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ORGANIZATIONAL SUPPORT OF THE HEALTH FITNESS SYSTEM IN UKRAINE

The system of health fitness has been operating only for 20 years in Ukraine. Our state adopts the cult of a healthy lifestyle, which is why a huge number of fitness clubs have appeared. Organizational aspects of the health fitness system of Ukraine have not been studied sufficiently. The goal of the work is to improve the organizational support of the health fitness system in Ukraine. Fitness clubs are an important segment in the development of health motor activity. It is necessary to create relationships inside and outside the organization for the effective functioning of fitness clubs. The purpose of the organizational support of the fitness club is to support the response to changes in the external environment and the adaptation of the internal environment to these changes by providing the necessary resources, organizing the relationships between individual elements, and eliminating deviations that may occur. We have determined the factors of the microenvironment and the macroenvironment for the organizational support of the health fitness system. There was assessed the importance of the impact of each factor. This gives an understanding of the demand and significance of the professional activity of the fitness staff, the economic possibilities of the development and consumption of the health fitness system services (payability of the population), political stability and the intentions of the authorities regarding the development of society (today, unfortunately, the health fitness system does not interact with state and public management bodies, etc.). The factors of the remote environment also allow us to predict the possibilities of the development of science and technology, to reorient ourselves to promising/innovative fitness technologies in a timely manner. That is why the health fitness system must take them into account, respond in time and adapt to the corresponding changes.

Key words: health fitness, organizational support, system, factors.

Чеховська Л.Я., Дутчак М.В., Лужна М.Я., Проценко У.М., Жданова О. М. Організаційне забезпечення системи оздоровчого фітнесу в Україні. В Україні організаційні аспекти системи оздоровчого фітнесу вивчені недостатньо. У нашій державі існує культ здорового способу життя, тому з'явилася величезна кількість фітнес-клубів. Метою роботи є вдосконалення організаційного забезпечення системи оздоровчого фітнесу в Україні. Фітнес-клуби є важливим сегментом у розвитку оздоровчої рухової активності. Для їх ефективного функціонування необхідно налагодити стосунки всередині та поза організацією. Організаційне забезпечення фітнес-клубу - це підтримка реакції на зміни зовнішнього середовища та адаптація внутрішнього середовища до цих змін шляхом забезпечення необхідними ресурсами, організації взаємозв'язків між окремими елементами та усунення відхилень, які можуть виникнути. Визначено чинники мікро- та макросередовища для організаційного забезпечення системи. Оцінено важливість впливу кожного з них. Це дає розуміння затребуваності та значущості професійної діяльності фітнес-персоналу, економічних можливостей розвитку та споживання фітнес-послуг, політичної стабільності та намірів влади щодо розвитку суспільства тощо. Чинники віддаленого середовища дозволяють своєчасно переорієнтуватися на інноваційні фітнес-технології. Тому система оздоровчого фітнесу повинна їх враховувати, вчасно реагувати та адаптуватися до відповідних змін.

Ключові слова: оздоровчий фітнес, організаційне забезпечення, система, чинники.

Statement of the problem and its connection with important scientific and practical tasks. Nowadays, society is responsible and knowledgeable of the importance of physical activity practised on a regular basis, as a way of improving quality of life [11, 21]. Ukraine's health fitness system has been operating for only 20 years, while in the world's leading countries for more than half a century [8,9,10,11]. This undoubtedly necessitates the study of scientific issues of this social system, taking into account national characteristics, international best practices, available array of scientific knowledge and requests for practice.

Our country is adopting the cult of a healthy lifestyle following the European world, there is a huge number of fitness clubs and networks of fitness centers - an important segment in the health fitness system. They have been and remain the most attractive to a large population. However, the Ukrainian market of fitness services still lags behind the Western one. That is why we consider it

important to study the current state and prospects of the fitness system development in Ukraine [2].

In recent years, research has been actively conducted on various aspects of the fitness system functioning. In particular, the history, ideology and methodological principles of fitness are presented in the works of scientists [17]. Part of the work is devoted to the introduction of fitness in the activities of higher education institutions [4,20] and high school [16]. Programming of health fitness classes is covered in the works of scientists [19]; the organizational and management features of using and implementing Internet marketing in the activities of fitness clubs [6], classification and methodological features of health fitness tools were analyzed by Yu. Belyak et al. [1], and the use of health fitness tools – A.O. Tvelina, [7]; N.A. Kulyk, [3]. The scientists [2,12] studied the issues of staffing the health fitness system, and the problems of fitness staff standardization are covered in the works [22]. However, the organizational aspects of the health fitness system of Ukraine are studied insufficiently, and the influence of environmental factors on it remains unaccounted for, which requires research.

The work was performed according to the research topics of the National University of Physical Education and Sport of Ukraine «Theoretical and methodological principles of health and recreational physical activity of different groups» (№ state registration 0111U001630) and the scientific topic of the Department of Fitness and Recreation of Ivan Boberskyi Lviv State University of Physical Culture for 2021-2026 «Health physical activity in recreational activities of different population groups of Ukraine».

The purpose of the work is to improve the organizational support of the health fitness system in Ukraine.

Material and methods. A set of methods was used to perform the tasks: research methods of theoretical level (analysis; synthesis; analogy; extrapolation; retrospective, systemic); methods of empirical research (documentary method, method of expert assessments, methods of PEST-analysis and SWOT-analysis); methods of mathematical statistics are used to analyze and process the results obtained at different stages of the study.

Presentation of the main research material. Health fitness in Ukraine is developing rapidly. Thus, its annual turnover in 2018 amounted to 266,6 million dollars [21]. In 2018, Ukraine's place in European rankings was determined for the second time [13,14,15,18]. Our country is one of the twenty European countries in terms of the number of fitness clubs (1765 - 2018, which is almost 200 more than in 2017) [14,15,18]. The number of their visitors (1,2 million people) with a penetration rate of 2,9% [14,15,18].

An important segment in the development of recreational physical activity, in particular the system of health fitness, are the subjects of physical culture and sports - physical culture and health organizations (fitness centers, fitness clubs, gyms, etc.), which involve citizens in physical activity [10]. The structure of the fitness clubs distribution on the basis network/non-network has not changed compared to 2017: 41% - network and 59% non-network clubs [21]. Despite the fact that the networks have greatly expanded due to the opening of new clubs, individual clubs have also been actively opening and balancing the picture. For the effective fitness clubs functioning it is necessary to create relationships within and outside the organization, as well as other organizational relationships, legal norms embodied in internal regulations, through which market-oriented facility will use the opportunities provided by the environment, promote achieving development goals through the implementation of selected strategies. That is, the organizational support of the health fitness system subjects functioning depends on the interaction of units functionally related to production and economic activities and organizational elements of all levels of government. The purpose of the fitness club organizational support is to maintain the response to changes in the external environment and adapt the internal environment to these changes by providing the necessary resources, organizing relationships between individual elements and eliminating deviations that may occur.

To ensure the organizational support of the fitness system, it is necessary to determine the environmental factors that affect its functioning [5]. We have identified the factors of microenvironment and macroenvironment that is direct and indirect effects.

PEST-analysis was used to study the influence of the remote environment factors on the development of the fitness system. Its results made it possible to identify the factors of influence: *social*: public awareness of physical culture, promotion and advertising of health fitness classes in the media, demand for fitness services, service and provision of fitness services, training for the health fitness system (formal education, non-formal education), personnel preparedness in the health fitness system, attestation of personnel in the system of health fitness, cooperation of organizations that develop fitness; *technological*: innovative technologies in health fitness (new areas, fitness programs, new equipment, etc.), development and penetration of the Internet, development of mobile applications, etc.; *economic*: state support of health fitness facilities, regulatory and legal support of the health system fitness, maintenance of fitness clubs, solvency of the population, level of competition; *political*: political stability, safety. Also, the results of the PEST-analysis allowed to identify opportunities and threats of environmental factors, as well as to assess the degree of probability of their presence and significance for the functioning of the fitness system. Each change of an individual factor has a certain impact on the fitness system. PEST analysis allows you to track changes that the fitness services market will be able to adequately respond to.

Using the method of PEST-analysis, experts (n=15) assessed the importance of the impact of environmental factors on the development of the fitness system (table 1).

Table 1

The importance of the environmental factors influence on the fitness system development

<i>Political Factors</i>	Weighted score	<i>Economic Factors</i>	Weighted score
Political stability	0,7	Solvency of the population	0,37
Safety	0,21	Level of competition	0,24
		State support for health fitness facilities	0,2
		Maintenance of the fitness club	0,09
		Regulatory and legal support of the health fitness system	0,03
Total	0,91	Total	0,93

<i>Social Factors</i>	Weighted score	<i>Technological Factors</i>	Weighted score
Attestation of personnel in the system of health fitness	0,25	Development and penetration of the Internet, development of mobile applications, etc.	0,48
Training for the health fitness system	0,25	Innovative technologies in health fitness	0,4
Personnel prepared-ness in the health fitness system	0,24		
Service and provision of fitness services	0,12		
Demand for fitness services	0,12		
Promotion and advertising of health fitness classes in the media	0,06		
Cooperation of organizations that develop fitness	0,06		
Public awareness of physical culture	0,03		
Total	1,13	Total	0,88

Thus, social factors (weighted score = 1,13) have the greatest impact on the development of the fitness system in Ukraine. However, political stability, according to experts, has the highest real significance (weighted score = 0,7). This proves its impact on business activity, investment climate and the stability of the health fitness system.

The main goal of politics is the well-being and health of citizens. That is why the promotion of a healthy and active lifestyle at the state level and the creation of conditions for affordable health fitness should be a priority for the state. The reality encourages more active action on the part of the authorities, so the state needs the support of health fitness entities (weighted score = 0,2).

At present, unfortunately, the state and public authorities do not cooperate enough with the subjects of the fitness system. That is why, in our opinion, the connection / partnership between the state and the private sector should be established and strengthened. Therefore, it will be expedient to: include health fitness in the competence of one of the departments of the Ministry of Youth and Sports of Ukraine; provide tax benefits; consider ways to involve statistical institutions in the form of uniform forms of labour accounting and not only financial reports to the tax service. This will allow monitoring the level of coverage of the population with health and recreational physical activity. This cooperation will allow to agree on the documents of legal regulation on the definition of the basic definitions of the health fitness system.

Unfortunately, political instability is holding back these processes and, accordingly, the development of Ukraine's health fitness system.

The development and penetration of the Internet and mobile applications (weighted score = 0,48) into the fitness system is also significant, as it creates additional popularity and competition. Promising technological factors include innovative technologies (new areas, fitness programs, new equipment, etc.), the introduction of which will help attract various groups to the population.

Economic factors affect investment prospects, purchasing power, etc. Note that the economic crisis is negatively affecting the introduction of innovative technologies in fitness. In particular, the insufficient solvency of the population and significant costs for the maintenance of the fitness club do not contribute to the implementation of the strategy for the development of the fitness system. In order to minimize the impact of these factors, the range of subscriptions should be reviewed and new economic proposals should be introduced, etc. (season ticket for the month, installment, different time, etc.).

Technological advances that create additional competition for fitness clubs generally contribute to the development of the fitness system. They can be "neutralized" by social factors that ensure the quality of fitness services (training and quality of training in the health fitness system, their certification, modern equipment, etc.). That is why Ukrainian institutions of higher education should work on a new/modern curriculum that meets the latest trends in education and is consistent with stakeholders. The modern labour market needs specialists who understand the new/innovative trends in health fitness.

Note that in assessing the factors it is necessary to take into account not only their actual situation, but also to predict possible changes in each of them for several years to come. Analysis of the external environment allows you to timely forecast the emergence of threats and opportunities; develop situational plans in case of unforeseen circumstances; develop a strategy to achieve goals and turn potential threats into profitable opportunities. So there are factors that inhibit or open new opportunities for the development of a fitness system. That is why in order to improve it, it is necessary to ensure the improvement of the fitness services quality with the help of professional staff.

The results of PEST-analysis and SWOT-analysis of the fitness clubs activities we used to form options for action needed to improve the organizational support of the health fitness system. So the experts analyzed them and selected the best effective option to improve the organization of the fitness system and provide its staff to improve the quality of fitness services. To this end, they evaluated the proposed options for the 10-point system (1 point - the lowest score, and 10 - the highest) proposed options for the criterion of optimality - the main indicator of the quality of the system. That is, the sign on the basis of which a comparative assessment of possible alternatives and the choice of the best - is a comprehensive consideration of feasibility, profitability and effectiveness. Optimal, i.e. the best, was considered to be the action, the arithmetic mean of which was above 7,5 points (the highest one-fourth of the rating scale, which meets the recommendations of scientists, and the coefficient of variation - less than 10%, indicating a high level of homogeneity and low variability of expert opinion relevant issue).

All actions were grouped into tasks. So let's consider the importance of action for the development of fitness system mentioned by experts (table 2).

Table 2

Expert assessment of actions significance that contribute to the development of the fitness system		
Actions	$\bar{x} \pm Sx$	V, %
Conducting club fitness conventions	6,0±0,1	6,3
Use of the newest means of health fitness in professional activity	6,1±0,13	8,4
Promotion of healthy lifestyle	6,2±0,17	10,9
Improvement of sports infrastructure	7,0±0,17	9,4
Involvement of the population in physical activity	7,9±0,12	5,8
Control over the qualitative and quantitative indicators of the measures implementation aimed at the development of local fitness initiatives, etc.	8,1±0,18	8,7
Promotion of health fitness	9,4±0,24	9,7

Thus, according to experts, the optimal actions for the development of the fitness system are its promotion (9,4 ± 0,24; 9,7%), involvement of the population in physical activity (7,9 ± 0,12; 5,8%), improvement of sports infrastructure (7,0 ± 0,17; 9,4%) and control over qualitative and quantitative indicators of implementation of measures aimed at the development of local fitness initiatives (8,1 ± 0,18; 8,7%), etc. Other options for action were, according to experts, not effective enough (see table 2).

Consider the actions evaluated by experts to perform the task of optimizing the strategy of development of the fitness system (table 3).

Table 3

Expert assessment of the actions significance to optimize the strategy for the fitness development		
Actions	$\bar{x} \pm Sx$	V, %
Analysis and evaluation of fitness clubs competitive activities	4,1±0,15	14,6
Conducting propaganda on fitness health classes	5,1±0,21	15,8
Cooperation with secondary education institutions	5,2±0,22	16,6
Evaluation of the effectiveness of various advertisement forms and types	6,2±0,20	12,5
Improvement of personnel policy	7,3±0,13	6,7
Activation of types and forms of advertising	7,3±0,18	9,7
Introduction of new forms and types of health fitness	8,0±0,2	9,4
Interaction of clubs	8,1±0,18	8,7
Creating conditions for classes	9,2±0,22	9,4
Conducting an optimal pricing policy	9,1±0,21	8,8
Improving social responsibility	9,2±0,22	9,4
Cooperation with higher education institutions	9,4±0,24	9,7

According to the table, according to experts, the best actions to accomplish this task are cooperation with the Free Economic Zone (9,4 ± 0,24; 9,7%), increasing social responsibility and creating conditions for classes (9,2 ± 0,22; 9,4%), conducting an optimal pricing policy (9,1 ± 0,21; 8,8%) and creating conditions for classes. Also for the optimization of the strategy for the development of health fitness is the introduction of new forms and types of health fitness (8,0 ± 0,2; 9,4%), improvement of personnel policy (7,3 ± 0,13; 6,7%) and intensification different types and forms of advertising (7,3 ± 0,18; 9,7%). Other options, according to experts, were not effective enough.

Experts also assessed the list of actions required for the quality of fitness services. The evaluation results are presented in table 4.

Table 4

Expert assessment of the actions significance for the organization of quality services		
Actions	$\bar{x} \pm Sx$	V, %
Study of the fitness services quality assessment by clients	5,1±0,19	14,5
Penalties for fitness staff for poor quality services	6,0±0,1	6,3
Advanced training at the workplace	6,1±0,13	8,4
Fitness staff testing at the workplace	6,2±0,17	10,9

Compliance with customer requirements	7,0±0,17	9,4
Creating a comfortable microclimate	7,3±0,19	9,9
Introduction of a fitness quality assessment system	8,0±0,2	9,4
Integration of staff efforts in fitness club image formation	8,1±0,18	8,7
Compliance with sports safety requirements equipment	8,1±0,18	8,7
Advanced training	9,3±0,19	7,8
Creating conditions for career development	9,4±0,24	9,7
Personnel certification	9,9±0,07	2,6

According to experts, the quality of fitness services can provide: certification of staff ($9,9 \pm 0,1$; 2,6% - the highest figure), creating conditions for professional development ($9,4 \pm 0,24$; 9,7%) and advanced training ($9,3 \pm 0,19$; 7,8%). It is important to integrate the efforts of staff in shaping the image of the fitness club ($8,1 \pm 0,18$; 8,7%), creating a comfortable microclimate ($7,3 \pm 0,19$; 9,9%), compliance with customer requirements ($7,0 \pm 0,17$; 9,4%). Other actions were assessed by experts as not optimal. Expert assessment of the list of actions for consistency of documents regulating the system is given in table 5.

Table 5

Expert assessment of actions significance for the consistency of the documents regulating the activities of the system

Actions	$\bar{x} \pm Sx$	V, %
Formation of regulatory documents activities of fitness clubs	3,1±0,09	11,2
Formation of a single list of documents administrative regulation of fitness clubs	4,1±0,15	14,6
Adoption of strategic documents by fitness clubs planning	4,3±0,12	10,7
Certification of fitness staff at work	5,1±0,21	15,8
Development and approval of qualifications characteristics of a fitness trainer	7,1±0,15	8,4
Development and assignment of categories to fitness clubs	7,3±0,19	9,9
Creating an industry qualifications system	7,4±0,13	6,9
Establishment of a Fitness Personnel Certification Center	8,0±0,2	9,4
Development and approval of a professional standard	9,1±0,13	5,7

Therefore, for the quality functioning of the health fitness system, according to experts, it is necessary to develop and approve professional standards for fitness staff ($9,1 \pm 0,13$; 5,7%). It is advisable to establish a Certification Center ($8,0 \pm 0,2$; 9,4%), which will independently assess the real state of their professional training.

In our opinion, the purpose of the establishment and operation of the center will be the organization and provision of fitness personnel certification and implementation of pre-certification training. Thus, the creation of the "Certification Center for Fitness Personnel of Ukraine" is appropriate and will be beneficial for both employers (not to perform non-specific types of work) and fitness staff (objective assessment of the qualifications of potential employees of fitness clubs).

To improve the legal regulation of professional evaluation, experts note the need to create a sectoral system of qualifications ($7,4 \pm 0,13$; 6,9%). Because it is relevant and there are all the prerequisites for this. Work in this direction was started by Professor M.V. Dutchak. Subsequently, it would be appropriate to submit a draft law of Ukraine "On the National Qualifications System". It is also important to develop and assign categories to fitness clubs ($7,3 \pm 0,19$; 9,9%). Requirements for professional qualities, knowledge and skills of fitness staff, which should be observed when performing professional tasks in accordance with the needs of the labour market, should be set out in the developed and approved qualification characteristics ($7,1 \pm 0,15$; 8,4%). All this in the complex will help to assess the professional suitability of the specialist will contribute to the safety and quality of fitness services.

This information was taken into account in the development of the Concept, which will help to overcome the contradictions between current practice and current requirements to improve the organization of the fitness system and provide its staff to improve the quality of fitness services.

Conclusions

1. Insufficient study of the complex problem of organizational and personnel support of the fitness system leads to contradictions and unrealized potential of the system in terms of monitoring the level of staff readiness to perform official duties and their continuous professional development, as well as proper management of health fitness in Ukraine.

2. The formation of a modern system of health fitness in Ukraine has been going on for the last 20 years and shows a steady upward trend in key indicators. The annual turnover of the fitness services market of Ukraine in 2018 amounted to 266,6 million US dollars (15,2 million US dollars more than in 2017), there was an increase in the number of subjects of the fitness system by almost 200 units, their number was 1765. However, there is a problem of uneven provision of the population, because they are concentrated primarily in large cities. An increase in the number of fitness services consumers was established, which was used by 1,02 million in 2016, about 1,09 in 2017, and 1,2 million in 2018. The generalization of the domestic practice of health fitness testifies to the expediency of improving the organizational support of this system to improve the management of its individual subjects.

3. The importance of factors of the remote environment, which have an impact on the functioning of the health fitness system, was established by experts as follows: social (score = 1,13), economic (score = 0,93), political (score = 0,91) and technological

(score=0,88). The obtained results give an understanding of the demand and significance of the professional activity of the fitness staff, the economic possibilities of the development and consumption of the health fitness system services (payability of the population), political stability and the intentions of the authorities regarding the development of society (today, unfortunately, the health fitness system does not interact with state and public management bodies, etc.). The factors of the remote environment also allow us to predict the possibilities of the development of science and technology, to reorient ourselves to promising/innovative fitness technologies in a timely manner. That is why the health fitness system must take them into account, respond in time and adapt to the corresponding changes. There were identified 54 factors of the influence of the external environment on the development of the health fitness system as part of the PEST analysis. There were established 32 options for actions according to the criterion of optimality (above 7,5 points, coefficient of variation - less than 10%) of organizational and personnel support for improving the health fitness system. Tasks and actions for their implementation are taken into account for the improvement of organizational and personnel support during developing the concept of a health fitness system.

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