

The scenario *Fitness Club*

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2. The Scenario	
<p>Within the game, players establish and run a virtual company – fitness club or the chain of fitness clubs. The location of fitness club can be chosen at 4 markets (Huelva, Madrid, Sevilla, Barcelona) and at each location more than 1 fitness club can be opened.</p> <p>The aim of the game is to establish and to run a company delivering the sport services for their customers the best tailored to customer needs to win with the competitors. Companies have to make decisions in following areas:</p> <ul style="list-style-type: none"> - Establishing a company – name, rules within the team, aims of the company, strategy of running a business - Services – types (brands) of fitness services tailored to selected customer groups - Place of services – the service capacity (number of customers possible to be served) and the quality of equipment - Price strategy - level of prices for each brand and for each location of services, - Promotion strategy – strategy of advertisement for a company and/ or each brand - Human resource strategy – hiring staff, wages and additional benefit <p>Virtual companies deliver the fitness services to 4 different target groups with different expectations and needs concerning both price and quality.</p> <p>The game has 10 decision rounds. After each decision round players get feedback on the results of their virtual company. These results depend on two factors:</p> <ul style="list-style-type: none"> – Quality of virtual company’s strategy – the level to which services, prices and promotion meet costumers needs, – Quality of competitor strategies – how well competitors meet costumers’ needs. 	
3. The Company	
<p>Each of virtual companies has to design, deliver and sell the fitness services at chosen markets. Companies have to create their own brands of services based on the employees and infrastructure capacities. Each company starts with the same amount of money (starting balance). After each</p>	

round, companies differ from each other both strategy and receiving results.

4. The Service

Fitness service is the service offered by companies during the game. Each company design its own brands of services which can differ the price and quality. During service designing process players determine the value of service attributes which can be of different importance for costumer groups by giving them ranks between 1 (the lowest) to 10 (the highest).

Services should answer customers' preferences which consist of 3 main attributes:

- the individual index (IND) – shows how individual or group oriented exercises are. The more of “IND attribute” in a given brand of service, the more individual attitude to costumers. For example, yoga is group oriented while running is individual oriented.
- the FAT BURNING index (FAT) – shows how intensive fitness exercises are and by consequence how many calories are customers possible to burn during each session. The higher value of “FAT attribute” is in a given brand of service, the more intensive exercises are and allow to burn more calories. For example, aerobic is fat burning while yoga – not.
- the EQUIPEMENT index (EQ) – shows how much of professional equipment is needed to deliver a given brand of exercises. The higher value of “EQ attribute” is in a given service brand, the more investment in professional equipment is needed. The yoga requires less equipment than body muscle exercises.

5. Customers

All fitness customers can be divided into 4 different target groups which differ in their preferences of exercises as well as the acceptable price level. There are following target groups:

- Low FAT burning groupers
- High FAT burning groupers
- Individualists
- Excellence

Group name 1	Low FAT burning groupers						
Description	Low FAT burning groupers prefer group exercises with low intensity (low fat burning). They are open to pay a reasonable price for good group exercises. Examples of such exercises are yoga or pilates.						
Preferences		Very low	Low	Medium	High	Very high	
	IND		X				
	FAT	X					
	EQ		X				
	Price				X		
Group name 2	High FAT burning groupers						
Description	High FAT burning groupers prefer group exercises with high intensity (high fat burning). They are price-sensitive. Examples of such exercises are aerobic or step.						
Preferences		Very low	Low	Medium	High	Very high	

	IND	X					
	FAT						X
	EQ		X				
	Price						X
Group name 3	Individualists						
Description	Individualists are people who prefer to exercise in individual-oriented style. They look for intensive exercises which allow to burn a lot of calories. Very often the Individualists require good equipment (for example courses) for runners. They are able to pay quite high price for exercises in fitness club. Examples: runners using courses, spinning or in-door cycling.						
Preferences		Very low	Low	Medium	High	Very high	
	IND						X
	FAT				X		
	EQ				X		
	Price		X				
Group name 4	Excellence						
Description	They love to practice individual-oriented physical exercises which allow to burn a lot of calories and require to use very sophisticated equipment. They are able to pay very high price but they want the best level of fitness equipment and services.						
Preferences		Very low	Low	Medium	High	Very high	
	IND						X
	FAT				X		
	EQ						X
	Price	X					
6. Market(s)							
Description	Players establish the production line in Warsaw (option incorporated in the game scenario) but they can sell their production on 4 local markets: in Vienna, Bern, Bucharest and Warsaw. These local markets have different structure of target groups and acceptable price level. Running sales offices in each of these locations at the same time leads to different cost levels both of maintaining the sales space and hiring employees.						
Market name 1	Huelva						



Market shares	Group name	Market share (%)
	Low FAT burning groupers	20
	High FAT burning groupers	30
	Individualists	30
	Excellence	20
Market name 2	Madrid	
Market shares	Group name	Market share (%)
	Low FAT burning groupers	50
	High FAT burning groupers	35
	Individualists	10
	Excellence	5
Market name 3	Sevilla	
Market shares	Group name	Market share (%)
	Low FAT burning groupers	30
	High FAT burning groupers	35
	Individualists	20
	Excellence	15
Market name 4	Barcelona	
Market shares	Group name	Market share (%)
	Low FAT burning groupers	15
	High FAT burning groupers	30
	Individualists	35
	Excellence	20
7. Gaming		
Suggested duration	10 rounds	
Suggested number of teams	5	
Suggested max numbers of players in each team	5	