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**AN APPROACH TO THE FORMATION OF INDUSTRIAL
POLICY IN THE CONTEXT OF THE FUNCTIONING
OF THE EAEU THAT IS RELEVANT
FOR THE REPUBLIC OF BELARUS**

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Abstract. The approach to transforming the country's industry is shown in the context of forming the actual content of industry. It is substantiated that the solution to the problem of substantive modernization of the industrial complex should take into account market trends, the country's obligations assumed within the framework of integration associations, and optimization of the presence of government bodies in financing these processes. The expediency of updating the functioning of the industrial complex of the republic based on the approach of complementarity of the resources used by enterprises is revealed. The participation of the republic in integration associations is substantiated taking into account its economic interests, the quality of the organization of the resource use system and the endowment of the country's economy with them.

Keywords: cooperation; transformation; complex; industry; technology; specialization; cooperation; complementarity, integration associations.

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**CUSTOMER POLICY TRANSFORMATION IN THE
FITNESS INDUSTRY: COMPARATIVE ANALYSIS OF
BUSINESS MODELS AND DIGITAL ADAPTATION**

The article presents a comprehensive analysis of modern approaches to attracting and retaining customers in the fitness industry of the Republic of Belarus in conditions of high competition and digital transformation of the market. The aim of the study was to identify the key determinants of a successful customer policy and to develop practical recommendations for improving the efficiency of fitness clubs/gyms. The

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methodological basis was a comparative analysis of the business models of leading operators in various price segments in the Belarusian market. The authors have identified a clear polarization of strategies: from automation and affordability in the budget sector to deep personalization and status in the premium sector. A critical lag in the domestic market in the area of digitalization of the customer experience has been identified. In particular, the lack of full-fledged ecosystems and weak use of predictive and prescriptive analytics. The scientific novelty of the work lies in the systematization of retention strategies and the identification of the potential of hybrid service models for the fitness operators under consideration. The following growth drivers have been proposed: the introduction of artificial intelligence for hyper-personalization and reducing customer churn, the development of an omnichannel customer strategy, and the integration of a holistic approach to health. The implementation of the recommended measures is aimed at increasing customer lifetime value and creating a sustainable competitive advantage for organizations in the fitness industry.

Keywords: customer policy; fitness industry; customer retention; personalization; artificial intelligence; CRM systems; business models; digital marketing.

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Introduction. At the current stage of global economic development, the health and fitness industry is transforming from a service sector providing access to sports equipment into a complex ecosystem that integrates physical activity, mental health, and social interaction. The growing interest of the population in active lifestyles and disease prevention is driving steady growth in demand, but increasing competition and changing consumer preferences are creating new challenges for market participants. Traditional methods of attracting customers, focused on aggressive sales, are gradually losing their effectiveness, giving way to strategies aimed at long-term retention and maximizing customer lifetime value.

In a situation where the cost of attracting a new customer can be 5–25 times higher than the cost of retaining an existing one, an effective customer policy becomes a key factor in the fitness club growth and development [1]. This is particularly critical in this industry, as the business model is based on recurring payments (membership renewals). Therefore, economic feasibility is shifting towards loyalty and personalization programs. However, an analysis of the current situation in the Republic of Belarus shows that many operators continue to act within outdated paradigms, ignoring the opportunities offered by digitalization and in-depth data analytics. It is particularly important to study consumer motivations and barriers to regular exercise, as well as to adapt successful global practices to local realities.

The article analyzes modern approaches to building a customer base, identifies the specific features of Belarusian gym strategies, and proposes progressive directions for improving their activities.

Main part. The theoretical basis of the study is built on the understanding of customer policy as a set of strategic decisions that go beyond the simple sale of services and focus on building long-term relationships between the supplier and the consumer. The central element here is the concept of customer relationship management (CRM), which is viewed not simply as software, but as a business philosophy where the customer is the main source of income [2]. At the same time, CRM systems allow data from various channels (website, mobile phone, email, social networks) to be consolidated, creating a unified consumer profile and enabling personalized communication with them. In the modern fitness industry, there has been a fundamental shift from a focus on one-

time transactions to managing the entire customer lifecycle, which is driven by the need for regular visits to ensure business profitability.

A distinctive feature of the fitness industry is the duality of its goals: commercial profit is inextricably linked to the social mission of improving the nation's health. The Republic of Belarus' state policy in the field of sports is aimed at encouraging the population to engage in physical culture [3]. Research shows that integrating a social mission into a brand increases customer loyalty, transforming them from consumers into brand advocates.

The research methodology consisted of data collection, parameterization, and analysis of market trends. In particular, an analysis was conducted of open sources, commercial offers, and operating models of five representative fitness operators acting in Minsk and regions of the Republic of Belarus: GYM24, GymExpress (economy segment); Adrenaline (mid-range segment); Mir Fitness, World Class (premium and luxury).

The fitness industry has unique characteristics that critically influence the formation of customer policy. First, there is a pronounced seasonality of demand. Statistics show an increase in activity in January (up to 12% of all annual sales, the "post-New Year holiday" effect) and in the spring, while in the summer, due to vacations and outdoor activities, and in November-December (due to the upcoming holidays), there is a decline in new registrations of about 15%. Secondly, there is high local competition, where the target audience's coverage radius often does not exceed 3 km from the club, making hyperlocal marketing and reputation management in a specific area critically important. Thirdly, there is competition from online platforms. The global online fitness market, estimated at \$6.04 billion in 2020, is projected to grow to \$59 billion by 2027, requiring offline clubs to implement hybrid service models. Finally, low engagement is a significant problem: up to 67% of purchased memberships are rarely or never used, indicating the ineffectiveness of post-sale retention mechanisms [4].

To assess the current state of the market in the Republic of Belarus, a comparative analysis of the strategies of leading operators was conducted: GYM24, GymExpress, Adrenaline, Mir Fitness, and World Class. The comparison was based on 10 key parameters: pricing strategy, operating hours, level of technology, degree of personalization, geographical presence, conditions for freezing memberships, availability of corporate programs, additional services, trial training policy, and unique selling proposition (USP) (Table 1).

Table 1. Comparative characteristics of strategies used by Belarusian fitness operators

Parameter	GYM24	Adrenaline	Gym Express	Mir Fitness	World Class
Price segment	Economy	Average	Economy	Premium	Luxury
Working hours	24/7	Limited	24/7	Limited	Limited
Technological feasibility	High	Low	High	Medium	Average
Personalization	Low	High	Low	High	Very high
Location	Minsk	Minsk, Gomel, Pinsk, Orsha, Luninets	Minsk	Minsk	Minsk
Freezing memberships	7-14 days	Not specified	Yes (3-12 months)	Yes	15-90 days
Corporate programs	No	Yes	Active	Yes	Yes

Parameter	GYM24	Adrenaline	Gym Express	Mir Fitness	World Class
Additional services	Minimum	Average set	Minimum	Maximum	Maximum
Trial training sessions	Free	Not specified	Free	Not specified	Yes
Core USP	Price + availability	Atmosphere	Convenience	Comprehensiveness	Status + quality

The study revealed clear market segmentation and differences in approaches to value creation.

The Economy segment and mass penetration strategy. Operators in this segment, in particular the GYM24 chain, are implementing a cost leadership strategy. The minimum subscription cost (from BYN 59) and round-the-clock operation (24/7) allow them to reach a wide range of the population and compete for mass consumers. A key element of the business model is the high technological level of operational processes: the introduction of biometric access simplifies customer logistics and reduces the workload on staff. GymExpress implements a similar strategy, focusing on maximizing operational efficiency through automation and minimizing the human factor. However, this model has limitations: low margins require a large flow of customers, and the lack of personalized service reduces emotional attachment and loyalty.

Mid-range pricing segment and emotional engagement strategy. The Adrenaline fitness chain has chosen a differentiation strategy based on creating a “family” club atmosphere. The emphasis is on interpersonal relationships, staff qualifications, and an individual approach, which helps to build a community of loyal users. An important element of the strategy is regional expansion, which allows for risk diversification and the exploitation of differences in the competitive environment of different cities in Belarus. However, the technological component in this segment often lags behind market leaders, which limits the possibilities for scaling the personalized experience.

Premium segment and comprehensive ecosystem strategy. Mir Fitness and World Class clubs are implementing a premium positioning strategy. Mir Fitness promotes itself as a comprehensive health center offering a wide range of services under one roof (including children’s programs), which increases customer lifetime value by involving the whole family. World Class leverages the power of its international brand by creating a status-conscious community and offering exclusive partnership programs with luxury brands. This segment offers the highest level of personalization and service, justifying its high pricing policy.

An analysis of marketing communications has shown that modern attraction strategies require an integrated omnichannel approach. Fragmented use of channels does not yield results. An effective model includes hyperlocal targeting (within a 3 km radius), active social media management (Instagram, TikTok) to build image, search engine reputation management (SEO, maps), and the use of messenger marketing for service notifications. An important observation is that paid trial products (e.g., an inexpensive first workout) attract a higher-quality audience with a high conversion rate to long-term membership than completely free offers, which often generate a stream of “freeloaders”.

Despite the diversity of strategies, the Belarusian market is characterized by a number of systemic problems. First, there is a technological gap. While global trends point to the dominance of hybrid models (online + offline) and the use of artificial intelligence (AI), domestic operators are lagging behind in the digitalization of the customer experience. There are no full-fledged

mobile applications with progress tracking, gamification, workout booking, personalized recommendations, and social interaction between participants. Second, personalization is often limited to the work of a trainer and is not supported by automated data analytics systems. Third, the potential of the corporate segment (B2B) is not being fully exploited: offers often boil down to discounts, without integration into companies' HR strategies for managing employee health.

A set of strategic solutions is proposed to overcome the identified gaps and improve operational efficiency. These solutions are based on the introduction of advanced technologies and a rethinking of the value proposition.

The primary measure is digital transformation and the active implementation of artificial intelligence. AI has the potential to radically change the approach to personalization. Machine learning algorithms can analyze data on customer visits and activity to create individual training and nutrition plans, as well as for predictive churn analytics. The system can automatically identify customers who are at risk (decreased visit frequency) and initiate retention campaigns. In addition, the use of chatbots for 24/7 support will reduce the workload on administrators and improve service quality (Table 2).

Table 2. Artificial intelligence in the fitness industry

Scope of AI application	Features and benefits
Personalized training and nutrition	Creating adaptive plans based on user data, goals, and progress; dynamically adapting daily routines.
Virtual coaching and feedback	Providing recommendations and motivation, simulating a personal trainer, real-time feedback on exercise technique.
Predictive and prescriptive customer churn analytics	Identifying customers at risk of churn based on behavioral data; launching targeted retention strategies.
Operations automation and club management	Automating class schedules, assigning trainers, processing membership renewals, and forecasting peak hours.
Chatbots and 24/7 support	Providing 24/7 customer support for scheduling, membership, and trainer availability.
Lead generation and sales	Tracking website visitors, personalizing membership offers, and automating follow-up communications to increase conversion rates.

The second strategic direction is the development of an omnichannel customer strategy through the integration of online and offline formats. The COVID-19 pandemic has shown that the creation of hybrid models and online ecosystems is not a temporary measure, but a strategic imperative [5]. Operators need to develop platforms for streaming classes, creating a continuous cycle of interaction with customers even outside the club. This increases the value of the membership and promotes retention.

The third direction is the application of a holistic approach [6]. Modern consumers are looking not just for physical exercise, but for comprehensive well-being. Integrating mindfulness, meditation, nutrition, and recovery practices into services allows for differentiation in the market and satisfies the demand for mental health. This transforms a fitness club from a "regular gym" into a health management center.

The fourth area is the implementation of a comprehensive CRM system with customer lifecycle analytics capabilities, which helps identify behavior

patterns and optimize retention strategies. Automating communications based on behavioral triggers helps increase the effectiveness of marketing activities.

In addition to all of the above, the use of gamification and community management is recommended. The application of game mechanics (points, levels, leaderboards) affects the internal motivation of customers and makes the training process exciting for them. Creating active communities, holding challenges and social events strengthens the emotional connection with the brand, which is a powerful retention factor.

However, recommendations should be adapted for each market segment. For example, budget operators (GYM24) should focus on automating communications through chatbots and creating digital products with low maintenance costs. Mid-range operators (Adrenaline) need to standardize service quality through internal trainer certification and the development of regional partnerships. Premium clubs should invest in medical integration (check-ups, bioimpedance) and concierge services, creating a hyper-personalized experience.

The effectiveness of these strategies should be assessed using a system of metrics: acquisition cost, retention rate, lifetime value, and loyalty index. The transition to data-driven management will enable rapid course corrections and maximize financial results.

Conclusion. A comprehensive study of the theoretical and practical aspects of customer policy in the field of health-improving physical culture allows to draw a number of fundamental conclusions that are significant for the development of the industry in the Republic of Belarus.

Firstly, the hypothesis about a paradigm shift in consumer interaction has been confirmed. Market evolution has led to transaction models focused exclusively on selling memberships reaching their full potential. The successful operation of a modern gym is impossible without the implementation of CRM strategies that prioritize long-term relationships, personalization, and customer lifecycle management. The social mission of fitness – improving the health of the nation – is becoming not just an ideological superstructure, but a real economic asset that increases audience loyalty.

Secondly, analysis of the Belarusian market revealed its high degree of segmentation and polarization. There is a clear division between the budget segment, driven by price and automation, and the premium segment, based on service and status. The mid-price segment is in the most vulnerable position, requiring the search for unique positioning through atmosphere and community. At the same time, a common weakness for all operators is the insufficient use of digital retention tools and low integration of online services into the product matrix.

Thirdly, key growth areas have been identified. The future of the fitness industry in Belarus lies in digital transformation: creating super-apps, using artificial intelligence for hyper-personalization of the training process and churn prediction, also introduction of hybrid service formats. The most important trend is the corporatization of demand and the integration of a holistic approach that combines physical and mental health.

The practical significance of this study lies in the development of differentiated recommendations for various types of fitness clubs, which can be used by them in both strategic and operational management. Their implementation will not only improve the quality of customer service, but also create a sustainable competitive advantage in a rapidly changing market environment. In the context of increasing digitalization, intensifying competition, and growing consumer demands, the club's ability to adapt, personalize offers, build a community, and integrate new technologies will become a key factor for success.

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ТРАНСФОРМАЦИЯ КЛИЕНТСКОЙ ПОЛИТИКИ В ФИТНЕС-ИНДУСТРИИ: СРАВНИТЕЛЬНЫЙ АНАЛИЗ БИЗНЕС-МОДЕЛЕЙ И ЦИФРОВОЙ АДАПТАЦИИ

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В статье представлен комплексный анализ современных подходов к привлечению и удержанию клиентов в фитнес-индустрии Республики Беларусь в условиях высокой конкуренции и цифровой трансформации рынка. Целью исследования стало выявление ключевых детерминант успешной клиентской политики и разработка практических рекомендаций для повышения эффективности работы фитнес-клубов/тренажерных залов. Методологическую базу составил сравнительный анализ бизнес-моделей ведущих операторов различных ценовых сегментов на рынке Республики Беларусь. Авторами выявлена четкая поляризация стратегий: от автоматизации и ценовой доступности в бюджетном секторе до глубокой персонализации и статусности – в премиальном. Установлено критическое отставание отечественного рынка в области цифро-

визации клиентского опыта, в частности отсутствие полноценных экосистем и слабое использование прогнозной и предписывающей аналитики. Научная новизна работы заключается в систематизации стратегий удержания и выявлении потенциала гибридных моделей обслуживания для рассматриваемых фитнес-операторов. В качестве драйверов роста предложены внедрение искусственного интеллекта для гиперперсонализации и снижения оттока клиентов, развитие омниканальной клиентской стратегии и интеграция холистического подхода к здоровью. Реализация рекомендуемых мер направлена на увеличение пожизненной ценности клиента и формирование устойчивого конкурентного преимущества организаций сферы фитнес-индустрии.

Ключевые слова: клиентская политика; фитнес-индустрия; удержание клиентов; персонализация; искусственный интеллект; CRM-системы; бизнес-модели; цифровой маркетинг.

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Н. А. МЕЛЬНИКОВА

ЦИФРОВИЗАЦИЯ НАЛОГОВЫХ УСЛУГ КАК ИНСТРУМЕНТ ПОВЫШЕНИЯ НАЛОГОВОЙ ГРАМОТНОСТИ НАСЕЛЕНИЯ СТРАН-УЧАСТНИЦ ЕАЭС

В статье рассматриваются направления повышения налоговой грамотности населения стран–участниц Евразийского Экономического Союза, дается краткий обзор перечня налоговых услуг, предоставляемых государственными налоговыми органами с применением цифровых технологий и ресурсов, позволяющих сформировать систему налоговых отношений на принципах добровольности уплаты налогов и социальной справедливости.

Ключевые слова: налоговая грамотность; налоговые услуги; налоговые органы; цифровые сервисы; страны ЕАЭС.

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Введение. В современный период развития национальных экономических систем многих стран особое значение приобретает формирование высокого уровня финансовой и налоговой грамотности населения, который оказывает непосредственное влияние на экономическое развитие страны, уровень и качество жизни, благосостояние граждан и общества. Одним из направлений повышения уровня налоговой грамотности является доступность налоговых

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