

Overcoming contradictions in models of key competencies of the system of educational standards and KPI for fitness managers

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Abstract

Objective of the study was to identify a set of key competencies for fitness club managers, based on the practice of their work, in order to include them in educational programs of universities.

Methods and structure of the study. An analysis of normative and methodological literature devoted to the topic of determining and assessing the competencies of specialists employed in the fitness industry was carried out.

Results and conclusions. During the scientific work, professional competencies related to management, marketing, sales, personnel, and law were identified. To normalize, it is necessary to formulate a separate standard for a fitness club manager and, depending on the success of mastery, indicate the specialization in the diploma (manager-manager, manager-marketing, etc.). The relative importance of each aspect of these areas and the profit created by the manager was determined from the regression equation based on the results of testing 19 managers ($R^2 = 0.97$). It is recommended to match the time spent studying an aspect to its level of significance.

Keywords: *efficiency of fitness services, key competencies of a manager.*

Introduction. Visitors to fitness clubs are in direct contact with two categories of employees: managers and trainers (conducting group classes and personal training, selection of nutrition plans and sports activity regimens, etc.).

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Results of the study and discussion. According to professional standard 05.013 "Specialist in the promotion of fitness services," labor functions are presented mixed for both the manager and the trainer of the fitness center. For example, the gen-

eralized labor function "organization and promotion of fitness services among the population" includes such labor functions as: involving the population in fitness classes (manager's competence); formation of means for promoting fitness services and adapting the population to fitness classes (competence of a trainer); determination of the physical condition of the population using fitness testing methods (trainer competence); implementation of measures to motivate the population to engage in fitness (manager competence) [2].

Also, a partial description of the labor functions applicable to managers of fitness clubs can be found in the professional standards for managers in the field of information technology, in the professional standard for sales managers of information and communication systems and in the Federal State Educational Standard of Higher Education in the field of training 38.03.02 Management (bachelor's level) [3, 4, 5].



Expert assessments made it possible to build a ranked list of competencies that determine the level of professionalism of a fitness club manager [1, p. 209]:

1) the ability to organize your work (time and process planning); the value of this competency (estimated as 27.4);

2) friendliness and the ability to build a communication process - the value of competence (18.1);

3) the skill of presenting various commercial offers of a fitness club is assessed at (18);

4) determination and ability to influence the client using psychology and logic - (16).

Educational deficiencies are compensated in educational centers as additional education (full-time, online). The Association of Fitness Professionals describes the training of a fitness club manager as the ability to set competent tasks, hire suitable specialists, adapt personnel, evaluate their work, motivate, and resolve conflicts in the team. The StartFit company, with the Russian Academy of Economy and the civil service under the President of the Russian Federation, is recruiting for the training course “Fitness Club Manager” in the disciplines of management, marketing, personnel management, sales, jurisprudence,

Table 1. Generalized table of the experiment

Section of work	Profit per 1 correct answer	Correlation with profit	FSES 49.03.01	FSES 38.03.02	Profstandart 05.013	Experts	Requirements employer	Article author test	Association Prof. Fitness	StartFit	Plekhanov RUE	Fitness Manager 2020
Management												
Development trends			-	-	+	-	+	-	+	+	-	+
Successful models			-	-	+	-	+	-	+	+	-	+
Gym Performance Assessment			-	-	-	-	+	-	-	+	+	+
Time management			-	-	-	+	+	-	+	+	+	+
Promotion of fitness services	52	0.2	-	-	+	+	+	+	-	+	-	+
Financial model			-	-	+	-	+	-	+	+	-	+
Efficiency and leadership			-	-	+	+	+	-	+	+	-	+
Marketing												
Metabolic portrait of the client			-	-	-	-	+	+	-	+	-	+
Logistics of client flows			-	-	+	+	+	+	-	+	-	+
Launch of new fitness programs			-	-	+	-	+	+	+	+	+	+
Marketing plan			-	-	-	-	+	-	+	+	+	+
Construction of a product line, price list	100,2	0,62	-	-	-	-	+	+	-	+	-	+
Staff												
Staff motivation			-	-	-	-	+	-	+	+	+	+
Employee KPIs			-	-	-	-	+	+	+	+	+	+
Team, personnel selection			-	-	-	-	+	-	+	+	+	+
Career			-	-	-	-	+	-	+	+	+	+
Sales												
Motivating clients to physical education classes	22,9	0,23	+	+	+	+	+	+	-	+	+	+
Selection of an adequate program to the client			-	-	-	+	+	+	-	+	-	+
Customer retention, understanding their expectations	37,5	0,22	-	-	-	+	+	+	-	+	+	+
Sales plan	81,3	0,21	-	-	-	-	+	+	-	+	+	+
Advertising, attracting clients, selling training on social networks	6,7	0,02	-	-	-	+	+	+	-	+	-	+
Fitness tours			-	-	-	-	+	-	-	+	-	+
Branding			-	-	-	-	+	+	-	+	-	+
Jurisprudence												
Legal regulation			+	+	-	-	+	-	+	+	-	+



Table 2. Selection of questions for testing based on correlation with profit

No.	Direction of questions	Question option		
		1	2	3
1	Advertising	0,63	0,02	0,48
2	Fitness services product promotion	-0,10	-0,23	-0,30
3	Logistics of client flows	0,51	-0,61	0,33
4	Working with clients	0,21	0,20	0,69
5	Selection of a trainer for a client	-0,004	-0,28	-0,41
6	Price list	0,61	-0,20	0,21
7	Understanding customer requirements for a fitness club	0,26	-0,1	0,05

efficiency and leadership, finance, career. Plekhanov Russian University of Economics teaches the program “Effective management of a fitness club: practice and action. The Higher School of Law and Administration teaches the Fitness Club Manager program. Stated topics: development trends, successful models of the fitness industry, logistics of client flows, legal regulation, building a product line for the target audience, branding, financial model, sales plan, employee KPIs, personnel selection, promotion of fitness services.

An important aspect of this issue is the KPI (Key Performance Indicators) of the fitness club manager. In the community of fitness entrepreneurs (<https://fitbusiness.pro/>), to assess the effectiveness of a fitness business, they recommend income per client, average class attendance, customer retention rate, profit, income per square meter, EBITDA (earnings less interest, depreciation, amortization). Naturally, these indicators usually become KPIs for managers. It is recommended to include in the KPIs an increase in the number of club members, an increase in citations/mentions of the club/club players on social networks, the degree of satisfaction and enthusiasm of spectators (customer retention), maximizing profits from the sale of rights and staff turnover.

According to A. Safronova [1], KPI is divided into:

- key financial indicators of the fitness club: gross revenue, net profit, income from the sale of cards, income from the sale of additional services, the share of additional services in income, card cost.
- marketing – costs of attracting a new client, return on investment, repeat card purchases
- sales – % of clients attracted by recommendation, % of complaints; share of customers who bought annual cards; share of card renewals; share of card returns

The opinions of the Federal State Educational Standard, various authors and the results of the work were summarized in table. 1. We have identified 5 in-

dependent sections of the work of a fitness club manager. To assess their impact on the final result of work, 19 managers of the fitness club “Ya-Fitness” (Ekaterinburg) were tested.

The original problem was the quality of the questions asked in the test. Therefore, at the preliminary stage, questions were selected whose answers were most adequate to the profit created by the manager (Table 2).

A total of 32 questions were generated, of which only 6 remained as a result of correlation and regression analysis:

1. Select the most effective block of fitness club advertising types.
2. Select, in your opinion, the most effective block of techniques for attracting customers that affect the growth of sales and traffic.
3. How would you respond to an objection from a potential client who states that a similar membership at a nearby club costs less?
4. What should a manager’s script contain when working with a client?
5. What do you think determines the main aspect of the “survival” of business in the Russian Federation?
6. What factors influence the pricing of fitness club services?

Based on the survey results, a regression equation was generated.

The coefficient of determination of this technique was 0.97. We also derived a formula for calculating the performance of a fitness club manager depending on the specific weight and importance of each issue: $\$ = 306 + 6.7 \times N(1) + 22.9 \times N(2) + 37.5 \times N(3) + 63.7 \times N(4) + 100.2 \times N(5) + 81.5 \times N(6)$, where \$ is the manager’s profit per month (thousand rubles), N(i) – number of correct answers to the relevant question.

Conclusions. Based on the results of reviewing regulatory documents (FSES), expert assessments, the content of additional education, and KPIs on the



competencies of fitness club managers, it turned out that there is a deep contradiction between the criteria of employers and the content of educational programs. Educational standards mix the training of a fitness club manager and a trainer, forming redundant competencies, are too general in nature and thereby leave the content of the educational program at the discretion of its leader. The contradiction cannot be overcome, since the fitness industry relies on education in the KPI topic, and education relies on the fitness industry. On the part of the latter, there is no clear, joint decision on KPIs, which makes it possible to build an additional education based on their own considerations.

For normalization you need:

- create a separate standard for a fitness club manager
- highlight the following topics among professional competencies: management, marketing, sales, personnel, law.
- depending on the success of mastering the diploma, indicate the specialization (manager-manager, manager-marketing, etc.)

During the study, it was possible to form a generalized opinion of various participants in the process of filling the educational process of a fitness manager. To assess the significance, a regression equation was formed linking the profit of the fitness salon and some of the indicators with a coefficient of determination of 0.97. This was achieved after a preliminary assessment of the adequacy of various test questions. The proportion of individual components in the regression shows the level of significance of various aspects of the 5 areas mentioned above, which tells us the approximate proportions in time and depth of issues studied by future fitness salon managers.

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