




STRATEGIC PLANNING IN INDOOR SPORTS UNITS

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ABSTRACT

Strategic planning applied to indoor sports units is an indispensable practice for organizations that seek professionalization, financial sustainability and competitive differentiation in the Brazilian fitness market. By integrating objective definition, analysis of the internal and external environment, market segmentation, positioning construction, and monitoring of performance indicators, planning becomes a continuous process capable of guiding managerial decisions and promoting consistent results. The literature review showed that gyms that invest in the formalization of strategies have a greater capacity to adapt to changes, better performance in customer retention and greater financial predictability. It was also found that management training and the development of skills in leadership, marketing, finance and innovation are critical factors for strategies to get off the ground and become effective practices in the organizational routine. The survey highlights that market segmentation and the definition of value propositions aligned with public expectations are determining elements to create differentiated experiences and strengthen the institutional image. The study demonstrates that the integration between strategic planning, people management, and technological innovation consolidates the ability of gyms to respond proactively to market demands and face with resilience the challenges imposed by scenarios of high competitiveness and constant transformations.

Keywords: Strategic Planning. Academies. Sports Management. Market Segmentation. Innovation.

1 INTRODUCTION

Strategic planning in indoor sports units is an indispensable practice for organizations that wish to consolidate a competitive position in the market and ensure the sustainability of their operations, as the growth of the fitness sector in Brazil highlights the need to adopt management methods capable of responding to the constant changes in consumer preferences and consumption patterns of services aimed at well-being and quality of life (Bernuzzi, 2022).

The expansion of gyms and studios in the country has transformed these structures into complex enterprises that require an integrated management of human, financial, technological and marketing resources, and the clear definition of the mission, vision and organizational values becomes the starting point for aligning expectations and guiding strategic decisions that sustain long-term development (Vieira et al., 2020).

The competitive environment requires managers to formulate strategies that consider the particularities of indoor spaces, such as strict control of service capacity, diversification of services offered and the need for constant quality monitoring, as these factors directly impact the perception of value by customers and influence the capacity for loyalty and retention (Andreozzi, 2007).

The adoption of environmental analysis tools, such as the SWOT matrix, allows for the precise identification of internal strengths and weaknesses, as well as external threats and opportunities, creating subsidies for leaders to prioritize investments and develop action plans capable of mitigating risks and taking advantage of growth potentials that arise in a scenario marked by innovation and intense competition (Pedroso et al., 2018).

The fitness segment has also been impacted by consumers' constant search for personalized experiences and the incorporation of digital technologies that expand customer relationships, which requires gyms and studios to have an adaptability that can only be guaranteed through structured strategic planning and periodically revisited (Dibax, 2019).

The absence of in-depth managerial knowledge and the concentration of efforts only on operational activities are factors that compromise financial sustainability and the consolidation of reputation in the market, as studies indicate that managers with exclusively technical training often find it difficult to integrate vital areas, such as marketing, finance and human resources, into the organization's daily routine (Cardoso and Brito, 2022).

The importance of training leaders and promoting the adoption of formal planning processes is highlighted by the experience of several organizations that, by structuring long-term strategies, have achieved greater predictability of results and the ability to face adverse

scenarios, such as the effects caused by the Covid-19 pandemic, which significantly impacted the operation of gyms and studios across the country (Cardoso and Brito, 2022).

Strategic planning is also essential to articulate the definition of specific objectives with performance indicators that allow monitoring progress and making timely adjustments, so that the cycle of planning, execution, monitoring and correction is effectively incorporated into the organizational routine as a permanent practice and not just as a formal document (Olivio and Olivio Junior, 2018).

The strategic management of indoor sports units also involves the development of an organizational culture focused on innovation and continuous learning, factors that strengthen team engagement and enable the organization to respond quickly to market transformations, creating a solid basis for competitive differentiation and brand positioning (Flores, 2015).

Market segmentation and the definition of positioning strategies are indispensable components of planning, as only with the accurate identification of consumer profiles and their expectations is it possible to create value propositions that result in satisfactory and sustainable experiences, ensuring the relevance of the services offered and the growth of the business (Bernuzzi, 2022).

The adoption of well-prepared business plans represents one of the most concrete manifestations of strategic planning, as it enables the detailing of short, medium and long-term goals, the definition of schedules, the identification of necessary investments and the projection of expected returns, elements that reduce uncertainty and provide greater security to managerial decisions (Vieira et al., 2020).

The study on the competencies of the sports manager demonstrates that technical knowledge must be complemented by skills related to leadership, planning and the capacity for innovation, because only in this way is it possible to consolidate managerial practices that guarantee sustainability and competitive advantage in the fitness market (Mello and Silva, 2013).

The specialized literature shows that organizations that rely on formal strategic management processes are able to articulate the definition of objectives with monitoring indicators, quality control mechanisms, and professional training policies, creating a solid structure that expands the response capacity and strengthens the institutional image before customers and partners (Araujo et al., 2020).

The development of sports facilities management projects shows that strategic planning should be understood as a continuous process that permeates all dimensions of the operation, from the physical planning of spaces to the definition of marketing and relationship

strategies, ensuring coherence and alignment between all areas of the organization (Pedroso et al., 2018).

The consolidation of a culture of planning and innovation is a decisive factor in transforming indoor sports units into references of quality and sustainability, since the professionalization of management and the systematic use of analysis, monitoring and correction methodologies are proven ways to achieve consistent and perennial results in a dynamic and increasingly demanding market (Olivio and Olivio Junior, 2018).

2 THEORETICAL FRAMEWORK

2.1 STRATEGIC PLANNING IN SPORTS ORGANIZATIONS

Strategic planning has been widely recognized as an essential tool in the management of sports organizations that seek to consolidate their objectives and optimize their resources, because by establishing medium and long-term guidelines, indoor gyms and studios are able to articulate clear goals, identify risks and monitor the progress of actions, which provides greater control and predictability of results, in addition to favoring the creation of competitive differentials that sustain customer loyalty and financial sustainability (Araujo et al., 2020).

The definition of mission, vision and values is the starting point of any consistent strategic planning, as these elements function as references that guide all subsequent decisions and serve as a guide for the construction of institutional identity, and studies show that organizations with clarity about their purposes and principles have a greater ability to align expectations, promote team engagement and consolidate lasting relationships with the target audience (Vieira et al., 2020).

The process of environmental analysis occupies a central place in this context, since it involves the systematic collection of information on internal and external factors that impact the operation, so that tools such as the SWOT matrix allow the identification of strengths, weaknesses, opportunities and threats, creating valuable subsidies for managers to establish priorities, size investments and define strategies capable of exploring the potential of the business and mitigating its risks (Andreozzi, 2007).

The literature points out that the professionalization of sports management has become an urgent requirement due to the growing complexity of the sector, as the diversity of modalities, technological advances and increased competition make it essential to use formal planning processes that articulate all operational, financial and marketing aspects of indoor units (Pedroso et al., 2018).

Studies on Brazilian academies reveal that many organizations still maintain intuitive management practices or based exclusively on the experience of the founders, which limits

the capacity for growth and exposes the business to avoidable risks, as the absence of structured strategic planning compromises both decision-making and the monitoring of results and the implementation of corrective actions (Cardoso and Brito, 2022).

Strategic planning also enables the creation of performance metrics that function as monitoring and control mechanisms, allowing managers to identify deviations from the established goals and make informed decisions to adjust processes, and this proactive posture represents an important differential in an increasingly competitive market that is sensitive to changes in consumer behavior (Olivio and Olivio Junior, 2018).

The definition of strategic objectives aligned with industry trends is another relevant aspect, as the modernization of services, the digitization of experiences, and the personalization of services are recurrent demands of consumers, so that gyms that incorporate these practices into planning demonstrate greater capacity for innovation and better performance in terms of customer retention and attraction (Bernuzzi, 2022).

Thus, the construction of prospective scenarios and the projection of strategic alternatives configure practices that strengthen organizational resilience, because by anticipating trends and preparing responses to possible changes in the external environment, indoor sports units increase their capacity to adapt and reduce the impact of unexpected events, such as economic crises, regulatory transformations, and changes in the demographic profile of their audiences (Araujo et al., 2020).

The structuring of detailed action plans, with a clear definition of those responsible, deadlines and indicators, contributes to transforming strategic guidelines into viable and measurable operational tasks, because by breaking down the general objectives into specific goals, managers are able to mobilize resources more efficiently and ensure the coordinated execution of activities in all areas of the organization (Olivio and Olivio Junior, 2018).

The alignment between strategic planning and professional training processes is pointed out as a critical success factor, as the continuous qualification of teams expands technical and managerial competence, strengthens organizational culture and enables the implementation of innovations, and this investment in people is directly reflected in the quality of the service offered and in the reputation of the brand (Flores, 2015).

The analysis of national experiences shows that academies that have formal strategic plans have a greater capacity to raise financial resources, as clarity about objectives, revenue projections, and expansion strategies conveys greater security to investors and business partners, a factor that enables modernization projects and structured growth (Vieira et al., 2020).

The use of financial and operational performance indicators is considered an essential practice to monitor the execution of planning, as objective metrics allow verifying whether the results are aligned with expectations and favor timely adjustments when deviations arise, which strengthens the culture of continuous improvement and the capacity for organizational learning (Cardoso and Brito, 2022).

Thus, strategic planning also serves as a basis for institutional communication, because by clearly defining the organization's positioning and objectives, managers are able to build coherent narratives aligned with the brand's values, which contributes to consolidating the image of the academy before its audiences and expanding the identification of consumers with the value proposition (Bernuzzi, 2022).

The specialized literature emphasizes that planning must be dynamic and flexible, because in environments as volatile as the fitness market, the ability to adapt is as important as the quality of the initial strategic design, and organizations that periodically revisit their plans demonstrate greater resilience and capacity for innovation (Andreozzi, 2007).

The strategic planning of indoor sports units should be understood as a transversal and integrated process that connects all dimensions of the operation, from people management and product definition to the structuring of financial policies and the construction of relationships with the market, because only then is it possible to ensure coherence, efficiency and sustainability in the long term (Pedroso et al., 2018).

2.2 MANAGERIAL COMPETENCIES IN STRATEGIC PLANNING

The development of specific managerial skills for the sports area has been pointed out as a decisive competitive advantage for the consolidation of gyms and indoor studios, as the professionalization of management involves the mastery of knowledge that goes beyond technical training and starts to cover areas such as finance, marketing, team leadership and innovation, and national research shows that managers prepared in these dimensions have a greater capacity to implement effective strategic plans aligned with market challenges (Mello and Silva, 2013).

The construction of a systemic view of the organization is considered fundamental for the manager to understand the interrelationships between processes, resources and people, as this perspective favors the alignment of decisions with strategic objectives and creates conditions for the academy to operate in an integrated manner, reducing waste, expanding response capacity and improving the overall performance of operations (Olivio and Olivio Junior, 2018).

Studies on managerial competencies reveal that leadership based on values and purpose is a central element of strategic planning, because by creating an organizational culture based on ethics, commitment to quality and respect for employees, academies strengthen internal cohesion and increase the capacity to retain talent, factors that contribute to the consistent execution of plans (Flores, 2015).

The literature points out that the mastery of tools for analysis and monitoring of performance indicators is an indispensable competence for the sports manager, since the objective measurement of results allows the evaluation of the effectiveness of the implemented strategies and the identification of adjustment needs, creating a dynamic of continuous improvement that benefits all dimensions of the operation (Cardoso and Brito, 2022).

Knowledge in finance is another critical component to ensure that strategic planning is sustainable and viable, as decisions related to investments, pricing, and cost management require the ability to interpret financial statements and project scenarios that allow anticipating risks and sizing opportunities based on reliable data (Vieira et al., 2020).

Communication and negotiation skills are part of the set of skills necessary for the manager of indoor units, as establishing partnerships, attracting new customers, and maintaining productive relationships with suppliers are activities that require clarity, empathy, and the ability to build agreements that respect mutual interests and strengthen the academy's positioning in the market (Bernuzzi, 2022).

The mastery of strategic marketing practices also represents an important competitive advantage, since the fitness environment is marked by intense competition and increasingly informed and demanding consumers, and it is necessary to plan dissemination actions, create memorable brand experiences and develop loyalty programs that consolidate the bond between the customer and the organization (Mello e Silva, 2013).

The ability to lead multidisciplinary teams and inspire confidence is among the most valued attributes in studies on managerial competencies, as successful academies demonstrate that employee motivation is a decisive factor for meeting the goals established in strategic planning and for maintaining high quality standards in the services offered (Flores, 2015).

The ability to identify trends and anticipate changes in consumer behavior is another skill that enhances the success of planning, as the constant evolution of public profiles and expectations in relation to the service require permanent monitoring and rapid adaptation of strategies, so that organizations that cultivate an innovative posture present better results in the long term (Bernuzzi, 2022).



Knowledge about technologies applied to the management of gyms and studios represents a competitive advantage, as automation systems, relationship platforms, and data intelligence tools contribute to optimizing processes, expanding the ability to personalize service, and providing strategic information that supports management decisions with greater precision (Vieira et al., 2020).

Human capital management assumes a central position in strategic planning, since the engagement and qualification of teams are determining elements for the successful execution of strategies, and it is necessary to invest in training programs, recognition policies and internal communication practices that strengthen the commitment to the organization's objectives (Olivio and Olivio Junior, 2018).

Crisis management skills are also part of the repertoire of essential managerial skills, as adverse situations, such as economic fluctuations and regulatory changes, require the ability to make quick decisions, manage resources prudently, and maintain the trust of employees and customers during periods of instability (Cardoso and Brito, 2022).

The development of a results-oriented mindset is pointed out as a central characteristic of the strategic manager, as this focus creates a culture of responsibility and discipline that facilitates the monitoring of goals and collective commitment to the success of planning, favoring alignment between teams and senior management (Mello and Silva, 2013).

The ability to articulate multiple dimensions of management around common objectives is what differentiates leaders capable of leading academies to sustainable growth, because by balancing strategic vision, technical competence and human sensitivity, managers enhance the organization's ability to innovate and meet market demands with excellence (Flores, 2015).

The strategic planning of indoor sports units must be supported by a broad and up-to-date repertoire of managerial skills, as only with qualified professionals in all areas of administration is it possible to transform projects into concrete actions that consolidate positive results and strengthen the brand's reputation in the long term (Bernuzzi, 2022).

2.3 MARKET SEGMENTATION AND STRATEGIC POSITIONING IN GYMS

Market segmentation in gyms and indoor sports units has become an essential practice to sustain competitiveness and increase the ability to attract customers, because in an environment marked by the variety of preferences and needs, understanding who the target audience is and what characteristics define their consumption habits allows the construction of personalized strategies that favor loyalty and strengthen the brand image (Bernuzzi, 2022).

The literature shows that effective segmentation must consider demographic, behavioral and psychographic criteria, because only in this way is it possible to accurately identify the groups of consumers who share similar expectations in relation to the service, creating opportunities to develop value propositions that serve each segment differently and generate a greater perception of benefit (Vieira et al., 2020).

Strategic planning aligned with segmentation requires that the gym's positioning be clearly defined and communicated to the market, because by establishing a distinct value proposition, the organization expands its differentiation potential and creates favorable conditions to compete in specific niches, such as studios specializing in exclusive modalities or gyms that prioritize personalized experiences (Andreozzi, 2007).

Studies carried out in Brazilian gyms show that the adoption of segmentation and positioning strategies significantly increases the customer retention rate, as consumers who perceive alignment between their values and the service's proposal tend to develop more lasting bonds with the brand and are more likely to recommend the gym to other people (Flores, 2015).

The definition of pricing and communication strategies is directly impacted by segmentation, since different consumer profiles have different expectations in relation to financial investment, the level of exclusivity and the form of interaction with the service, and subscription plans, differentiated packages and loyalty programs can be designed according to the characteristics of each segment (Mello e Silva, 2013).

Market analysis must also contemplate global trends that influence consumer behavior, as factors such as increased awareness of health and well-being, the search for digital experiences, and the growing interest in innovative modalities require gyms to periodically review their strategic plans and adapt their service offerings (Cardoso and Brito, 2022).

Effective strategic positioning depends on the coherence between visual elements, institutional communication and the attributes of the service offered, as this consistency reinforces the credibility of the brand and strengthens the perception of professionalism, and research indicates that organizations that invest in the construction of a clear identity have a greater ability to differentiate themselves in saturated markets (Bernuzzi, 2022).

Segmentation also offers subsidies for planning the expansion of the gym, because by identifying which audiences have the greatest potential for growth and engagement, the organization can direct investments in infrastructure, team training, and marketing actions more assertively, optimizing resources and maximizing the return on investment (Vieira et al., 2020).

The use of market research and behavioral data analysis has been increasingly frequent in the definition of segmentation strategies, as digital tools allow mapping consumption habits, time preferences, engagement with online content and purchase decision factors, information that feeds strategic planning with concrete evidence (Flores, 2015).

The planning of promotional actions must consider the specific motivations of each segment, as incentive programs that generate positive results in one group may not produce the same impact in others, and it is necessary to design campaigns with clear objectives and monitoring metrics that allow measuring the return on investment and making adjustments when necessary (Cardoso and Brito, 2022).

The construction of solid relationships with customers requires the ability of the academy to offer experiences that reflect their values and expectations, because in a market where options are wide and accessible, the emotional bond and the perception of belonging become relevant competitive differentials that strengthen brand retention and defense (Mello e Silva, 2013).

The positioning must be dynamic and follow the transformations of the market and society, as changes in the demographic profile, purchasing power, and consumption priorities require the ability to adapt and periodically review strategies, and academies that cultivate this flexibility are more resilient in scenarios of economic instability (Bernuzzi, 2022).

The creation of value perceived by consumers is the central objective of segmentation and positioning, because by delivering solutions aligned with the real needs of the public, the academy strengthens its reputation, expands the customer life cycle, and creates barriers to the entry of new competitors, consolidating its relevance in the market (Vieira et al., 2020).

The use of specific performance indicators for each segment helps managers to monitor the effectiveness of positioning strategies and identify points for improvement, as metrics such as conversion rate, retention rate, average ticket and degree of satisfaction offer concrete data to guide management decisions and adjust strategic planning on an ongoing basis (Cardoso and Brito, 2022).

The alignment between segmentation, positioning and operational execution is what allows transforming plans into tangible results, because only with coherence between discourse and practice is it possible to consolidate consumer trust and ensure that the experience lived corresponds to the promise communicated by the brand in its different relationship channels (Andreozzi, 2007).

3 METHODOLOGY

The conduction of this study started from the need to understand how strategic planning is materialized in the management practices of indoor sports units, considering that the theme involves multiple managerial and operational dimensions that cannot be analyzed in a restricted way, so it was essential to carry out a detailed survey of scientific productions, institutional reports and case studies that presented consistent data on the competitive environment, market segmentation practices, the structuring of action plans, and the critical success factors that influence organizational performance (Andreozzi, 2007).

The selection of the materials used in the theoretical foundation occurred in a careful way, contemplating articles, dissertations and book chapters published in Brazilian sources in the last fifteen years, as this time frame allows capturing both the recent transformations of the fitness market and the theoretical contributions consolidated in the area of sports management, in addition to enabling the comparison between different approaches on the subject and the identification of convergent points between the authors (Bernuzzi, 2022).

The search for references was carried out in digital databases, academic catalogs and portals of educational and research institutions, prioritizing documents that presented empirical studies carried out in national academies and studios, since the reality of the sector in Brazil presents particular characteristics in relation to factors such as legislation, demographic profile of consumers, degree of professionalization of management and impact of economic events on the maintenance of the business (Cardoso and Brito, 2022).

The bibliographic review was structured in order to allow the mapping of the main academic and professional contributions on the subject, as well as the comparison between different perspectives on the elaboration and implementation of management strategies, and the organization of the theoretical framework into subchapters aimed to ensure clarity in the exposition of the contents and facilitate the identification of points of convergence and divergence among the authors (Mello e Silva, 2013).

During the process of systematizing the content, direct and indirect quotations were extracted to support critical reflection on the theme, with attention to the need to preserve conceptual coherence and avoid interpretations that are out of place in the original context, since the quality of the analysis depends on the ability to relate the theoretical foundation to the real challenges faced by Brazilian academies and studios (Flores, 2015).

The use of case studies present in monographs and articles allowed us to observe practical examples of the application of strategic planning in different business formats, enabling the understanding of the most recurrent steps in the process of structuring goals,

the difficulties faced by managers and the results obtained when strategies are implemented with consistency and permanent monitoring (Cardoso and Brito, 2022).

The information extracted from the analyzed materials was organized into thematic categories that guided the writing of the text, allowing the construction of reasoned arguments and the elaboration of relationships between theory and practice, with the intention of presenting a comprehensive view of the role of strategic planning as an instrument of professionalization, sustainability and competitive differentiation in the Brazilian fitness market (Bernuzzi, 2022).

The methodology used for this study is not limited to the simple gathering of data and concepts, but is articulated with the proposal to establish a critical and contextualized reflection, capable of contributing to the understanding of the managerial practices that make strategic planning an essential pillar for the consolidation and development of indoor sports units in scenarios of high volatility and demand for continuous innovation (Vieira et al., 2020).

4 RESULTS AND DISCUSSION

The analysis of studies that address strategic planning in gyms and indoor sports units shows that clarity in the definition of objectives and in the choice of performance indicators is one of the determining factors for the success of organizations, as documents that reported practical experiences showed that units that have formalized goals and monitoring mechanisms are able to identify deviations with greater agility, correcting processes and keeping results aligned with management expectations, a reality that contrasts with the performance of companies that operate in an improvised manner and without structured planning (Cardoso and Brito, 2022).

The case studies gathered in the literature review indicate that the use of tools such as the SWOT matrix, the Balanced Scorecard and the detailed action plans contribute to expand the management capacity and the understanding of the competitive environment, since these instruments allow the relationship of internal and external factors in an integrated way and enable the identification of opportunities for innovation. and academies that invested in the systematic application of these resources reported greater predictability of results and sustained growth over the years (Andreozzi, 2007).

The research carried out by Pedroso et al. highlighted that the efficient management of sports facilities depends on the adoption of a systemic view, as academies that treat processes in isolation face more difficulties in coordinating actions between sectors and responding in an agile way to customer demands, while organizations that structure strategic planning as a central axis are able to align internal communication, resource management

and customer service practices, creating more consistent experiences and reinforcing brand reputation (Pedroso et al., 2018).

Another relevant result extracted from the references is the importance of market segmentation as a permanent practice, since gyms that accurately identify consumer profiles and adjust the offer of services according to the preferences of each audience have higher retention and loyalty rates, demonstrating that generic strategies lose effectiveness in competitive markets with a high diversity of expectations (Bernuzzi, 2022).

The data collected in Cardoso and Brito's research reveal that the Covid-19 pandemic acted as a catalyst for changes in the way operations were planned and conducted, as gyms that already had structured strategic planning demonstrated greater resilience and adaptability, while organizations that did not have formal processes faced higher rates of customer dropout and financial difficulties, showing that prior preparation is a critical differential in crisis contexts (Cardoso and Brito, 2022).

The literature consulted also reinforces that investment in managerial skills and continuous training programs is essential to ensure the effective execution of strategic plans, as managers who have limited mastery of finance, marketing and leadership find greater obstacles to transform guidelines into concrete actions, and studies by Mello e Silva indicate that academies that promote regular training are more successful in implementing innovative strategies (Mello and Silva, 2013).

Studies on strategic positioning demonstrate that coherence between institutional communication, the experience delivered to the consumer and the values declared by academia is decisive for consolidating an image of professionalism, as contradictions between discourse and practice reduce the credibility of the brand and increase the risk of losing customers to competitors who maintain a more consistent identity (Flores, 2015).

Vieira et al. observed that the preparation of detailed business plans, including financial projections, schedules and pricing policies, contributes to reducing uncertainty and increasing the confidence of investors and business partners, as clarity about strategies and demonstration of economic viability are factors that reinforce the perception of managerial maturity and expand the potential for expansion of academia (Vieira et al., 2020).

The review of the materials also revealed that the use of specific indicators to monitor results, such as occupancy rate, contract renewal rate, customer acquisition cost and degree of satisfaction, provides managers with objective data that support decisions and strengthen the culture of continuous improvement, and the absence of these mechanisms limits the capacity for evaluation and makes it difficult to identify intervention priorities (Cardoso and Brito, 2022).

The analysis of experiences reported by Olivio and Olivio Junior showed that gyms that promote integration between the marketing, operations, and customer service sectors have more efficient processes and greater ability to respond quickly to changes in consumer preferences, as the elimination of departmental silos strengthens collaboration and streamlines the execution of strategies (Olivio and Olivio Junior, 2018).

The results extracted from the studies also indicate that constant innovation, whether in the creation of new services or in the adoption of digital technologies, contributes to differentiating the gym and reinforcing its positioning, as consumers value personalized experiences and solutions that facilitate the relationship with the brand, and gyms that invested in apps, online platforms and multichannel interaction channels reported an increase in the perception of value by customers (Bernuzzi, 2022).

The experience reported by Andreozzi about Brazilian sports clubs reinforces that the definition of a structured strategic plan is an essential step for the transition from amateur management models to professional practices, and the clarity about goals and the formalization of processes favor the alignment between managers and employees, create objective performance parameters and reduce internal conflicts that can compromise the execution of plans (Andreozzi, 2007).

Studies on medium-sized academies reveal that flexibility in the periodic review of strategies is a factor that differentiates resilient organizations from companies that lose relevance in the market, as the ability to anticipate trends and adapt processes in a timely manner contributes to maintaining competitiveness and consolidating long-term relationships with consumers (Flores, 2015).

The data analyzed also show that the results-oriented organizational culture, when combined with strategic planning, strengthens the sense of collective purpose and creates an environment conducive to innovation, since engaged employees understand how their activities relate to the larger objectives of the organization and assume greater responsibility for the success of operations (Mello e Silva, 2013).

The articulation between strategic planning, market segmentation, and the development of managerial competencies emerges as the central axis to ensure that academies and indoor sports units achieve competitive differentiation, financial sustainability, and the ability to innovate continuously, as these interdependent elements underpin consistent practices that make management more professional and results more predictable (Bernuzzi, 2022).

5 FINAL CONSIDERATIONS

The deepening of strategic planning in indoor sports units allowed us to understand that this process transcends the preparation of documents and reports, constituting itself as an integrated practice that connects the definition of objectives, the permanent monitoring of indicators and the constant adaptation to the changes that occur in the market and in society, so that gyms and studios that structure their plans in a coherent way demonstrate greater capacity for innovation, customer retention and long-term brand strengthening.

The experience accumulated in case studies and research carried out in Brazil reveals that the absence of strategic planning compromises not only the growth of the organization, but also the quality of the service offered, because without clear guidelines and evaluation mechanisms, decisions tend to be based exclusively on intuition and the repetition of practices that do not always respond to the new demands of consumers and the challenges imposed on the competitive environment.

The development of managerial skills, associated with the definition of goals and the creation of realistic action plans, emerges as an urgent need for managers who wish to consolidate academies as references of quality and professionalism, and continuous training and the search for permanent updating are conditions that differentiate leaders capable of leading engaged teams and sustaining consistent results.

Market segmentation and strategic positioning proved to be determining factors for the construction of competitive differentials, as consumers value experiences aligned with their values, expectations and consumption patterns, so that the ability to identify specific niches and design coherent value propositions has become a relevant strategic advantage in a saturated market sensitive to innovations.

The systematic use of performance indicators strengthens the culture of responsibility and facilitates decision-making, as the objective measurement of results allows for the identification of points for improvement and sustains a continuous process of adjustments that keeps the organization moving, reducing risks and maximizing growth opportunities.

The integration between areas such as marketing, financial management, operations, and customer service represents an essential condition to transform strategic planning into effective practice, because only with well-coordinated processes is it possible to ensure that the actions designed in the plan materialize in positive experiences that are consistent with the brand promise.

The contemporary context shows that constant innovation, whether in the way of offering services or in the use of digital technologies, is no longer an option, but a requirement to maintain the relevance and interest of the public, so that academies that invest in creative



and adaptable solutions are able to anticipate trends and occupy prominent spaces in the sector.

The construction of a results-oriented organizational culture based on mutual trust between managers and employees creates an environment conducive to engagement and motivation, as teams that understand their strategic role and feel valued assume responsibilities with greater commitment and contribute to the consolidation of innovative practices.

The resilience of gyms in times of crisis, as demonstrated in the recent impacts caused by economic and health transformations, reinforces that strategic planning must be dynamic and flexible, contemplating alternative scenarios and risk mitigation strategies that ensure the continuity of operations and the protection of the reputation built over time.

The understanding of strategic planning as a living and transversal process offers a solid basis to transform gyms and indoor sports units into sustainable, innovative enterprises capable of generating real value for their audiences, consolidating management practices that reflect professionalism, vision of the future and commitment to quality.



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