famous strategic management at Harvard Business School in 1990, to analyze how to form overall superiority of a country, which has strong competitiveness in the world. A "diamond" requires four elements and two auxiliary elements
interact and coordinate with each other. Four elements: production, demand, related industries and supported the industry's performance, the performance of the company's strategy, structure and competitors. Two large factors: opportunities, Government. Porter believes that business strategy, organizational structure and management's attitude to competition, often related to national environmental, industry differences. An enterprise wants to be successful, we must make good use of the country's historical and cultural resources, forming corporate strategy and organizational structures adapted to its particular environment and integrate into the local society, and in accordance with the particular situation of the industry.

Analysis of Competitiveness of Production Factors

Study on diamond model is used to analyze a national or an enterprise of doctrine, it is a dynamic, two-way system. Combining elements with the Club District, Weifang city, from natural resources, infrastructure, human resources in Weifang city in three clubs analyzed the present situation.

Analysis of Competitiveness of Natural Resources

Natural resource is a prerequisite to Club has a strong competitive, because each area of economic, historical, cultural and other factors, a country's situation is different in each region. Known as "kite city", Weifang has a development of big cities in common, but has its own characteristics and history. As an international cosmopolitan city culture development and a strong history of development makes it possible for the Club. Back to reality, natural resources is the Club's location. Among the many health clubs in Weifang, "m-100" is located in Kuiwen district who is surrounded by shopping Plaza, Carrefour supermarket, Suning appliance and other large shopping and consumption place is one of the most important commercial and cultural center, to a large extent the surrounding clubs radiate, driving itself and the surrounding industrial development.

Analysis of Competitiveness of Infrastructure Resources

Fitness has become the pursuit of fashion, in more and more advanced pursuit, fitness in the sweltering, environment, the area around the Club layout, the number of fitness equipment, quality is more and more valued by the consumer.

Survey found that health clubs not much larger in Weifang and most are located in the center of the city, people's demand is far from enough. Distribution of health clubs is relatively concentrated, more intensive in areas where economic development is relatively fast. Mainly in the Kuiwen district, Weicheng district, Fangzi district, Hanting district, more than 78% health clubs are located in these four districts. Main projects are all types of strength training, yoga, aerobics, spinning and other items, featured items are few. Only little of big clubs have Sanda, Ballet and other projects. Health clubs in the area have formed a certain scale, building area of large health club is thousands of square meters, but small and medium clubs more. Zen yoga was established earlier, whose tourism is very rich and has developed a chain of stores. Love yoga and herd the international health center close to the school of Weifang, human source is rich, consumer groups are mostly college students, although the equipment and facilities need to be improved, but also a lot of tourists.

Table 1. The Basic Situation of Fitness Club.

<table>
<thead>
<tr>
<th>Health club</th>
<th>scale</th>
<th>member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Han Sha health club</td>
<td>1500M²</td>
<td>250</td>
</tr>
<tr>
<td>M-100 international health club</td>
<td>1900M²</td>
<td>550</td>
</tr>
<tr>
<td>Golden City Fitness Club</td>
<td>1300M²</td>
<td>300</td>
</tr>
<tr>
<td>Shine Club</td>
<td>1100M²</td>
<td>270</td>
</tr>
</tbody>
</table>
Analysis of Competitiveness of Human Resources

Human resource is the core of a fitness club and is the subject of implementation and operation of the Club. Most of the health clubs are constituted by membership, coaching, customer service department.

Membership Department is the bridge of the health club and the outside world. Department of health club management situation of the participating subjects are inextricably linked. Staff must constantly communicate with the customer, convincing to persuade customers to spend communication skills and decent manners and professional knowledge and skills are required. With certain advantages, 70% fitness club staff members are college degree or above. Meanwhile, the Club shall to absorb more professional training to improve the quality of staff members. Coaches are the soul of a health club, is a key factor in recruitment, the coaching staff's qualities are important factors consumers consider membership. Fitness Club certified personnel only 57.5% and almost all of present fitness instructor training has no threshold, the training period is shorter. Therefore, the relevant departments should learn some personal trainer at the fitness club training and management experience, training management institutions to establish a unified, standardized personal fitness trainer certification.

Table 2. Health Club Coach's Age.

<table>
<thead>
<tr>
<th>Age</th>
<th>Younger than 20</th>
<th>Between 20 to 30</th>
<th>Between 31 to 40</th>
<th>Between 41 to 50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>7.5%</td>
<td>70%</td>
<td>17.5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Table 2 shows that current age structure. Personal fitness trainer, 20-30 and 31-40, two age groups accounted for 87.5% of the total number of investigations number of coaches, is the backbone of the personal fitness trainer, in line with the rejuvenation of the fitness industry characteristics. Young coaches work more seriously and are more responsible, but they are reasonable people exercise, exercise means lack a lot of experience. Most of them came from final year students from the colleges; they have less work experience and to a certain extent, affected the industry's sustainable development.

Can be seen in table 3, 57.5% personal trainer have personal fitness trainer certificate which is issued by relevant agencies and has been recognized by relatively high at work. Interviews with relevant professionals, part personal trainer but was informed that no threshold for fitness instructor training is now. Almost as long as they are interested in, you can participate in training, there is no relevant professional experience or are irrelevant, and that the training period is shorter. There are 42.5% undocumented. Therefore, the responsible department should learn some personal trainer and management experience, training management institutions to establish a unified, standardized personal trainer qualification is the current problems to be solved.

Table 3. Fitness Club Coach Certified.

<table>
<thead>
<tr>
<th>Have no certified</th>
<th>Asia fitness</th>
<th>United States fitness</th>
<th>Wade fitness</th>
<th>Australia fitness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>42.5%</td>
<td>37.5%</td>
<td>10%</td>
<td>5%</td>
</tr>
</tbody>
</table>

With the development of a health club, the continuous increase in the number of fitness coaches, the introduction of highly educated personnel is needed. Education is an important measure of coaching qualifications. Weifang health club coaches education mostly junior, which for coach to accept new things and correct guidance of fitness programs for consumers is very challenging. Survey for coach training is also not optimistic, though most coaches will participate in skills training, but most of them are inside the Club, there is little communication with the outside, and some coaches have never received any training.

Hierarchy of needs theory suggests that people need not only physiological needs, including
security, social, esteem needs. Therefore, the health club should be according to the different needs of the consumers. Correctly understand the role of fitness trainer and tasks, so that they can have more space to display their talent, so as to promote long-term health club, sustained and stable development.

Analysis of competitiveness of demand factor

Demand is another determinant of competitiveness, demand is the driver of certain things. Club wants to be in an unassailable position in the market. It is necessary to grasp the characteristics of consumers, master the law of consumers can be targeted to meet the needs of consumers. In these field Club, members of the crowd dominated by young people, educational level is relatively high, average income is higher, Bachelor's membership to 40%, monthly income of 3000-400 Yuan, 43.2%, 33.8% members meet white collar level.

According to the survey (see table 4) of enterprise managers and the self-employed accounted for a large proportion, they have more leisure time also has a more stable source of income. Lower-income workers have less opportunities to participate in sports clubs. Student groups, sports clubs for students to start more preferential policies and promotion tools, and more that students can participate in sports and fitness club. And we can see more stable incomes and ample leisure time is better help for people to participate in physical fitness.

<table>
<thead>
<tr>
<th>Career</th>
<th>Public servants</th>
<th>Institutions</th>
<th>Students</th>
<th>Free agents</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Numbers</td>
<td>26</td>
<td>40</td>
<td>15</td>
<td>16</td>
<td>5</td>
</tr>
</tbody>
</table>

The survey (table 5), the sports consumption of the aged 30-45 years old dominated the crowd, which are younger, active, and has a certain economic base. They work long hours and smaller spaces leads to lack of exercise, institutional decline, high level allows them to maintain good physical and mental health has a strong desire to become the mainstream of health club consumers. 40-60 consumer groups because of the culture, values, consumption of difference that makes them more free, small-sport, slower-paced workouts, which conflicted with those of health club project.

<table>
<thead>
<tr>
<th>Age</th>
<th>Younger than 18</th>
<th>Between 19 and 29</th>
<th>Between 30 and 45</th>
<th>Between 46 and 60</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>3%</td>
<td>25%</td>
<td>68%</td>
<td>4%</td>
<td></td>
</tr>
</tbody>
</table>

As can be seen from the table 6, consumer participation in health the objective interest in the first place, physical fitness and weight loss a sort two or three, some of them in order to cultivate and expand the scope of communication. With the increase of number of sports clubs, their goal is more and more diversified, from the previous simple weight loss, weight control to the pursuit of health, relieve stress, and so on. Fitness club managers and operators for purposes for consumers to know their management and business activities is of great reference value. It also on the development of fitness clubs put forward higher requirements, health club, not only to meet people to pursue physical fitness and physical health requirements, as well as through a variety of ways to regulate the consumer's own spiritual and psychological functioning.
Table 6. Fitness Club Member Consumption Motivation.

<table>
<thead>
<tr>
<th>Interest</th>
<th>percentage</th>
<th>rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>physical fitness</td>
<td>36%</td>
<td>1st</td>
</tr>
<tr>
<td>weight loss</td>
<td>25%</td>
<td>2nd</td>
</tr>
<tr>
<td>exercise</td>
<td>21%</td>
<td>3rd</td>
</tr>
<tr>
<td>communication</td>
<td>9%</td>
<td>4th</td>
</tr>
<tr>
<td>other</td>
<td>4%</td>
<td>5th</td>
</tr>
<tr>
<td></td>
<td>4%</td>
<td>6th</td>
</tr>
</tbody>
</table>

Analysis of Competitiveness of Related Industry and Supporting Industry

Analysis of Competitiveness of Products

As a non-profit institution, in pursuit of maximum profit, because the Club is no longer simply to provide health services and associated accessories are included in the scope of its operations, such as clothing, drink, food and so on, these items appear on the basis of meeting the needs of members for operators to provide a channel for additional benefits. Club subsidiary services, including yoga clothing, yoga mats, and waist chains, also includes some fitness nutrition, these value-added services to some extent, convenient for people to exercise, while also creating a certain amount of revenue for the Club. Several of its clubs are located in downtown, surrounded by nearby shopping plaza, Carrefour supermarket, Suning appliance and other large shopping and consumption place in Weifang is one of the most important commercial and cultural center, to a large extent the surrounding clubs radiate, driving itself and the surrounding industrial development.

Rear Services

In market economy, who has a better operation in buyer's market and who can occupy the commanding point of interest. Quality of services is one of the main guarantees for a business club to retain and attract members, is also one of the competitive advantages of commercial fitness clubs. Club’s logistics services in Weifang including water, bath, beauty salon and so on, meanwhile staff promise to deliver required services rapidly. Embodiment of the Club has a good sense of service in these areas.

Enterprise Management Strategy

Enterprise's business strategy is to achieve the settled goals and programs, including market positioning, target, business resources and information, and so on. Business strategy is the navigation systems of development, firstly one need to improve the internal conditions, also taking into account external factors. Health Club in Weifang provides the strategic structure of a system deployment. Every Member who arrived at the Club will have a professional Club membership consultant, accompanied by full and free experience providing project. Club members can receive system events; coaches will have individual suggestions on physical fitness tests, and propose specific solutions. Professional personal fitness trainer will know the personal circumstances of individuals to make private plans, using the scientific method to build ideal body in the short term.

According to the survey, form most of the fitness club membership, members who have card can enjoy the gym equipment and a number of free courses, and you can choose according to your own needs of aerobics, yoga, spinning, etc. Meanwhile, many fitness clubs give free customers an opportunity to experience the secondary curriculum to attract more members to join, allowing more people to participate in fitness, which has a good stimulus.

In some larger clubs, who set up the project more and have a good environment could have around the 2500 yearly card, while smaller clubs much less than this figure. Opening around the school gym, as more target students, so their consumption capacity characteristics of students remained at 400-500 yuan per year, though small in size, but tourists are also relatively abundant.
Judging from the same environment, fitness equipment, lower charges clubs have more customers. Scale of pay for Club membership is a very important factor.

**From the Government Perspective**

Currently in Weifang City Health Club, some good, and some of them are failing. Club is a spontaneous behavior; business situation is good or bad depends on the investor's insight and business strategy, with a certain blindness. Geographically speaking, in some places there are several fitness clubs, some club can not be founded in a large place, there has been a lot of unfairness, many businesses are choosing a popular area, making excess number of commercial fitness clubs, inevitably leads to vicious competition in the market. In order to maintain the smooth development of commercial fitness clubs in market we must depends on the Government's power and support to intervene in market intervention to keeping the healthy development of the Club. In 2014, those are closely related to people's education, health, employment and social security, affordable housing, culture, sports, strengthen agriculture and benefit farmers and other spending to 31.71 billion yuan, 60.1% of the total public expenditure. This year, the city speed up the pace of structural adjustment, promote industrial restructuring and upgrading, a batch of backward production capacity to be eliminated are transforming and upgrading of traditional industries, the city's industry structure optimization. The first half of three industrial adjustment of 10.60:50.83:38.57 percent, in which primary and secondary industry fell 0.21 and 1.05% respectively, tertiary industries promote 1.26%. In 2016, the city closely around the strategic priorities and overall development of the city's layout, adapt to new normal economic development, deepen reform, accelerate the construction of a modern industrial system and economy maintained steady growth, industry stability, quality and efficiency continues to improve, driven by innovation strength, and livelihood improvement. Target to the blue city, plan of Weifang economic development proposes: stick to high-end led-technology support; Insist on ecological optimization industry. In 2014, Weifang has built a series of innovations in science and education area, central business district, the upscale commercial, tourist resort. In improving the people's living standards and to strengthen people's consumption desire and pursuit of a better quality of life has played a good role in promoting, as well as the Club's development has played a good role.

**Conclusion and Suggestions**

**Conclusions**

1. Health clubs in Weifang has some advantages in natural resources, human resources, infrastructure and market demand in the development process, we should give full play to our own advantages, expand their influence and development of industrial scale.
2. Weifang city health club management level is average, although there are higher but the cultural level of managers is low.
3. Most fitness coaches have no work experience in the health club, lack of proper guidance on fitness behavior and guide to fitness concept. And fitness trainer certified is not optimistic, no professional knowledge.
4. Health club in Weifang has many flaws and deficiencies in the development process, we are fully aware of their own shortcomings and deficiencies should also face up to the advantage of our own development, fully developed its own characteristics to promote the long-term sustainable development of the industry.

**Suggestions**

1. In introducing foreign advanced management experience and highlight the characteristics of their own, using our own "kite city" advantage to attract domestic and foreign advanced management method and management experience sufficiently.
2. Guide the changes of residents' sports consumption concepts, enhance the awareness of
residents' sports consumption. Make full use of modern media such as radio, television, newspapers and technology, strengthening publicity to the Club.

3. Building industry association, strengthen communication between clubs. Through the exchange between clubs, change management concepts and meet the physical needs of people at the same time meet the psychological needs of people, promoting the development of harmonious society and the construction of spiritual civilization.

4. Strengthening human resource management, introduction of high-level management personnel. Encourage support for coaches and managers to interact and learn, give coaches more training opportunities and promote feelings between coaches and fitness club, creating a harmonious and healthy working environment.

References


