

[NTU GMBA Thesis Proposal - approval page]

Global MBA,

Application for Thesis Proposal Approval

The proposal submission should have the following:

- A clearly defined topic representative of the content of the proposal
- A clear introduction to the research problem or business case,
- A background and significance section,
- A preliminary literature review,
- A clear research design and method,
- And initial suppositions or a discussion of implications.

The Proposal format should be:

- Around 3-to-5 pages, excluding addendums, cover pages, and references.
- written in 12pnts, Times New Roman, Double Space
- and be accompanied by relevant APA (or similar) style citations, graphs
- A template is available

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Signature Thesis Committee Coordinator

Signature of the GMBA Director

2024 年(Y) 03 月(M) 16 日(D)

*Oral Defense can be held 2-months after this document is approved.

國立臺灣大學管理學院企業管理碩士專班

碩士論文

Global MBA

College of Management

National Taiwan University

Master Thesis Proposal

何不健身房成為台灣最大連鎖連鎖的健身房

Ynot fitness center to become the biggest franchise in Taiwan

黃浩剛

中華民國 113 年 3 月

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Introduction

Overview the market

The data from Research and Markets, Statista, and Verified Market Research show that from 2013 to 2019, the fitness club industry has experienced a stable growing trend as more and more people joined clubs of this kind; however, in 2020, due to the new coronavirus affected just like the rest of the world, this rapid growth has gone down sharply, leaving everyone almost in panic mode (Voora et al., 2020). The forecast for the annual growth rates of the sales scale of the global fitness club industry from the year 2023 to the year 2030 shows that it is likely to be at 7.67% by the end of 2030. The global sales of fitness clubs are predicted to reach \$169.7 billion, revealing that the fitness market has vast potential.

In Taiwan's market, sales of health-related fitness and wellness-focused goods have seen a considerable rise (Ryan, 2022) in the last few years, primarily because of the increasing level of health consciousness. People have started to choose gyms or fitness centres because of the importance of regular exercise. As a result, the people present in the cities of Taipei and Taichung are changing their habits, and now workouts are their must-do items in their daily routine (Chun, 2023). The Taiwanese health and fitness business is expanding, diversifying the range of fitness services, including gym memberships, online group and individual classes, and personal wellness programs. The fitness business in Taiwan has been intensely competitive, with Taiwanese and international brands participating in the country. (2021 年運動房預測調查報告, n.d.) Large fitness chains with international presence in Taiwan include Anytime Fitness, Fitness Factor, and World Gym, with the notable IPO corporations Fitness Factory and World Gym. On the other hand, not only do local gyms and fitness centres in Taiwan have a variety of services

that are unique to the Taiwanese market, but they also function as community hubs where residents can find a sense of belonging.

Industry problem

Although there are specific issues that fitness centres in Taiwan have yet to settle, there are also some positive problems. First, in Taiwan, the fitness centres have something to do with the wrong behaviors and are given yearly membership contracts with a long and proposed discount for the member when he goes for a high volume of private 1 on 1 trainer sessions. This will have several implications (Döhler,. 2022) That is why if some members need to terminate, i.e., get rid of the contract earlier, they may have to pay the sum of money without knowing when they will pay it or the fee because of the penalty. Then, for the training sessions where members already have contracts with endure, the trainers may have less energy to train members, so they have to spend longer hours in the class. The lower-class members might likely prefer private training, and the trainer's efficiency would surely decrease trying to look after several individuals simultaneously.

The second point is that the secretion of members in public areas is not that good because terminating means looking around, which can be very embarrassing to some members. For instance, the same issues might be found in celebrities who exercise and want to train but do not want to be annoyed and feel unsafe in public gyms. Another factor is that gyms, as a rule, are not in a very convenient location. Customers who visit fitness centres can offer their hands-on experience of fitness center consumption and explain why they have chosen to go to the current gym first. 75. In this city's health fitness club's industry research conducted in 2021, 6.9% of the consumers choose a gym close to their living quarter or workplace, and 45.9% of them prefer a

spot with convenient transportation (2021 年健身房產業調查報告, n.d.). Finally, those giant-sized gyms, the large-to-medium gyms, saw the same declining number of participants, too.

The community centre struggles with the issue of being forced to wait for the equipment almost every time during a peak period. CES (Customer Effort Score) is an index that measures customers' ability to meet the needs of others. In the fitness industry survey, CES provides simple access to knowledge about the devices they want, monitoring their use values, gym fitness instructors, and other information. Subsequent correspondent analysis of consumers' assessments of gym accessibility indicates that 6.7 out of 10 points have been obtained, which implies that local fitness clubs are still not doing well in service accessibility as compared to world-class clubs (Rabbat et al., 2022) Business possibilities and essential ideas describing national and global economies are what economics is about. To be exact, Taiwan is in the Top 25 in National Wellness Markets; Taiwan's wellness market is outstretched abundantly, and its annual rate is about 43 billion USD from 2020 to 2022 (Global Wellness Institute, 2024).

Despite the interestingly tight competition, coupled with the possible saturation of the fitness center market in Taiwan, there is a niche group of customers we can target. YNOT is an authorized fitness centre primarily focusing on the top 10 percent of earners considered preeminent, high-income consumers in Taiwan. These findings are supported by the available data shown and by the principles and their aides at this time. The first thing noteworthy is that YNOT is the first pay-per-use fitness center to combine specialized professional training in Taiwan called "360 Customized Personal Training". In addition, we create a luxurious environment through shared bathrooms for the guests (Hsieh et al., 2020). Renters will not be scrambling or queueing for a particular room (the restroom). The third point is that we are Taiwan's only private sports center. It simply provides coaching classes to individuals with a sound foundation. A booking must be

made before coming here and using the gym alone. Next, YNOT schedules coaching classes in 30-minute intervals. This unique training program, which we have patented, is designed to provide members with the opportunity to get practical and near-adequate training in only 30 minutes. To point out the sixth thing, there is a coaching class every thirty minutes, and members can go to practically all 29 classes daily.

The sixth component is related to the diversity of training themes. A member can select different coaches, preferably an SMS or live chat specialist, which he or she can choose with one membership. The sports coaches have not only different skills but also different gifts. Last but not least, the transportation is very convenient because the city is not big and there is hardly any traffic. Several brands target people within a two-minute walk of the MRT station (Jakovljevic et al., 2022)

Eighth: YNOT, together with the mobile app, is a society where people can help each other without feeling bound to a contract. It uses a subscription model instead of a contractual basis, like conventional gyms (Mauler et al., 2021). That is why so many people would like to go to it, as it provides more flexibility and ease of use.

In our last point, YNOT lists various less-cross-point fees, in which members can choose their nearest YNOT's fitness to exercise.

Business Objectives

The Taiwanese government has promoted a healthy lifestyle to encourage people to exercise more. This has contributed to the growth of the fitness center market (臺北市政府體育局 - 運動產業服務平臺 - 運動求職平臺, n.d.). Therefore, the growing awareness of the importance of physical fitness and wellness in the Taiwanese population has increased the demand for fitness centers and related services. Nevertheless, the main issues have not been solved yet. YNOT fitness is the solution to these problems. Offering exclusiveness personalized fitness programs for individuals

valuing privacy and seeking premium gym services (Abakah et al.,2022). The offering combines innovation, performance, customization, practicality, and luxury, delivering optimal results in a convenient and aesthetically pleasing environment. Tangible assets include gym equipment, strategic storefronts, online platforms for scheduling, and qualified trainers. Intangible strengths lie in the distinctive Ynot Brand and 360 training patents.

Key Debates

The obstacle of central debates is whether the high membership cost justifies the benefits of expensive fitness centers. The fitness market in Taiwan has started to accept the concept of a healthy lifestyle (Kim et al., 2023). Hence, there may be obstacles for the Taiwanese population to acknowledge the premium cost for high-end facilities, exclusive personalized training, and additional amenities. In contrast, most Taiwanese may believe similar benefits can be obtained at lower-cost alternatives.

Gaps in Existing Knowledge/Practices

This is Taiwan's first innovation business model; hence, no comprehensive dataset is available to offer a complete framework for building the platform. One of the biggest challenges is getting people already in the habit of exercising to accept the change from one-hour fitness coaching sessions to 30 minutes (Kercher et al., 2021). How can we make them change and make them willing to accept this new training method? The other gap is for people to acknowledge and accept the price range of around 9000TWD subscription fee per 30 days. Make members feel the cost–performance ratio is high and worth spending.

Literature Review

Global Fitness Industry Trends

Market Growth and Projections

Over the last few years, the global fitness industry has posted a spectacularly high growth rate for reasons ranging from adapting new ways of life to better disposable incomes to a rise in health awareness worldwide. Studies and journals publish resources that involve an incisive analysis of this variable, dynamic segment's past success stories, and likely future growth directions.

The fitness market has been growing continuously over the years, which can be measured by its size and the income market. Over the past decade, the fitness market has experienced significant growth, as evidenced by even the most comprehensive reports from industry groups and market research sites (Lim et al., 2021) Thus, sales scale is objective evidence from particular organizations like Verified Market Research, Statista, and Research and Markets, which show that there has been a gradual increase in this figure of business volumes from 2013 to 2019.

On the contrary, fitness centers have experienced dynamic growth in the past few years, but the coronavirus outbreak has hindered the process, causing a decrease in revenues for a while. On the down side, it is likely to be challenging to match the new norm, as the closest way to get there is to use digital platforms and creative techniques to ensure customers remain engaged (Schnabel, 2020). Thus, in 2021, the market that had its equilibrium disturbed showed inner reserves to hostile environments and became ready for renewal and flourishing.

However, estimates of the future trend imply a positive growth of the fitness and wellness industry globally. The forecast in the reports suggests that the market will grow in this order of magnitude in the short term at eighty percent per annum, which means it is highly suitable for

future growth. The fitness market is poised to "rock" at US\$169.7 billion by 2030 (see Figure 1), implying that industry growth could be massive.

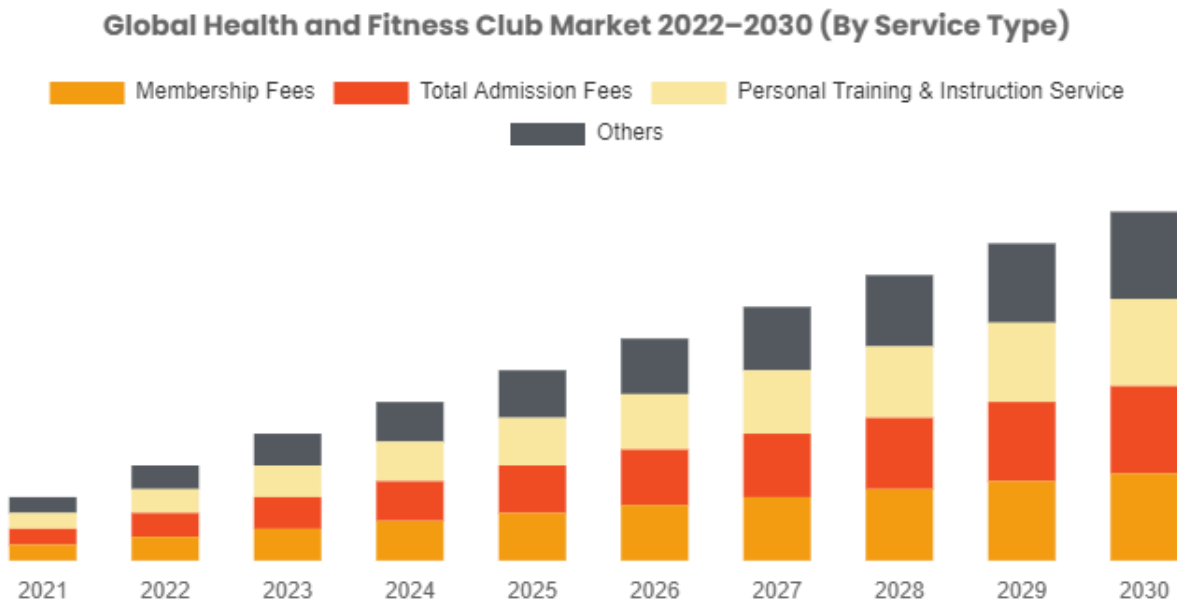


Figure 1: Sales forecast in the Fitness sector (Buchande, 2023)

Many factors nurture the fitness industry. In the first place, people focus on physical fitness as a reflection of a total lifestyle, with health and the body becoming more critical for people every day and all generations taking part in it. Growing incomes lead to a rapid expansion of consumption power, which opens up opportunities for spending on sports items and services in developing countries. Moreover, an increasing number of technological innovations are considered possible solutions to the fitness problem (Schnabe et al 2020). Examples of technological innovations include virtual training platforms and wearable fitness gadgets, which provide feasibility and competitiveness.

Technological Innovations

The fitness sector has increasingly been going through a technological revolution. This technological advance has significantly impacted customer behavior, the operations of companies, and service delivery within fitness facilities. Technological evolution today is a new period of the

development of smartwatches and fitness applications, the increased availability of personalized information, and the approach to health and wellness services (Dray et al., 2022)

With fitness trackers and smartwatches from wearable technology being so popular, they are now owned by those interested in checking their progress, keeping track of their physical activity, and realizing their fitness goals. Using modern sensors and algorithms, these devices provide users with real-time data on many aspects of vitality, such as heart rate, step count, number of calories burned, and amount of sleep (Aloo et al., 2022). On the one hand, it was evident that wearables primarily foster behavior change, an active lifestyle, and becoming more self-aware about fitness and health issues with the help of actionable insights into the latest data about one's health. As figure 2 illustrates, technology can be applied to the fitness field.

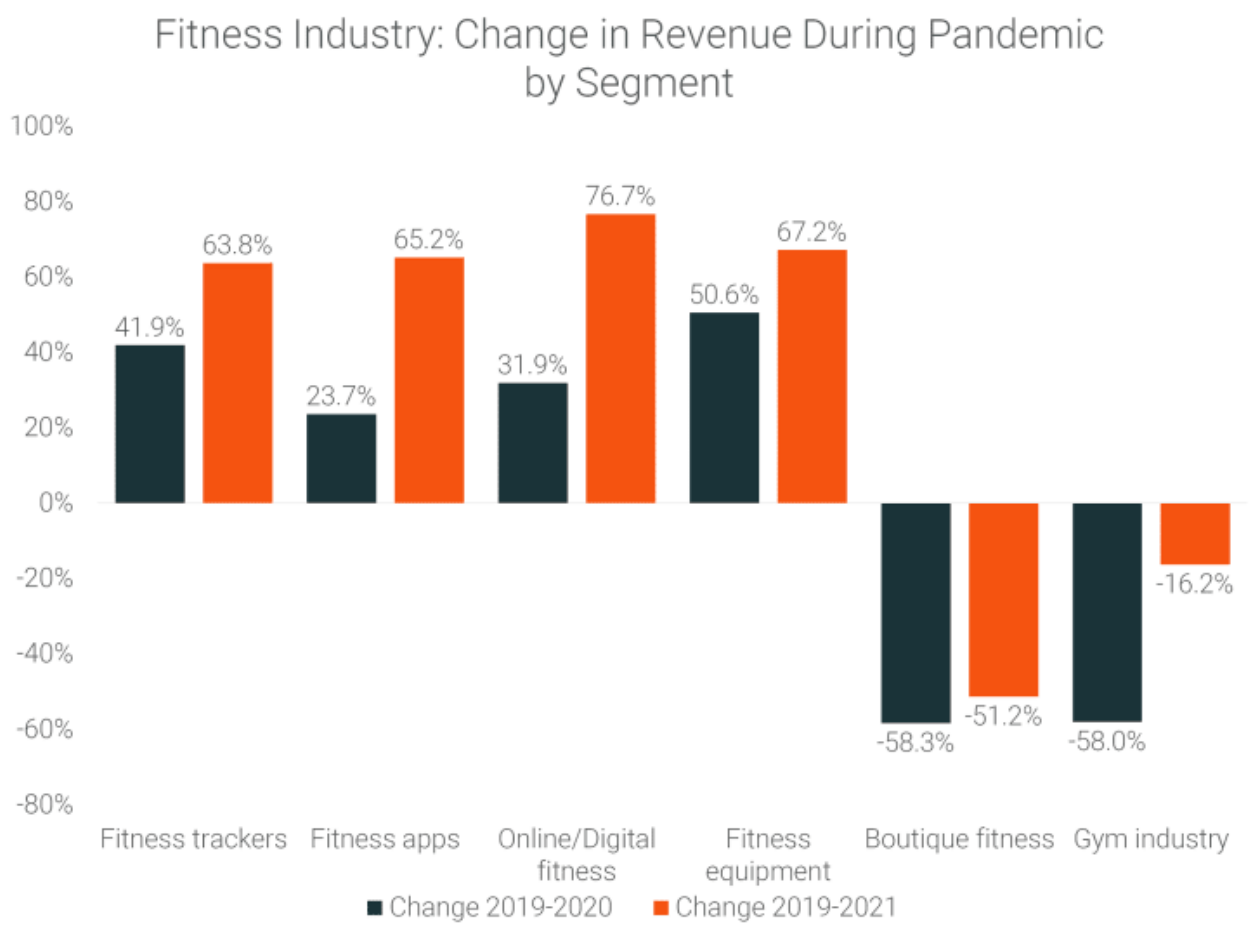


Figure 2: Fitness industry technology advancement (Rizzo, 2023)

Numerous changes have been brought about by technological advancements in the fitness world, including, for instance, fitness apps. Apps in the fitness industry deliver several functions to help people who want to exercise, such as meal and activity planning, scheduling, and community support. These apps utilize social networking features, gamification, and specific advice to assist people in adhering to workout programs (Archsmith et al., 2020). To sum up, the widespread usage of mobile devices makes it accessible for consumers to get information about fitness at any time, even from any location, to improve the integration of exercise into their daily lives.

Online training systems let people obtain necessary information on saving any month's appetite as a pinch-hitter of highly qualified trainers' roles and, nowadays, fitness sector innovation sources. Virtual training platforms let one train at home in a gym style, with the only difference being the audiovisual experience, which addresses all the senses. Systems such as these use interactive methods such as virtual coaching and real-time feedback to help deliver and engage (Bharadiya et al., 2023). Virtual fitness club platforms also offer an alternative to the training system where fitness clubs can meet a growing number of people who are not physically present.

Technology has a wide variety of influences on consumer behavior, including how people look up activity, their interactions with it, and their assumptions about its posture. These technological innovations have reduced the barriers faced by getting closer to people from different backgrounds and fitness levels; people can now utilize these resources and achieve their fitness dreams (Ahmad et al., 2022). In addition, technology makes the resource allocation of a fitness center more effective and increases operational efficiency, allowing for more convenient and customized services from the center.

Taiwanese Fitness Market Dynamics

Consumer Behavior and Preferences

As consumers' diacritical role in shaping the fitness business in Taiwan is crucial, one has to figure out how a specific group of consumers behave to understand how the market operates. Examining what is known now helps expose the factors influencing Taiwanese consumers' opinions on premium offers, the fitness services they liked most, and their decisions to join the gym.

In addition to cultural factors, the interactions between a thousand factors are also very likely to impact the choices relating to fitness, with these choices being so close to the embedding of society. Recognizing that social norms, culture, and personal goals intersect should give us hints as to how consumers in Taiwan act. In addition, these fashion trends are based on changes in specific cultures, aiming to improve people's fitness through better goals and ideals (Mourtzis et al., 2022). Greater understanding and insight into consumer preferences and the fitness space could be gained by monitoring continuously transforming lifestyles like increasing health consciousness and well-being, rising urbanization, and the changing work-life ratio.

Taipei's gym proportion has increased by 406% in 2013 and 2020, as shown in Figure 3. It can be argued that these developments have been due to a decade-long boom in fitness and an increased knowledge of nutrition, which revealed the role of protein in muscle growth. On the surface, it means that Taiwanese people have started to value physical activity and their health

more than they used to, so it has gradually begun to impact supermarket sales, too.

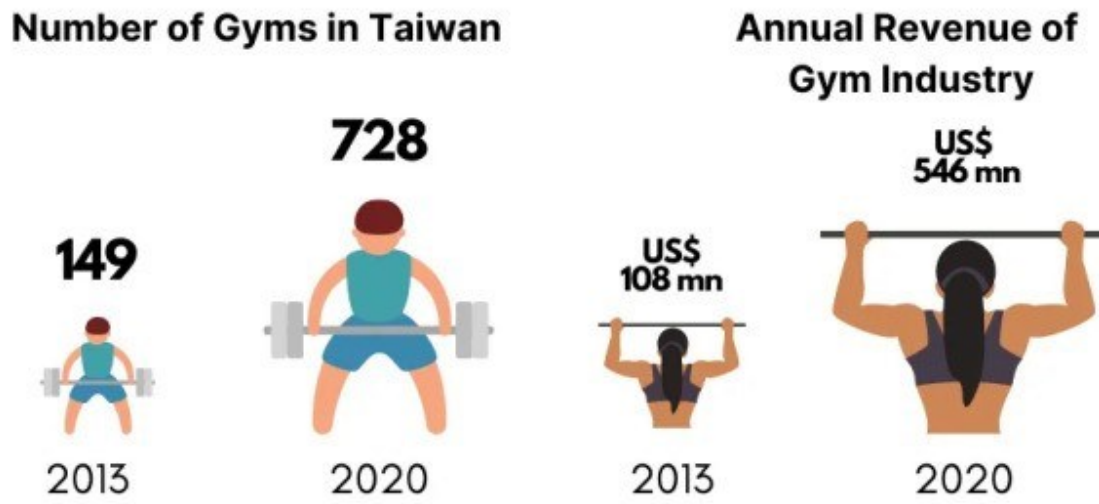


Figure 3: The number of Gyms in Taiwan increased by 406% Between 2013 and 2020 (Ryan, 2022)

It is interesting to note that identifying demographic specifics can be challenging. Per Jelonek (2023), people's health decisions and consumption patterns are substantially affected by their age, gender, economic level, and, in some cases, their employment status (Vartiainen et al., 2020) Through categorization and segmentation, researchers can identify separate customer groups that exhibit unique attributes in terms of specification, tastes, and spending patterns.

A detailed survey of consumer behavior and preferences regarding the Taiwanese fitness industry requires linguistic and cultural knowledge, demographic changes, awareness of lifestyle trends, and so on. By researching the complexities of the consumer decision-making process, scientists may gain critical insights when synthesizing the results of previous studies, which in turn can help devise more sophisticated plans and marketing campaigns for the fitness sector (Simpson et al., 2022)

Competitive Landscape

In Taiwan, it always happens that the set of fitness businesses has a very heterogeneous competitive ecosystem that adjusts violently to changing customers' tastes, lifestyles, and market trends. Its base comprises a dynamic avenue with regional companies, multinational sports companies, and boutique businesses, all focusing on market leadership with devoted customers (Stampa et al., 2020). This various tapestry of competitors results in a vivid picture of a market full of provocativeness and diversity, being that every player depicts eagerness that borders on the ruthless, each with an intense pursuit towards creating an enshrine niche that will distinguish them from the rest.

Presence of Local and International Brands

Locally established small businesses and well-known international institutions, each distinctly contributing to this market, comprise Taiwan's fitness service sector. The market combines unique experiences and services, from local household franchises well-recognized in Taiwanese culture to internationally famous companies widely represented throughout the country (Boz et al., 2020). One typical example is the various types of gym facilities, ranging from a standard gym membership to boutique fitness, as well as holistic wellness centers catering to a broad spectrum of people with different needs and preferences, which gives this competitive industry an edge (see figure 4).

Brand Recognition Ranking of Taiwan Gyms in 2021

| Ranking | Gym | Brand Awareness* | Number of Gyms in Taiwan |
|---------|----------------------|------------------|--------------------------|
| 1 | World Gym | 89.9% | 120 |
| 2 | Fitness Factory | 85.5% | 57 |
| 3 | Genghis Khan Fitness | 78.9% | 8 |
| 4 | Curves | 46.7% | 154 |
| 5 | 300 | 43.9% | 3 |

*Based on percentage of survey respondents who have heard of the gym

Taiwan Trends Gym Survey 2021

Figure 4: Brand Recognition ranking of Taiwan Gyms (Ryan, 2022)

Market Saturation

The fitness industry is basically caught at the edge of a saturation market because of the recent increase in health and fitness service demands, especially in these major metropolises with Taiwan like Taipei and Taichung. Subsequently, the market participants in this saturation compete more fiercely. They compete so fiercely because they want to stand out. Thus, innovation and uniqueness, or the craze for a more significant market share, become increasingly prominent (Wierzbinski et al., 2021). Consequently, in such conditions, the issue of distinctiveness has revealed itself as a primary point through which firms seek to make a difference via special value offers and inspiring customers' experiences. It caused the shrinkage of the business's fitness representatives, as shown in Figure 5.

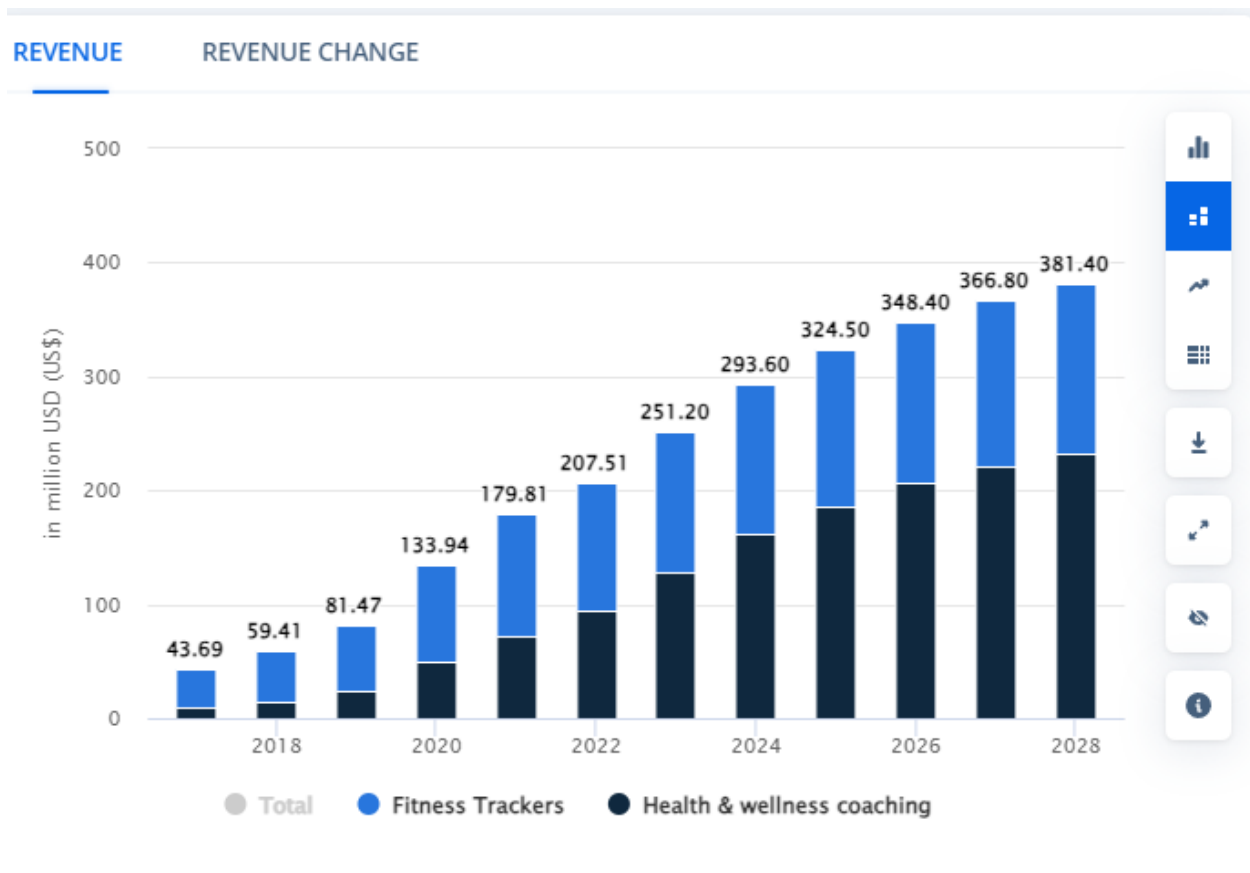


Figure 5: The data displayed represents the effects of the Russia-Ukraine war on the Taiwan fitness market and is based on current currency rates (Zhang, 2022)

Strategies Adopted by Key Players

These techniques are used by the most rhetorical subjects in the Taiwanese fitness industry to gain an edge and grow. The grouping of intricate methods marks “P” in campaigning (P&M section) and operation (OPS). One of the approaches they use to increase brand awareness and draw targeted customers is fully focused marketing jobs on different channels, such as social media, personalities, and charitable actions (Toussaint et al., 2021). Operational initiatives aim to reduce complexity in customer service delivery, make the system more efficient, and promote good internal procedures to improve client satisfaction and retention. Staff training, facility upgrades, and adapting technologies are some of the most significant factors in helping their

organization gain a more competitive lead in Taiwan's flourishing fitness society (Zilberman et al., 2021). These tactics cover both marketing and operational campaigns, such as These tactics cover both marketing and operational campaigns, such as:

Market Segmentation

Comprehensive information about customer behavior patterns, psychographics, and demographics has made segmenting a key strategy in the fitness sector. Fitness centers use segmentation techniques to precisely address the needs of their identified customer groups in response to health concerns, rising market competition, cost increases, and new market entry (Bischi & Tramontana, 2024). The method outperforms all traditional marketing strategies that assume a one-size-fits-all approach. This fact helps companies create products that target different consumer segments with different tastes while fulfilling their needs and lifestyles.

The process of behavioral segmentation in the consumer markets where fitness, health, and well-being are the cases is figuring out the patterns among the consumers, their routines, and the decision-making processes. Fitness centers can develop promotion-conscious marketing messages and premium service offerings by considering exclusive things (for example, the amount of training per week, preferred training programs, and why people go to the gym) (Rosenow et al 2022) For example, people who appreciate convenience and flexibility will go to places where they can choose from various classes that operate throughout the day, while health enthusiasts who value individual attention are more likely to go to places where they can attend gym classes with their trainers.

Even better, the businesses may segment their services to some market groups with the same goals and desires by using psychographic segmentation, which takes us to a more detailed level about consumers' attitudes, interests, and lifestyles. By including psychographic makeup

details beyond just considering workout obsessions, fitness centers can design experiences that align with customer mindsets (Kercher et al., 2021). This is a tiny example of their integrated approach to health and wellness. Businesses that offer holistic health programs can cater to well-being-focused consumers through exercise classes, healthy eating guidance, and mindfulness seminars (Xie et al., 2020)

Demographic segmentation consists of accumulating customers based on the following characteristics: age, gender, family structure, and economic level. Similarly, this segmentation acknowledges the varied differences in priorities, rehabilitation aptitude, and purchase patterns per the demographic groups (Rabbat et al., 2022). For instance, some millennials might prioritise computer personality and personally conducted exercises, while baby boomers would probably choose senior fitness programs modified to meet their needs and limited activities.

Fitness facilities may create personalized service offers, focus marketing efforts, and improve client satisfaction by utilizing behavioral, psychographic, and demographic data. Through segmentation, businesses may build stronger customer relationships, encourage loyalty, and increase long-term profitability (Schnabel, 2022). Furthermore, segmentation offers a strategic framework for adjusting to shifting market dynamics and maintaining competitiveness in the ever-changing fitness scene as consumer tastes change and vary.

Targeting Specific Niche:

Fitness facilities may opt for personalized offers through behavioral, psychographic, and demographic data collection, marketing policy change, and improvement in people's satisfaction. With segmentation in their modus operandi, businesses could better forge long-term customer engagement relationships, which leads to customer loyalty and an eventual increase in profitability (Schnabel, 2022). It is noteworthy that segmentation creates a stage with an inherent structure for

the adjustment to the movement of the market, staying competent in the business of fitness as the tastes and preferences of consumers vary as they shift from one level to another.

With the number of businesses striving to be distinct and cater to various groups within the market, the number of fitness companies that have predominantly focused on markets inside the fitness sector has increased dramatically. These companies are not afraid to get specific and bet on single market segments or engage in a niche that other companies cannot satisfy. The Clergy-Led Nutrition and Obesity Training (CLIFT) program is an excellent example of a niche targeting program that works (Jerzyński et al., 2021). YNOT is focused on targeting the upscale market, which is composed of clients who would rather have a customized fitness routine than be part of a big fitness club serving different groups of people.

YNOT stands out in the national gym landscape because of its rich assortment of unique features and its unique content, which aims to meet the particular needs of its upper-class audience. The distinctive aspect that entices people to join is the customized training catering to each participant's fitness levels, values, and interests (Moodie et al 2021). At the core of the YNOT training approach lies the unique ability of the trainers to customize the training routine for every single client, which means at the end of the day, they receive individualized direction and the help of the best-certified trainers, making their fitness journey not only practical but highly pleasurable in contrast to the standard gym offerings where customers get a 'one size fits all' approach (Farias et al., 2021).

Furthermore, YNOT welcomes the concept of individualized teaching while simultaneously trying to exceed the expectations of gym standards by bringing an exceptional level of sophistication. From products that scream luxury to tech innovations that ooze sophistication (Aloo et al., 2022), A place rich in luxury and refinement has been created with bathrooms, locker

rooms, and top-class exercise equipment, much to the delight of those joining the gym. YNOT has a unique ambience and luxury element, making its clients rich and a step towards a healthy lifestyle.

Moreover, humans' decision to find the right place for YNOT increases its attraction and provides uniqueness. Located in prime real estate districts and near the main transit junctions, the YNOT venues meet the demand for the desired proximity, accessibility, and convenience for the high-end target clients (Nandi et al., 2021). To sum up, this targeted group audience of the brand is an immense pleasure to it, which consequently increases the company's coverage area, prestige, and prospects of meeting client preferences because such an affluent group of people value not only practical issues but fashion and design improvements (Keehan et al., 2020)

YNOT's fundamental objective of delighting its clientele with unparalleled value and personalized services is the secret to sustaining its leading position in the fitness industry against much greater competition. Customers have learned about YNOT's distinguished status in the dynamic fitness market because it identified the needs and tastes of the market segment in question (Ahmad et al., 2021). He also carved a prime spot among those who consider premium service, uniqueness, and custom-made programs the best.

Differentiation Strategies

The primary essential factor in this industry's growth is not a pastime or something that fills time. It is something more extensive than that. Individuals want to connect on a deeper level. Because numerous brands compete with each other, differentiating tactics should be used to arrive at a characteristic that makes the brand unique and adds value to it. Although branding activities are one of the chief ways that companies manage to distinguish themselves from their competitors (Mourtzis et al., 2022), it becomes increasingly important to develop the proper positioning of the brand in the market. First, creating an original brand identity that attracts people from the target

market helps customers remain loyal to the company, and lastly, it offers a competitive advantage. Branding is associated with one of the many components that remain relevant regarding color, logo design, brand messages, and company values, and all these components constitute how customers perceive a fitness facility.

Also, facility design is another critical element unique to each place since it is the only way to build interactive spaces to make the customers experience them innovatively. The fitness center's level of perceived value goes up by offering a well-organized design, a pleasant atmosphere, and displays created for consumer satisfaction in order for them to come again and again (Bharadiya et al., 2023). Implementing the most modern training methods and equipping contemporary facilities will further confirm the concept of the school of distinction. During the construction of the new exercise center, providing unique features increases the center's appeal and attracts discerning customers. These amenities can be tailored to varied tastes, ranging from one-of-a-kind training stations and gym centres to modern machines and the latest exercise gear.

On one hand, one can also use prices as a sign of divergence from your competitors. A strategic pricing system can serve as leverage for a fitness center that aims to compete in the market, but cutthroat pricing can result in price wars that put a great deal of pressure on the enterprise's profitability. For a specific product to justify premium pricing, an added value proposition, bundling of services, or tiered membership offerings should be considered (Jelonek et al., 2022). Fitness companies can stand out stronger in price wars by adopting consumers' pricing criteria and valuation perceptions.

Standing out from the crowd with fabulous customer service has been our dominant competitive advantage even these days, and unparalleled service still acts as a main advantage. For long-term interactions and top-quality client experiences, it is crucial to achieve personalized

attention, experienced employees, and timely customer support (Stampa et al., 2022). Attaining and maintaining quality standards involves resource allocations towards team member training and professional growth, implementing audit and control procedures, and bringing feedback into the picture.

Those parks, located at convenient sites in the city, give customers access to the area and add to the city's diversity. The shaping of the retail and how many such factors impact the strategic site selection, accessibility to the residential and business regions, and transportation convenience are important factors, too (Boz et al., 2020). Due to intense competition, fitness companies can differentiate themselves in the crowded marketplace by utilizing the diversification strategies mentioned above to properly position themselves in the market and attract prospective clients.

Consumer Preferences and Behavior

Convenience and Accessibility

In the fitness sector, one of the main elements that must be considered is customers' preferences and behaviors. If there were a gym facility that was accessible to everybody and convenient, it would be significant for gym users to participate in the exercise programs. Many studies indicate that these features are equally essential in defining what gym to choose and, consequently, determining customer loyalty.

In the hustle and bustle and time-shortage culture of the modern world where people work and live, people are looking for convenience even in their fitness plans. For several people, gyms provide the tools to exercise and offer a rewarding experience apart from one's home, work, or school environments (Wierzbinski et al., 2021). Research reveals that people are more likely to continue with a fitness program if the training centers are located near their homes, where they can reach them within a short time to cut down on movement to and from the venue.

Moreover, transportation comfort to the gym is also one of the pieces of the puzzle in gym accessibility. Local location plays a vital role in customers choosing a gym since the proximity of parking or public transport significantly impacts their decision (Toussaint et al., 2021). According to different studies, people are more inclined to join the nearby fitness centers mainly because they are transportable, which helps them integrate the exercises into their daily lives and remove the accessibility obstacle.

Along with this, parking is a vital aspect, especially since destinations with insufficient parking are a common problem in urban cities. Visitors prefer gyms with ample parking facilities because they diminish the search and problem of finding a parking space, making going to the gym much less troublesome than expected.

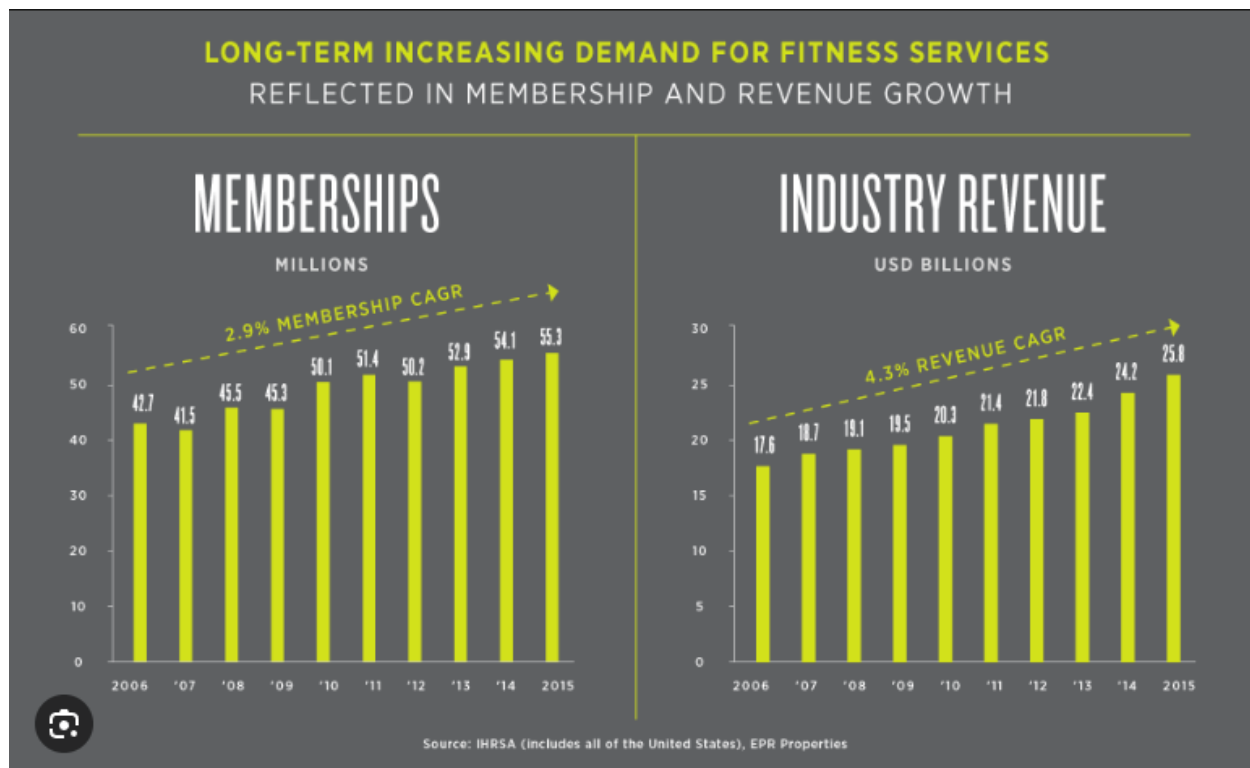


Figure 6: Long-term increasing demand for fitness services due to convenience and accessibility (Properties, E., & Admin, 2020)

The research emphasises that availability and convenience play a fundamental role in the extent to which customers can adhere to the fitness field. Health fitness centers could also enhance customer satisfaction and retention if they concentrate on the mentioned aspects and make sure that the gym facilities are readily available and the fitness centers are opened at convenient times (Abakah et al., 2022). This will motivate practitioners to stay engaged consistently and remain loyal to the long haul, substantially lifting industry revenues, as revealed in figure 6.

Privacy and Personalization

It is the business of fitness centers to know customer preferences, such as what they want in terms of privacy, customization, or other factors. As a result, these businesses must understand customer views and expectations regarding privacy and customized services. Numerous studies have explored this aspect and revealed complex findings when evaluating different types of

workout addicts (Kercher et al., 2021). These orientations aim to provide well-specialized centers with privacy as the central concept. People consider privacy and unwanted noise when looking for a space where they can concentrate, maintain focus, and carry out their workout goals, and consider such factors as privacy and unwanted noise.

We notice a dire health-related trend among people who identify as fitness lovers—personal training sessions. These sessions provide precisely tailored mentorship for each attendant, increasing their confidence and sensibility. The research outlined that clients love when a workout with a personal trainer is 100 percent focused on them; they also emphasized that such focused workouts are sine qua non for maximizing training efficiency and expected results.

Moreover, tailor-made fitness centers provide personalized training schedules, another essential element. Customers have a sense of belonging and could be part of the programs that respond to their preferences, targets, and workout levels (Rabbat et al., 2022). Customizing a workout to achieve regular goals, such as in flexible movement training or Cardinal Health conditioning, enhances participants' sense of satisfaction and increases their level of involvement.

Privacy concern is a significant factor for most consumers in the wellbeing center choice. Research shows that individuals are becoming more proactive about privacy matters while exercising in places many people can watch, like public areas (Schnabel 2020). People's impression of comfort and privacy is affected by several elements, such as the gym design, private room availability, and the instructor's sensitivity. To some, a fitness center must have a public space where we can exercise and feel that no one is watching us or that we are being judged whether we are doing it right or not.

Besides that, consumers often shop for something special or something just for them, which also affects how fitness club members do business with the facility. Fitness centres are being held

accountable, and it is no wonder why they have to develop services that are in tune with the needs of the customers—in keeping up with their competitors in the industry, they should be able to understand the complexities of the relationship between gym options, personalized services, and privacy issues.

Challenges and Opportunities

Customer Retention

The customer retention issue in the fitness sector has been an area where researchers have explored some tactics, such as strategies for reducing the attrition rate and advocating instead for loyal customer commitment. Being tactical means, it comprises different approaches, e.g., transactional components and the client's experience (Archsmith et al., 2022). Satisfied customers are instrumental in the success of such activities because they are the foundation of a long-term relationship and, therefore, unfailing. Studies highlight how critical it is to ensure that participants get something potentially positive or beneficial from their time at the training hall, whether it is because of the effectiveness of their training plans, the way the facilities are readily available, or perhaps the quality of their interactions with other members and the staff.

On the other hand, one can see that the core components of community reinforcement in fitness centers are among the key factors that should be considered in any customer retention strategy. Empirical evidence also shows a relationship between member engagement and retention rates in residential settings, implying an imperative need to invoke social connections, friendship, and support for these groups of people (Aloo et al., 2022). Developing community-building schemes or programs where members meet other club members via online forums, social groups, and group fitness sessions will engender a sense of togetherness and increase member's attachment to the gym.

Furthermore, research reveals that members cite customized experiences as the sole reason for their repeated patronage. Getting fit is a lot more fun when the services offered and the membership options are tailored to individuals' personal needs and goals (Ahmad et al., 2021). It provides buyers with more incentive to buy and makes members more engaged and invested in the program. Their attempts—such as dietary counseling programs and training plans—evidence their understanding of their members' needs and desires and their long-term loyalty and reliability.

Ultimately, one of the more tricky aspects of client retention in the fitness sector is that there are many quite complex and subtle possibilities and challenges. Fitness centers can build customer relationships by prioritising customer satisfaction, implementing community services, and offering members a personal experience (Mourtzis et al., 2022). We would want to do this through close-knit virtual fitness class communities that allow members to stick around longer and become dedicated followers.

Market Entry Barriers

Entering the industry may be less of an issue for entrepreneurs and new players than their struggles with other issues. The persistent issue is the presence of multiple regulatory obstacles, which could pose a significant barrier to industries that are gaining traction more quickly. The list is exhaustive, ranging from licensing, permits, and adhering to the safety standards enforced by health and safety bodies (Bharadiya, 2023). Establishing a bang-up-to-date regulatory environment represents a considerable problem for startups, especially because it requires time, money, and experience. Finally, this trouble in the fitness industry is worsened by the fact that it has a capital-intensive system. The opening of a gym requires a significant startup investment. The capital may involve expenditure when employees are hired, personal or leased property is acquired, or a facility

is leased. Due to the lack of funds, it is hard for young entrepreneurs to overcome the necessity of money, consequently limiting their motivation to build and grow their businesses.

Along with financial problems and turf conflicts, a significant challenge for newcomers in the fitness milieu is to survive and outshine the others in the business. Newcomers compete with old businesses with millions in investment capital, which was used to develop production facilities, a large market, and brand names. To gain brand recognition, new players will have to struggle with other strong players, and this straightforwardness condition will be necessary for them. On the other hand, to top the market in competitiveness, the Martin Company needs to develop unique ideas, different value propositions, and a clear understanding of what customers expect and desire (Jelonek et al., 2022). In addition to being distinctive concerning brand identity, limited services, and technology applications, competitors have been able to offer services that stand out from what is available in the market.

There are some techniques for going through these intense days in the fitness industry. The development of cross-functional cooperation amongst the current stakeholders, like fitness gear producers or wellness products companies, can build a web of resources, knowledge, and distribution systems. The need for capital can be decreased by using digital technology for two purposes: The first is to develop mobile fitness apps, and the second is to develop virtual training platforms in order to reduce physical infrastructure (Stampa et al., 2020). Furthermore, a professional marketing strategy that focuses on the fact that the newcomer brand possesses truly extraordinary features will probably help to create a good reputation from the early stages of the brand. Future business owners, now, as the entrance to the market, can increase their chances for triumph with time and effort by following their creative path and its most attractive opportunities.

SWOT Analysis

SWOT analysis can, therefore, be an in-depth tool that provides YNOT Fitness with a picture of the strategic environment of Taiwan's rapidly evolving and confronting fitness industry. This method gives almost invaluable insights into the company's present and future development processes through meticulously analysing environmental conditions and interior strengths and weaknesses. The SWOT analysis of these internal elements, such as a differentiated value proposition, effective operational efficiency, and strong brand identity, can help YNOT Fitness determine elements of competitive advantage that can be further emphasized and areas of improvement for the growth of YNOT Fitness. Finding external risk factors like market shifts, regulations, and competitors and then equally identifying development opportunities allows YNOT Fitness to handle both external risks and development opportunities at the same time (Boz et al., 2020). With the actionable insights and strategic foresight gained from this profound study, YNOT Fitness has proven to be better at navigating complicated market situations and maintaining a competitive advantage that can resist evolving industry dynamics.

Strengths

YNOT Fitness has several internal characteristics that support its market positioning and growth trajectory, making it stand out in the highly competitive industry. Its unique and exclusive value propositions, particularly its patented training techniques and premium amenity suite, are the most notable of these qualities. By promising unmatched workout experiences, these features set YNOT workout apart from its rivals and appeal powerfully to its affluent customers (Wierzbiński et al., 2021). Furthermore, YNOT Fitness exhibits remarkable operational skills, as demonstrated by its dedication to adequate service provision and excellent customer relationship

management techniques. This operational skill guarantees smooth customer encounters and cultivates enduring loyalty and advocacy, strengthening the brand's market reputation and enabling steady growth. Furthermore, YNOT Fitness enjoys the advantages of a firm brand name developed over the years by providing outstanding fitness solutions and cultivating deep relationships with its clients. This impeccable reputation and a committed and devoted clientele offer YNOT Fitness a robust platform for ongoing success and growth in the ever-evolving Taiwanese fitness industry.

Weaknesses

YNOT Fitness, which can leverage the business attributes that give it a distinctive edge and make it a top choice in a very tough market, has several internal characteristics that aid its market positioning and growth. Besides, its well-priced offerings include its distinctive and solitary value selling points, patented coaching system, and premium fight club setup. By unrivalled workout experiences for its clients, these functions set YNOT workout apart from its competitors and have a powerful influence on its targeted and affluent SEG (Wierzbński et al., 2021). Additionally, YNOT Fitness positions itself as a standout in operation skills by always having enough staff on the floor, providing exceptional customer service, and adopting the best relationship management practices. Thanks to this operational excellence, clients feel satisfied while patronizing the brand, turning them into returning loyal customers and promoters whose strong reputation maximizes the brand's chance for successful expansion. Similarly, due to brand equity, YNOT Fitness has been consistently developing great fitness solutions and close client relationships over many years. Such flawless reliability and a loyal and faithful clientele, which YNOT Fitness now has at its disposal, give it a robust foundation to sustain itself and grow in the fiercely competitive, time-centric fitness industry of the Taiwanese nation.

Opportunities

YNOT Fitness will be able to make full use of various opportunities that will come along in the rapidly changing competitive landscape of the Taiwanese fitness market through the strategic use of both internal and external factors. Personalized workout programs and health consciousness are two trends working in the industry that provide ideas for the development of YNOT fitness. Consumers increasingly demand a customized exercise experience, which will be an opportunity for YNOT exercise. It is advantageous for the company to match its products with changing consumers' needs. Further, it will expand its market share and present the company as a critical brand player.

In addition, strategic partnerships create the right avenue for the company's growth and innovation since they are a strategic asset formally known as inorganic (organic) growth. Technical partnering with firms that expand and promote these brands, such as those of a wellness or digital type, may result in value creation among firms by generating better products and services. To leverage these collaborators' capabilities and resources, YNOT Fitness can explore the scope of its services, attract more customers, and take its industry leadership to the next level.

Hence, they have more opportunities to try to be different from the competition and go into new market niches because consumer tastes are ever-changing in a collective way. YNOT Fitness can establish itself as a pioneer in the emerging fitness space by introducing innovative fitness solutions that respond to the shifting needs of its target market when staying cognizant of new trends and refreshing their products accordingly is of prime importance (Abakah et al., 2022). Utilizing the new training techniques, extending its range of services, or improving customer satisfaction, YNOT Fitness might have an edge over its competitors in the battle for the mindset of consumers within the industry and enhance its market position over time.

Threats

External forces could damage YNOT Fitness's competitive power, which could threaten the business's commercial success in the energetic Taiwanese fitness industry. First, this caveat presents an opportunity for intensified rivalries as new players compete within the industry and existing companies go outside the borders. In addition to the challenging task of differentiating itself from competitors and coming up with new concepts, YNOT Fitness also has to stand up to the rivalry in the market, mainly from various fitness sports offers that endanger its market share and interest of users (Kerch et al., 2021). Another factor is situations when economic cycles take a downturn, so the production, raising of funds, and general activities of businesses in the market may be adversely affected due to the nature of economic cycles. They dictate rises and declines in the prices of goods and changes in personal spending patterns. Local governments are to change the governmental regulations related to the status of health, securities, and licenses if they are interested in reducing the negative impacts (Rabbat et al., 2022). Moreover, technology is evolving faster, meaning that new disruptive technologies or market transformations can present challenges and opportunities for existing systems. For the YNOT Fitness team to emerge from this stormy time, they must do so tactically and flexibly.

In conclusion, incorporating the SWOT analysis results into the literature review adds a lot more usefulness and practicality to the main findings and outcomes of the YNOT Fitness study. Through a comprehensive internal analysis of strengths and weaknesses and the external environment, including opportunities and threats, YNOT Fitness can gain critical competitor intelligence to make good choices in the fast-shifting landscape of the Taiwanese fitness industry. This thorough understanding empowers YNOT Fitness with the necessary competency to design effective strategies to occupy its market position more efficiently and map out its competitive

advantage across the landscape. YNOT Fitness will be able to effectively operate in a complex environment at any time due to its strengths, a reduction in risks, the use of new opportunities, and, last but not least, the elimination of balance of power drawbacks. This strategic direction makes it less challenging to design detailed plans that allow YNOT Fitness's performance to be uninterrupted no matter what occurs in the market and hence be able to take advantage of its ability to change and innovate (Schonbel, 2020). Finally, the holistic solution integrates the brand to acquire growth opportunities effectively with an intelligent go-to-market strategy, ensuring its long-term performance and sustainability in the market that has been competitive in the fitness industry of Taiwan.

PESTEL Analysis

YNOT Fitness is a well-known company in Taiwan's vibrant fitness sector. The influence of a host of macro-economic trends shapes the nature of its business arena. Following these processes is fundamental. Due to that, the organization puts skills in strategic decision-making in the right place and sucks away the complexities of the market as well as the environment. Crucial for the assessment is the PESTEL framework, which provides a logical and deliberate method to consider politics, economics, social issues, technology, environment, and legal factors relevant to the fitness of international presence and internal operations (Archsmith et al., 2022). These extensive analyses reveal the complex connections among the different sectors and give YNOT Fitness an advantage in preemptively anticipating the emergence of new scenarios and issues. Thus, this type of environment increases the resilience and sustainability of the gym in the always-changing fitness industry of Taiwan.

Political Aspects

Government policies and political stability are essential among Taiwan's macroeconomic environment influencers. The government's physical assessments and advanced wellness programs are consistent with YNOT Fitness's goal of satisfying the burgeoning need for high-end fitness products. Nevertheless, the regulatory framework, which involves licensing demands, stringent health protection and security laws, and taxation schemes, may also hinder YNOT Fitness; therefore, it should be ready to encounter entry, efficient operation, and compliance barriers. Achieving balanced market integration involves thoroughly dealing with the legal unfamiliarity issues that exist for trading goods and services across countries, guided by well-thought-out market adoption and regulatory compliance strategies. To ensure the sustainability of YNOT Fitness's business and contribute to a reasonable operating atmosphere, YNOT Fitness needs to collaborate with legislation and government agencies with good relationships (Aloo et al., 2022). If YNOT Fitness is to succeed in the face of the complexities emerging from Taiwan's fitness business's changing legislative agenda and governance corps, it must grasp and accommodate its political environment's intricacies.

Economic Factors

The state of the economy is a crucial indicator of consumer behavior and, therefore, how much they can afford in Taiwan's economic development. The recent direction of real (physical currency in the money market) GDP growth against the backdrop of consumer spending patterns and inflation interventions is pivotal in determining the fitness industry dynamics. Therefore, Taiwanese customers' consumption of more healthy foods and disposable income is growing. It is delicious that fitness sports have many opportunities to develop and keep providing fitness services like YNOT Fitness (Ahmad et al., 2021). It is imperative to understand that fitness memberships are most exposed to economic recessions and fluctuations in forex rates, which may result in

consumer caution and a decrease in the total demand for such services. A pragmatic system for resilience and adaptation plays a central role for the business in which YNOT Fitness avoids the loss of revenue streams and gains competitive advantages during financial turbulence due to changing economic conditions.

Social Factors

Social factors have played a massive role in Taiwan's fitness and wellness environment, so consumer consumption and physical activity behaviours have experienced influence. The Emerging Notion of the Health Benefits of Active Living Begets an Observable Shift in Attitude Among the Public Regarding Commendation of Health and Wellness. According to this growing knowledge and changing demography patterns, fitness services also play a growing role in a country in terms of fitness demand (Mourtzis et al., 2022). With the client in the middle of the fitness programs, equipped with professional instructors, world-class fitness amenities and one-of-a-kind facilities that match the expectations of all Taiwanese, YNOT Fitness is a proactive actor in this fast-moving fitness business trend. Through YD Fitness, we identify ourselves as the foremost provider of unique and customized fitness or workout approaches that meet our target market's diverse and non-intentional or novel demand via identification of and adjustment to the various social dynamics it all indicates.

Technological Factors

Nowadays, the vast change resulting from the technical improvement in the fitness sector is that people change their opinions and relationships about health programs and exercises and improve them. Because online sensors, apps, and training platforms for exercise are ubiquitous today, some consumers offer unrivalled personalized and interactive training options. With the adoption of emerging technologies, YNOT Fitness holds a bright future for developing business

services. Some solutions include using wearable devices specifically for monitoring fitness progress, appropriately developing fitness apps for users, booking and scheduling, and virtual training platforms for creating an immersive and enjoyable workout environment (Bharadiya, 2023). Besides, YNOT Fitness can be ahead of business competitors by upgrading internal procedures, ensuring the highest efficiency levels, and delivering premium customer experiences thanks to embracing breakthroughs and moving forward with the newest machinery and digital technology. Apart from making YNOT Fitness leading in a keenly competitive environment in the country, this intuitive technology integration brings the company ahead as an innovator in supplying superior playing technology that fits the evolving demands of contemporary customers.

Environmental Factors

In Taiwan, eco-friendly companies and their efforts towards a sustainable environment place a high priority on corporate development. Consumers tend to favor businesses that operate sustainably, particularly as the significant impact of environmental issues becomes increasingly evident. The committed approach of YNOT Fitness to lifestyle modifications, which include not only nutritional adaptations but also new trends, calls for changes to their methods that will be more environmentally friendly. YNOT Fitness is one of the businesses capable of addressing changing customer expectations and contributing towards the regulatory ESI initiatives through real-time utilization, reduction of waste, and energy-efficient facilities (Jelonek et al., 2022). The partnerships allow YNOT Fitness to prove itself as a socially conscious company and magnify its effect on the city and environment for the best. By integrating a sustainable solution into its business plan in an intensely crowded space for fitness chains in Taiwan, YNOT Fitness can compete in the market for fitness chains in Taiwan and make a meaningful contribution to the community through corporate social responsibility.

Legal Factors

In general, legal issues involve several restrictions and obligations that somehow influence how YNOT Fitness, as an emerging business in Taiwan, operates. Respect for labor includes searching for and using standards in employment practices; these standards regulate working conditions, and the relations between employers and employees (e.g., working hours, pay, and employees' rights) are paramount. Furthermore, zoning laws are the basis, as they stipulate what activities people can conduct and to what vertical and horizontal extent each one is permitted, determining, as a result, how apparent exercise facilities are and how easy access to them is. On top of these, intellectual property rights must be protected from infringement by the exercise techniques and elements of branding as well as technological improvements (Stampa et al., 2020). YNOT Fitness could prevent legal contingencies, observe ethical principles, and attain control of its operation integrity per the regulative Taiwan framework, which corresponds precisely to these parameters. In the fitness industry, this strategy seeks to enforce rules and regulations, which builds a reputation for integrity and fairness.

Including PESTEL analysis findings in the literature review not only helps to acquire strategic knowledge but also increases the practicality of the research in order for YNOT Fitness to meet its goals. YNOT Fitness does this by precisely evaluating the political, economic, environmental, legal, social, and technological factors on the sustainable development of Taiwan's fitness industry (Boz and Sarhan, 2020). The challenging part of commercialization is where the identification of such complex factors is the key to anticipating market trends, negotiating regulatory hurdles with tactfulness, and developing a business model that is robust yet tactful, as it can respond to any market condition. Taking this holistic perspective of the industry, YNOT Fitness can develop tailored approaches that will make the best use of the available strengths and

remove weaknesses, and it will have an edge over its competitors, who are likely to seize market opportunities. This will pave the way for a larger market share in the fitness market industry in Taiwan.

Michael Porter's Strategy

Understanding Competitive Advantage

Michael Porter's strategy model is based on the concept of competitive advantage. The company's unusual market position allows it to outperform its competitors. Various ways exist to have a competitive advantage—for instance, the focus strategies, the differentiation, and the cost leadership. Only businesses can achieve success by understanding and navigating these techniques to make a niche and become sustainable in the market without losing a spot.

Importance of Differentiation

Employing YNOT Fitness can position itself in the industry as comprehensively relevant; the elements of differentiation matter in the sense of competitive advantage. Variety means more than just selling a better quality or a cheaper product. It insists on providing unique qualities so a brand can proudly distinguish itself from the competition. In this case, the design of exercises for each client would be explicitly customised according to his needs and preferences, says YNOT Fitness. We can build a YNOT Fitness studio as a premium fitness destination, drawing in discerning individuals willing to pay for top-notch facilities and services. Unique coaching, state-of-the-art training, and elegant facilities can be provided to make the contenders comfortable enough to pay more.

Creating niche markets and owning them

With a differentiation approach, YNOT Fitness can carve out a separate market niche, serving a segment of customers different from the rest of the industry. The YNOT Fitness service

should preferentially cater to the unique niche and sites of well-off people, executives, or healthy shoppers who enjoy such custom experiences and are willing to make an investment in wellness rather than the general mass market. YNOT Fitness products can be developed to suit the market's desires by understanding what certain audience segments require and expect. As a result, YNOT Fitness products will consistently have a competitive advantage and maintain their market position.

Commanding Premium Pricing

These goods offer the opportunity to differentiate themselves from competitors and attract customer loyalty through premium pricing. By building customer respect by offering high-class workouts, YNOT Fitness could charge more than an ordinary gym membership. Consumers of personalized training experiences at YNOT Fitness are ready to pay more to receive customized attention and beneficial value, boosting profits and revenue for the fitness gym.

Creating Unique Value Propositions

YNOT Fitness also gains another competitive advantage by searching for innovative ways to design its facilities and improve service quality. Innovation is the critical factor that will always keep YNOT Fitness ahead of its competition and fresh in the eyes of its customers. Innovation should be continuous so that the latest approaches to fitness instruction and facility amenities can be developed and rolled out. With YNOT Fitness, customers can become emotionally engaged. In addition, this can contribute to the success of a business and how it can develop as a leader, among others, by creating a world of sensations or combat-type fitness with the help of cutting-edge technology.

In a nutshell, the strategy YNOT Fitness can offer and sustain in the fitness services market in Taiwan is through the strategic framework provided by Michael Porter, who has given a plan for navigating. YNOT Fitness has the opportunity to lead the industry out of stagnant periods. It

helps magnetize well-tipped customers in search of distinguished fitness experiences. Differentiate is being exploited as a strategic aim, and innovation is emphasized in facility design and services offered.

Five P's of Marketing

The 5 P's of Marketing (PPP), or “product, price, place, promotion, and people,” present a complete theory consisting of all the components that should be encompassed into one marketing plan. This thinking will help YNOT Fitness assess the different marketing tools present. By thoroughly understanding its components and incorporating them into its marketing tactics, YNOT Fitness can strategically reassess its inventory mix, pricing strategies, site selection, promotional activities, and customer relations, ensuring that its products and services effectively target and suit its specific market segment in the fiercely competitive fitness market. YNOT Fitness may use this approach to inform decisions about a range of marketing components, including YNOT Fitness may use this approach to inform decisions about a range of marketing components, including:

Products

However, whole segments of the training protocols and services that YNOT Fitness provides get into the product part of the Five P's of marketing. Generating a customer base certainly depends on some thorough market research, through which YNOT Fitness can identify its audience's specific wants and goals and tailor the fitness plans to fit. This can be achieved by providing classes on different exercises, such as yoga, Pilates, strength training, cardio, and aerial yoga. Additionally, the club may differentiate its product line from the competition by adding trendy training methods, individual coaching sessions, and club extras that allow customers to enrich their experience.

Price

Striking the right chord between promoting YNOT Fitness's services through value proposition and maintaining the market's competitiveness is an important decision that will ensure the healthiest pricing approach. Pricing options should embrace elements such as the value of sports plans, the degrees of uniqueness and specialized care rates provided, and pricing strategies similar firms use. As a market positioning strategy, YNOT fitness might opt for a high-end pricing model aligned with its brand differentiation. By increasing the prices of its products while keeping the affordability of its audience in mind, the brand intends to enhance its perceived value in the minds of consumers due to the lifestyle and essential services it provides.

Place

YNOT Fitness put thoughts in their “place “aspect of the Five P's with intuitive site selections. This requires assessing the centres' proximity to public means, the accessibilities of the centers and the performance of demographic analysis to figure out places having a high proportion of potential health club clients. YNOT Fitness can create the right level of exposure for itself and draw a consistent number of clients that are looking for top fitness facilities by appropriately placing its facilities in highly convenient locations accessible to the target demography.

Promotion

All things planned to be accomplished to help people become more aware of YNOT Fitness and draw people to our locations will be included in the category titled "Promotions." Apart from the above, it might also be necessary to set up highly targeted marketers through various mediums, including email marketing, social media marketing, digital advertising, and community engagements. By focusing on the uniqueness of its personalized coaching services and premium facilities and programs, YNOT Training can differentiate itself from competitors and become the number one fitness centre that all discerning consumers will be seeking.

People

The concept of "people" in the Five P's encompasses offering clients outstanding customer service and, thus, a user-friendly environment for YNOT Fitness facilities. This means that only people who are friendly, knowledgeable, and motivated to improve fitness will be hired to ensure that they give clients the individual attention they need and are very motivated to help them achieve their fitness goals. Furthermore, individuals in our group will bond with each other through social events, online forums, and group activities for exercise. On these platforms, people talk, exchange tales, and work together to attain the same fitness goals. The main objective of YNOT Fitness is to contribute to the vision of having people happy and dedicated to these classes so they can keep coming back by involving community and customer service as their primary objectives. Therefore, this will be a foundation for long-term success and growth. Write a dynamic sentence describing the importance of regular exercise for improving heart health.

Business Model Canvas

The Business Model Canvas is a strategic management tool that provides a visual framework for designing, analyzing, and communicating product and service offerings. It comprises nine building blocks describing the business model skeleton, representing the vital elements of the value creation, delivery, and acquisition processes. As an analytical framework, it methodically explains how an organization delivers, gains, and creates value. Through the Business Model Canvas, YNOT Fitness discovered the great benefits of a business model analysis. By applying such analysis, business owners can enhance their decision-making process and, at the same time, align the company's resources, making the development process more accessible and more sustainable. All the frameworks have been neatly put in one figure, depicted in Figure 7: Business Model Canvas.

Figure 7: Business Model Canvas for YNOT Fitness

| Business Model Canvas for YNOT Fitness | | | | |
|--|---|--|---|--|
| Key Partnership | Key Activities | Value Propositions | Customer Relationships | Customer Segments |
| <ul style="list-style-type: none">-Fitness equipment suppliers-Collaborative brands (e.g., Lululemon)-Housing agencies-Government agencies-Business cooperatives | <ul style="list-style-type: none">-Facility management-Marketing and promotion-Customer acquisition-Market research-Customer relationship management | <ul style="list-style-type: none">-Personalized training experiences-High-end facilities-Convenience and privacy-Innovative training techniques | <ul style="list-style-type: none">-Personalized customer service-Community engagement-Loyalty programs-Feedback mechanisms | <ul style="list-style-type: none">-High-income individuals-Business professionals-Health-conscious consumers-Athletes and enthusiasts |
| | Key Resources | | Channels | |
| | <ul style="list-style-type: none">-Trained fitness coaches-High-quality facilities-Innovative training techniques-Technological infrastructure-Administrative support | | <ul style="list-style-type: none">-Online platform-Social media-Referral programs-Direct sales | |
| | | | | |
| Cost Structure | | | Revenue Streams | |
| <ul style="list-style-type: none">-Equipment procurement-Facility maintenance-Marketing and advertising-Administrative expenses | | | <ul style="list-style-type: none">-Membership fees-Personal training fees-Retail sales-Ancillary services | |

Methods

Study design

The research methods will be conducted by the research site selection process, equipment distributors, equipment facility designers, and consumers. We will source numerical and narrative data from the existing clientele and the target clients by identifying the survey questionnaires and question postulations. In contrast, the surveys with a qualitative meaning allow the current members to have at their disposal sessions in which they can describe their opinions and past experiences (Wierzbński et al., 2021). This will allow us to figure out YNOT Fitness in what segments it should avoid errors of commission, whether it is services, facilities, or programs, and what area in Taipei city requires YNOT Fitness to be located. The following are items:

1. What is your age?
2. What is your gender?
3. Which district do you currently reside in?
4. How often do you exercise per week?
5. What types of exercises do you prefer?
6. What aspects of public gyms make you uncomfortable?
7. Have you ever considered joining a private gym?
8. What would you consider a private gym's most valuable aspects or features?
9. What specific services would make you willing to pay more for a private gym?
10. How much will you pay for a monthly fitness subscription?
11. How much more, in percentage, would you be willing to pay for a private gym than a public one?
12. What are your expectations from a private gym?

Qualitative Surveys will be conducted with brands that YNOT is currently collaborating with, including Lululemon (apparel), 1010 Hope(toiletries), Mollifix (apparel), and Metkon (fitness equipment). Additionally, surveys will be distributed to members of business cooperatives such as 羽樂 (restaurant), Franklin Templeton, Hua Nan Commercial Bank, and BNP Paribas in Taiwan. These studies focus on potential members' preferences for fitness centers, including equipment, category, location, and other relevant factors—average house prices and policies. We also need a place for accessibility, parking, and visibility. Training equipment may vary from region to region. We must research sales sites and perform a physical analysis of each site to determine the interests of our visitors. We will conduct research and collect data to initiate the site selection process. This will include housing agencies and government websites to determine average rents and building regulations for potential rental properties.

Additionally, features such as accessibility, parking, and visibility will also be evaluated at each location. Therefore, we will survey the seller's website and physically inspect each site to determine the best training equipment according to the preferences of people who come to see the target. Innovation and changes in the customer's attitude and behavior will also increase the effect. We will address these challenges through market research and strategic improvements to ensure the success of Ynot Fitness Centers.

Frameworks

The tools are industrial sites, organizations' websites, research reports, members, potential members, and professors. One of the critical points in Ynot Fitness's business plan is PESTEL analysis, which addresses the macro-environment and the Five P's of marketing strategy, the micro-environment, and the Business Model Canvas, which is used to design and test the business

model.

Limitations (or other considerations)

It could meet the obstacle of such “outdated” information since it is a new idea. The consequence, then, is that certain specific data can be found. Moreover, human capital is the basic need to solve (Toussaint et al., 2021). Unlike other gyms that take 60 minutes to the class, which is relatively inefficient, Ynot Fitness offers a practical training session of 30 and uses a new technique. Therefore, the specific qualifications, proficiency, experience, and capabilities of the trainers that comprise this group determine the quality of training.

Data collection methods

Collecting data is essential to systematically obtain information, either from varied areas or synthesizing it in a way that can answer the current objectives of the research. This research is undertaken with a mix of qualitative and quantitative methodologies. It includes (i) participant interviews and (ii) surveys to disentangle the full complexity implicit in the Taiwanese fitness industry.

At the centre of the data gathering method is a structured format of a quantitative questionnaire; this is a tool for organized logging of the essential demographic information, exercise habits, and preferences of YNOT Fitness’ clients. With the aid of these surveys, they cautiously look at factors like age, gender, residence area, frequency of workouts, preferred fitness method, and member pricing structure. These surveys, in particular, demonstrate the lies in the maze of consumers' readiness to pay more for premium services; nonetheless, this information dramatically clarifies the context in which YNOT Fitness stands out among its competitors.

Interviews are quantitative and done with quality, which helps to support qualitative methods by capturing the complex views of opinion leaders in the fitness industry. Collaborating

with representatives of cooperative brands and respective business associations will give me more hands-on experience in market research, where I can deeply understand customer attitudes, comfort levels, and regional needs. Through the qualitative interviews, the stakeholders can express what they have gone through, their hopes, and their worries. This helps to add personalized and qualitative information to the study, giving the market a complete picture.

The study draws on many perspectives as both the questionnaires and a series of interviews are integrated, providing an in-depth study of the yin-yang nature of market demands, trends, and firm operations for YNOT. Analyzing the data by following a strict data collection methodology becomes a pivotal prerequisite to empowering YNOT Fitness to make data-driven decisions and to draw up appropriate strategies for turning the bewildering complexity of the Taiwanese fitness industry into a manageable matter easily handled and dealt with.

Participants

The subjects for our study encompass many people residing in Taipei, Taiwan, who are eighteen years old or older and either go to gyms accurately or wish to attend gyms in the future. The survey analysis shows that an appreciable number of respondents are here between the ages of 26 and 45, a group of individuals making up a vital portion of the targeted market for YNOT Fitness. The middle-aged (35–54 years) category is the biggest of this age group, which means the demographic profile is dominated mainly by high-earning professionals or company owners. This demographic group has higher purchasing power and a tendency to purchase high-end fitness services.

In order to lead to active survey completion and obtain high-quality data, the YSMATFIT Club promised a discount voucher as a reward. By suggesting that this system's involvement helped increase the validity and reliability of the collected data, participants and respondents

became more engaged and took the issue seriously. The system attracted many participants by offering incentives such as voucher discounts for YNOT Fitness. Thus, this sampling method made it possible to get a sample representing informed results.

Moreover, the documentary encompasses prospective customers and current fitness centre members through the documentary, adding a myriad of perspectives to the report and expanding the outlook and extent of the research results. The participants come from different backgrounds, including individuals who lead different lifestyles and have varying fitness levels. These are the very people that the research will target in order to offer sound marketing advice and insights that will be relevant to the company's managerial decisions.

Such combined incentivization and deliberate participant selection directly benefit the particular market. YNOT Fitness is intended to steadily reveal information on the intended users' needs, habits, and tendencies. This way, the business gets new, significant insights into what is expected of them and what is most preferred by the customers.

Sampling Strategy

The sampling method is the prerequisite of the study, on which the validity and representativeness of the study results are dependent. Random sampling will be the sampling method I will use for the participants in my qualitative study, who will be picked from different Taipei demographic groups and geographic areas. This method finds common factors among the people, such as gender, age, economic class, and their locality. This research tries to present a representative sample of our segment by sampling proportionally into every stratum. Then, the results will be more reproducible and effective as a tool for the general community of Taipei exercise enthusiasts.

However, for qualitative interviews, the topic-oriented probe will aid in the identification of respondents with valuable experiences or skills in line with the research objectives. Individuals for the workshop will be selected according to their qualifications, such as management of facilities, tactics for branding, or engagement in the fitness sphere. With this particular aim, the research can conduct interviews with people and obtain valuable information from those who offer a nuanced and multifaceted understanding of customer likes, market developments, and your own fitness business of interest. The study aims to collect representative items that will offer a holistic view of the process being examined by employing various approaches.

Data Collection Tools

There is a group of technologies and methods because these are the means to get important information from interested people. Firstly, quantitative surveys primarily seek data from well-constructed questionnaires. The objective of such sensibly designed questionnaires is not only to get a holistic picture of the age, gender, employment, and income of the participants but also to get specific data on the subject area, self-esteem, and health and fitness, among others. Another feature requires the selection of their workout routines: frequency, length (in minutes), and favorite format (class, gym, alone at home). The surveys will also investigate Comp's attitudes and expectations. Eliza and Sherlock: this case mainly concerns a young girl looking for employment but facing poverty and social stigma.

Conditionally, semi-structured interview guides are a primary method for gathering qualitative research data through interviews. These video lessons, with their flexible form, allow a student to get closer to investigating a wide range of the more subtle and complex aspects of the fitness sector, leading to a better perception (Bischi & Tramontana, 2024). Interviewers can use open-ended questions to map participants' experiences, thoughts, and emotions regarding physical

fitness brands, locations, and assistance. The qualitative questions concentrate on the brand preferences of the respondents, eliminating the factors responsible for their decision about brand loyalty. They additionally consider users' needs for the property, including comfort, atmosphere, and their things, via assessment. Interacts can also disclose the reasons for the neighborhood doubts among the participants concerning location, demographics of people, accessibility of services, and closeness. Hence, the role of such data-capturing devices cannot be emphasized enough in preparing the overall strategy and improving the YNOT Fitness business model.

Data Analysis Techniques

Dataset analysis employs a multifaceted approach to extracting information from the data and providing helpful materials that can be used for strategic planning and decision-making. Statistical methods, such as different techniques, are employed with quantitative survey data corresponding to relationships between variables. Descriptive statistics summarise critical metrics such as means, medians, and standard deviations, and the diagram tells about the answer to the data patterns and how the data variation occurs (Abakah et al., 2022). Computed correlations use either Pearson's correlation coefficient to discover the links' direction and strength or some other method like Spearman's correlation coefficient. Correlation analysis thus gets into more detailed and minute research into the links between variables' correlations. Multiple regression also assists in examining and determining the conditional associations between independent and dependent variables, simplifying the identification of active variables causing specific results or behaviors.

Uniqueness in the interview process is adopted to measure qualitative data and extract problems regarding the study purpose, which are patterns, themes, and insights. Hence, the thematic analysis method involves carefully filtering and examining qualitative data and searching for recurring themes or patterns in the data set (Kercher et al., 2021). In addition to discovering

deep insights, this method combines different codes and stitches them into overarching threads, coding the data depending on the repeated ideas and concepts to reanalyze it and improve the whole process. Content analysis presents a specific approach to uncovering qualitative data within a dataset, which involves identifying information codes or categories observed within the dataset. The content analysis process facilitates a systematic classification and exploration, providing tools for unearthing symbolic representations, patterns, and inferences in qualitative data.

Through various data analysis techniques, the researchers can quantify relationships and bring qualitative findings into perspective. Thus, the conclusions based on the findings are total. Researchers may either confirm and supplement their previous interpretations or, by comparing the information from quantitative and qualitative studies, produce safe outcomes and the inevitable recommendations for developing strategic planning and decision-making at YNOT Fitness.

Survey Analysis

The thorough survey analysis provides valuable insights into the varied demographics, complex tastes, and essential factors of potential customers for YNOT Fitness. Employing thorough data analysis, critical trends and recurring patterns surface, providing the foundation for strategic discussions about target audience definition, service spectrum optimization, pricing structure development, and facility design. By examining demographic distributions and identifying prevailing preferences, YNOT Fitness can skillfully modify its value offer to conform to its customer base's changing requirements and goals. Additionally, by comprehending the critical points raised by participants, YNOT Fitness is better equipped to create appealing products and services that appeal to their target audience and increase engagement and loyalty (Rabbat et al., 2022). With the help of this robust analytical framework, YNOT Fitness can make well-

informed decisions that will lead to long-term success and sustainable growth in the ever-changing fitness sector.

Age Distribution

The study results indicate that a considerable proportion of participants, about 43% of the total sample, are between 36 and 45. This group of people becomes the primary target market for YNOT Fitness because of their alleged higher income levels and propensity to look for high-end fitness solutions (Schnabel, 2020). This age group is prone to investing in their health and well-being, which makes them perfect candidates for upscale gym memberships. They are usually established in their employment and may be more financially comfortable.

Furthermore, 32% of survey participants are in the age group of 26 to 35 years. Another critical factor for YNOT Fitness to consider is this demographic group, as people in this age range are frequently at the peak of their careers, have steady jobs, and are becoming more conscious of the value of physical fitness (Archsmith et al., 2022). Therefore, the fitness facility may benefit greatly from focusing on this demographic and providing specialized products and services.

On the other hand, even though the English survey's largest age group—which includes a significant percentage of respondents—is 18 to 25 years old, this age group is not YNOT Fitness' core target market. This group, primarily comprised of young professionals and students, usually has less money available; thus, they are less inclined to purchase expensive gym memberships. Because of this, even while their survey participation helps identify more general trends, their choices might not align with YNOT Fitness's strategic goals of serving affluent customers.

Gender Distribution

The gender distribution study reveals a significant discrepancy: 63.5% of survey participants identify as female, making up a sizable majority of respondents, whereas 36.5%

identify as male. This substantial bias in favor of women is not accidental; instead, it aligns with YNOT Fitness's business strategy, which strongly emphasizes meeting its female customer's unique requirements and preferences.

This gender distribution highlights a general tendency in the fitness sector: women are likelier to choose private gym settings that provide increased privacy and individualized training regimens. Private training centers like YNOT training offer a haven where female clients may concentrate only on their fitness objectives without worrying about criticism or interruption, unlike conventional public gyms, which sometimes create an atmosphere prone to discomfort and diversions (Aloo et al., 2022).

Additionally, the need for personalized attention from trainers, the availability of cutting-edge equipment, and the atmosphere of exclusivity and elegance all contribute to women's choice of private gym settings. These factors improve the training experience and help female clients feel empowered and confident, increasing their engagement and devotion to YNOT training.

YNOT Fitness may better connect with its core target audience by customizing its marketing tactics, service offerings, and facility design by identifying and using this gender distribution pattern. By strategically catering to the demands and preferences of female customers, YNOT Fitness is positioned as a leader in providing high-end fitness solutions that value empowerment, privacy, and customization (Ahmad et al., 2021). This promotes long-term client relationships and steady company growth.

Workout Preferences

The study results provided insight into the most popular types of exercise participants preferred, with typical gym sessions, jogging, and aerobic activities coming out on top. These are the most popular options for people looking for fitness paths, indicating a need for various efficient

physical activity options. The widespread attraction of planned exercise routines, which allow participants to engage in focused strength training, endurance building, and general fitness enhancement, is highlighted by the popularity of gym exercises. Additionally, running appears to be a preferred activity, indicating a desire for cardiovascular fitness and outside exercise. Cardio workouts emphasize cardiovascular health and calorie expenditure among responders. These activities range from high-intensity interval training to brisk strolling.

Additionally, the survey data shows a regular trend in the number of workouts, with respondents averaging two to three sessions each week. This consistent training routine emphasizes a dedication to upholding a healthy lifestyle and reaching fitness objectives. It also emphasizes how crucial it is to provide readily available, adaptable workout options that suit different tastes and schedules (Mourtzis et al., 2022).

Given these observations, YNOT training is well-positioned to benefit from the growing market for varied training options. There is a chance to expand the variety of services offered to accommodate a more diverse set of interests and preferences in addition to standard gym routines. YNOT Fitness's attractiveness is increased by adding activities like yoga, cycling, and specialized coaching courses, which also correspond with the changing demands and preferences of the fitness-conscious public (Bharadiya, 2023). People looking for flexibility and harmony in their bodies and minds find yoga appealing because of its comprehensive wellness and stress treatment approach. Conversely, cycling is popular among outdoor activity aficionados and provides a thrilling cardiovascular exercise. Furthermore, unique coaching programs offer a chance to address specific hobbies and fitness objectives while offering professional advice and knowledge to optimize outcomes.

By adopting a multimodal approach to exercise programming, YNOT Exercise may establish itself as a one-stop shop for health and wellness, serving a wide range of customers with different tastes and objectives. In addition to making YNOT training more appealing to current members, this calculated service expansion draws in new clients looking for cutting-edge, individualized training programs (Jelonek et al., 2022). Utilizing consistent innovation and adjustment to dynamic market patterns, YNOT Fitness may firmly establish itself as a frontrunner in the fiercely competitive fitness sector, promoting enduring prosperity and sustainability.

Contemplations of Joining a Private Gym

The poll results indicate a significant trend among participants to think about becoming a member of a private gym, indicating a growing desire for unique exercise opportunities. The perceived value proposition of private gyms, which includes amenities like improved privacy, customized services, and a more personal training atmosphere, is a significant reason driving this interest (Stampa et al., 2020). In the search for comprehensive wellness solutions, respondents saw these factors as critical when assessing their fitness alternatives, demonstrating a trend away from only focusing on price and toward a preference for quality. This represents a trend in the industry where customers are increasingly prepared to spend money on high-end fitness services that offer individualized experiences that improve physical, emotional, and psychological well-being.

Additionally, the respondents' emphasis on elements like cost, accessibility, and perceived value highlights how crucial it is for YNOT Fitness's offers to align with the changing demands of potential clients strategically. YNOT Fitness may establish itself as a top option for discriminating fitness fans looking for an all-encompassing and engaging exercise by acknowledging and addressing these factors (Boz et al., 2020). By implementing tactical pricing tactics, offering adaptable membership alternatives, and maintaining a dedication to providing outstanding value,

YNOT Fitness may successfully accommodate the tastes of its intended clientele while setting itself apart in a crowded industry. This proactive strategy makes YNOT Fitness more appealing and cultivates long-term client happiness and loyalty, paving the way for continued success and development in the ever-changing fitness sector.

Expectations

Anticipations determine how prospective clients view and feel about YNOT Fitness. One of the most critical expectations is privacy, which reflects the need for a space where people may work on their fitness objectives without feeling judged or sidetracked by others. Through individual training sessions and unique facilities, YNOT Fitness can provide a haven for its customers, enabling them to feel secure and confident in their fitness endeavors. Additionally, minimizing equipment wait periods is essential to maximizing the efficacy and efficiency of training sessions (Wierzbiński et al., 2021). In order to get the most out of their time and effort spent on fitness activities, clients want a seamless experience where they can move between exercises without any disruptions. In order to reduce downtime and improve the entire gym experience, YNOT Fitness can do this by carefully controlling the availability of equipment and putting in place effective scheduling systems.

Besides tangible facilities, prospective clients are expected to receive excellent coaching sessions. People respect the advice and experience of certified trainers who can customize exercises to meet their requirements and objectives. By investing in knowledgeable instructors and extensive training plans, YNOT Fitness can provide individualized coaching that enables customers to reach their fitness goals and attain the best possible outcomes. Moreover, the demand for a comprehensive and immersive exercise atmosphere is emphasized by the aim for a club-like experience (Toussaint et al., 2021). Clients want more than just a gym; they want a community

where they can meet others who share their interests, engage in stimulating activities, and access first-rate facilities that improve their general well-being. YNOT Fitness may establish a strong community and camaraderie among its customers by creating a lively and welcoming environment. This can lead to enduring loyalty and great connections. Essentially, by persistently surpassing prospective clients' expectations in these areas, YNOT Fitness can position itself as a reliable industry leader, fostering long-term prosperity and expansion in a cutthroat market.

To sum up, the thorough examination of the survey data reveals essential details about the characteristics, tastes, and expectations of the target market for YNOT Fitness. This abundance of data acts as a strategic compass, pointing the company toward customized products, clever marketing plans, and improved customer service. Equipped with these insights, YNOT Fitness can carefully build its value offer to appeal to the goals and ambitions of its prospective customers. YNOT Fitness builds long-lasting connections with its customers by matching its services to the preferences that have been recognized and meeting the expectations that have been articulated (Bischi & Tramontana, 2024). With this strategic alignment, YNOT Fitness is better equipped to negotiate the competitive and dynamic Taiwanese fitness market and set itself up for long-term success and substantial development.

Expected Result

Practical or Theoretical Implications

This business plan targets to expand the business rapidly and become the biggest fitness franchise in Taiwan.

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