## Index

Access control technology, 154 Advance Fit, 103 Agency for Management, Research and Innovation in Sports Services (AGIISD), 19 Amidio, 103 Ancillary services, 68 App BeOne, 20 App to Fit (gym management software). 103 Apple Pay app, 70 Apple Watch, 10, 25, 70 'Apple Watch Connected' programme, 70 Apple-grade technology, 8 Applications (apps), 23 Argentina, digital transformation in Covid-19 pandemic, 87 despair or conviction, 88-89 featured cases, 90-91 management and marketing technologies, 89-90 Megatlon Play case study, 91–92 overcoming prejudices, 88 social networks in Argentina, 90 statements. 90 Artificial intelligence (AI), 69, 119, 127 AI-driven customer chatbot, 105 AI-enabled connected fitness devices. 105 Artificial turf. 67 Associação Brasileira de Academias (ACAD) (see Brazilian Association of Gyms) AtHome Workout, 116 Augmented reality (AR), 69, 119, 151 Australia case study, 115-116 digital transformation and innovation in customer management, 114–115

digital transformation and innovation in fitness centre management, 111-113 digital transformation and innovation in services and training, 113-114 fitness industry in, 111 Australian Sports Commission (ASC), 111 Basecamp Fitness, 70 BeatFit for Gym, 125 BeOne Fitness & Sport, 20-22 Bestcycling and Preva (Precor) software, 21 BH Fitness, 17 BHOUT Boxing Club, 27-28 Big data, 70, 127, 151 Big data analytics, 143 Blog, 146 'Body Master' (chain brands), 136 Body monitoring capacities, 154 Bodystreet, 10 Boutique fitness centres, 135-136 Brand and product, 12 Brazilian Association of Gyms, 82 Brazilian Council of Physical Education. 81 Brazilian fitness industry applications, 86 case study, 85-86 digital transformation and innovation in customer management, 84-85 digital transformation and innovation in fitness centre management, 82-83 digital transformation and innovation in services and training, 83-84 Business intelligence (BI), 68, 78

**Business models** 24/7, 59, 61 digital, 82 Business R&D, 58 Cashless and contactless payment, 108 CEAFI Gym, 91 Cenesp Network, 81 Center for Physical Activity Studies, 91 Chatbots, 138 China fitness sector, digital transformation in, 127-130 Citizen Assistance and Relief in Emergency Situation Fund, 106 Closed-circuit television surveillance cameras (CCTV surveillance cameras), 154 Cloud computing, 127 Cloud-based SaaS, 68 Club concept, 63 Club management, 68 digitisation of, 121 Club Master, 103 Clubware, 115 Co-creation, value, 69 Colour in BHOUT Boxing Club, 28 Compound Annual Growth Rate (CAGR), 7 Consumer behaviour, 23 Consumer segmentation, 62 Contact less Check-in Works, 108 Contact-less appointment booking, 108 Content management, 78 CoolBrands, 12 COVID-19 pandemic impact on fitness sector, 151 in Argentina, 87 in Australia, 113 in Brazil, 84 in China, 129 in Greece, 31, 35 in Iran, 160

in Japan, 120 in Kenya, 151–152 in Mexico, 74-75 in Portugal, 23, 25 in Saudi Arabia, 135 in Turkey, 40-42 in UK, 7 Cross-cutting promotion, 138 Cross-platform instant messaging, 59 Crunch Fitness, 70-71 Crunch mobile app, 71 Custom-made gym management systems, 155 Customer experience, 39 Customer management in Australia, 114-115 in Brazil, 84-85 digital member journey, 11 in Egypt, 146–147 in Greece, 34-35 growth of digital intermediaries, 12 in India, 105-106 in Iran, 161-162 in Italy, 53-54 in Japan, 122 in Kenya, 155 in Lithuanian, 60–63 in Mexico, 76-77 in Portugal, 26-27 in Saudi Arabia, 138 in Spain, 18–19 in Turkey, 46, 47 in UK, 11 in United States, 69–70 Customer relationship management (CRM), 78, 85, 114, 120, 136 Customer support, 68 Cyber space, 119 Cyber-physical systems, 159 DataHub project, 9 Debit-success, 114 Demographics, 137 Digital Agency, 119 Digital business model, 82 Digital distribution, 13

'Digital divide', 7 Digital Economy and Society Index (DESI), 57 Digital fitness platforms, 31 Digital Gym in the Post-Covid-19 Era, 32 Digital health, 120 Digital marketing, 2, 29, 35, 89, 105, 113, 129, 138, 161–162 Digital media, 89-90 Digital online platforms, 157 Digital representation, 143 Digital revolution, 135 Digital skills, 57-58 Digital technology, 39–40, 111, 119, 127-128, 159 Digital transformation (DT), 7–8, 39, 119–120, 135, 143, 159 case study for DX and innovation of health and fitness club in Japan, 122–125 in fitness sector of China, 127-130 global vision of, 2 in health and fitness club management in Japan, 120 - 121in Portugal fitness centre management, 24-25 in fitness sector, 2-3 Digital transformation in customer management in Australia, 114-115 in Egypt, 146–147 in Greece, 34–35 in India, 105–106 in Iran, 161–162 in Italy, 53–54 in Japan, 122 in Kenya, 155 in Lithuanian, 60-63 in Mexico, 76-77 in Portugal, 26-27 in Saudi Arabia, 138 in Turkey, 46 in UK, 11-12 digitalisation in fitness sector, 1

Digital transformation in fitness centre management in Australia, 111-113 in Egypt, 144-145 in Greece, 32-33 in India, 103-104 in Italy, 50–52 in Kenya, 152–154 in Lithuanian, 58–59 in Mexico, 74–75 in Saudi Arabia, 136–137 in Spain, 16–17 in Turkey, 44-45 in UK, 9 in Iran. 160 Digital transformation in service and training centres of fitness clubs in Iran, 161 in Australia, 113-114 in Egypt, 145 in Greece, 33–34 in India, 104–105 in Italy, 52–53 in Japan, 121–122 in Kenya, 154 in Lithuanian, 59-60 in Mexico, 75-76 in Saudi Arabia, 137-138 in Spain, 17–18 in Turkey, 45-46 in UK, 9–11 Digitalisation, 39, 58–59, 111 in fitness sector, 1 and innovation awareness level in fitness centres in Turkey, 41-44 Digitally enabled UK Fitness sector defining digital transformation, 7 - 8digital transformation and innovation in customer management, 11–12 digital transformation and innovation in fitness centre management, 9

digital transformation and innovation in services and training, 9-11 doing different things, 8-9 Gymbox, UK, 12-13 UK National Digital Strategy, 7 Digitisation, 67, 127, 143, 154 of club management, 121 Direct debit subscription-based services, 114 Dream1, 98 DX (see Digital transformation (DT)) e-customer relationship management (eCRM), 102 e-Government Index, 58 E-sports, 31 Easy Gym Software, 103 Egym, 17 EGYM, 9, 10 Egypt, fitness digital transformation in applications, 148–149 case study, 147-148 digital transformation and innovation in customer management, 146–147 digital transformation and innovation in fitness centre management, 144-145 digital transformation and innovation in services and training, 145 sports institutions, 143-144 Electrical muscle stimulation (EMS), 10 'End-to-end' software platforms, 115 Enterprise resource management (ERM), 137 Enterprise resource planning (ERP), 78 Entrepreneur Magazine, 77 European Union (EU), 7 Exercise participation, 31 F45 model, 115–116

Face-to-face training, 10

Facebook, 31, 36, 54, 74, 105, 152, 155 Fantasy sport, 101 Fifth Generation Mobile Communications (5G), 58 Fit Club Center, 162–164 Fitbe App, 17 Fitbit, 10, 103 Fitbit Activity Trackers, 25 Fitclass. tv platform, 91 Fitcode, 103 Fitness applications, 23 Fitness centre management in Australia, 111–113 in Brazil, 82-83 in Egypt, 144–145 in Greece, 32-33 in India, 103–104 in Iran, 160 in Italy, 50-52 in Kenya, 152–154 in Lithuanian, 58-59 in Mexico, 74-75 in Saudi Arabia, 136–137 software, 47 in Spain, 16–17 in Turkey, 44-45 in UK, 9 in United States, 68-69 Fitness centres, 23 chains, 135 Fitness club apps, 10, 61 Fitness consumer, 107, 117 Fitness facilities, 9, 25, 68, 154–155 Fitness First, 114 Fitness Force, 103 Fitness industry in Turkey, 40 Fitness market, 81 Fitness Mobility, 103 Fitness sector, 1 digital transformation in, 2–3 digitalisation in fitness sector, 1 Fitness technology, 9, 23, 103, 105 'Fitness Time'. 136 Fitness trackers, 153 FITTR network, 106

Foreign direct investment (FDI), 135 FÜRDI (women-only health and fitness studio). 121 Gaming in BHOUT Boxing Club, 28 Gen-Z, 100 Give away competitions, 36 Global marketplace, 159, 161 Going Green initiatives, 68 Gold's Gym case study, 147-148 Google Ads campaign, 36, 105 Google Meet, 152, 157 Google Pay, 59 GPS tracking devices, 153 Greece applications, 36-37 case study, 35-36 COVID-19 impact on fitness sector, 32 digital transformation and innovation in customer management, 34-35 digital transformation and innovation in fitness centre management, 32-33 digital transformation and innovation in services and training, 33-34 'GYM DX' service, 122 Gym ERP, 103 Gym management in Argentina, 89-90 software, 103 Gym Master, 103 Gym Masters Management System (GMMS), 156 Gym Vale, 103 Gymbox, UK, 12 brand and product, 12 coronavirus pandemic, 12 digital distribution, 13 growth and future, 13 Gymeshiya, 103 Gyminabox. gr, 36 GymMaster, 115

Gympik (Indian-origin fitness chain), 106 - 108Hawk-Eye technology, 67 Health and fitness club in Japan case study for DX and innovation of, 122 digital transformation and innovation in health and fitness club management, 120 - 121holding online live lessons using 'Zoom', 122, 125 providing 'online fitness programmes' using 'apps', 125 providing 'programmes' using 'apps', 125 providing exercise/workout through app, 124 providing online lessons, 123 Health and Productivity Management (H & PM), 126 Health clubs, 23 memberships in United States, 68 Health protocols, 137 Health-oriented fitness programmes, 104-105 Heating, ventilation and air conditioning (HVAC), 130 Heliopolis Sports Club, 147–148 Hockey India League, 98 Hotels and country clubs fitness centres, 136

Gympass service, 82

Image, 153, 156 Immersive simulators, 18 InBody, 18 Independent fitness centres, 135 Indian fitness industry applications, 108–109 case study, 106–108 category preference of Indian fitness sector, 102

digital transformation and innovation in customer management, 105–106 digital transformation and innovation in fitness centre management, 103-104 digital transformation and innovation in services and training, 104-105 dominating sports in fantasy sports sector, 101 growth of gamification industry in India, 100 Indian Sports Ecosystem, 99 Indian sports sector market, 97-98 wearable fitness technology, 103 Indian Patent Act (1970), 100 Indian Premier League (IPL), 98 Indian sports sector, 97 Indian Super League (ISL), 98 Influencer marketing, 155, 157 Information and Communication Technologies (ICT), 75, 120 Information Technology (IT), 120 Innline, 41 Innovation, 39, 98–99, 120 awareness level in fitness centres in Turkey, 41-44 in health and fitness club management in Japan, 120 - 121in Portugal fitness centre management, 24-25 toolkits, 77 Innovation in customer management in Australia, 114-115 in Egypt, 146-147 in Greece. 34-35 in India. 105-106 in Italy, 53-54 in Japan, 122 in Kenya, 155 in Lithuanian, 60-63 in Mexico, 76–77 in Portugal, 26-27 in Saudi Arabia, 138

in Turkey, 46 in UK, 11–12 Innovation in fitness centre management in Australia, 111–113 in Egypt, 144–145 in Greece, 32-33 in India, 103–104 in Italy, 50–52 in Kenya, 152–154 in Lithuanian, 58-59 in Mexico, 74-75 in Saudi Arabia, 136-137 in Spain, 16–17 in Turkey, 44-45 in UK, 9 Innovation in services and training in Australia, 113-114 in Egypt, 145 in Greece, 33–34 in India, 104–105 in Italy, 52-53 in Japan, 121-122 in Kenya, 154 in Lithuanian, 59-60 in Mexico, 75-76 in Saudi Arabia, 137–138 in Turkey, 45-46 in UK, 9-11 Instagram, 36, 54, 74, 105, 152, 155 Instant Messaging software (IM software), 138 Instructor-led training, 10 Intelligent management, 130 Intelligent shower control system, 47 International Fitness Observatory (IFO), 49 International Health Racquet & Sportsclub Association (IHRSA), 15, 73-74 Internet, 15 Internet of Things (IoT), 69 'iPad', 121 Iranian fitness centres applications, 164 case study, 162–164

DT in customer management, 161-162 DT in fitness centres management, 160 DT in service and training centres of fitness clubs, 161 Italy, fitness sector in applications, 55-56 case study, 54-55 digital transformation and innovation in customer management, 53-54 digital transformation and innovation in fitness centre management, 50-52 digital transformation and innovation in services and training, 52-53 sports sector and fitness clubs, 49 Japan, fitness sector in case study for DX and innovation of health and fitness club in Japan, 122-125 digital transformation and innovation in customer management, 122 digital transformation and innovation in health and fitness club management, 120-121 digital transformation and innovation in services and training, 121-122 economic damage due to COVID-19 in. 119 managerial applications, 126 Jivine (gym management software), 103

Kenya, fitness sector in applications, 157 COVID-19 pandemic, 151–152 digital transformation and innovation in customer management, 155

digital transformation and innovation in fitness centre management, 152-154 digital transformation and innovation in services and training, 154 VMX Fitness Centre Nairobi, 156 Keyword search, 155 KOOH Sports, 98 Leejam Sports Company, 139–140 'Lefit LIVE'. 128 'Lefit Training', 128 Les Cinq Gym, 85-86 Les Mills, 16, 18, 25–26, 70 Les Mills on demand service, 25 Letsfit example, 46 employee, 46 marketing, 48 service, 48 technology, 48 Life Fitness LF Connect, 9 LifeFitness, 17 Lights in BHOUT Boxing Club, 28 Lithuanian fitness centres applications, 64 case study, 63-64 digital transformation and innovation in customer management, 60-63 digital transformation and innovation in fitness centre management, 58-59 digital transformation and innovation in services and training, 59-60 SPRINTER analysis, 57 Lithuanian Industry Digitisation Roadmap, 58 Live online fitness programmes, 34 Live training, 61 Low cost fitness centres, 136 Loyalty, 2, 17–18, 21–22, 26, 33, 54-55, 70, 74, 83-84, 103, 106, 139, 153, 155, 162 - 163

Management, 31 Marketing, 31 technologies in Argentina, 89-90 Matrix, 17 Meet platform, 87 Megatlon Play case study, 91-92 Member Planet, 103 Member service, 68 Membership tracking and billing software, 136 Mercado Fitness, 88 Messenger, 59 Mexican Association of Gyms and Clubs (AMEGYC), 75 Mexico applications, 78 digital transformation and innovation in customer management, 76-77 digital transformation and innovation in fitness centre management, 74-75 digital transformation and innovation in services and training, 75-76 fitness industry in, 74 sports, 73 Microsoft Teams, 157 Mobile biometric technology, 69 Mobile marketing, 105 Moovfitness. gr, 36 Motionsoft. 68 #MovementForMovement campaign, 106 Music in BHOUT Boxing Club, 28 MyClub TV, 18 myHut, 26 Mymoov. gr, 36 MyVitale, 17 MyWellness, 17 Myzone, 25

NAFES, 135, 141 National Health Strategy, 58 National Progress Plan, 58 O2O e-commerce model, 128 Occupancy of lockers/clubs at a particular time, 61 Okfit (gym management software), 103 On-demand video streaming service, 23, 25-26, 71 **Online** fitness class, 87 programmes using 'apps', 125 Online self-service, 61 Online service provision, 154 Online/virtual training, 61 OnVirtualGym, 26 Opt Fit Corp, 122 Orange Theory, 70 Paid live virtual sessions, 34 Pandemic Covid-19, 24 Payment types, 59 Paypal, 59 Peloton Interactive, Inc., 8–9 Perceived quality, 23 Perceived value, 23 Personal training (PT), 138 Personalisation of service, 21 Physical activity, 8-9, 15-16, 18, 20-22, 25, 27, 29, 46, 56, 74, 82, 91, 117, 144, 154 Physical club space, 49 Physical education, 81 Physical space, 119 Pixformance, 121 Point of Sale (POS), 137 Polar, 25 Portugal fitness centres applications, 29 consumer behaviour, 23 digital transformation and innovation in customer management, 26-27 digital transformation and innovation in fitness centre management, 24-25 digital transformation and innovation in services and training, 25-26

impact of Pandemic Covid-19, 24 Portuguese Boutique de Fitness, 27 - 28Power BI software, 20, 21 Prama de Pavigym, 18 Precor, 17 Premier Badminton League (PBL), 98 Pro Kabaddi League, 98 Process digitization, 59 'Programmes' using 'apps, 125 Promotion, 31, 36-37, 84 apps with, 15 cross-cutting, 138 of food and sport health, 163 health. 126 management of, 52 messages, 155 operations, 53 of physical activity, 16 of services, 62 through social media, 34, 138 ProviSport software, 20 Psychographics, 137 Public-private partnership (PPP), 20 Pulse TRAKK, 9

QR code, 108 access control, 77 function, 25 for introductory program, 61 scan by phone, 128

Recycling, 35 Regybox, 26 'Remote Coach' app, 10 Research Group on Management and Innovation in Sports Services, Leisure and Recreation (GISDOR), 19 Reservation management systems, 120 Robotics, 151 *Running Virtual*, 81

Satisfaction, 23, 24–28 customers, 33, 56, 84, 140 objectives of, 77 Saudi Arabia's fitness industry applications, 140-141 case study, 139-140 digital revolution, 135 digital transformation and innovation in customer management, 138 digital transformation and innovation in fitness centre management, 136-137 digital transformation and innovation in services and training, 137-138 Self-service exercise, 128 Sensor technology, 143 Service and training in Australia, 113-114 in Brazil, 83–84 centres of fitness clubs in Iran, 161 in Egypt, 145 in Greece, 33-34 in India, 104-105 in Italy, 52–53 in Japan, 121-122 in Kenya, 154 in Lithuanian, 59-60 in Mexico, 75-76 in Portugal, 25-26 in Saudi Arabia, 137–138 in Spain, 17–18 in Turkey, 45-46 in United States, 69 SGA (Warehouse Management Software), 78 Short message services (SMSs), 153 Single sign-on (SSO), 71 Skype, 152, 154, 157 Slack platform, 59 Sleep monitors, 153 Smart cabinet locks, 47 Smart Fit, 76 Smart towel control system, 47 Smart turnstile, 47 Smartphone, 15, 121 Smartwatches, 153

Social, Mobile, Analytics, Cloud Computing e Internet of Things (SMACIT), 83 Social CRMs, 105-106 Social distancing, 105 Social media, 23, 31, 34, 74, 143, 146, 151, 152, 156 marketing, 105 payment advertising, 36 service, 23 Social networks in Argentina, 90 'Society 5. 0', 119 Software as a Service (SaaS), 68 Somatosensory technology, 127 SoulCycle, 70 Spanish fitness industry applications, 21-22 case study, 19-21 digital transformation and innovation in customer management, 18–19 digital transformation and innovation in fitness centre management, 16–17 digital transformation and innovation in services and training, 17–18 Specialist fitness centres, 136 Sport App Sport case study, 77–78 Gold's Gym, 147-148 HOLIDAY SPORTS CLUB, 122, 125 Leejam Sports Company, 139–140 Portuguese Boutique de Fitness, 27 - 28TOKYU SPORTS OASIS, 125 VS-Fitness/VS-Express 24/7, 63-64 Sport clubs, 135, 159, 160 Sport consumer, 69 Sport management, 31 Sport organisations, 159 Sports, 73 Sports businesses, 97 Sports industry, 39

Sports innovation, 73 Sports technical staff, 49 Sports365, 98 SportzVillage, 98 State Education Strategy, 58 State-of-the-art payment processing system, 68 SunPig APP, 129 Super digitisation process, elements of, 19 Supplementary business management software, 137 Surveillance, 154 Sustainable Society Index, 58 Synq. fit, 105 Tanita, 18 Technogym, 41 Technogym mywellness, 9-10 Technological advancements, 67 Technological developments, 39 Technological innovations, 126, 159 services, 23 Technology, 15, 18, 23 in Greek sports, 31 technology-enabled training services, 137 technology-enhanced fitness, 40 Technology in Sport Project, 111 Telegram, 138 Telegram Bot, 138 Tendenci, 103 The Trip (immersive simulator), 18 Thessaloniki, 36 Tik Tok, 54, 105 Traditional body measurement methods, 156 Traditional marketing methods, 155 Training management software, 17 Trainingym, 17, 20, 26 Transformation of digitization, 127 Traqade, 107–108 Turkey applications, 48 case study, 46 digital technologies in, 39-40

digital transformation and innovation in customer management, 46, 47 digital transformation and innovation in fitness centre management, 44-45 digital transformation and innovation in services and training, 45-46 digitalisation and innovation awareness level in fitness centres in. 41-44 employee, 46 Letsfit example, 46 technology, 48 24/7 business model, 59, 61 Twitter, 31, 54

Uber, 111 United States, digital fitness industry in case study, 70–71 customer management, 69–70 fitness centre management, 68–69 health club memberships in United States, 68 services and training, 69

Viber, 59 Video conferencing applications, 154 Videos of customer testimonials, 146 Vimeo platform, 87 Virtual classes, 25 Virtual Grand Prix Series, 151–152 Virtual group classes, 69 Virtual personal trainer software, 45 Virtual reality (VR), 119, 127, 151 Virtual training, 108 VMX Fitness Centre Nairobi, 156 Voice over IP (VoIP), 59 VS-Fitness/VS-Express 24/7, 63–64

Wearable devices, 69 Wearable fitness technologies (WFT), 23, 25 Wearable technology, 31, 143, 153, 161 Web conferencing tools, 152 'WEBGYM', 125 WhatsApp, 59, 138 WhatsApp Business API, 138 Wild Training, 10

Xercise4Less low-cost gym business app, 10

YDL Gym Management, 103 YMCA Twin Cities, 70 YouTube, 34, 54, 87, 152

Zen Planner, 115 Zenbership, 103 Zoom, 36, 87, 152, 154, 157 holding online live lessons using, 122, 125