

Research on the Problems and Countermeasures in the In-Person Fitness Industry in the Post-pandemic Era

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Abstract. People worldwide have realized the importance of fitness since the Covid pandemic. Although the fitness industry is expected to grow rapidly after the post-pandemic era, the in-person fitness industry is in danger of being replaced by the newly emerged online fitness industry. Many studies have identified this future trend online fitness industry; however, few have given suggestions for the in-person fitness industry in terms of their future direction. Therefore, this study proposes strategies for the in-person fitness industry to thrive with the online fitness industry. The methods are to compare the product, place, price, and promotion of two in-person gym brands- Will's and Supermonkey- and identify their similarities and difference. Then, the study will analyze a successful online fitness brand, Keep, and identify its advantages compared to in-person gyms. Through these comparisons, the study will propose the business model of in-person gyms to be competitive with the online fitness industry. The study found that Supermonkey's business model is not replaceable by online fitness. Therefore, the study concludes that Supermonkey employs a better business model to make it competitive with the online fitness industry. Then, this study suggests in-person gyms from four business aspects to improve their business model: product, place, price, and promotion. In terms of product, the study proposes in-person gyms to develop their unique product feature, focus on community activities, and improve coaching quality. In terms of place, the study proposes in-person gyms to locate in both commercial and residential areas and offer both digital and physical products and services. In terms of price, the study proposes in-person gyms to combine the membership and pay-per-use methods. In terms of promotion, the study suggests in-person gyms minimize direct promotion of sales to the consumers; instead, in-person gyms could promote through exciting events and unique gym design.

Keywords: Problems, Countermeasures, In-Person Fitness Industry, Post-pandemic Era.

1. Introduction

1.1. Research background

The global economy has changed drastically since the Covid-19 pandemic; one of the industries largely affected by the Covid-19 pandemic is the fitness industry. People are exercising more often in all parts of the world because of the various lockdowns across the world that results in a lack of exercise while increasing mental stress for the general population. Therefore, it is universally acknowledged that exercising benefits both physical and mental health. According to the national survey in Ireland led by Cuisle Forde and Emer Barrett, there is an improvement in the 46% of the population meeting the recommended physical activity guidelines in the last survey conducted by Healthy Ireland. Over 90% reported being physically active because it benefited their mental and physical health [1]. Similarly, in China, according to the data from Keep prospectus, in 2021, the size of China's fitness population reached 303 million people, which is an increase of 0.20 billion people compared with the 2020 statistics. Moreover, it is expected that by 2026, the size of China's fitness population will reach 416 million, with the compound annual growth rate reaching 6.5% [2]. These data show that the fitness industry will boom following the Covid pandemic. However, it turns out that not all parts of the fitness industry have benefited from the Covid- 19 pandemic, even with the rise of people exercising. Consumers are choosing the visual and at-home way of exercising instead of going to the gym, like in the pre-pandemic era, which poses a threat to the in-person fitness industry. According to the Mindbody data in March 2020, there is a rapid increase of consumers in the visual

fitness industry, as 73% of consumers use pre-recorded video compared with 17% in 2019, 85% use Livestream classes weekly compared with 7% in 2019 [3]. In contrast, according to the 2021 fitness industry data report released by Zhiyan Consulting, there was a decrease of 5555 health clubs and 8870 fitness studios in 2020 in China [4]. Even after the lockdown, in the US, when more than 87% of fitness clubs had reopened, 60% of members still didn't return to gyms. According to ClubIntel, 46% of survey participants said they intend to make virtual classes a regular part of their routine, even after studios reopen [3]. These data suggest a strong correlation between the increase of visual fitness users and the decrease in in-person fitness consumerism globally, indicating a threat to the traditional gym industry due to the Covid-19 pandemic. In other words, Covid-19 has changed consumers' exercise habits, which could be harmful to the traditional gym industry. Most people believe that the visual fitness industry will replace the in-person fitness industry. A survey of 2,000 Americans by the New York Post shows that 7 in 10 Americans believe they don't need a gym to keep up with their fitness. Moreover, over half said they now feel so confident in their ability to stay fit at home that they plan to cancel their gym membership altogether [5]. Nevertheless, the traditional fitness industry is not doomed to fail. In analyzing the reasons behind the visual fitness sector's success, it is possible to identify the in-person fitness sector's competitive advantage and reconstruct its business model to make it competitive with the new and fast-growing visual fitness sector. While the market believes that the online fitness sector is a promising market for the fitness industry, the in-person fitness sector should not be undermined; with a rising number of people who need exercising, both the online and in-person fitness sectors should boom.

1.2. Literature review

One study analyses the risk of the in-person gym in the current global situation and identifies its prospect. In the first part of the study, it found that the problems that the in-person fitness sector face are the fact that it has a high risk of spreading Covid and therefore face the risk of frequent closure and consumer fear in countries like China. Moreover, due to the closure during the Covid-19 lockdown, gyms experience great financial burdens due to rent and wages. Furthermore, the emergence of the online fitness sector during the pandemic meant fewer people were willing to go to the gym, especially with the loss of professional trainers due to decreased wages. The second part of the study analyzed the new market trend post-pandemic. First, it acknowledges the increasing demand in the fitness market after the Covid pandemic. It suggests that gyms with a strong business model could have a lot of potential customers. Second, it found that the demand is mainly for the gym with the high-quality brand as more middle-class consumers realize the importance of health and fitness after the pandemic. Third, it proposes that gyms integrate health and fitness closely as people are much more focused on health than in the pre-pandemic era. The third part proposes some suggestions on how to make gyms more competitive. It suggests gyms provide more services on the aspect of health and give gym members personalized health advice. Moreover, it suggests gyms provide a more diverse range of lessons, increase the quality of services, and create a unique club culture. Furthermore, it proposes strengthening the online aspect of the service, including providing consumers with online lessons and a booking system [6].

Another study also identifies the current market situation of the fitness industry and its future trend. It found that the in-person fitness sector is finding it hard to survive with the rapid development of online fitness. Moreover, it acknowledges that people have realized health and fitness's importance since the Covid pandemic. Furthermore, it found that people not only exercise in a traditional way like running, but they have also started to try a wide range of ways to exercise, such as yoga and frisbee. The second part identifies the future trends of the fitness market; these include the development of online fitness, the combination of gaming and the fitness industry, and the increasing demand for personalized training plans. The third part proposes some ideas for developing in-person gyms, including giving personalized service and selling a combination of online and in-person lessons [4].

In another analysis conducted by the health and fitness writers Easter and William, they outlined the future direction of gyms after the pandemic. They believe there will be a thriving in boutique workout gyms, a digitalization in workout lessons, a shift into software companies, reengineering to fit the health regulation, personalization, and a combination of at-home and online services. [7]

Overall, most studies found the future of the fitness industry on a macro level, and they acknowledge the fast-growing trend of online fitness. In contrast, very few studies proposed suggestions for the future direction of in-person gyms, and none are in detail. Therefore, this study will focus on how to make the in-person gyms more competitive with the online fitness sector and how these two fitness sectors could complement each other to fit people's demand for health and fitness.

1.3. Research framework

This study will employ the comparative analysis method to compare two gym brands- Supermonkey and Will's to conclude why one brand is more successful than the other and which quality of the gym would make it competitive with the online fitness sector.

2. Methods

This paper will compare two gyms- Will's and Supermonkey- from four aspects: product, price, place, and promotion. Furthermore, this paper will suggest a more successful business model through comparison. The paper will accomplish this by firstly describing the product, the price, the place, and the promotion of the more traditional gym, Will's. Then, the paper will describe the product, the price, the place, and the promotion of the more innovative gym, Supermonkey. Hence, by comparing the two business models and the findings of previous studies, the study will identify the business model compatible with the online fitness sector. In conclusion, this study will propose ideas to improve the business model of gyms struggling in the post-pandemic era and potentially increase their competitiveness in the post-pandemic era.

3. Results

3.1. Product

Will's is a well-known fitness market brand in the Chinese market, and it was created in 1996 and therefore offers consumers a more traditional fitness product and service. Its brand not only adheres to the simple concept of fitness but also aims to infiltrate the concept of health into the work and life of members. It targets people of a range of ages from the local residential area and therefore offers various products and services, including various courses, equipment, and functional settings. Will's provides various courses, such as yoga, cycling, and dance, giving members a comprehensive choice and meeting each member's individual needs. Chinapp.com claims that Will's offers experienced and energetic coaches to make the courses interesting and stimulate enthusiasm from the members. In terms of equipment selection, it pays attention to various types and sufficient quantities so that members can freely choose the equipment when doing sports and fully use them even during the prime peak hours. In terms of functional settings, it pays attention to the perfect combination of comprehensiveness and personalization. For example, it has swimming pools, and at the same time, there are also different types of personal exercise areas, such as boxing and stretching areas [8]. Furthermore, Will's recently realized the importance of social entertainment functions, especially as the "2020 China Fitness Industry Data Report" was released in mid-March. The data shows that the number of fitness clubs fell by 11.1%. The fitness population increased by 3.19%. Therefore, Mr. Wang Wenwei, the founder of Will's Fitness, stated that fitness must cross the border. If there is a lack of entertainment, it will increase the loss rate of members." [9]. In comparison, Supermonkey is a relatively new brand, and it was created in 2014 and is targeted at young white-collar workers and families. The brand aims to create a brand where users can truly experience an immersive sports

atmosphere with a fun and enthusiastic experience, deviating from people's traditional concept of exercising. It provides diversified sports course options, technological sports space experience, and community activities. In terms of their courses, they are more diverse and have more choices compared to Will's. There are about 100 group courses that can meet different fitness needs, and the types and routines of courses are constantly being updated iteratively. The courses include the introduction of LES MILLS, ZUMBA, and the self-developed FIGHTING CLUB boxing course, UPPER SHAPER chest and back shaping course, BUTT SHAPER hip shaping course, THE BLOOMING shoulder and neck release, and other courses. The diversified courses meet a variety of needs of the customers, including slimming and shaping, sports performance improvement, sub-health improvement, etc. In terms of their technological sports space experience, the gym is equipped with an intelligent lighting canopy and stereo sound effects. They can switch to different effects with the change of scene and music or different attributes of participants. It aims to provide an immersive experience, which has already been penetrated and applied to many other areas of people's lives, including the film and television field that first introduced concepts such as giant screen and 3D MAX. At the same time, the most popular live-action entertainment projects in the recent stage, such as room escape, etc. Its aim is to no longer stick to traditional and mechanical fitness exercises. Still, through sound and light, technology, and improved exercise methods, participants can get an innovative and engaging fitness experience. In terms of Supermonkey's own created community, the Shenzhen Supermonkey store has created the first community space. In the future, a series of interesting community activities will be held here together with existing fitness courses to create a healthy and interesting atmosphere and fitness environment for the residents [10].

3.2. Price

Will's staff introduced to the reporter of China Business Daily that Will's has been focusing on high-value annual cards of ¥1388. However, the company launched a new automatic monthly deduction model called the "Monthly payment", similar to the monthly deduction model for Internet video members; the new monthly price is around ¥200-800. Dou Hongxing, chief operating officer of Wells Fitness, said in an interview with the media that the Chinese fitness industry had reached an era where it is consumers- oriented. In the past 20 years, gyms have been a scarce resource, but today consumers are showing a trend of personalization. Therefore, making a "monthly payment" as soon as possible is to give consumers more choices as soon as possible. Li Qiang, a marketing expert in the fitness industry, told a reporter from China Business Daily that this payment model is the last resort for Will's Fitness. New gyms with monthly and pay-per-view, such as Leke Fitness and Supermonkey, entered the market has lowered the consumption threshold, which resulted in the fact that Will's could no longer proceed with its traditional and high-priced method of membership [11]. In contrast, Supermonkey does not require annual membership and has a platform where the customers pay each time with no forced promotion when they want to book a lesson. The fee varies according to classes, with each group lesson starting at ¥69. In addition, if the person has a Supermonkey membership card, they can have a 5% off [12]. This payment method is significantly more popular than the traditional method of annual membership payment because, unlike annual membership payments, it avoids unnecessary payments for consumers.

3.3. Place

Will's wants to create a brand representing community-based high-end fitness clubs. So far, Will's has been installed near many high-end living communities, where the population is dense. Moreover, Will's focuses on convenience, and its location is almost within easy reach of residents [8]. By 2019, Will's will have 135 gyms in China, located in 'first and second-tier cities in China. In comparison, Supermonkey is installed in commercial areas and has been seeking breakthroughs in store types by constantly trying new changes in each workshop store. Supermonkey has been very cautious in choosing its sites. According to Tiaotiao, the founder of Supermonkey, "This site selection program has access to our backend and some external data and will analyze the property type, rent level, the

attributes, density and scale of the surrounding population, as well as the distance between the property and the transportation hub, etc., and get a more comprehensive comparison. And the flow is automatically triggered in our workflow. Everyone only needs to be responsible for things within their responsibilities, reducing the process and review time. We choose locations based on this system.” In addition to the all-round workshop, dynamic workshop, and fitness workshop, it has also extended and created different functional themed workshops according to the different needs of different business districts, such as the ‘breathing courtyards’ theme workshop, ‘dark cycling’ theme bicycle workshop, mini-workshop, boxing workshop, Pilates workshop, parent-child workshop, etc. By 2019, Supermonkey had reached over 200 workshops in China, located in various ‘first-tier’ cities such as Shanghai and Beijing. Moreover, Supermonkey also offers digital lessons and fitness training plans [10]. Supermonkey offers lessons on both physical and digital places, which creates more flexibility for users and reduces the risk of loss of consumers in other lockdowns.

3.4. Promotion

Will’s promotion strategy does not differ from other traditional gyms. These include distributing leaflets in crowded places, displaying large posters and promotion videos in commercial areas, advertising on popular social media in China like Wechat and XiaoHongShu, and fitness demonstrations that provide free fitness experiences and special offers [15]. A more controversial strategy traditional gyms often use is that trainers follow up with students for future lessons. It could cause consumers negative feelings due to the pressure to purchase more lessons. In contrast, Supermonkey has an innovative promotion strategy. It does not do direct promotions to consumers, as one of its slogans is “No annual card, no sales, and lessons are sold on a per-time basis”. Like Will’s, many sales are promoted by coaches in traditional gyms in China. However, Supermonkey tries to maintain a high quality of coaches who can cultivate a high-quality coaching team; therefore, the coaches mustn’t be linked to sales. This difference guarantees high-quality classrooms, allowing coaches to put aside sales pressure, return to the essence of teaching, and focus on content teaching. There are currently more than 250 coaches in Supermonkey, but only 5 have voluntarily resigned in the past 4 years; this extremely low turnover rate also shows that the coaches have recognized the cultural atmosphere of Supermonkey. In Supermonkey, the social contact between students and coaches is only a group photo after training and adding coaches on the Chinese social media, WeChat, or in a group chat. In order to provide consumers with freedom of choice, the photo will be uploaded to the Supermonkey app after class, which means the consumers could choose not to leave their contact down and could disconnect from Supermonkey completely instead of getting tied up with the gym because of the photo. The lack of promotion creates a very pleasant experience because the students could avoid the pressure of taking lessons and getting promotions in the future. In contrast, Supermonkey does promotion by making consumers voluntarily post their experiences associated with Supermonkey. This includes creating brand events, new store openings, annual parties, new opening events such as Open Day free experience classes, and hot events such as the ‘Hundred People Hot Sweat Celebration’ on National Day. For each brand event, a team of professional photographers will synchronously take pictures on the spot and upload them to the photo live broadcast. Participating users can quickly get refined official photos and share them on social media; this meets the needs of users who want to share their photos and has helped Supermonkey with its promotion in a much more cost-effective way than advertising. Moreover, Supermonkey offers irregular promotions of new courses. Through these occasional low-price promotions, users can experience different types of courses at low cost. These low-price lessons are usually sold very rapidly. These highly immersive and enjoyable on-site experiences of large-scale group class activities are suitable for sharing photos on social media. Especially with the unique design of the gym’s interior, which helps to create a good brand image for Supermonkey on social media [13].

Overall, there are several similarities and differences between the two fitness brands. The similarities between the two fitness brands are that they offer a variety of courses with experienced and energetic coaches. They both realize the importance of fitness’s social and entertainment function,

and both brands target high-end consumers in ‘first-tier’ and ‘second-tier’ cities in China. However, there are more differences than similarities between the two brands. Ultimately Supermonkey is more social and experienced-based due to its unique technological sports space experience and success in community activities, attracting especially young people. Moreover, the two brands have very distinctive payment methods. Will’s employs the traditional payment method, annual and monthly membership payments. However, Supermonkey uses pay- per lesson method, which is a more popular method among consumers. The two brands also differ hugely in terms of their stores. Will’s stores are almost identical with the same facilities, whereas Supermonkey stores differ and are characterized by different themes. Furthermore, the two brands have very different promotion strategies. At the same time, Will’s employs a traditional way of advertisement, like exhibiting posters in areas with a high- concentration of population. Supermonkey employs a subtle promotion strategy of enhancing consumers’ incentive to post their fitness photos online and return for lessons.

The reasons behind online fitness’s success need to be identified to see which in-person gym could have more potential success in the future. Taking the fitness platform Keep as an example, it is professional and concise, and the blogger can update frequently and systematically. Moreover, the content is diverse and often has course difficulty ratings, object labels, and corresponding calorie consumption, highlighting professionalism. Furthermore, Keep has higher standards for coaches; Keep’s course content is completely provided by certified coaches such as Pamela, Zumba, Lai mei, and other well-known overseas sports IPs. In addition, Keep’s membership services are cost-effective, and AI-customized private plans increase users’ willingness to spend [14]. As seen from Keep’s business model, it encompasses almost all the functions of a traditional gym such as Will’s. These online fitness platforms provide the same function as traditional gyms and other advantages such as convenience and lack of social pressure of interacting with your trainer and other people in the gym. Therefore, to make offline fitness more attractive, it is better to employ Supermonkey’s business model to emphasize the fitness industry’s socializing aspect. By creating an exciting atmosphere for fitness with various themes in different workshops and the frequent community activities that Supermonkey offers. This sense of social engagement and excitement is a weakness of online fitness, and it could often create a problem of lack of motivation when doing fitness online. Moreover, Supermonkey makes online fitness’ unique advantage of a lack of social pressure less appealing as Supermonkey’s trainers hardly have any interaction with the consumers. Instead, they focus on providing a high-quality lesson, and the consumers are all focused on their own experience in the highly- engaging lessons. On the other hand, the traditional fitness industry business model employed by Will’s could be easily outcompeted by new online fitness companies like Keeps.

4. Discussion

After identifying the advantages of online gyms, this study proposes that in-person gyms use Supermonkey’s business model to be compatible with the online fitness industry.

4.1. Product

Traditional gyms like Will’s only provide courses and equipment for exercise; however, these could be easily replaced by online courses via fitness apps and at-home fitness equipment. As seen from Supermonkey’s business model, gyms could instead emphasize the experience of fitness, an aspect that online fitness lacks. This study proposes that each in-person gym should develop a unique product feature that will be able to attract consumers and increase its publicity on social media. For example, Supermonkey provides technological sports space experiences that can produce attractive photos on social media and engage consumers during fitness courses. Moreover, since online gyms lack a sense of peer presence, this study suggests that in-person gyms should focus on community activities and social connections among people. For most users, fitness usually requires long-term efforts, combined with eating, sleeping, and training to see results. However, the pain of online exercise at home, the muscle soreness the next day, and the low-fat and salty diet will make users feel

more uncomfortable in a short period. Still, online gyms usually produce physical corresponding results slowly. Therefore, human inertia can make it difficult to persist in behaviors that require delayed gratification without external interference [16]. Hence, in-person gyms should identify and tackle this human behavior by creating various fitness events. For example, the fitness brand FITURE holds in-person community activities such as FITURE Fest and themed training camps [17]. While Supermonkey collaborated with popular burger brand, Shake Shack, leading a group of young people to do the BODYCOMBAT fat-burning boxing and UP N DOWN vitality trampoline at the trendy Hangzhou Kerry Center and went to the popular Shake Shack's 'Energy Station' for signature dishes after exercise [18]. Furthermore, this study suggests improving the quality of coaching in gyms. Another important factor that distinguishes in-person gyms from online gyms is the course quality; with people physically in the classroom, the customers could receive feedback and corrections. In traditional gyms, the quality of group lessons is strongly related to the level of coaches, but the quality of coaches often cannot be guaranteed. In contrast, Supermonkey ensures that every coach is qualified at a certain high level, which guarantees the classes' quality and attracts consumers [19].

4.2. Price

The annual payment method of traditional gyms is very unpopular because people would likely not have been able to use gym consistently throughout the year; therefore, many feel like the money spent has not been effectively used. Moreover, on the business side, this payment method is risky because this traditional way of making profits by selling annual cards and packaged private lessons make the company's debt ratio very high. It can only rely on attracting new members to roll cash flow [20]. Therefore, this study proposes in-person gyms employ Supermonkey's payment method of pay-per-lesson, and offer special prices for a package of lessons. This payment method is more popular amongst consumers. According to Jingbao net, one consumer of Sanman fitness claims that pay-per-view and no annual card are the main reasons this model attracts him to go to that gym. "Don't worry about the gyms closing suddenly, and the hardware and class atmosphere are much better than practicing at home [20]." One of the holdbacks of pay-per-lesson method is that for gyms, the model does not provide predictable revenue; income may fluctuate according to the season, or it may be determined according to the customer's unpredictable feelings. However, by bringing in membership with the pay-per-lesson method, there could be a more predictable income for the gym. This pricing system has several advantages for all groups of people. Customers who buy a membership know they can have the core perks they want, giving them a sense of security. Whether non-member customers buy a membership or not, it gives them more flexibility to adjust their exercise frequency to match their interests and goals. For gyms themselves, they get fixed, predictable income. Moreover, it provides an additional source of income to add to membership income, and when faced with difficult times, it provides a reliable second source of income [22].

4.3. Place

Traditional gyms are usually located in resident concentrated areas. Since convenience is one of the main factors people consider when choosing their exercise method, this study agrees that gyms should be located in high-concentration population areas. Nonetheless, this study proposes in-person gyms to locate more in commercial and residential areas. The reason behind this proposition is that a future gym trend will be for socializing and recreation, deviating from the traditional concept of the pure exercising function of the gym. The "2022 China Gym Industry Consumption Demand and Investment Layout Monitoring and Analysis Report" recently released by iiMedia Research, surveyed and analyzed the development and investment situation of China's gym industry. According to the survey data, the average stress level of workers in the workplace in 2021 is 7.3, reaching the peak stress in recent years. Science shows that exercise causes the brain to secrete endorphins, which boost the production of dopamine, a chemical that makes people happy. Because of this, consumers can use exercise to relieve stress, entertain and socialize. In this context, more consumers will enter the gym for exercise in the future [23]. Therefore, this study proposes in-person gyms to create exciting themes

of workshops in commercial areas for consumers' socializing purposes. Although the consumers are likely to be short-term customers, by conducting innovative places for exercising, the gym brand could increase its publicity while constantly attracting new consumers. Moreover, the study suggests that gyms also open in residential areas in order to provide convenience for long-term customers; in these residential gyms, they should focus on the fact that the gym should provide a range of courses to meet the consumers' differentiated demands, especially providing gym equipment that would be difficult to install at home. The previous study showed that Supermonkey successfully targeted this new gym function. They not only provide all-round workshop, dynamic workshop, and fitness workshop, it has also extended and created different functional themed workshops according to the different needs of different business districts, such as the 'breathing courtyards' theme workshop, 'dark cycling' theme bicycle workshop, mini-workshop, boxing workshop, Pilates workshop, parent-child workshop, etc. Furthermore, this study proposes that gym brands should operate in person and provide an online platform for consumers. For example, Supermonkey offers digital lessons and fitness training plans to provide consumers with a more well-rounded service and flexibility for their training. Moreover, as seen from the COVID-19 pandemic, in-person gyms should provide a corresponding platform in order to reduce the risk of loss of consumers from future lockdowns. This study also suggests that in-person gyms should provide a platform for consumers to combine and keep track of their online and offline exercising data. This way, it could prevent the risk of consumers switching to online fitness platforms as they would not be able to keep track of consumer activity outside of their app usage.

4.4. Promotion

One of the holdbacks of traditional gyms is their promotion method, especially because trainers would directly sell their lessons to the consumers, which creates social pressure. This study suggests that the in-person gyms follow Supermonkey's marketing strategy of promoting their brand through the consumers instead of directly exposing it to them. For example, Supermonkey achieves this by ensuring coaches do not promote sales to the consumers; instead, it emphasizes the quality of coaching and focuses on event planning and internal gym design to provide incentives for customers to share on social media. In terms of event planning, Supermonkey often collaborates with a well-known brand, for example, Lululemon and QQ music, and creates a chance for the customers to socialize and exercise; these unique experiences inevitably mean that the consumers will post on social media. In terms of innovative gym interior design, Supermonkey consistently opens new gyms, providing an immersive experience for consumers. For example, Supermonkey recently released its new product line - SUPERMONKEY META. According to professionals, Supermonkey Meta is an "immersive sports series of courses and spaces" system originally developed by Supermonkey. An ultra-wide 1.5-dot LED screen is also set up in the venue, full-frame rendering presents real scenes, and the venue has specially customized transfective glass, which can project corresponding actions [10].

5. Conclusion

5.1. Key findings

This study identifies that in-person gyms are facing threats from online gyms in the post-pandemic era. Moreover, through the product, price, place, and promotion comparison of two in-person gym brands, Will's and Supermonkey, the study finds that Supermonkey's business model could be compatible and competitive with the online fitness market. Therefore, the study proposes that in-person gyms follow Supermonkey's business model. In terms of the product, this study suggests that in-person gyms should develop their unique selling point product, create community activities, and improve the quality of coaching. In terms of pricing, this study suggests in-person gyms employ the pay-per-lesson method with a membership option. In terms of places, this study suggests gyms be located in both commercial and residential areas, targeting short-term and long-term consumers and

meeting their different demands. In terms of promotion, the study proposes that gyms should promote by creating the outstanding interior design of the classroom and exciting events which enable consumers to share their experiences on social media.

5.2. Research significance

This study identifies that most studies focus on analyzing the future trend of the fitness industry, and few studies focus on analyzing in detail the means for the in-person fitness industry to survive in the emergence of the online fitness industry. Therefore, this study suggests in-person gyms to help them succeed in the post-pandemic era where the online fitness industry is growing rapidly. This study will not only guide the traditional fitness industry to re-adjust its business model for them to thrive in the post-pandemic era. This study will also benefit future fitness consumers as they will have an improved experience when consuming fitness products and services.

5.3. Limitation

One limitation of this study is that it employs few primary data to weigh the success of each of the gym brands. In future studies, it could employ the method of surveys and interviews to receive the primary data of consumer feedback from the two gyms.

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