

# **Developing Fitness Centre and Sports Physiotherapy Care Industry in Indonesia**

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## **Abstract**

Sports industry in Indonesia has been growing in recent decades. Health and fitness care, as a part of sports industry in Indonesia, also developing in steady rate, mainly into two distinctive services which are fitness center and sports physiotherapy care. Although it has been a significant growth in the business, health and fitness industry in Indonesia faces many challenges such as the problem of estimating and empowering the market and the problem surrounding management issues including the raising cost of equipment and the workforce quality maintenance.

Several strategies are recommended to overcome the challenges. First of all, health and fitness centre need to be focused on the market demand. Market research can be conducted in collaboration with academic world or through private or public survey service. Empowering the market, can be done through invention of customer oriented product or service, market segmentation, sponsorships and advertisement. In addition, as it is evident in any other industry that to empower the market, health and fitness centers should create collaboration to obtain systematic and effective market stimulation. The raising cost of fitness centre and sports physiotherapy equipment need to be responded by maximizing the use of every available equipment. Finally, to maintain and develop workforce quality, health and fitness business should invest on people. It can be attained in association with academic field to create health and fitness personnel to bring quality service for the customers

**Key words: Health and Fitness Centre, Sports Industry, Marketing Strategy**

## **INTRODUCTION**

Sports industry has been a significant industry in many countries including in Indonesia. Sports industry can be in the form of sports good manufacture, sports event industry and sport service industry which includes talent scouts, sports clubs, sport tourism, sports education, sports media, sports physiotherapy and fitness centers (Pitts *et al.* 1994). As a part of sports industry, health and fitness centre in Indonesia has been developing in steady rate. In Indonesia, this business activity increases significantly along with Indonesia economic growth and the success of physical activity campaign as public health strategy (Lin-peng *et al.* 2007).

From public health point of view, health, fitness and sports are seen as an interrelated concept. In the community level when sports is perceived as a recreational activity or recommended life style, sports is needed for promoting health, fitness and overall wellbeing. In opposed, in competitive level, health and fitness is the primary requirement for athlete to gain success. As the result, there is a significant growth of health and fitness centre in sports world

to fill the need, both in the community level and the competitive sports level (Lin-peng *et al.* 2007).

Health and fitness care, as a part of sports industry in Indonesia, mainly takes form into fitness centre business and sports physiotherapy service. This paper aims to analyze the challenges faced by health and fitness industry and strategies that can be done to overcome the challenges and promote development.

## **DEFINITION AND SCOPE OF SPORTS INDUSTRY**

Sport industry is industry or business which fulfills the need of community level sports and competitive sports. In community level it serves the need of recreational sports and sports for health purpose, while in competitive sports it serves the need of athlete, coach or sports competition organizer (Tian-jun 2005). It can be tangible or product-oriented and it can be intangible or service-oriented. Watt (2003) classify several forms of sports-related industries such as:

1. Sports-related manufacture
2. Fitness and leisure industry
3. Sports event organizer
4. Sponsorships agency
5. Sports coaching and counseling
6. Sports education
7. Sports tourism.

It can be concluded that sports industry has relatively wide scope therefore, is of great significance on both macro and micro levels. Specifically, sport industry is the catalyst in economy and affected greatly by micro and macro economy (Watt 2003).

## **THE TYPE OF SERVICE IN HEALTH AND FITNESS CENTRE BUSINESS**

Health and fitness industry can be in form of fitness centre or health care for sports injury which will use both non-exercise and exercise techniques. Fitness centre in this industry usually operates sports facilities featuring exercise and other active physical fitness conditioning or recreational sports activities, such as gymnastic, martial art, swimming, badminton etc. While for sports-injury-related health care usually is in the form of physical therapy service (Parks *et al.* 1990; Watt 2003).

## **1. Fitness Centre**

Fitness center which is commonly referred to as a gym is a place which houses exercise equipment for the purpose of physical exercise. Park et al (1990) classified several forms of fitness centre or fitness club are as follow:

### **a. Cardio Area**

A cardio area is area of fitness centre which equip customer to build their cardiovascular fitness. It usually includes equipment for aerobic activities such as: treadmills, stationary bikes and other cardio equipment such as rowing machines.

### **b. Group exercise classes**

Group exercise classes is conducted in fitness centre by qualified fitness instructors to serve a group of customers. Many types of group exercise classes available, but generally these include classes based on aerobics, cycling, high intensity training, yoga, pilates or muscle training.

### **c. Sports facilities**

Some fitness centre houses several sports facilities such as swimming pools, squash courts or boxing areas both as leisure activity or activities specifically design for health purpose. It can be put on the market as incidental facilities or in the form of health club.

### **d. Personal training**

Personal trainer is service available to members for private training and fitness, nutrition or health consultation. Personal trainers usually develop a customized fitness routine, sometimes including a nutrition plan, to help clients achieve their goal for its customers.

## **2. Physical Therapy Services**

Sports physiotherapy provides curative and rehabilitative service for chronic illness or sport injury using many type of modalities. Physiotherapist usually examines, identifies the cause and treats a wide variety of pain and injuries using many different techniques. Physiotherapist usually performs some tests to help locate the source of the problem and help implement the appropriate treatment strategy. Physiotherapist is also interested in the factors which contribute to the problem, identifying factors such as a poor posture, improper techniques, muscle imbalances, suboptimal work practices, or other bad habits allow interventions to be made, correcting these factors. Such identification will reduce the risk of re-injury (Waddington 1996).

Physiotherapist usually focuses on specific areas such as musculoskeletal system (bones, muscles, ligaments, tendons, cartilage, spine and joints) that are affected by pain, injury, disease or trauma. Physiotherapists are able to target treatment and develop a customized plan to help patient achieve the most rapid and complete recovery possible (Ko *et al.* 2004).

Sports physiotherapy service usually also promote rehabilitation following sport injuries or workplace musculoskeletal injuries. Using many techniques, physiotherapists can help patient get back to work or sports more quickly by providing rehabilitation programs and advice on how to prevent a recurrence of the injury. Sports physiotherapist also promotes rehabilitation and exercise before and after surgery. When patient is having or have had major surgery, physiotherapists are often involved in pre-operative and/or post-operative programs to help get the patient moving again and back to normal activities as fast as possible.

Sports physiotherapist also provides service and guideline to develop specific exercise prescription mostly for chronically ill patient or patient with injury for rehabilitation and curative purpose. Waddington (1996) state that physiotherapy treatments or program used may include one or more of the following treatments:

**a. Therapeutic Ultrasound**

Ultrasound involves high frequency sound waves used to relieve pain and improve healing. This modality is commonly used by physiotherapist to treat arthritis, inflammation of periarticular structures, neuroma, and to soften adhesive scars.

**b. Electrotherapy**

Electrotherapy is a safe and drug-free method of managing acute and long-term pain. It can also be used to stimulate the contraction of muscle fibers and as a non-invasive method of electro- acupuncture point stimulation.

**c. Therapeutic Exercises**

This involves prescribing exercises based on the specific condition of the patient. It allows for faster recovery through an increase in flexibility, strength and muscle control.

**d. Postural Training**

Poor posture is the underlying cause of many neck, back and shoulder problems, as well as headaches. Postural training is therefore an important part of many treatment programs.

**e. Sports massage**

Sports massage, a form of sports physiotherapy, is geared toward athletes of every kind, from professionals to weekend joggers. The massage is specific to the athlete's sport of choice and is often focused on a particular problem area like the knee or back. Sports massage can be used as a means to enhance pre-event preparation and reduce recovery time for maximum performance during training or after an event. Athletes have discovered that specially designed massage promotes flexibility, removes

## **CHALLENGE AND RECOMMENDED STRATEGY IN HEALTH AND FITNESS CENTRE BUSINESS**

Health and fitness industry in Indonesia faces many challenges such as estimating and empowering the market and management issues such as the raising cost of equipment which leads to the increase of capital and the workforce quality assurance.

### **1. Estimating and Empowering the Market**

#### **a. Challenge**

The first challenge faced by every industry including health and fitness centre the lack of market statistics or estimation to guide the industry development (Möller *et al.* 1999). This challenge has not been fully addressed in Indonesia due to the lack of market research and analysis. As the result, market development tends to be instinctive rather than based on definitive data. This has been one of Indonesia weaknesses to develop overall industry. In marketing research, the market size to be ascertained. In addition to market size, the trend of the market in the form of the fluctuation of the market and is the cycle time from product creation to product launch has not been fully analyzed. Those analysis is very important to prevent marketing strategies resulted in highly-diluted market by the time the service or product reach the customer (Gibb 1993).

Empowering of the market also has been the challenge for the industry as this aspect often to be neglected. Businessman tend to respond to the market rather than to cultivate them. In the long time, this will create hindrance to sports industry development. Another challenge is to increase customer loyalty as the health and fitness business is considered tertiary need and usually affected greatly by macro and micro economy.

#### **b. Recommendation**

Several activities can be conducted to obtain market data or statistics. First of all there is should be an integrative collaboration among sport industries to create market research. Such association should also collaborate with other parties such as academic field, public and private

survey to conduct valid and comprehensive market research. This activity should also be perceived as opportunity for creating new business which is market statistics provider.

To empower the market, strategic marketing solutions to tactical sales training is needed. It can be done through market segmentation, sponsorships and advertisement. . In sports world the demand need to be segmented for both in community and competitive level. For those levels the market size and trend need to be ascertained to give the guidance for the health and fitness centre to meet the market demand. As it applied to other area, a marketing strategy usually integrates an organization's marketing goals, policies, and action sequences (Piercy Neil *et al.* 1994).

The market plan might includes advertising, channel marketing, internet marketing, promotion and public relations. In addition, as it is evident in any other industry to empower the market health and fitness centers should ally and supports each other to have systematic and effective effect. Another marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements; identifies the firm's marketing goals, and explains how they will be achieved, ideally within a stated timeframe. Marketing strategy determines the choice of target market segments, positioning, marketing mix, and allocation of resources (Piercy Neil *et al.* 1994). It is most effective when it is an integral component of overall firm strategy, defining how the organization will successfully engage customers, prospects, and competitors in the market arena. Health and fitness centre should strategically analyze the market segmentation, positioning to cultivate the market.

## **2. Raising Cost of Equipment**

### **a. Challenge**

Fitness centre and sports physiotherapy care can be a resource intensive business. New equipment is provided by manufactured in daily basis with improving technology. The cost of research conducted for technology improvement usually is put in the price of equipment thus resulted in the raising cost of new equipment. Another problem faced by health and fitness industry is the rapid decrease of equipment value purchased by health and fitness centre. This has been the cause of the relatively high capital and maintenance cost need to be provided by the industry (Ming 2004).

### **b. Recommendation**

Equipment is one of the key factors which attract customer. However as there is limited resources and budget, there is should be careful calculation to maintain the business flow. The

raising cost of fitness centre and sports physiotherapy equipment need to be responded by maximizing the use of every available equipment (Ming 2004). Another approach can be done is to accommodate simple material which is user friendly and cheap. Therefore, the basic requirement for health and fitness centre manager is to enhance creativity.

### **3. Workforce Quality**

#### **a. Challenge**

Workforce quality is one of market determinant (Wright *et al.* 1992). The challenge faced by health and fitness industry is the lack of service standardization and workforce education or training qualification. This has been the threat to the industry as workforce is not only the key point of service but also involve in management. The significant role of the workforce needs to be responded by strategies to increase workforce quality.

#### **b. Recommendation**

The key factor in increasing workforce quality is in the development of profession standardization and education. Those can be manage by human resource management (HRM) principle (Ulrich 1997). HRM is the strategic and coherent approach to the management of an organization's most valued assets which is the people working there who individually and collectively contribute to the achievement of the objectives of the business. In simple words, HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement (Wright *et al.* 1992). Human resources management involves several processes. Together they are supposed to achieve the above mentioned goal. When effectively integrated they provide significant economic benefit to the company. Wright (1992) outline several factors of human resource need to be maintain in overall industry which are:

- Workforce planning
- Recruitment
- Induction, orientation and onboarding
- Skills management
- Training and development
- Personnel administration
- Compensation in wage or salary
- Time management
- Travel management

- Payroll
- Employee benefits administration
- Personnel cost planning
- Performance appraisal
- Labor relations

Ulrich (1997) then outline several strategies which can be employed in human resource management to increase the quality of the worker which are:

1. Best fit and best practice policy which means that there is correlation between the human resource management strategy and the overall corporate strategy.
2. Close co-operation between human resource manager and the top management. Theoretically, a senior HR representative should be present when an organization's corporate objectives are devised. This is so, since it is a firm's personnel who actually construct a good, or provide a service..
3. Continual monitoring of the strategy, via employee feedback, surveys, etc.
4. The implementation of an human resource strategy is not always required, and may depend on a number of factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in and also the people in the firm.

Specifically in health and fitness centre, the main asset of labor is health and fitness instructor (Ming 2004). They are responsible for teaching people how to exercise in a safe and effective manner. Instructors may deliver group exercise classes, such as aerobics, or they may give one-to-one tuition. Ming (2004) outline several task that health and physical instructor should conduct, which are :

1. running initial assessments and writing individual training programs
2. inducting members and showing them how to use the equipment
3. adapting training programs for members with health problems or injuries
4. offering advice and guidance on healthy eating and lifestyle
5. implementing marketing initiatives.

Furthermore Ming (2004) outline the requirement for health and fitness instructors to be able to do the task, which are:

1. have good communication and interpersonal skills
2. be physically fit
3. have drive and enthusiasm to motivate people
4. be able to think up new ideas for exercise sessions

5. have a working knowledge of first aid
6. be aware of health and safety issues and know their legal responsibilities
7. be aware of healthy eating and healthy diets and sound nutritional advice
8. keep up to date with developments in the fitness industry and new equipment.

Health and fitness manager responsible for ensure the health and fitness instructor to meet the requirement. Specific academic qualifications are usually needed and people with qualifications at all levels enter this career. Qualifications and experience will improve promotional prospects. Instructors can be promoted into supervisory and management roles, such as fitness manager, leisure manager and sports facility manager. Similar to fitness center, physiotherapist in sports physiotherapy care is the main asset of the business. The level of training or education for them should be carefully assigned to maintain quality assurance.

## **CONCLUSION**

Sports industry has been a significant industry in many countries including in Indonesia. Sports industry can be in the form of sports good manufacture, sports event industry and sport service industry which includes talent scouts, sports clubs, sport tourism, sports education, sports media, sports physiotherapy and fitness centers.

As a part of overall sports Industry in Indonesia, fitness centre and sports physiotherapy care has been developing significantly. However, health and fitness industry in Indonesia faces many challenges such as the problem of estimating and empowering the market and the problem surrounding management issues including the raising cost of equipment and the workforce quality maintenance.

Several strategies can be employed to overcome the problem namely market research/analysis, market segmentation, collaboration among business to empower market, collaboration with academic field to maintain workforce quality and to develop practice standardization.

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