



## **MARKETING PLAN OF CLUB TRIATLÓN CASTELLÓN**

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## INDEX

<b>A. INDEX OF FIGURES</b> .....	<b>5</b>
<b>B. INDEX OF TABLES</b> .....	<b>6</b>
<b>C. INDEX OF GRAPHICS</b> .....	<b>7</b>
<b>1. EXECUTIVE SUMMARY</b> .....	<b>9</b>
<b>2. SITUATIONAL ANALYSIS</b> .....	<b>10</b>
<b>2.1. Internal analysis</b> .....	<b>12</b>
<b>2.1.1. Company's presentation</b> .....	<b>12</b>
<b>2.1.2. Company Resources</b> .....	<b>15</b>
2.1.2.1. Human Resources .....	15
2.1.2.2. Economic capacity .....	20
2.1.2.3. Financial resources.....	24
2.1.2.4. Intangible resources .....	24
2.1.2.5. Tangible resources .....	25
2.1.2.6. Marketing Resources.....	25
<b>2.2. External analysis</b> .....	<b>41</b>
<b>2.2.1. Macroenvironment (PESTEL Analysis)</b> .....	<b>41</b>
2.2.1.1. Political and Legal Factors.....	41
2.2.1.2. Economic Factors.....	43
2.2.1.3. Sociocultural Factors .....	46
2.2.1.4. Technological Factors.....	50
2.2.1.5. Ecological Factors .....	51
<b>2.2.2. Microenvironment (PORTER)</b> .....	<b>53</b>
2.2.2.1. Bargaining power of customers .....	53
2.2.2.2. Bargaining power of suppliers.....	54
2.2.2.3. Threat of new entrants.....	55
2.2.2.4. Threat of substitute products .....	55

2.2.2.5. Rivalry between competitors.....	56
<b>2.2.3. Competitive Analysis .....</b>	<b>57</b>
2.2.3.1. Levels of competition .....	57
2.2.3.2. Main competitors .....	59
<b>2.3. Market Analysis .....</b>	<b>63</b>
2.3.1. Sector Analysis.....	63
2.3.2. Potential demand.....	66
2.3.3. Consumer Analysis .....	69
<b>2.4. Internal Market Research .....</b>	<b>70</b>
2.4.1. Research objectives .....	70
2.4.2. Methodology .....	71
2.4.2.1. Research design.....	71
2.4.2.2. Measured variables .....	72
2.4.3. Analysis of results.....	73
2.4.4. ANOVA Analysis.....	75
2.4.5. General conclusions of the investigation .....	81
<b>3. SWOT ANALYSIS.....</b>	<b>82</b>
<b>4. SEGMENTATION STRATEGY, TARGET AND POSITIONING .....</b>	<b>85</b>
4.1. Segmentation strategy .....	85
4.2. Target .....	86
4.3. Positioning.....	88
<b>5. OBJECTIVES.....</b>	<b>89</b>
<b>6. MARKETING STRATEGY.....</b>	<b>91</b>
6.1. Growth strategy .....	91
6.2. Competitive strategies .....	92
6.3. Strategy as a competitive advantage .....	93
6.4. Business strategy.....	94
<b>7. ACTION PROGRAMS.....</b>	<b>94</b>
<b>8. TIMELINE AND BUDGET .....</b>	<b>107</b>

9. CONTROL.....	108
10. BIBLIOGRAPHY .....	109
11. ANNEXED .....	112

## **A. INDEX OF FIGURES**

Figure 1. Colegio Agora Lledó International School .....	13
Figure 2. Gaeta Huguet .....	13
Figure 3. Escuela Club Triatlón Castellón .....	14
Figure 4. Teamwork .....	15
Figure 5. Organization Chart .....	16
Figure 6. Components of the board of directors .....	17
Figure 7. Sponsorships.....	21
Figure 8. Accounting result .....	24
Figure 9. Lines of services for adults.....	26
Figure 10. Club Triatlón Castellón distribution.....	31
Figure 11. Registration form .....	32
Figure 12. Austral distribution.....	33
Figure 13. Club Triatlón Castellón web page.....	33
Figure 14. Sections of the Club Triatlón Castellón website .....	34
Figure 15. Club Triatlón Castellón - Facebook .....	35
Figure 16. Club Triatlón Castellón - Instagram .....	35
Figure 17. Billboard .....	36
Figure 18. Promotional gifts.....	37
Figure 19. Design of clothes for competitions.....	38
Figure 20. News.....	39
Figure 21. News.....	40
Figure 22. News.....	40
Figure 23. Sports system .....	42
Figure 24. Concern of the Spanish for the environment.....	51
Figure 25. Influence of macro-environment in Club Triatlón Castellón.....	52
Figure 26. Porter's five forces model.....	53
Figure 27. Sports modalities more practiced by the Spaniards.....	56
Figure 28. Levels of competence.....	58

Figure 29. Bulletin Board - Competition .....	60
Figure 30. Comparison of competitors .....	62
Figure 31. Potential demand.....	67
Figure 32. Specific demand of the Club Triatlón Castellón in all disciplines.....	68
Figure 33. Specific demand of the Club Triatlón Castellón in triathlon .....	68
Figure 34. People who practice sports according to sex.....	69
Figure 35. Technical specifications of the investigation .....	71
Figure 36. Segmentation is done within the product-market .....	86
Figure 37. Segmentation by age.....	87
Figure 38. Segmentation by occupation .....	87
Figure 39. Segmentation by the number of members in the household.....	88
Figure 40. Positioning Map .....	89
Figure 41. Strategies.....	91
Figure 42. Ansoff's matrix .....	92
Figure 43. Kotler competitive strategies.....	93
Figure 44. Porter competitive strategies .....	93
Figure 45. Example of a YouTube account.....	96
Figure 46. Example of a Twitter account .....	96
Figure 47. News of subsidies 2019.....	98
Figure 48. News of subsidies for adapted sports .....	99
Figure 49. Price Adapted Triathlon .....	101

## **B. INDEX OF TABLES**

Table 1. Types of triathlon according to distance.....	11
Table 2. Annual economic capacity .....	22
Table 3. Annual costs .....	23
Table 4. Services timetable (Adults).....	27
Table 5. Services timetable (School).....	28
Table 6. Registration .....	29
Table 7. Monthly instalments.....	29
Table 8. Special monthly instalments.....	29
Table 9. Registration .....	30
Table 10. Monthly instalments.....	30

Table 11. School + Club option .....	30
Table 12. Discounts .....	31
Table 13. Licenses federated in Triathlon .....	49
Table 14. Federated licenses according to autonomous community .....	50
Table 15. Sample gender .....	73
Table 16. Age of sample .....	74
Table 17. Principal occupation of the sample .....	74
Table 18. Number of household members in the sample .....	75
Table 19. Members with experience in other clubs.....	75
Table 20. She/he has been in another club and level of satisfaction (1) .....	76
Table 21. She/he has been in another club and satisfaction in general (2) .....	77
Table 22. She/he has been in another club and expectations .....	77
Table 23. Expectations of training.....	78
Table 24. She/he been in another club and social consideration .....	79
Table 25. She/he been in another club and the price is adequate to the quality of service .....	80
Table 26. SWOT .....	82
Table 27. Objectives .....	90
Table 28. Actions.....	94
Table 29. Create an account on YouTube and Twitter.....	95
Table 30. Request a subvention to the province of Castellón .....	98
Table 31. Triathlon event price (adults). .....	101
Table 32. Triathlon event price (children) .....	102
Table 33. Hire more facilities .....	103
Table 34. Hire 3 coaches .....	105
Table 35. Profile of the coaches.....	105
Table 36. Timeline and Budget .....	107
Table 37. Control .....	108

### **C. INDEX OF GRAPHICS**

Graphic 1. Public deficit: Spain .....	43
Graphic 2. Evolution of the Spanish economy.....	44
Graphic 3. Evolution of employment.....	44

Graphic 4. Evolution of the debt ratio .....	45
Graphic 5. Evolution of unemployment in the Valencian Community .....	45
Graphic 6. Average employment in sports activities .....	46
Graphic 7. Projection of the Spanish population 2016-2066 .....	47
Graphic 8. Life expectancy .....	47
Graphic 9. Spanish population .....	48
Graphic 10. Development of sports practice .....	48
Graphic 11. Expenditure of households linked to sport .....	49
Graphic 12. Number of triathlon clubs in Spain .....	63
Graphic 13. Number of federated in triathlon (Spain) .....	64
Graphic 14. Number of federated in swimming (Spain) .....	64
Graphic 15. Number of federations in athletics (Spain).....	65
Graphic 16. Number of federated in cycling (Spain).....	65
Graphic 17. Licenses in any sport by sex // Valencian Community.....	66
Graphic 18. Licenses in triathlon by sex // Valencian community.....	66



## **1. EXECUTIVE SUMMARY**

Club Triatlón Castellón is currently one of the largest clubs in the province of Castellón, with more than 145 adult members and a newly opened school. In spite of its short life as a club, it has known how to enter the triathlon sector and has known how to carry out all the steps that this entails.

If we look at the economic environment, the economic crisis has not drastically affected the club, but technological advances and consumer habits of members are changing progressively, due to the new ideas and new initiatives that are emerging.

In addition, competition in this sector is growing considerably in many autonomous communities, mainly in Valencia, Catalonia, Madrid and Andalusia, and if we focus on our city, Castellón currently has more than 25 triathlon clubs.

Therefore, with this marketing plan we will try to give a series of proposals and recommendations so that the club can adapt in the best possible way in the sports sector, offering the best services, in order to meet the expectations of its current customers and future customers.

In the marketing plan, an internal research has been carried out in which we have studied the opinions of the members in terms of management, schedules, training, services, prices and level of satisfaction.

Once the market research has been carried out, several action programs have been carried out, where some of the main objectives are to increase our visibility through social networks and create a new service.

Finally, the action plans have been quantified in the budget and a timetable has been drawn up timing the implementation of each action, where it will subsequently be controlled by means of proposals that we have recommended.

## **2. SITUATIONAL ANALYSIS**

Before beginning to analyze the internal and external situation of the club, I think it is convenient to make a brief explanation about what triathlon is.

### **What does Triathlon consist of?**

Triathlon is an Olympic sport that consists of combining three sports activities, swimming, cycling and running, which takes place in that order and in an uninterrupted way between the tests.

Triathlon is an individual sport, that is, it is trained in a group manner, but it is done individually.

Triathlon races can be classified into different classes; it can be according to distance, being able to be short distance and long distance, if cycling circuits are on the road or cross, among many others.

To know the distances that exist in each test, it should be known that within the triathlon there are different types according to the distance traveled. A summary of the triathlon distances is shown in Table 1.

Table 1. Types of triathlon according to distance

Types of triathlon depending on the distance					
Name	Swimming	Cycling	Running	Observations	Notes
Child Triathlon	200 a 500 m	5-15 km	1-5 km	Category aimed for the little ones	Distances vary by age of participants
Super-sprint	250 a 500 m	6,5 a 13 km	1,7 a 3,5 km	Priority is given to speed versus resistance	The distances are regulated by the ITU (International Triathlon Union)
Sprint	750 m	20 km	5 km	Known as triathlon medium	The distances are regulated by the ITU (International Triathlon Union)
Short	900 m	40 km	10 km		
Olympic	1.500 m (0.94 mi)	40 km (25.0 mi)	10 km (6.25 mi)	It is also known as Olympic distance or International distance	The distances are regulated by the ITU (International Triathlon Union)
Middle distance	1.900 a 3.000 m	80 a 90 km	20 a 21 km<	Also called "Half Ironman"	The distances are regulated by the ITU (International Triathlon Union)
Long distance	1.000 a 4.000 m	100 a 200 km	10 a 42,2 km	One of the hardest tests with the Iron Man	The distances are regulated by the ITU (International Triathlon Union)
Iron Man	3.8 km (2.4 mi)	180 km (112 mi)	42.195 km (26.2 mi)	It is the hardest test of all, hence its name	The distances are regulated by the ITU (International Triathlon Union)

Source: own elaboration. Data: International Triathlon Union

Next, an analysis of the situation of the club will be made to know the situation both internally and externally.

## **2.1. Internal analysis**

### **2.1.1. Company's presentation**

As they defined in the interview by club's president Vicente Barberá and club coach Pedro Chica (Barberá y Chica, 2019).

The Club Triatlón Castellón is a non-profit club and was founded in April 2016, but was legally created on April 1, 2017, since to form a club it was necessary to go through some procedures, which lasted one year.

The main activity of the club is to offer services with a coach or without a coach, specifically, sports activities related to swimming, cycling, running, gym among others, through an atmosphere of familiarity and respect.

The club was founded on the initiative of a group of friend's triathletes with a social mass of 26 athletes full of enthusiasm for this sport and wanting to make a club democratic and transparent in all its actions where to accommodate athletics who search the confidence that gives train in a team and in order to be able to satisfy their needs and tastes.

At the end of the 2017-2018 seasons and in view of facing the new 2018-2019 season, the club has 145 adult members and a triathlon school for the youngest, which founded on September 17, 2018.

According to the president of the club, the growth of the club has positioned it as the club with more adult members in the province of Castellón and in positions of honor within the Valencian Community, for the short time it takes.

On the other hand, the Club Triatlón Castellón operates both at a regional and at autonomous level. During this season of 2018 they have gone from participating in the league promotion to the second division of the League of Autonomous Clubs, playing a great role with both the women's team and the men's team.

In the following seasons, the club wishes to take a leap and be able to be present at national level, being in the Championships of Spain both in the Duathlon modality and in the Triathlon mode, as well as in the team competitions.

Regarding the training venues, the adult club is located in different areas, that is, on the one hand the members can carry out their training at Colegio Ágora Lledó International (Figure 1) and on the other hand they can also train at the municipal athletics tracks in Gaetà Huguet (Figure 2).

**Figure 1. Colegio Agora Lledó International School**



Source: Google Maps

**Figure 2. Gaeta Huguet**



Source: Google Maps

And regarding the location of the School of triathlon for children, the training is done at the Universitat Jaume I (Figure 3).

**Figure 3. Escuela Club Triatlón Castellón**



Source: Google Maps

## Mission

To be a sports club open to everyone and to promote, favor and guide the practice of triathlon in its different modalities, through the professionalism of coaches and services in order to achieve excellence and continuous improvement in its members. (Barberá and Chica 2019)

## Vision

“To be a reference club both at a regional and national level, through the sporting achievements and the training development of the triathletes”. (Barberá and Chica 2019)

## Values

- ❖ Respect between associates and society, in general.
- ❖ Teamwork, since triathlon is an individual sport, but one that trains as a group.
- ❖ The companionship makes physical effort more bearable.
- ❖ Compromise, to both the training and with the coach, experiencing the desire to personal overcoming.



- ❖ Social environment, that is, to generate a family atmosphere among all members, where everyone has a place and everyone feels valued.
- ❖ Peer support.

To reflect these values, the following is an image that represents the camaraderie, respect, teamwork that exists within the club and the great family and support that exists between the members (Figure 4):

**Figure 4. Teamwork**



Source: Club Triatlón Castellón web page

## **2.1.2. Company Resources**

### **2.1.2.1. Human Resources**

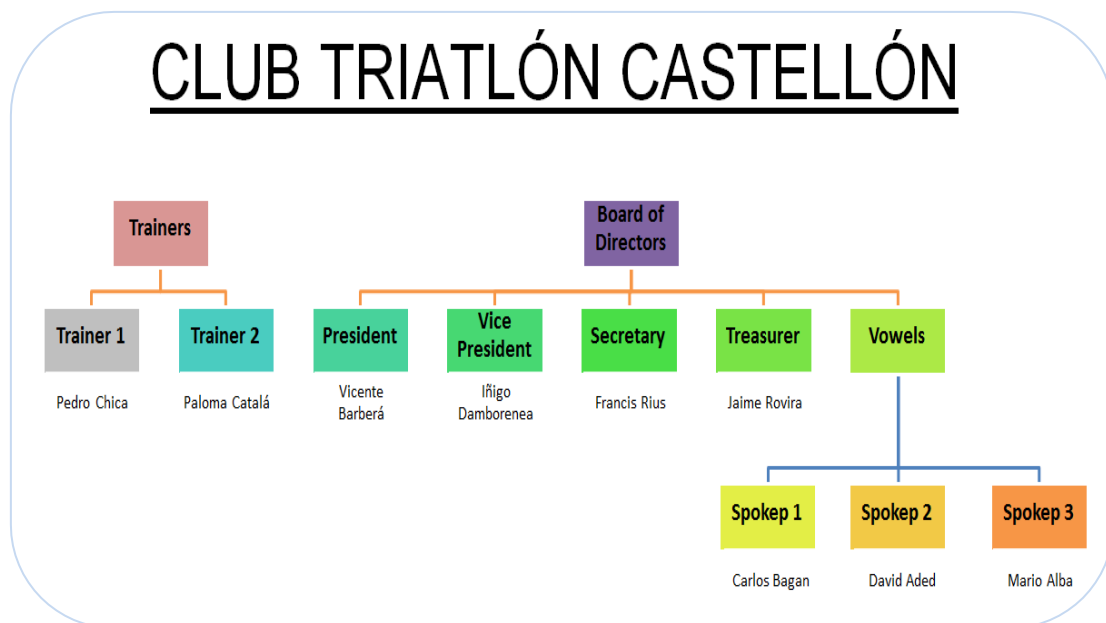
The Club Triatlón Castellón is a club without hierarchical levels, where the control level is very low, but it is true that in every club there must be a board of directors that is responsible for carrying out the management of the club, that is, the manager. The club does not give orders to the members., all have the same hierarchical level and all are "bosses" within the club. (Barberá and Chica 2019)

For the club to work, Club Triatlón Castellón has 9 main managers, who are the members of the club's board of directors.

In addition, the Club Triatlón Castellón is composed of 145 adult athletes and the Escuela Club Triatlón Castellón approximately 50 young athletes between 6 and 17 years.

In Figure 5 you can see the organization chart of the club. The data for obtaining said organization chart have been obtained through the interview with the president and coach.

**Figure 5. Organization Chart**



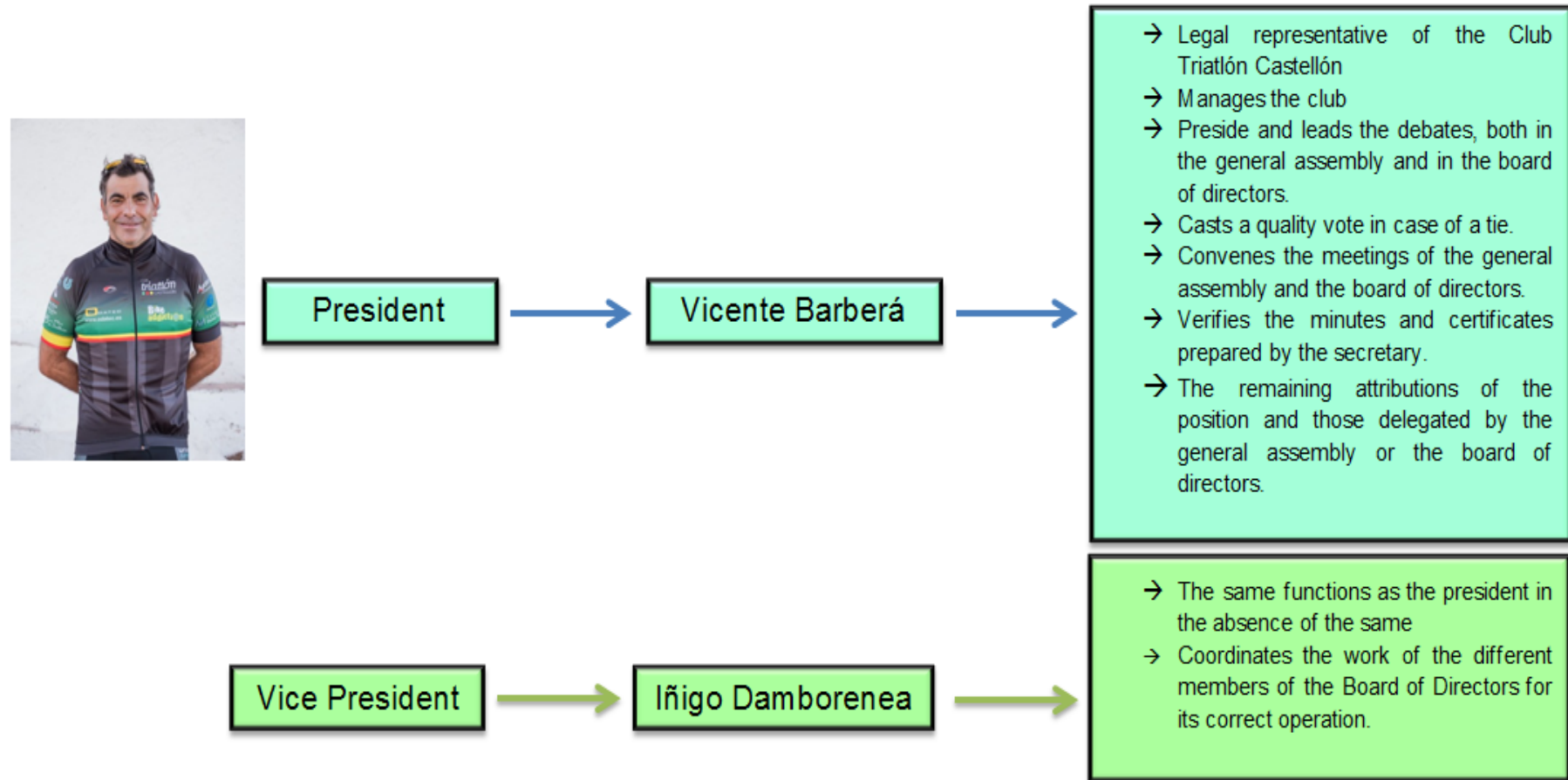
Source: Own elaboration

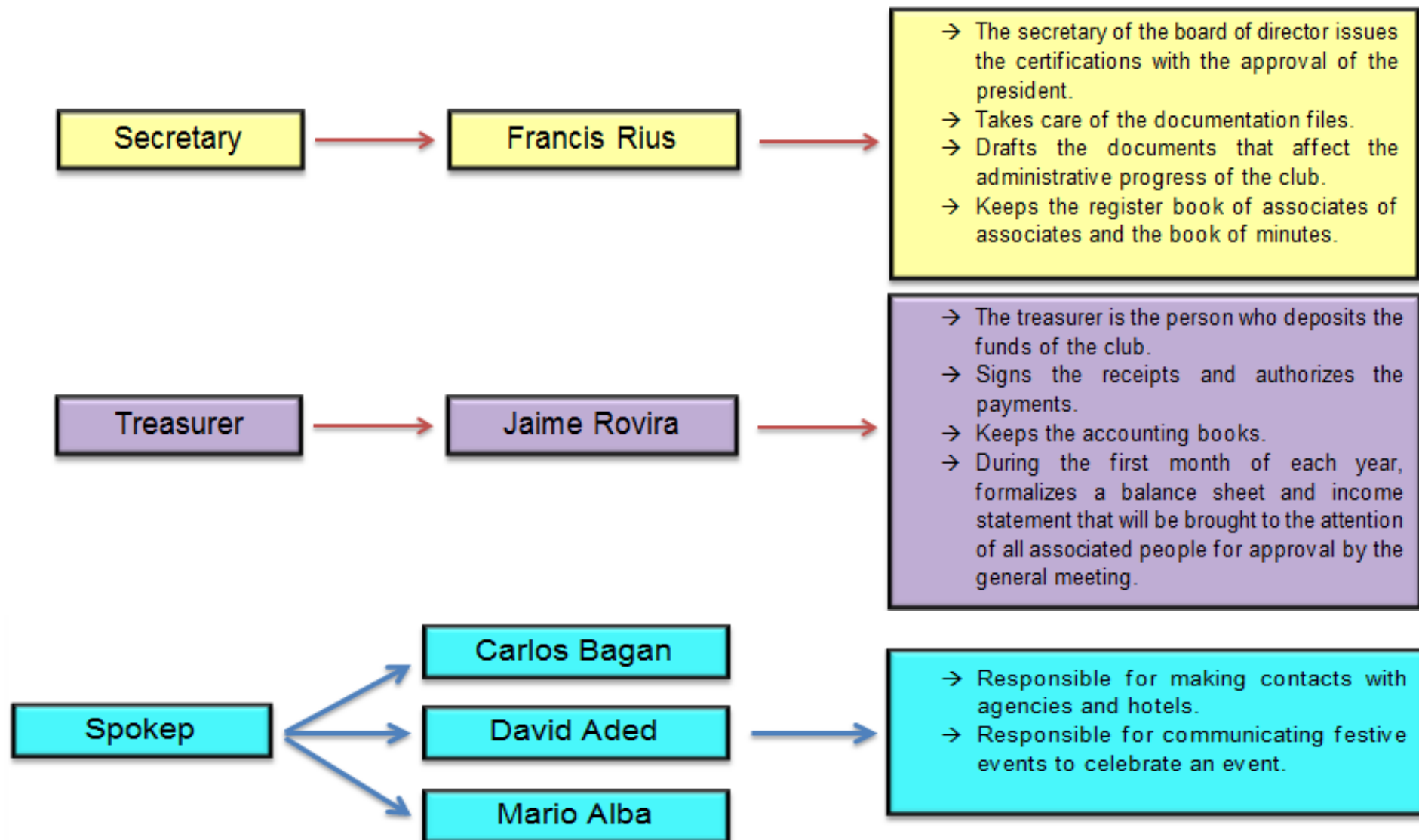
It should be noted that in the part of the coaches, Pedro Chica is in charge of carrying the Club Triatlón Castellón for adults and Paloma is in charge of training the children of the Escuela Club Triatlón Castellón.

Figure 6 shows the profile of the associates who manage the board of directors and the experiences that each of them has had.



Figure 6. Components of the board of directors







Trainer



Pedro Chica



- Club coach
- Training:
  - Graduate in Physical Activity and Sports Sciences (INEF-Madrid)
  - Senior Swimming Trainer
  - Personal Trainer (NSCA-CPT)



Trainer



Paloma Catalá



- School coach
- Training:
  - Triathlon coach (Valencian Triathlon Federation)
  - Swimming Monitor (Federación Valenciana Natación)
  - + 10 years of experience



Member



Víctor del Corte

Source: Own elaboration

### 2.1.2.2. Economic capacity

The Club Triatlón Castellón is a non-profit sporting team, that is, it is a club whose objective is not to make money, and the money that is generated through the fees is to cover the necessary expenses, such as:

- ❖ Pay the coaches.
- ❖ Pay the institutions.
- ❖ Cover the installation costs.
- ❖ Pay the labor and tax manager.

Moreover, Club Triatlón Castellón tries at the end of the year to get a benefit of € 0.00, although at the end of the year they end up obtaining some benefit. In the event that the club obtains an extra benefit, this benefit would be invested in all members, such as making a dinner, organizing a trip (Barberá and Chica 2019).

The economic capacity of the club comes from 4 different sources:

#### **1. Monthly fees**

In this case, to know approximately the economic capacity that they take out of the monthly fees, it could be calculated through the number of members and the price that is applied to each member, both in the Club Triatlón Castellón and in the Escuela Club Triatlón Castellón.

Next, the different members will be grouped into groups. As we have already mentioned, the Club Triatlón Castellón is made up of 145 members.

The monthly economic capacity that the club derives from the fees is approximately 3,823.00 €/month, if we calculate it per year it would be approximately 45,876.00 €/year (Club Triatlón Castellón, 2017).

The Triathlon School is formed by 50 children being the monthly economic capacity that the club obtains from the fees of the School is approximately of 1,625.00 €/month, if we calculate it to the year they would be approximately 19.500,00 €/year (Club Triatlón Castellón, 2017).

#### **2. The subsidies**

Another method by which the club earns income is through subsidies and contributions.

For last year 2018, the Patronat d'Esports offered them a subsidy of 1.000,00 €/ year.

And the Diputación de Castellón made a contribution of 5.000,00 €/year for all the events of the Castellón triathlon circuit. Exactly there were 6 events of triathlon distributed throughout the province: Port Castelló, Benicassim Triathlon, Vinaroz, Alcossebre, Burriana and Navajas (Barberá and Chica 2019).

### 3. Sponsorships

Sports sponsorships are another way to earn income. Are those contributions or supports that a company or person makes in order to join the brand, in this case the club (Barberá and Chica 2019).

For the 2 new upcoming seasons (2019/2020), Club Triatlón Castellón has 10 sponsors (Figure 7) so the club expects to get 4,700.00 € / 2 years.

Figure 7. Sponsorships



Source: Own elaboration

Finally, putting all together, the annual economic capacity of the club is approximately 73.726,00 € (Table 2):

Table 2. Annual economic capacity

ANNUAL		
PAYMENT FEES (ADULTS) INSCRIPTION	SUBSIDIES	TOTAL
45.876,00 €	6.000,00 €	71.376,00 €
PAYMENT FEES (KIDS)		
19.500,00 €		
EVERY 2 YEARS		
SPONSORSHIPS		TOTAL
4.700,00 €		4.700,00 € (2.350 €/annual)
TOTAL ANNUAL		73.726,00 €

Source: Own elaboration

#### 4. Costs

So far we have talked about the income that the club gets from quotas, registration, grants and sponsorships, but we must not forget the costs of having a club.

One of the main costs that the club has are the payroll of the coaches, where each one obtains 10.000,00 € per year, taking into account that there are 2 coaches, the cost amounts to a total of 20.000,00 €/year.

Another of the costs that the club has, are the lanes of the pool since these are in private facilities. Each lane has a cost of 8,00 € plus VAT, therefore each lane has a cost of 10,00 €/lane (per day) approximately and each month they pay a total of around 1.000,00 € (Barberá and Chica 2019).

On the other hand, the athletic tracks also have a cost but in this case the club is backed by a grant from the Patronat d'Esports de Castellón.

Being public (municipal) facilities, the club has been able to take advantage of this opportunity (Barberá and Chica 2019) and thanks to this, the club pays a single fee of 500,00 €/year, allowing free access to the federated members.

In addition, the fact of organizing a triathlon also involves costs for the club. Last year (May 20, 2018), Club Triatlón Castellón was in charge of organizing a triathlon from the

Port of Castelló, which entailed a cost of approximately 6.000,00€ (Barberá and Chica 2019) plus 2.000,00€ from the federation.

Another costs would be those of advertising, such as, for example, the advertising panel they have located in the province of Castellón (Figure 17) or the cost of being on the radio, of 250,00 €/month.

Finally, we must take into account all those gifts that the club offers its members, such as towels, shirts... And other costs in maintenance, repair ... All these costs can be seen in the following Table 3, where a total of:

**Table 3. Annual costs**

ANNUAL	
PAYROLL	20.000,00 €
SWIMMING STREETS	14.000,00 €
ATHLETICS TRACKS	500,00 €
TRIATHLON	6.000,00 €
SPORT FEDERATION	2.000,00 €
ADVERTISING PANEL	1.000,00 €
ADVERTISING	3.500,00 €
TOWELS	1.600,00 €
T-SHIRTS	1.400,00 €
BATHING CAPS	600,00 €
WATER BOTTLES	1.000,00 €
BIKES, LOGO AND PAINT	1.400,00 €
SOCIAL SECURITY	11.000,00 €
TREASURY	4.000,00 €
OTHERS	5.100,00 €
<b>TOTAL</b>	<b>73.100,00 €</b>

Source: Own elaboration

### 2.1.2.3. Financial resources

As has been mentioned in the section of "Economic Capacity", most of the income comes from the fees of both adults and the School. Taking into account the calculations made in the "Economic capacity" section, the club has an annual turnover of approximately 73.726,00 €/year.

Regarding costs, the club has approximately annual costs of 73.100,00 €/year.

Therefore, it is estimated to obtain a final result a year of (Figure 8):

**Figure 8. Accounting result**

<b>INCOME</b>	<b>EXPENSES</b>
73.726,00 €	73.100,00 €
<b>RESULT</b>	
<b>BENEFIT</b>	626,00 €

*Source: Own elaboration*

It should be noted that it is a non-profit club, whose purpose is not to obtain benefits; therefore, the 626,00 € obtained will be invested in the club for all members.

### 2.1.2.4. Intangible resources

Within the group of intangible resources are the services that the club offers and the value of the club's brand.

On the one hand we have **the value of the "Club Triatlón Castellón" brand**, which is recognized both at the provincial level and at the regional level; due to the participations in the triathlon competitions that they have made and the triathlon that they organized.

It is worth noting that at the national level they are not present, but it is one of the future objectives that they have in mind, in order to make the club grow.

It is true that the club is growing thanks to the participation and involvement of the members in competitions and the support of the sponsors, but according to the club president, the club has no fixed economic value of the brand nor do they intend to do so (Barberá, 2019).



On the other hand, there are the **services** that the club offers. Since the services correspond to the products that the club offers, these will be explained in the services section of the Marketing Mix.

Another intangible resource, are **social networks**, in this case Club Triatlón Castellón has presence in networks such as Facebook or Instagram, thanks to this resource the club has been able to be known throughout the Spanish territory.

#### 2.1.2.5. Tangible resources

As for the tangible resources, it can be said that the Club Triatlón Castellón has premises that are used to hold meetings, although the premises are not exclusively of the club but belong to the president and is also used to other purposes.

In addition, the club has several facilities, which are those that have been discussed previously in the section of the company presentation. Therefore, it has several facilities to carry out the activities offered by the club (Barberá and Chica 2019).

#### 2.1.2.6. Marketing Resources

### **1. Services**

Club Triatlón Castellón offers the best services for its clients, whose main objective is to give the best sports training for all members that are part of the club. In addition to the training offered, Club Triatlón Castellón also organizes triathlon competitions in Castellón, as long as the Castellón Triathlon Federation offers them the opportunity and offers the necessary help to organize it (Barberá and Chica 2019).

Taking into account what has been said, the club offers sessions of swimming, cycling and athletics weekly led by certified coaches.

It also offers open access to the gym for those who cannot attend classes with the coach; therefore, with the open access the members have the opportunity to train individually.

Moreover, they offer strength training or strengthening, which consists of practicing several types of strength in order to improve the resistance of athletes.

To know the service portfolio of the Club Triatlón Castellón, the different lines of services offered by the club will be analyzed (Figure 9).

Figure 9. Lines of services for adults



Source: own elaboration. Data: website Club Triatlón Castellón

It should be noted that, when it comes to offer services, the club each week sets a schedule of 2018/2019, which corresponds to the workouts that can be performed by the members, where each of them can choose the schedule that best suits them (Table 4).

Table 4. Services timetable (Adults)

	Schedule	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
MORNING	06:30 – 07:30	Swimming		Swimming		Swimming
	07:30 – 08:30			Running		
AFTERNOON	13:45 – 14:45		Swimming	Running	Swimming	
	15:15 – 16:15	Swimming	Swimming	Swimming	Swimming	Swimming
	17:00 – 18:00					Cycling / Transitions
	19:00		Running		Running	
	19:15					
	19:30	Swimming	Running	Swimming	Running	
	19:45					
	20:00					
	20:15					
	20:30					

Source: own elaboration. Data: website Club Triatlón Castellón

On the other hand, we have the schedule that corresponds to the School (Table 5), that is, the services that the club offers to the youngest. However, this schedule is divided into categories, according to the age of the members.

Table 5. Services timetable (School)

A F T E R N O N	PREBENJAMIN AND BENJAMIN SCHEDULE					
	Schedule	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	17:30 – 18:30			Swimming	Swimming	
	18:30 – 19:30	Cycling / Transitions		Running		
	JUVENILE SCHEDULE					
	16:30 – 17:30		Swimming			
	17:30 – 18:30		Cycling / Transitions		Swimming	
	18:30 – 19:30				Running	Swimming
	CHILD SCHEDULE					
	16:30 – 17:30	Swimming	Swimming	Cycling / Transitions	Swimming	Swimming
17:30 – 18:30	Running				Running	
CADET SCHEDULE						
16:30 – 17:30	Swimming		Cycling / Transitions		Swimming	
17:30 – 18:30	Running					

Source: own elaboration. Data: website Club Triatlón Castellón

## 2. Price

### Income through fees (adults)

The following quotas were updated on June 21, 2018 by holding an assembly with all the managers and responsible of the club.

The rates of the clubs are determined as follows:

First of all, if a member wants to belong to the Club Triatlón Castellón, he must pay a one-time registration fee (Table 6).

**Table 6. Registration<sup>1</sup>**

Registration	<b>10,00 €</b>
Registration for those members who left the club and return less than 6 months after unsubscribe.	<b>40,00 €</b>

Source: own elaboration. Data: website Club Triatlón Castellón

Once registered, the member can choose between several quota options (Table 7):

**Table 7. Monthly instalments**

<b>Option 1</b>	<b>“Socio de número”</b> : A member who wants to have full right to all services offered by the club must pay a monthly amount of:	<b>28,00 €/month</b>
<b>Option 2</b>	<b>“Socios familiares”</b> : A difference the “Socio de número”, these do not have the right to vote in assembly. And as long as you are familiar or live with the “socio de número” (any age), you must pay a monthly amount of:	<b>23,00 €/month</b>
<b>Option 3</b>	Member who does not use the sports facilities (pool and athletic tracks) and <b>with the right</b> to receive the weekly training plan, must pay a monthly amount of:	<b>18,00 €/month</b>
<b>Option 4</b>	Member who does not use the sports facilities (pool and athletic tracks) and <b>without the right</b> to receive the weekly training plan, must pay a monthly amount of:	<b>10,00 €/month</b>

Source: own elaboration. Data: website Club Triatlón Castellón

These four types of members that we have commented previously, will be entitled to federation license more economic, discounts in associated stores and collaborators, sportswear and other benefits that the club proposes.

Members wishing to federate must pay the following fee (Table 8).

**Table 8. Special monthly instalments**

<b>Option 5</b>	Athletes wishing to federate by the Club Castellón Triatlón, having the opportunity to obtain a cheaper federation license and discount in tests that are registered in a group, must pay an annual amount of:	<b>11,00 €/year</b>
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Source: own elaboration. Data: website Club Triatlón Castellón

<sup>1</sup> These fees apply to options 1, 2, 3 and 4

**Income through fees (School)**

Regarding the School, the club establishes another type of quotas for the youngest athletes.

Regarding the enrollment or registration fee of the School, it is the same as that of the Club Triatlón Castellón (Table 9).

**Table 9. Registration**

Registration	<b>10,00 €</b>
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*Source: own elaboration. Data: website Club Triatlón Castellón*

Once the child is enrolled, the fees vary depending on the age of the child, so it will be classified in one category or another (Table 10).

**Table 10. Monthly instalments**

Category	Year	Sessions	Price
Prebenjamín y Benjamín	2012-2008	<ul style="list-style-type: none"> <li>❖ 2 sessions swimming</li> <li>❖ 1 session running race</li> <li>❖ 1 bike session</li> </ul>	<b>25,00 €/ month</b>
Youngster	2007-2006	<ul style="list-style-type: none"> <li>❖ 3 sessions swimming</li> <li>❖ 1 session running race</li> <li>❖ 1 bike session</li> </ul>	<b>35,00 €/ month</b>
Child	2005-2004	<ul style="list-style-type: none"> <li>❖ 4 sessions swimming</li> <li>❖ 2 sessions running race</li> <li>❖ 1 bike session</li> </ul>	<b>50,00 €/ month</b>
Child (reduced option)		<ul style="list-style-type: none"> <li>❖ 2 sessions swimming</li> <li>❖ 1 session running race</li> <li>❖ 1 bike session</li> </ul>	<b>30,00 €/ month</b>
Young Player	2003-2001	<ul style="list-style-type: none"> <li>❖ 2 sessions swimming</li> <li>❖ 1 session running race</li> </ul>	<b>30,00 €/ month</b>

*Source: own elaboration. Data: website Club Triatlón Castellón*

In addition, the club offers the possibility of contracting a "School plus Club" fee with unlimited hours (Table 11):

**Table 11. School + Club option**

School schedule plus unlimited hours with adults in club schedule.	<b>50,00 €</b>
--	----------------

*Source: own elaboration. Data: website Club Triatlón Castellón*

Additionally, the Club Triatlón Castellón also offers discounts for its members.

To be able to take advantage of said reduction in the quotas, the members must meet at least one of these situations (Table 12):

**Table 12. Discounts**

Discounts	Brother in "Escuela"	10%
	Large family	
	Both parents unemployed	

Source: own elaboration. Data: website Club Triatlón Castellón

As can be seen in this table, the discount made by the club is 10% on the fees to be contracted, known as *second market discount*.

After analyzing the prices that the club sets for the members, it is observed that the club has followed a pricing strategy for a line of services, since it has designed complete lines of services and different prices depending on the service to be offered.

In this way, the client associates each price with a different group of services (Kotler and Armstrong, 2011)

### 3. Distribution

Regarding the distribution, it can be said that the distribution is made through a direct channel or zero level, that is, the club offers services directly to the members, and there is no other type of intermediary (Figure 10).

**Figure 10. Club Triatlón Castellón distribution**



Source: own elaboration

Being a direct channel, the club can have a better vision of its members and their needs.

It offers a closer service, because the communication is direct and continuous between both parties

According to Cubillo, J and Cerviño, J (2008, p.159): *The distribution in sport, make reference to the places where sports shows or services take place, therefore, another distribution that the club owns are the specific facilities where it offers its services. (Facilities of the Universitat Jaume I, facilities at the Àgora Lledó International School and at Gaetà Huguet).*

According to Cubillo, J and Cerviño, J (2008, p.159): *The mobility of a sports product in certain cases is practically impossible, for that reason the use of alternative distribution channels, as for example television, telemarketing and Internet are also an important element in distribution decisions.*

After making this note, one may consider a distribution the fact that the club allows people to register from the website, is an alternative distribution to reach their customers (Figure 11).

**Figure 11. Registration form**



Source: own elaboration. Data: website Club Triatlón Castellón

According to Cubillo, J and Cerviño, J (2008, p.159): *And on the other hand, sports organizations have to select the distribution channel of their brand products. In this case, the club has an agreement with a clothing brand, "Austral", where the club makes all purchases of the necessary material to compete (Figure 12), which would also be part of the distribution.*



Figure 12. Austral distribution



Source: own elaboration. Data: website Austral

#### 4. Communication

Club Triatlón Castellón uses various communication tools to publicize its services and reach the public. Two areas can be distinguished, on the one hand online communication and on the other offline communication.

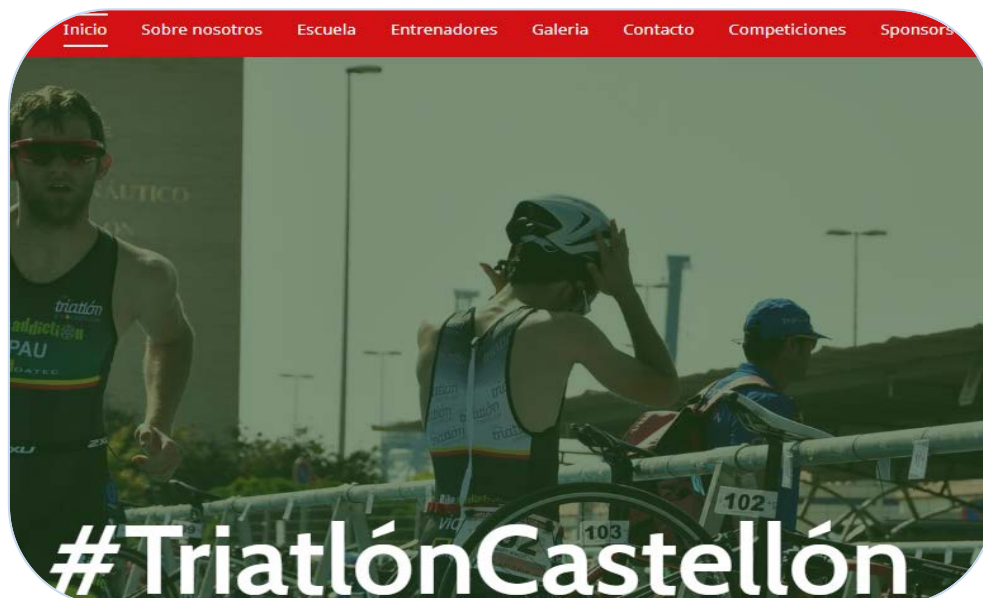
In the first place, the first area will be discussed, **online communication**.

#### Online marketing and social media:

##### 1. Web page

Through this medium, customers can obtain and extract information quickly and without having to make many movements. In addition, on the website, there is a section called "Contact" in which the client can ask any questions, express any suggestions or call the club directly (Figure 13).

Figure 13. Club Triatlón Castellón web page



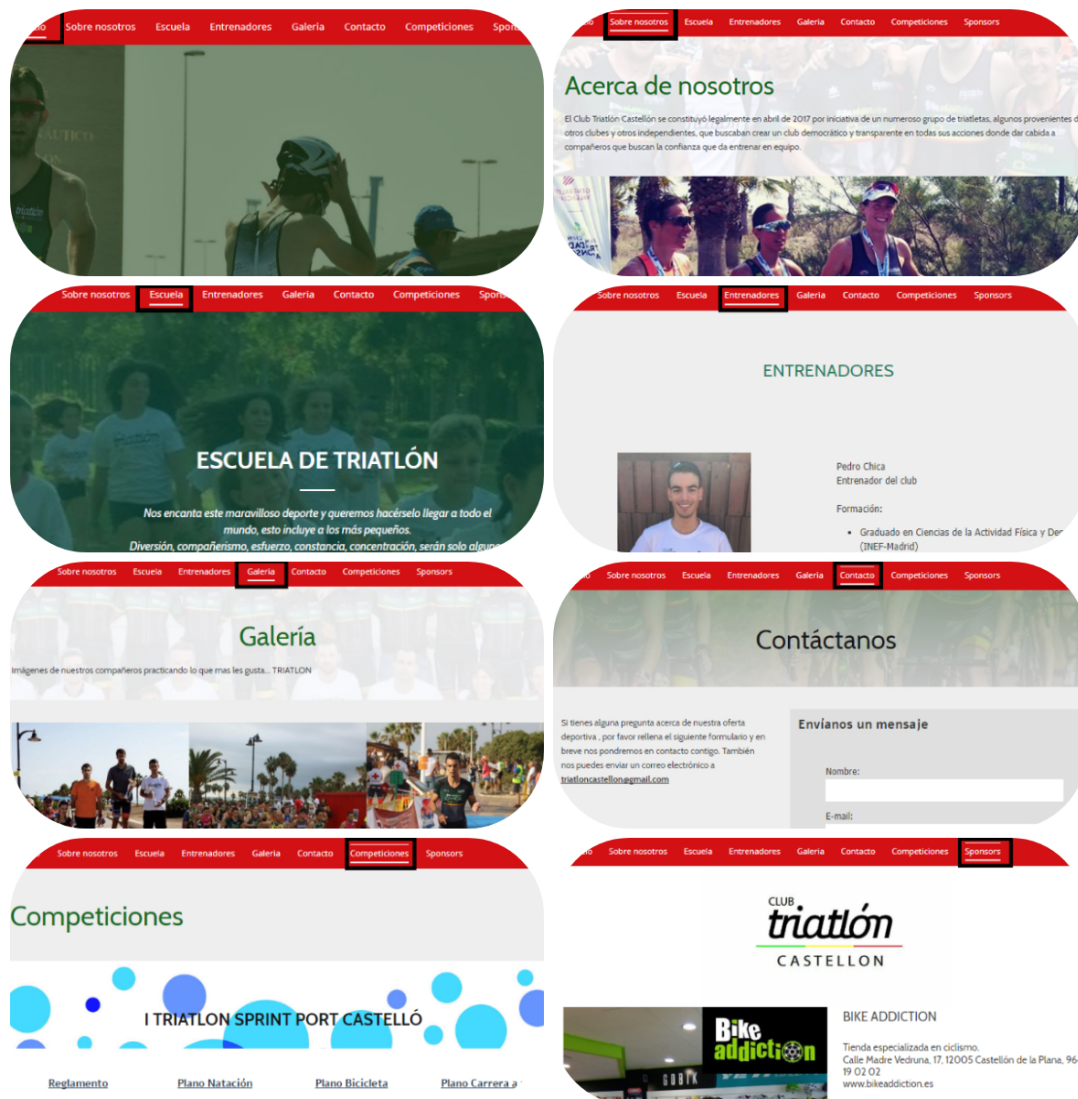
Source: Club Triatlón Castellón web page

Likewise, customers can know many aspects of the club such as history, mission, vision and values, the different services they offer, schedules, competitions, the registration form and even a section called "Gallery" with photos of the members that form part of the club. This information is posted on the platform, in order to demonstrate to clients that Club Triatlón Castellón is a transparent club, where fellowship, trust, respect and fun are fundamental aspects for members.

Additionally, there is a section called "Coaches" where the information of the coaches appears (name and surnames, studies, sports modality ...) and another section with the Sponsors.

Finally, within the web page, the "School" option appears with all the necessary information for a more youthful audience (Figure 14).

**Figure 14. Sections of the Club Triatlón Castellón website**

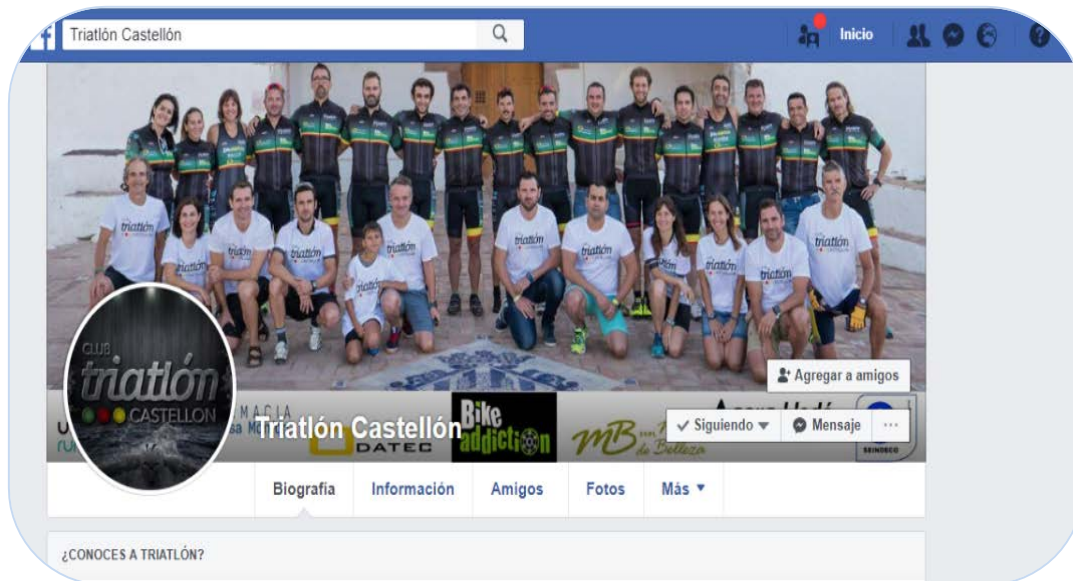


Source: Club Triatlón Castellón web page

## 2. Facebook

The club also uses social networks as a way of communication, through the advertisements they post on their profile (Figure 15). In this way the club manages to attract customers through the images that are hung of sporting events, training, raffles, sports activities, news about the sport, prizes, future competitions, etc.

Figure 15. Club Triatlón Castellón - Facebook



Source: Club Triatlón Castellón Facebook

## 3. Instagram

Today, Instagram is the most popular social network in most of the world, that's why Club Triatlón Castellón opted to create an Instagram account, in order to make itself known (Figure 16).

Figure 16. Club Triatlón Castellón - Instagram



Source: Club Triatlón Castellón Instagram

Now we will talk about the second area, **offline communication**.

### 1. **Billboard**

When they opened the School, the club paid a fee to put up a billboard in the city of Castellón to attract the attention of new members.

The billboard is in the East Round between Ronda Circunvalación and Avenida de Casalduch, a busy area where many people practice sport, in fact the area is known as the "cholesterol route" (Figure 17).

**Figure 17. Billboard**



Source: Interview with the president



## 2. Radio

The communication is also done through radio commercials. According to the president and the coaches, thanks to Radio Cope and Grupo Cope the club has become known very quickly.

The duration of the radio spot were 15 days, divided into 2 radio spot a day, for 20 seconds each radio spot (Barberá and Chica, 2019)

## 3. Promotional gifts

The club gives all members, both adults and children of the School, once they register, a set with (Figure 18):

- ❖ A shirt with the Club Triatlón Castellón logo.
- ❖ A short pants of the club.
- ❖ A plastic bottle with the logo.
- ❖ A towel.
- ❖ Swimming cap

The delivery of these gifts is a strategy of loyalty and therefore makes members feel important within the club. In addition, it is an attractive and useful method to give an added value to the people who receive it and all this is achieved at a fairly low cost.

**Figure 18. Promotional gifts**



Source: Interview with the president

#### 4. Image

The members themselves will be responsible for making their club known, since Club Triatlón Castellón includes its brand image in all the club's sportswear (suit, cycling gear, running clothes, swimming swimsuit ...). These sports garments will be used both in competitions (triathlon, duathlon, popular races, cyclo-tourist rides ...) and in trainings, in order to attract new customers.

To get an idea, the Figure 19 shows the design of the garment that members must wear in competitions is as follows

**Figure 19. Design of clothes for competitions**



Source: Interview with the president

They also make themselves known through the inclusion of their brand image in all events promoted by the Club Triatlón Castellón (talks, organization of events...).

## 5. PR or Mobile Marketing / Buzz Marketing

Regarding the PR, the club does not have specific personnel dedicated to sponsor the club; it is the members themselves who are responsible for making their club known. For example, in competitions or sporting events, it is the relatives of the members or the members themselves who usually deliver advertising brochures.

They also use communication between people orally or electronically, making the club known.

## 6. News

Another way in which the Club Triatlón Castellón manages to reach people is through the news "El periódico Mediterráneo" publishes (Figure 20 and Figure 21). This method is very useful as the information reaches both athletes and non-athletes and, therefore, can be a great opportunity to arouse interest on those people who still do not perform any sport, nor are they part of any club

Figure 20. News



Source: El Periódico Mediterráneo

Figure 21. News



Source: *El Periódico Mediterráneo*

News is also seen in the digital newspaper "La Plana al Día" (Figure 22)

Figure 22. News



Source: *La Plana al Día*



## **2.2. External analysis**

### **2.2.1. Macroenvironment (PESTEL Analysis)**

#### **2.2.1.1. Political and Legal Factors**

Spain is a monarchical country that is currently governed by Pedro Sánchez of the Socialist Party (PSOE) after winning the motion of censure to Mariano Rajoy of the Popular Party (PP). The election of the president was made indirectly through the Congress of Deputies and the Lower House of the Cortes Generales.

From the Government, the PSOE intends to fight against the wage and labor inequality between women and men, so it will launch both a Law of Equal Pay and regulations that ensure gender equality in employment; this law can affect positively the women who want to take charge of training or managing sports clubs.

Spain is a country that has overcome many important political problems. There are three main problems, unemployment that is present since 2008, corruption and political parties. However, the problem that can most affect the sports issue is unemployment.

Despite this, according to INE studies, in Spain a drop in unemployment is expected in 2019 to below 14% compared to 2018 (14.5%).

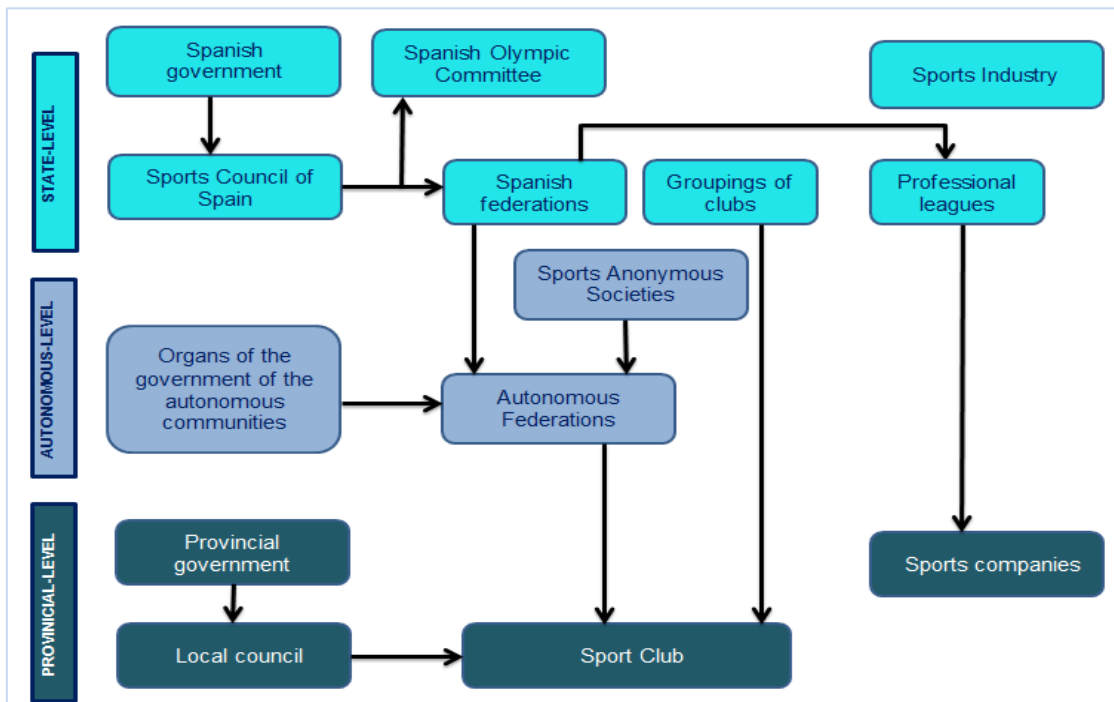
On the other hand, mention the problem suffered in Spain due to the independence of Catalonia, where several companies and industries, banks closed their headquarters in Catalonia for fear of possible separation. This aspect can affect at the time of to hold competitions between communities, due to the great rivalry between the pro-independence Catalans and the rest of Spanish citizens.

Regarding the organization and structure of sports policy in Spain is quite complex due to its multilevel structure, that is, the structure is composed of 3 different levels; the state administration, the autonomic and the local. It should be noted that the state administration in sports is checked by the Ministry of Education and Culture and is exercised by the Higher Sports Council.

On the other hand, every day there are more agents involved in the various sports action programs: from administrations, sports federations, clubs, associations to sports companies, etc. All this set is called Local Sports System.

To understand the functioning of these levels, I attach a scheme of the different agents that intervene according to the levels discussed above (Figure 23).

Figure 23. Sports system



Source: own elaboration. Data: BOE

According to the BOE in article 1 of the Sports Law 10/1990 (Title I. General principles): *The State Administration shall exercise the competences attributed by this Law and shall coordinate with the Autonomous Communities and, in any case, with the Corporations Local, those that can affect, directly and manifestly to the general interests of the sport in the national scope.*

Regarding the laws, the most present to date are, the law of immigration in Spain and the laws passed in the last year are the following:

- ❖ Law 3/2018, of June 11, by which Law 23/2014, of November 20, of mutual recognition of criminal resolutions in the European Union is modified.
- ❖ Law 4/2018, of June 11, which modifies the revised text of the General Law for the Defense of Consumers and Users and other complementary laws.
- ❖ Law 5/2018, of June 11, of modification of Law 1/2000, of January 7, of Civil Procedure, in relation to the illegal occupation of houses.
- ❖ Law 1/2019, of February 5, of the Generalitat, of modification of the Law 5/2014, of July 25, of ordination of the territory, urbanism and landscape of the Comunitat Valenciana [2019/1152].
  - Article 37. Special tertiary uses: Privately-owned land used for educational-cultural, sports-recreational and health-care purposes will have the character of tertiary use.

In the case of wanting to create a club in the Valencia Community, the board of directors of the club must comply with all those laws that appear in LAW 2/2011, of March 22, of the Generalitat, of the Sport and the Physical Activity of the Community Valenciana, specifically in Chapter II, Sports Clubs; Article 60.

Regarding laws related to the grants to sports clubs are the following:

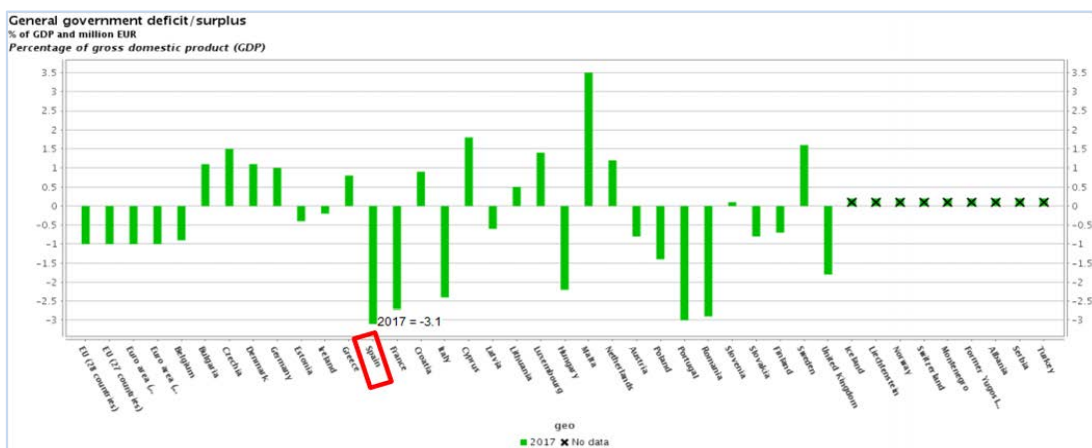
- ❖ RESOLUTION of February 19, 2018, of the Directorate General of Sports, by which grants are called for the organization of special sporting events in the Valencian Community for the year 2018.
- ❖ RESOLUTION of February 22, 2018, of the Directorate General of Sports, by which grants are, convened for the promotion of federated sport and sports technification programs in the Valencian Community for the year 2018.
- ❖ RESOLUTION of December 13, 2018, of the General Directorate of Sports, by which grants are issued for the development of sports specialization plans for the year 2019.

#### 2.2.1.2. Economic Factors

Another important factor to consider at present is the economic crisis of 2008 suffered in Spain in recent years. The cuts implemented by the government of Spain have meant a significant reduction in multiple policies, including sports.

Currently, Spain and Portugal are the countries with the largest deficit in the EU. In 2018 Spain stood at 3.1% of GDP, the highest of all European countries. Due to this, the EU forced Spain to implement new measures to reduce the deficit and meet the reduction targets set for 2018 (reduce the deficit to 2.2%). In the following Graphic 1 you can see this information (according to Eurostat data):

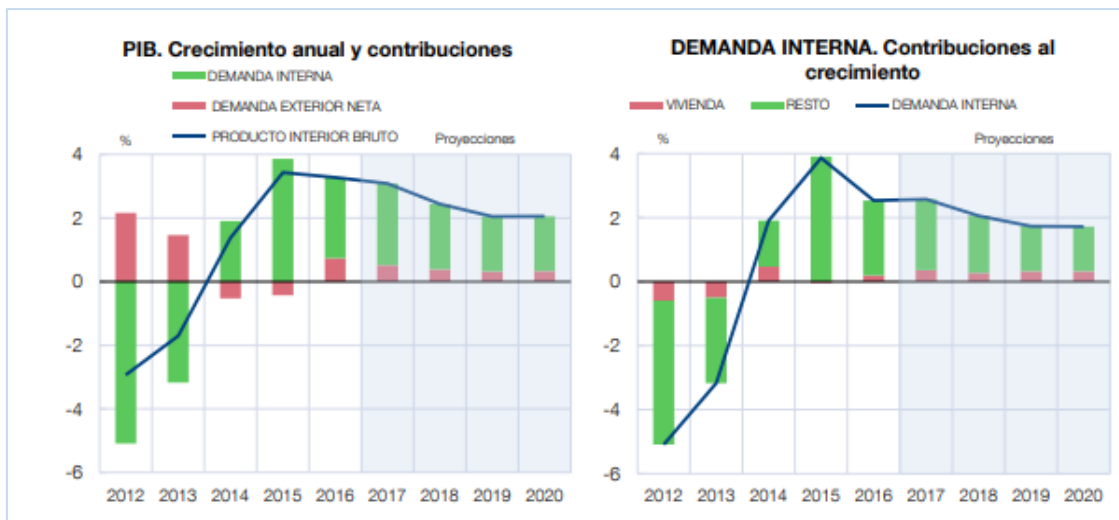
**Graphic 1. Public deficit: Spain**



Source: Eurostat

But at the present time, the Spanish economy has grown at a rapid pace in the last 3 years (2016-2017-2018), where consumption, exports and business investment have recovered progressively unlike residential investment. In 2017, GDP recovered the highest level reached before the crisis. And future prospects are a recovery in the Spanish economy, but with low rates (Graphic 2):

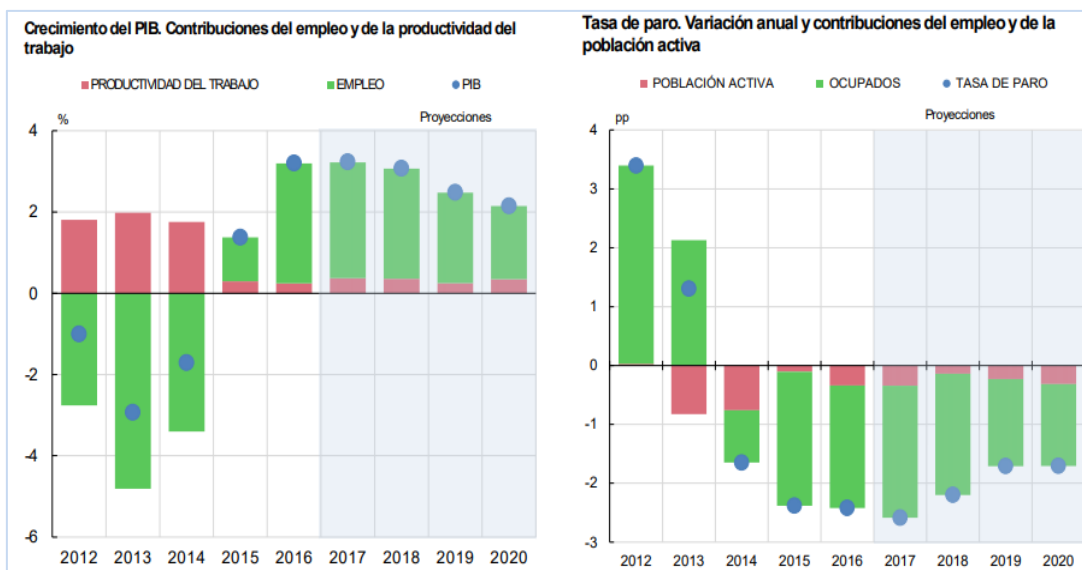
**Graphic 2. Evolution of the Spanish economy.**



Source: Banco de España and Eurostat

Regarding the evolution of the labor market, an improvement in the labor activity is expected, and a continuous decrease in the unemployment rate, where is expected to be below 11% by the end of the year 2020 (Graphic 3).

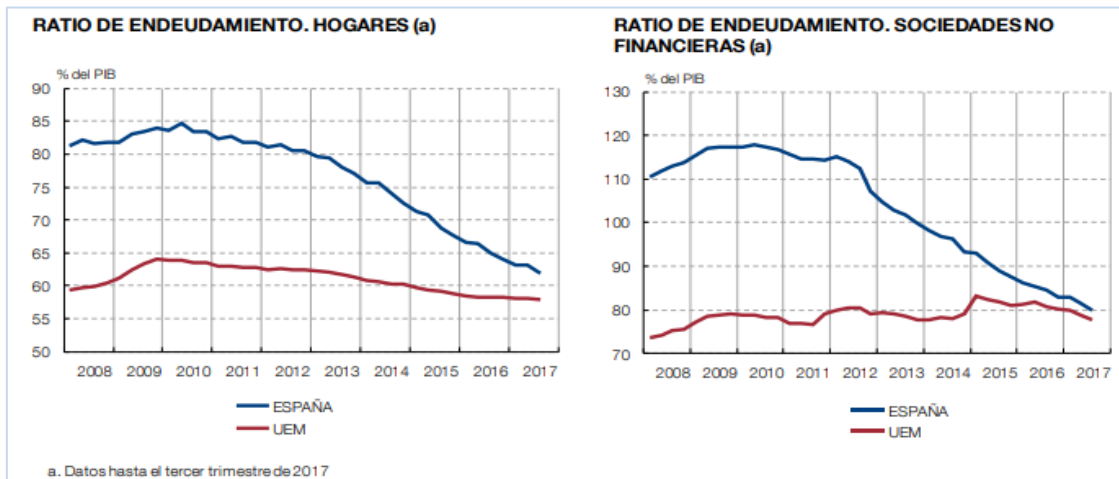
**Graphic 3. Evolution of employment**



Source: Banco de España and Eurostat

The indebtedness of companies and families is also a factor that is currently evolving in a positive way. After the intense crisis suffered, the indebtedness of families and companies has been evolving and to this day is quite close to the average of the EU countries (Graphic 4).

**Graphic 4. Evolution of the debt ratio**

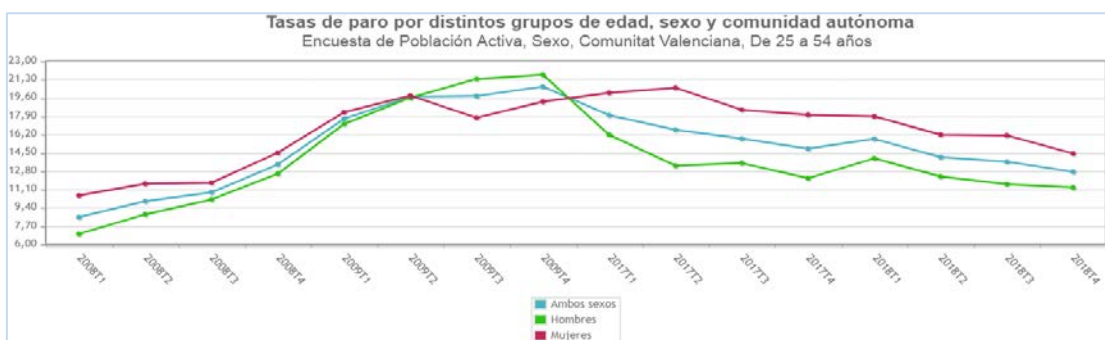


Source: Banco de España and Eurostat

Finally, according to the National Institute of Statistics, the unemployment rate that exists in the Valencian Community, taking into account both men and women with an age range of 25 to 54 years, there is a decline in the unemployment rate since the time of crisis (2008 - 2016).

According to statistics, 14.43% of women are unemployed, unlike men with 11.27% (Graphic 5). After analyzing several autonomous communities, it is concluded that there are more unemployed women than men, despite the fact that women are more formalized than men. Therefore, there is an equality gap in employment. This inequality is due to several factors, but one main reason why many companies stop hiring women is because of the issue of "maternity leave" (Rodríguez, 2019).

**Graphic 5. Evolution of unemployment in the Valencian Community**

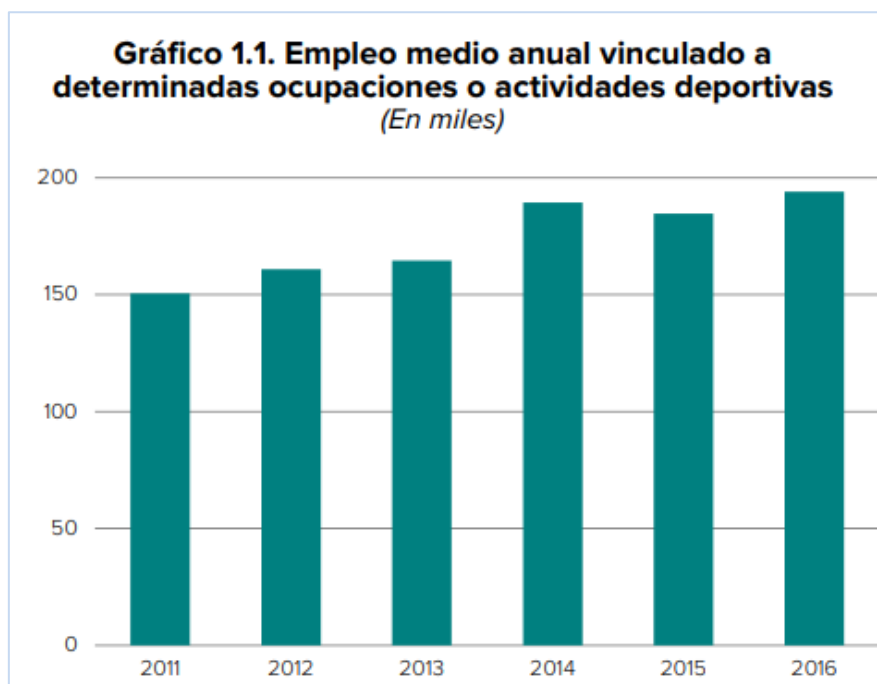


Source: INE

Thanks to the Active Population Survey prepared by the National Institute of Statistics, employment in certain economic activities and occupations related to sport can be estimated.

According to the "Anuario de Estadísticas Deportivas 2017" published by the MECD, taking into account all work that takes place in companies dedicated to sports activities, such as the management of facilities, club and gym activities or the manufacture of sporting goods, the results say that annual average volume of employment linked to sport, in 2016 was 194,000 people; in relative terms, 1.1% of total employment (Graphic 6).

**Graphic 6. Average employment in sports activities**

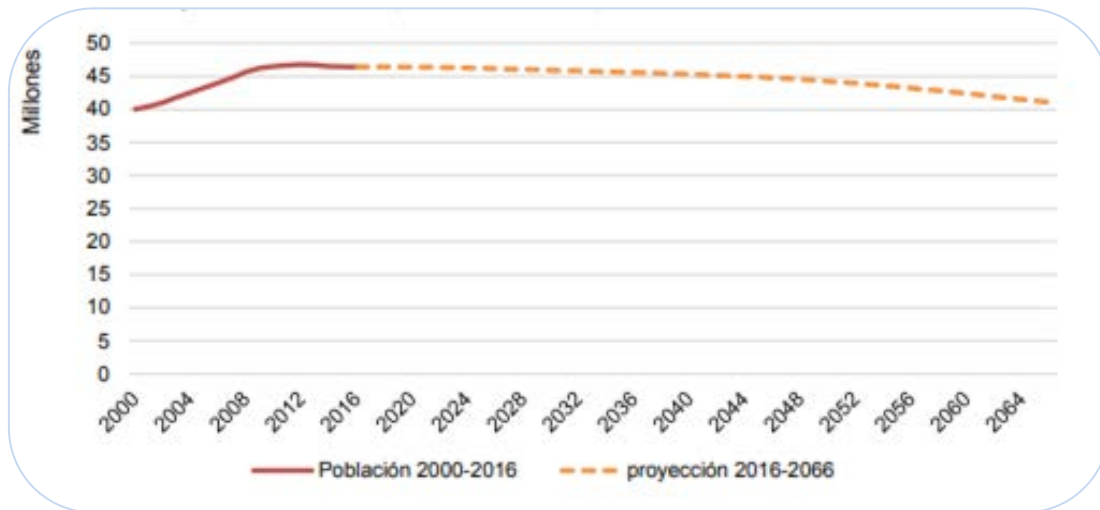


Source: Anuario de Estadísticas Deportivas 2017 – MECD. Data: INE

### 2.2.1.3. Sociocultural Factors

If current demographic trends continue in the next 15 years, Spain would lose 552,245 inhabitants (1.2%), so that the population would be 45.9 million people in 2031 and within 50 years, the decrease would be more than 5.3 million inhabitants (11.6%), in this way, the population would be reduced to 41.1 million in 2066 (Graphic 7).

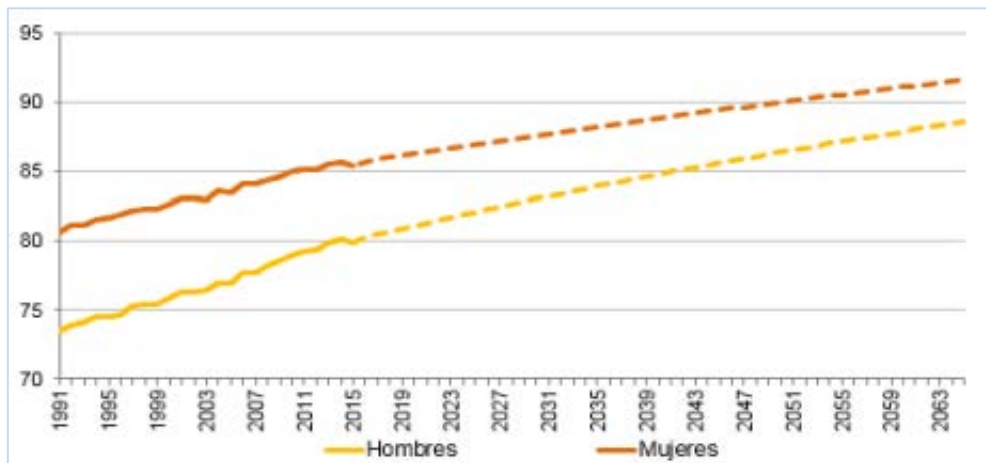
**Graphic 7. Projection of the Spanish population 2016-2066**



Source: INE

On the other hand, life expectancy would increase every year more, in fact it would reach 83.2 years in men and 87.7 in women in 2031, which represents a gain compared to the current values of 79.9 and of 85.4 years, respectively. While, in 2065 the trend of life expectancy would increase even more, where men would overcome the 88.5 years and women 91.6 years (Graphic 8).

**Graphic 8. Life expectancy**



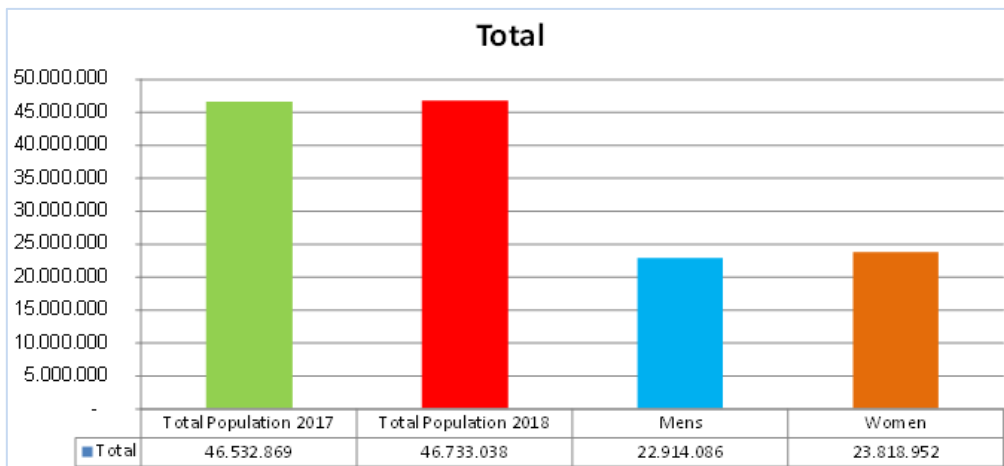
Source: INE

This means that the Spanish population is increasingly concerned about their physical well-being, every year more Spaniards do some sport and take care of their health through sports activities and diets.

In 2018 Spain had a total population of 46,733,038 inhabitants, which meant an increase over the previous year (2017) of 200,169 inhabitants. Spain can therefore be

considered a country with a large number of inhabitants compared to the rest of the countries, of which 23,818,952 are women, therefore, Spain is a country with a greater female population than male (Graphic 9).

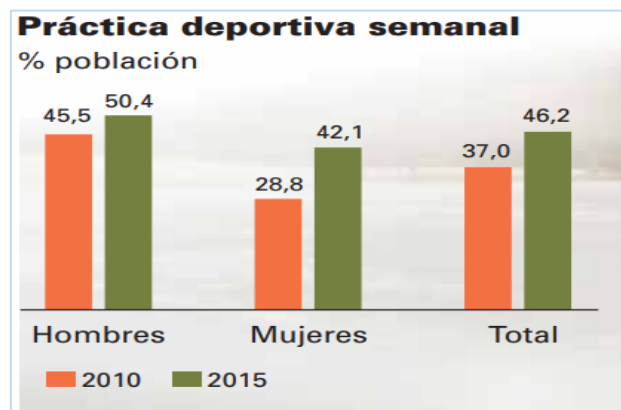
**Graphic 9. Spanish population**



Source: own elaboration. Data: INE

According to the latest Sports Habits Survey in Spain 2015, sports are increasingly present. From 2010 to 2015 it has increased by 9.2% on average, noting the increase among women (Graphic 10).

**Graphic 10. Development of sports practice**

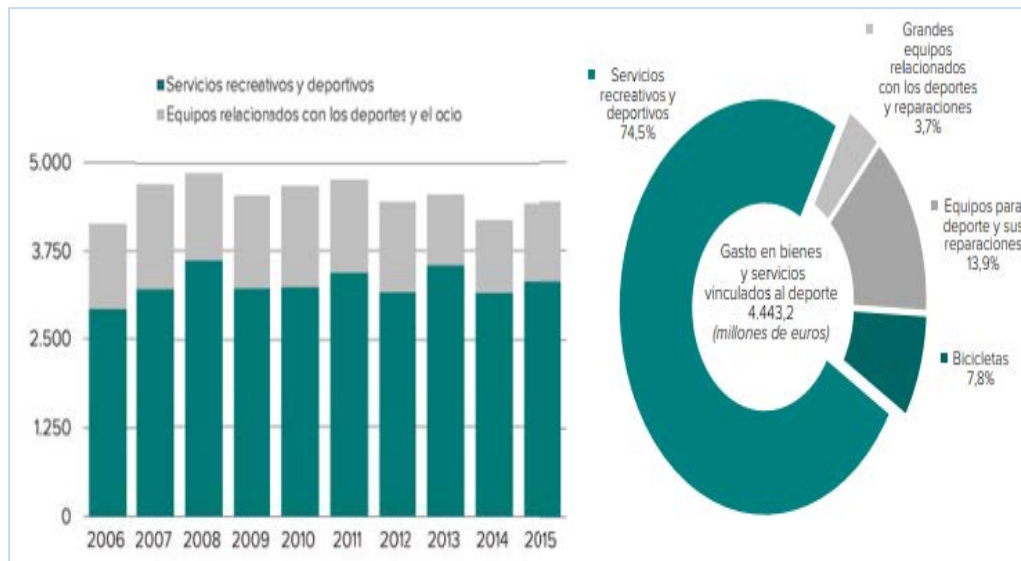


Source: Ministerio de Educación, Cultura y Deporte

Another important aspect, knows the average expenditure of a family based on sport. According to data from the National Statistical Institute, the average expenditure per household in goods and services linked to sports was € 241.80, while the average expenditure per person of € 96.70, noting that the most significant component corresponds to the recreational and sports services with 74.5% (Graphic 11).



**Graphic 11. Expenditure of households linked to sport**



Source: Ministerio de Educación, Cultura y Deporte

With regard to sports licenses, according to Federated Sports Statistics and the support of Spanish and regional sports federations, they indicate that in 2017 there were 3,761 (thousands) of federated sports licenses, which represents an interannual increase of 4.9%; of which 77.70% of federal licenses correspond to men, while 22.30% correspond to women.

Breaking down said information, 53.50% of the sports licenses correspond to four autonomous communities (Andalusia, Catalonia, Comunidad Valenciana and Madrid) and of the total of registered sports licenses, the greater part corresponds to federations of Soccer, Basketball, Athletics and Swimming.

The federated licenses obtained in the Triathlon were equal for the periods of 2015-2016-2017 of 0.8%, however, it is observed that from 2014 to 2017 it has increased by 0.2% (Table 13).

**Table 13. Licenses federated in Triathlon**

	VALORES ABSOLUTOS					DISTRIBUCIÓN PORCENTUAL				
	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Tiro con arco	7.345	7.499	9.213	17.586	18.529	0,2	0,2	0,3	0,5	0,5
Tiro olímpico	55.583	54.261	52.517	50.739	49.722	1,6	1,6	1,5	1,4	1,3
<b>Triatlón</b>	<b>24.241</b>	<b>19.884</b>	<b>29.739</b>	<b>27.760</b>	<b>30.744</b>	<b>0,7</b>	<b>0,6</b>	<b>0,8</b>	<b>0,8</b>	<b>0,8</b>
Vela	34.765	35.088	37.954	41.987	44.244	1,0	1,0	1,1	1,2	1,2
Voleibol	51.755	61.550	71.074	72.232	78.333	1,5	1,8	2,0	2,0	2,1

Source: Ministerio de Educación, Cultura y Deporte

With regard to the Valencian Community, of the 395,973 federations, 3,776 correspond to the Triathlon modality (Table 14).

**Table 14. Federated licenses according to autonomous community**

	TOTAL	Andalucía	Aragón	Asturias (Principado de)	Balears (Illes)	Canarias	Cantabria	Castilla y León	Castilla-La Mancha	Cataluña	Comunitat Valenciana
Tiro con arco	18.529	2.001	665	591	542	324	264	1.503	963	3.146	1.329
Tiro olímpico	49.722	5.571	1.794	2.500	989	1.944	543	2.394	2.653	11.109	4.989
<b>Triatlón</b>	<b>30.744</b>	<b>4.216</b>	<b>884</b>	<b>501</b>	<b>1.336</b>	<b>1.320</b>	<b>443</b>	<b>1.340</b>	<b>1.125</b>	<b>3.491</b>	<b>3.776</b>
Vela	44.244	1.902	173	246	2.557	1.067	788	704	286	3.506	27.278
Voleibol	78.333	10.243	1.558	3.693	2.207	3.783	1.406	1.223	3.721	9.057	9.391

Source: *Ministerio de Educación, Cultura y Deporte*

#### 2.2.1.4. Technological Factors

Each time, technology is evolving very quickly, which has substantially benefited many companies and even sports clubs. In particular, sports clubs have benefited from information technology (software), since they greatly facilitate the tasks when it comes to managing a sports club.

Having good software is important, since it helps to make work easier when managing tasks, activities, schedules, accounting, etc. The management software of a sports club, in the triathlon modality, is a good way to improve its presence, since it helps the members to access the schedules, services and news that the club publishes more easily. In addition, the software is a program that allows to perform tracking real and detailed of the state of the club, so it helps sports clubs to improve their yield.

Syltek is a software of sports management that has come to the world of the sports clubs. More than 600 sports clubs have implemented such software in their sports centers; however, Club Triatlón Castellón has not yet developed this aspect.

On the other hand, we must not forget the existence of technology applied to sports in training. Today there are sensors that are placed in sports accessories such as balls, shoes, in order to give real time information on the speed, acceleration or power of the athlete. These types of sensors are widely used by the coaches of clubs in order to collect information and check the performance of each of the athletes.

Internet is another platform that has evolved the sports and business world. Thanks to the websites, many sports clubs can post information, data, images, in order to make their brand known.

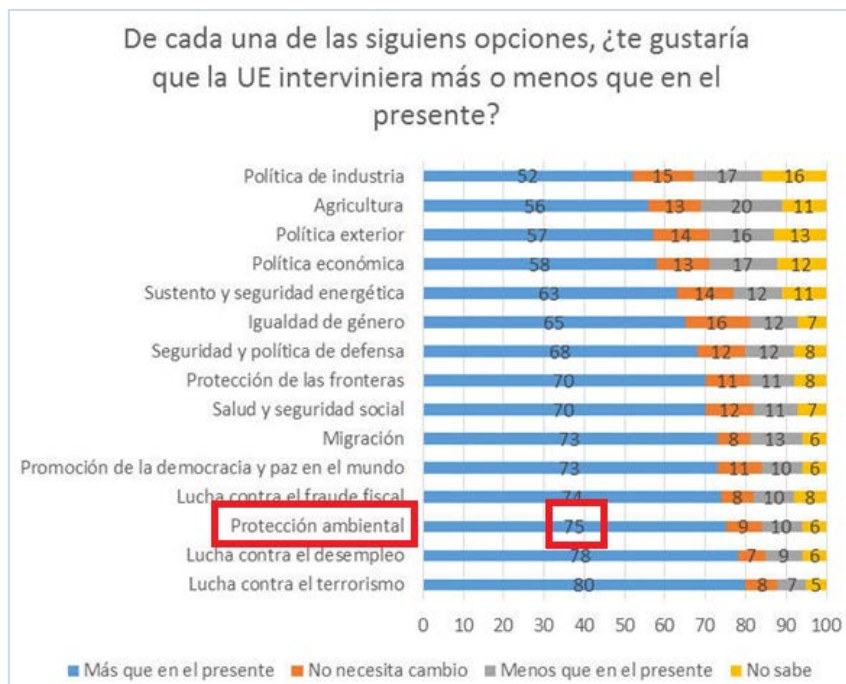
Finally, the evolution of technology has also affected the management model of many clubs, due to the emergence of management tools such as the CRM (Customer Relationship Management) model, an application that allows all the information to be centralized in a single database.

#### 2.2.1.5. Ecological Factors

Almost all of the public opinion in Spain (97%) says that it is concerned about the environment and the majority of Spanish citizens (73%), asks the EU to intervene more in this aspect (eldiario, 2018). This change of opinion on the part of the Spaniards is a positive signal, since people tend to buy more ecological products and support less polluting sports. In this case, Triathlon is a low-polluting sport, unlike sports like Formula 1.

To reflect this information, the Figure 24 shows the interest and concern of Spaniards for EU intervention in environmental issues; this information has been obtained from the report of the Observatory of Sustainability 2017 using data from the Euro barometer of 2017.

**Figure 24. Concern of the Spanish for the environment**



Source: Eurobarómetro 2017

In conclusion, in Spain environmental problems are quite significant for the Spanish population when it comes to European level; however, if you compete at the national

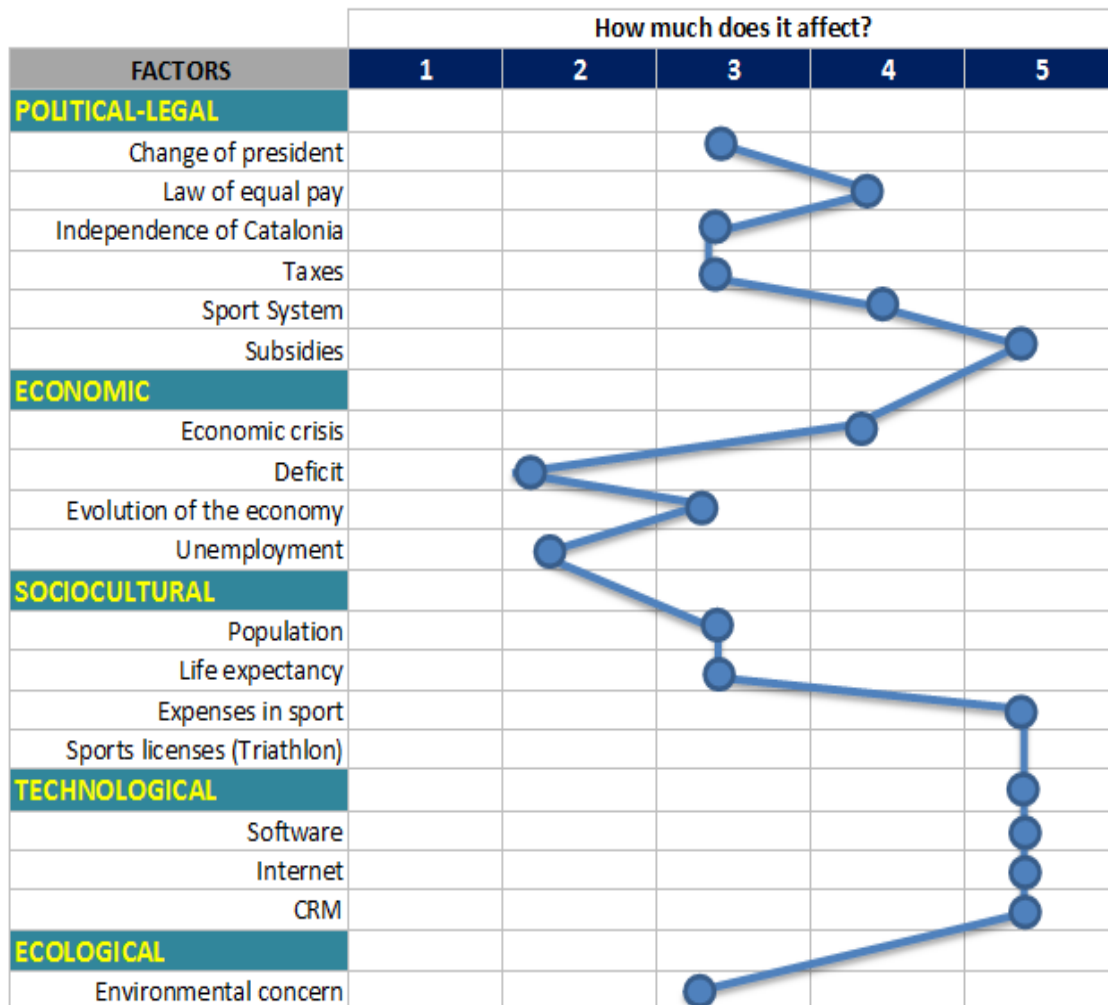
level, these issues are rooted for more serious reasons such as unemployment or corruption.

Some of the laws that correspond to environmental protection are the following:

- ❖ Law 26/2007 on Environmental Responsibility
- ❖ Law 1/2005, emission of greenhouse gases
- ❖ Law 34/2007. Air quality.
- ❖ Law 42/2007 on Natural Heritage and Biodiversity
- ❖ Law 41/2010 on the Protection of the Marine Environment
- ❖ Law 21/2013, of December 9, on environmental evaluation

Finally, the PESTEL analysis of the Club Triatlón Castellón is as follows (Figure 25):

**Figure 25. Influence of macro-environment in Club Triatlón Castellón<sup>2</sup>**



Source: own elaboration

<sup>2</sup> 1=Very Negative, 2=Negative, 3=Balanced, 4=Positive, 5= Very Positive

## 2.2.2. Microenvironment (PORTER)

In this section, it will be analyzed the strategic model developed by Michael Porter (Figure 26). Next, we will use the five forces of Porter to analyze the sector of a triathlon sports club and the degree of competition in it. Thus, this analysis will help us to formulate business strategies to take advantage of market opportunities and addressing existing threats.

Figure 26. Porter's five forces model.



Source: own elaboration

### 2.2.2.1. Bargaining power of customers

The buyers, who in this case are the members, are those who have the greatest power, since a sports club is born through the proposal of several members.

The bargaining power of the clients is high when several members can easily effect an opening of a sports club, as happened with Club Triatlón Castellón, where several friends formed the club, or when there is a lot of offer, that is, when there are many triathlon clubs, the partner has more possibilities to choose.

A sports club is a sector with easy entry, really any group of people who feel the same needs can open a club and be a great competition for the rest of clubs.

A possible threat could be that the services offered by the club are standard and little differentiated from the competition; probably the members would compare price, service and quality and could go to other clubs or open a new club.

However, if we talk about the triathlon events organized by the clubs, in this case, the bargaining power of the client is quite low, since these events are not simply organized by the club, but the consent of several organisms is required to perform the event, such as the town hall of the province, the traffic headquarters, the triathlon federation...

In conclusion, in the province of there are quite a lot of triathlon clubs in Castellón, so the bargaining power of the clients is quite high.

#### 2.2.2.2. Bargaining power of suppliers

The bargaining power of suppliers increases when the number of suppliers in the market is small.

Regarding the bargaining power of the suppliers, the club depends on three fundamental suppliers.

The first supplier is Austral, a company that supplies sportswear to the club.

Austral is a company dedicated to the manufacture of sportswear for sports clubs throughout Spain and even outside the country, for example in Uruguay, Portugal... It is a company that is present nationally and internationally and has more than 210 clubs spread across all the autonomous communities of Spain, of which 36 clubs belong to the Valencian Community. Actually, it is a powerful supplier since it is not only dedicated to the manufacture of clothes for the triathlon modality but also supplies clothes and other accessories for all types of sports. Its bargaining power is focused on the quality it offers in its products and delivery time, Austral's goal is to adapt to the needs of each club and introduce new improvements thanks to the R+D+I program they have; therefore, the bargaining power of the supplier is high.

The second important supplier is the Triathlon Federation, one of the private organizations responsible for the organization of a triathlon event that is, without the permit or certificate issued by the territorial Federation (together with other permits). That is why the bargaining power of the supplier is high, because although a triathlon club would like to organize an event, it could not do so without their consent.

In the case of wanting to organize a triathlon event, you need a lot of permits such as:

- ❖ The naval command for the swimming segment, coasts or another among which the authorization for the use of water depends.
- ❖ The territorial office of traffic for the circuit of cycling and running, where a certificate issued by the triathlon federation of the territory in which it is organized must be attached.
- ❖ City Council for the use of urban roads and for traffic order.
- ❖ Even depending on the territory an environmental permit.

Finally, the third supplier with a high bargaining power would be the Lledó School, the one that hires us the swimming lanes.

#### 2.2.2.3. Threat of new entrants

For a new competitor to enter, this must take into account the benefits available to sports clubs that are already present in the province of Castellón, with the aim that they can know if their entry is profitable or not.

The Club Triatlón Castellón has been a club that little by little has become quite well known. At first, the direct competition did not take into account said club; however, during this last year 2018 and 2019 the image of Club Triatlón Castellón is quite present due to the Triathlon event that it organized on May 20, 2018 in Port Castelló. Therefore, it is vital to take into account those clubs that we consider to be not very competent.

In recent months, there are many members who want to be part of the club and the School but due to the limited facilities they have, it is almost impossible for the Club Triatlón Castellón to pick up more people (Barberá and Chica, 2019). This aspect can give rise to the "call effect" for another group of people to open a new sports triathlon club. This effect could reduce the number of members of the Club Triatlón Castellón, thus reducing their income and increasing their costs.

#### 2.2.2.4. Threat of substitute products

Those activities or sports that meet the same needs as triathlon are considered substitute services. There are many sports that stand out and replace triathlon. A modality similar to triathlon would be, the Gigathlon, this modality is unknown in Spain, but in the not too distant future it could be introduced.

This modality consists of combining 5 sports disciplines; In addition to swimming, road cycling, and running on foot, includes skating and MTB (mountain bike), all in a

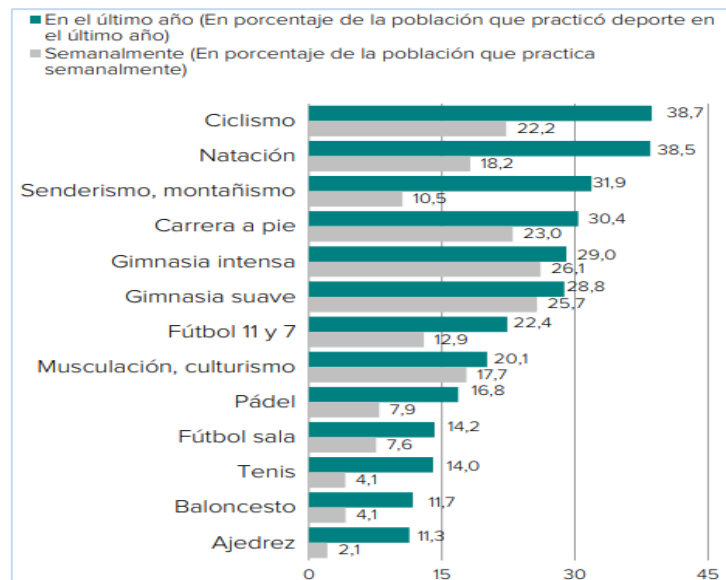


different order and at different distances divided into two days, in which participants must complete the 400 kilometers what is supposed the proof

According to the poll of sports habits in Spain 2015, 79% of those who practiced sports in the last year did so in more than one sport modality, and the remaining 21% in only one modality.

Among the sports most practiced in Spain (in annual terms), cycling stands out with 38.70%; 38.50% in swimming; in hiking and mountaineering 31.90%; walking race 30.40%; between intense and soft gymnastics, 57.80% (both) and soccer 11 and 7, with 22.40% (Figure 27). Although skating is not a very common modality in Spain, with the new Gigathlon sport, in the future it can become an attractive sport for the inhabitants.

**Figure 27. Sports modalities more practiced by the Spaniards**



Source: Ministerio de Educación, Cultura y Deporte

#### 2.2.2.5. Rivalry between competitors

Within the competition can be mentioned two types of competition, on the one hand are the direct competitors, which are those sports clubs that are in Castellón and that organize triathlon events and offer similar services to those that Club Triathlon Castellón. And on the other hand are indirect competitors, which are those personal trainers responsible for training athletes to participate in competitions.



It is true that there are many clubs in the province of Castellón, but not all offer the same quality-price. Club Triatlón Castellón is quite different in the treatment, in the professionalism and in the confidence it gives its members.

In conclusion, in Castellón there are a large number of triathlon clubs that sell similar services to ours, so rivalry between competitors is high. However, if we focus on the principles of each club, the rivalry is much less, since each club has a different mission and vision. In our case, Club Triatlón Castellón is a club competent for its objectives and principles.

### **Conclusion:**

With the aim of increasing the competitive advantages of the Club Triatlón Castellón, it is necessary to examine Porter's analysis in depth which has been carried out.

It is noted that the club has a competitive advantage that differentiates it from other competitors, through the services it offers, the quality-price of the service and the club's principles. However, it is necessary to improve existing strategies in order to establish entry barriers that prevent new clubs from making openings (*data obtained from the survey carried out, explained at a later time*).

By means of an adequate elaboration of strategies, we can achieve that the club grows and obtains a greater fidelity / loyalty of its existing and future members, in order to grow in the province and autonomous community.

## **2.2.3. Competitive Analysis**

### **2.2.3.1. Levels of competition**

When several companies compete with each other, in addition to meeting the needs of customers, they must do better than the competition. Therefore, companies must constantly compare their products or services, prices, channels and promotions with respect to their competitors (Fandos and Estrada, 2015).

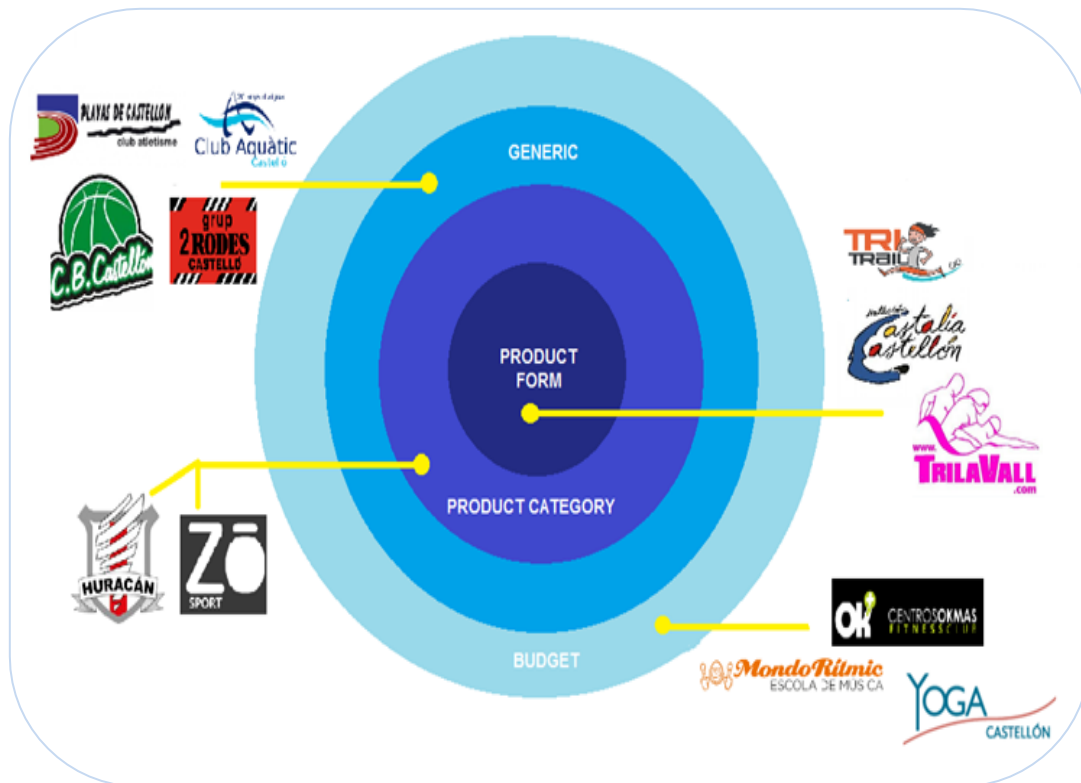
To carry out the competition analysis, first, an identification of the club's competitors will be made. Subsequently, the objectives, strategies, strengths and weaknesses of the competitors will be evaluated and finally the competitors will be selected to attack or avoid.

The competitors of Club Triatlón Castellón are those sports clubs that operate in the Triathlon sector. It should be noted that you can divide the competition in several ways, in our case we will divide it into two parts: the direct competitors that are those that

offer services similar to ours and are located in the province of Castellón and the indirect competitors that are those clubs of triathlon that offer similar services to ours, but that also offer other sports services.

Notwithstanding, it must be taken into account that from the consumer's perspective there are 4 levels of competence (Figure 28).

**Figure 28. Levels of competence**



Source: own elaboration

- **Product form:** the first category of competition refers to those products and brands that provide the same service to the market. in such a case, the direct competitors of Club Triatlón Castellón are Tritrai, TrilaVall, Club Triatlón Amphibios Almassora and Castalia Castellón.
- **Product category:** in this second level of competition are the indirect competitors, all those clubs that offer services with the same attributes but different presence, that is, clubs that apart from offering activities related to triathlon and triathlon events, also offer activities such as mountain biking, disciplines such as trail running ... Some of them are ZO Sport, Huracán and Impala Sport.

- **Generic product:** in this third category of competition are grouped all those competitors that solve the same need, in this case, the sport. The closest competitors to Club Triatlón Castellón are sports clubs dedicated to other sports such as the basketball club, swimming club, athletic club, etc. For example: Club Aquatic Castelló, C.B. Castellón, 2rodes, Castellón Athletics Club ...
- **Consumer Budget:** finally, in the fourth level of competition are those competitors who fight for the same consumer budget, for example, a yoga center, a music center, a gym ... All these centers are competitors offering services to a budget similar to the Club Triathlon Castellón. Some of them are Okmas, Yoga Castellón, and Mondo Ritmic.

#### 2.2.3.2. Main competitors

According to Fandos and Estrada (2015): *From the point of view of marketing, the main competitors are those that satisfy the same need as the company, that is, those that have the same reference market as the company.*

In the triathlon sector there are many clubs that offer similar services. In fact, currently, in the Valencian Community there are 173 triathlon clubs, of which 28 clubs belong to the province of Castellón, so the competition is quite strong. Even so, the Club Triatlón Castellón is a club that has managed to differentiate itself from the rest of its competitors through its offer of quality services at a good price; besides the newly opened School for children, which has been a great success for the club.

Next, those competitors that are in the first level of competence will be analyzed, since they are those that offer services and prices similar to those of the club. In this way, we will be able to get to know in depth the rivals of Club Triatlón Castellón and with that we will be able to discover the strengths and weaknesses of the club.

#### TRITRAIL

Tritrail is a club well known for its School; however, it also has an adult club where the disciplines involved in Triathlon are trained every day. It is a club that is located in the province of Castellón, and is a very strong competitor for Club Triatlón Castellón.

Tritrail offers training services in all three disciplines for both adults and children. In addition, the prices it offers are quite competitive unlike other clubs

The rivalry of Tritrail in front of the Club Triatlón Castellón is evident. In fact, to observe this competition, I took some pictures to a bulletin board in the facilities of the UJI.

These photographs were two advertising posters, on the one hand an advertising poster of the Club Triatlón Castellón and on the other hand, an advertising poster for the Tritrail Club.

Next, I attach Figure 29 that I took on April 2, 2019:

**Figure 29. Bulletin Board - Competition**



Source: own elaboration

## CASTALIA CASTELLÓN

Castalia Castellón is a swimming club in the province of Castellón but has a triathlon club, where they offer complete training or individual training of each type (swimming, or athletics or cycling) and even offers the possibility of custom training.

The club also has a school for children, which is divided into different groups according to age and by different teams, according to sex (female and male).

It is also a very competitive club at the regional level since it offers similar services to the Club Triathlon Castellón, and is even better known, since it has a club that is

especially related to swimming, that is why they have a chance to make themselves known as a triathlon club.

Castalia is a club that participates in many swimming championships in Spain and performs many tournaments, making it a nationally recognized club. However, being good in one modality does not mean being good in all modalities; that is why we should carry out a SWOT of each competitor in order to detect their weaknesses and we as a club should try to strengthen them.

### **TRILAVALL**

Trilavall is one of the best-known triathlon clubs in the province of Castellón. The club is located in Xilxes, a municipality of Castellón. TrilaVall is a club similar to Club Triatlón Castellón, due to its main activity; the offer of activities related to the different disciplines of triathlon (swimming, cycling and athletics).




In addition, its main activity is not only related to adults, but also has a School, with the purpose of to bring the triathlon to children and contribute to the development of them, through activities adapted to their ages and needs.

In conclusion, it can be said that despite being a club located in a small municipality, it is a club that is well known at the regional level, for its competitions and participations in triathlon events.

Despite having contacted the club and looking for information on its website, sufficient details have not been found to make a comparison with the Club Triatlón Castellón. For this reason, a comparison of the first two competitors with respect to the Club Triatlón Castellón has been made, analyzing its opening year, the services it offers, the average price of the club and the school, the discounts and gifts that they offer, their objectives, event organizations, social networks and finally an analysis of its strengths and weaknesses (Figure 30).



Figure 30. Comparison of competitors

			
<b>Initiation</b>	2017	1992	2017
<b>Public</b>	Adults and kids	Adults and kids	Adults and kids
<b>Level of presence</b>	Autonomic	Autonomic	Autonomic
<b>Services to offer</b>	<ul style="list-style-type: none"> <li>→ Trainings of:               <ul style="list-style-type: none"> <li>○ Swimming</li> <li>○ Cycling</li> <li>○ Running</li> </ul> </li> <li>→ Training planning</li> <li>→ GYM</li> <li>→ Access to facilities</li> </ul>	<ul style="list-style-type: none"> <li>→ Swimming</li> <li>→ Master Swimming</li> <li>→ Adapted Swimming</li> <li>→ Triathlon               <ul style="list-style-type: none"> <li>○ Swimming training</li> <li>○ Workouts run</li> <li>○ Trainings transitions</li> <li>○ Cycling and running training</li> <li>○ Training full pack</li> <li>○ Custom classes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>→ Trainings of:               <ul style="list-style-type: none"> <li>○ Swimming</li> <li>○ Cycling</li> <li>○ Running</li> </ul> </li> <li>→ General sports advice</li> <li>→ Group directed trainings</li> <li>→ Accompaniment of a coach to competitions that are on the calendar</li> </ul>
<b>School of triathlon?</b>	Yes	Yes	Yes
<b>Place</b>	Castellón	Castellón	Castellón
<b>Average price adults</b>	€ 10.00 - € 28.00 / monthly	€ 10.00 - € 70.00 / monthly	€ 150.00 / year
<b>Average price school</b>	€ 25.00 - € 50.00 / monthly	€ 45.00 - € 55.00 / monthly	€ 28.00 - € 45.00 / monthly
<b>Discounts</b>	<ul style="list-style-type: none"> <li>→ Large family</li> <li>→ Unemployed parents</li> <li>→ A brother in the School 10%</li> </ul>	No	Discounts associated with the different collaborators and sponsors of the Club
<b>Promotional gifts</b>	Club sportswear, towel, swimming cap and club bottle	Does not include	A corporate sportswear club
<b>Adult club goals</b>	<ul style="list-style-type: none"> <li>→ Be known at the national level.</li> <li>→ Compete in at least one National Championship.</li> <li>→ Promote the Autonomous Clubs League</li> <li>→ Hold a triathlon event for 2020.</li> </ul>	<ul style="list-style-type: none"> <li>→ Increase our position in the ranking of best clubs at the regional level.</li> <li>→ Compete in Spanish championships.</li> <li>→ Increase our number of partners.</li> </ul>	<ul style="list-style-type: none"> <li>→ Be known regional and national level</li> <li>→ Carry out a triathlon event in the future at regional level.</li> </ul>
<b>School Objectives</b>	<ul style="list-style-type: none"> <li>→ Participate in the triathlon, duathlon and Acuatlon tests at provincial and regional level.</li> <li>→ Develop physical qualities respecting the ages and abilities of each athlete.</li> </ul>	<ul style="list-style-type: none"> <li>→ Educate through sports through well-organized activities.</li> <li>→ Develop physical qualities.</li> <li>→ Learn the basic techniques and tactics of Triathlon sport not as three separate sports but as a single sport</li> </ul>	<ul style="list-style-type: none"> <li>→ Develop socio-motor skills: Communication, interaction and collaboration</li> <li>→ Perceptive-motor: Spatiality, temporality, balance and coordination</li> <li>→ Physical-motics: Strength, speed and resistance</li> </ul>
<b>Organized events</b>	I TRIATHLÓN SPRINT PORT CASTELLÓN 2018	TROFEO CASTALIA CASTELLÓN (2007 to 2019) JOSE LUIS BALLESTER TROPHY (2010 to 2019) PLAYA DEL GURUGÚ (2009 to 2017) ROTOTOM SUNSPLASH BENICÀSSIM JOURNEY (2016 to 2018)	No
<b>Social networks?</b>	<ul style="list-style-type: none"> <li>→ Website</li> <li>→ Facebook</li> <li>→ Instagram</li> </ul>	<ul style="list-style-type: none"> <li>→ Website</li> <li>→ Facebook</li> <li>→ Instagram</li> <li>→ Twitter</li> <li>→ YouTube channel</li> </ul>	<ul style="list-style-type: none"> <li>→ Website</li> <li>→ Facebook</li> <li>→ Instagram</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>→ The average price is cheap considering the great quality of service they offer</li> <li>→ Offer discounts and gifts to your partners</li> </ul>	<ul style="list-style-type: none"> <li>→ They are very present in social networks</li> <li>→ They organize many sporting events</li> </ul>	<ul style="list-style-type: none"> <li>→ Cheap service price but for fewer training days</li> <li>→ Offers discounts on physiotherapy services but not on services</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>→ Few social networks</li> <li>→ Little collaboration with the environment</li> </ul>	<ul style="list-style-type: none"> <li>→ The average price is expensive compared to other clubs</li> <li>→ They do not offer discounts or gifts</li> <li>→ Little collaboration with the environment</li> </ul>	<ul style="list-style-type: none"> <li>→ Few social networks</li> <li>→ Little collaboration with the environment</li> </ul>

Source: own elaboration

## 2.3. Market Analysis

### 2.3.1. Sector Analysis

During the last decades in Spain, the practice of sport has not stopped growing, that is to say, sport is increasingly accepted by society.

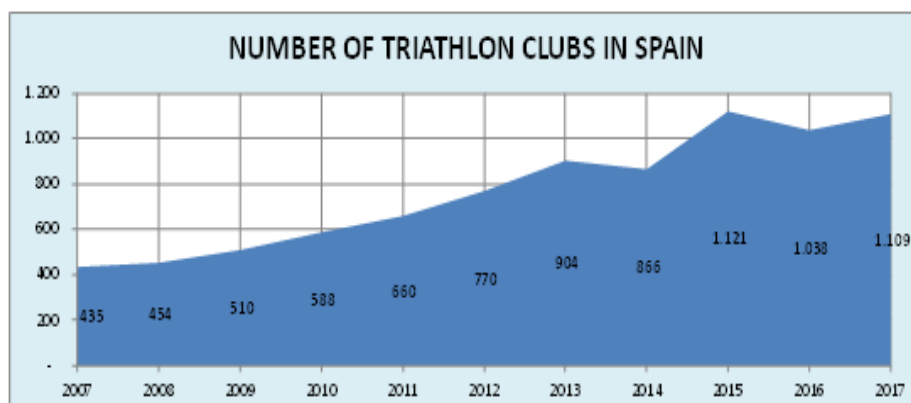
According to the Yearbook of Sports Statistics (MECD) companies dedicated to sports activities, activities of sports clubs or manufacturers of sporting goods have an annual average volume of employment linked to sport in Spain in 2017 of 203,3 thousand people (in relative terms a 1.1%). The most outstanding differences are registered by age ranges, where the highest number of jobs corresponds to people between 25 years and 45 years.

Likewise, it is observed that a sports spending in 2016 was 4,624.90 million euros, where the average spending per household on sports subjects was € 267.00 (€ 107.10 per person), of which the largest expense corresponds to sports services.

In fact, Spain almost tripled the number of federation licenses in recent years and increasing the number of sports events and triathlon clubs. Next, we can observe the increase in the number of triathlon clubs in Spain from 2007 to 2015, however in 2016 the number of clubs was reduced in 83 and in 2017 it seems that it returns to the upward trend, according to the statistical base of the MECD (Graphic 12).

**Graphic 12. Number of triathlon clubs in Spain**

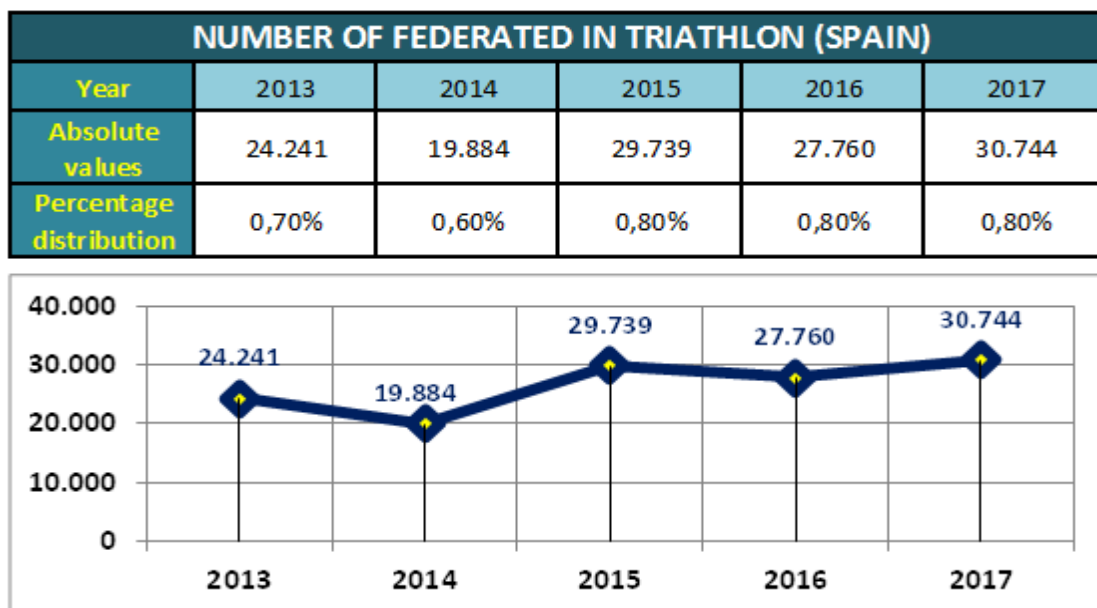
NUMBER OF TRIATHLON CLUBS IN SPAIN										
2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
435	454	510	588	660	770	904	866	1.121	1.038	1.109



Source: own elaboration. Data: MECD

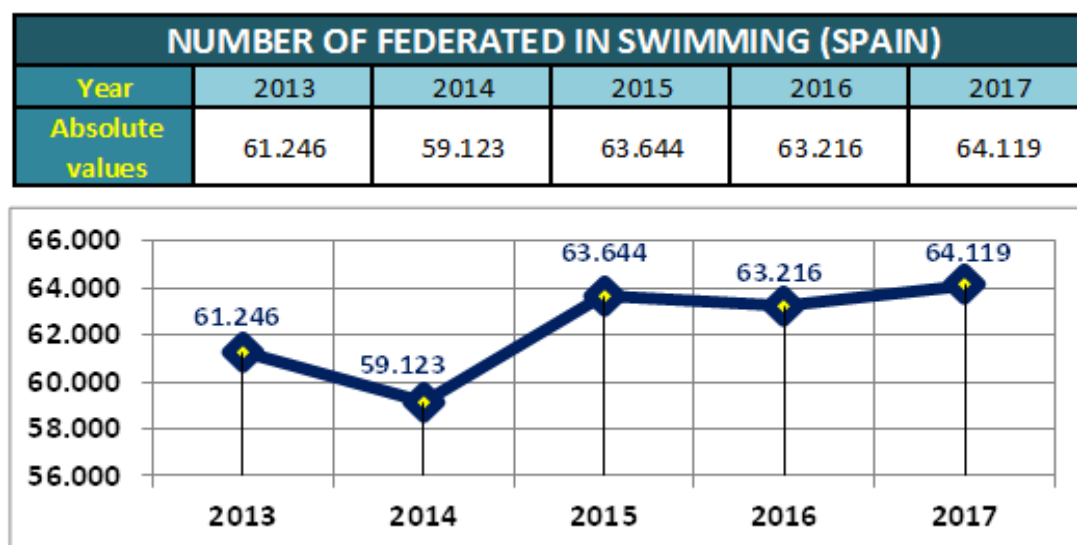
An important aspect is to know the number of federated licenses in the triathlon modality in Spain. According to the Ministry of Education, Culture and Sports, the number of licenses varies according to the years, in this way it can be said that there is volatility in the number of licenses depending on the year to be analyzed (Graphic 13). However, if we compare each discipline separately, the volatility is similar to that of triathlon, except that in Swimming (Graphic 14), Athletics (Graphic 15) and Cycling (Graphic 16) the number of licenses is much higher.

**Graphic 13. Number of federated in triathlon (Spain)**



Source: own elaboration. Data: MECD

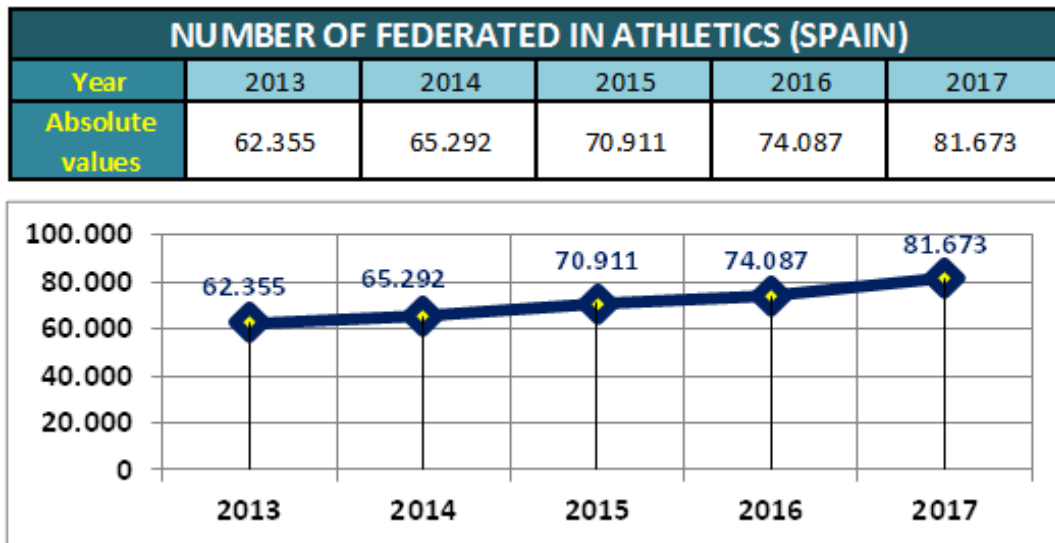
**Graphic 14. Number of federated in swimming (Spain)**



Source: own elaboration. Data: MECD

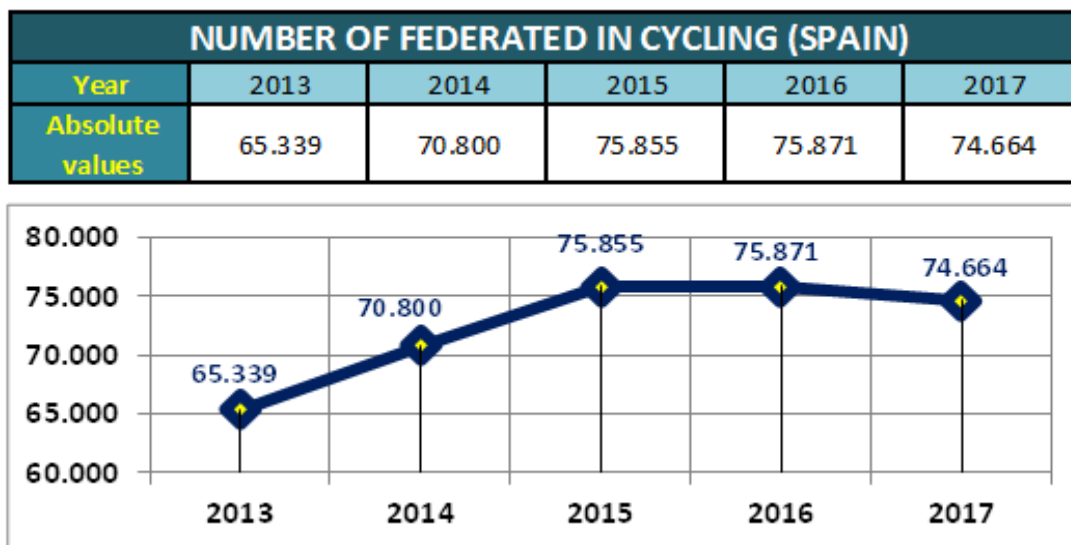


Graphic 15. Number of federations in athletics (Spain)



Source: own elaboration. Data: MECD

Graphic 16. Number of federated in cycling (Spain)



Source: own elaboration. Data: MECD

However, if we analyze the same study concentrated simply in the Valencian Community, it can be said that it is the fourth community with the largest number of licenses in the whole country. The first community with the largest licenses is Catalonia, followed by Andalucía and thirdly Madrid. In addition, of the total of licenses; the greater part corresponds to men, therefore, it can be affirmed that there are more federated men in any sports modality than women.

If we analyze the number of licenses by sex of any sport within the Valencian Community, 316,799 are men and 79,174 are women (Graphic 17). However, if analyzed by: modality of the triathlon and by Valencian Community there are 3,025 federated men and 751 federated women (Graphic 18).

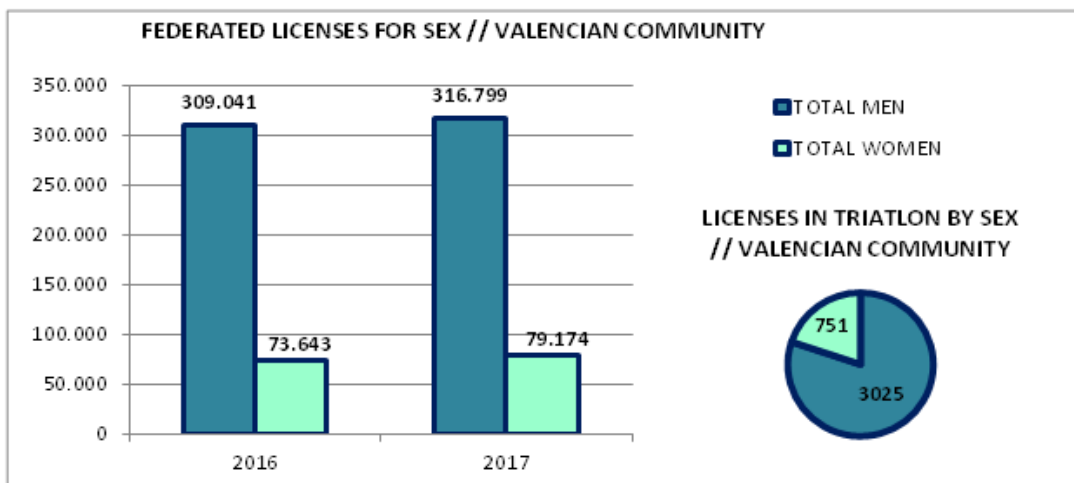
**Graphic 17. Licenses in any sport by sex // Valencian Community.**

FEDERATED LICENSES FOR SEX // VALENCIAN COMMUNITY					
TOTAL MEN		TOTAL WOMEN		TOTAL	
2016	2017	2016	2017	2016	2017
309.041	316.799	73.643	79.174	382.684	395.973

Source: own elaboration. Data: MECD

**Graphic 18. Licenses in triathlon by sex // Valencian community**

LICENSES IN TRIATHLON BY SEX // VALENCIAN COMMUNITY	3.776
MEN	3.025
WOMEN	751



Source: own elaboration. Data: MECD

### 2.3.2. Potential demand

Regarding the demand, we have proceeded to look for data of federated in triathlon in the Valencian Community, because it has not been published in any official page the data on the number of federated in the province of Castellón.

To calculate the demand, the number of federated in the four disciplines has been taken into account, that is, we have proceeded to calculate the number of licenses in the modality of Swimming, in the modality of Athletics, in the modality of Cycling and the Triathlon.

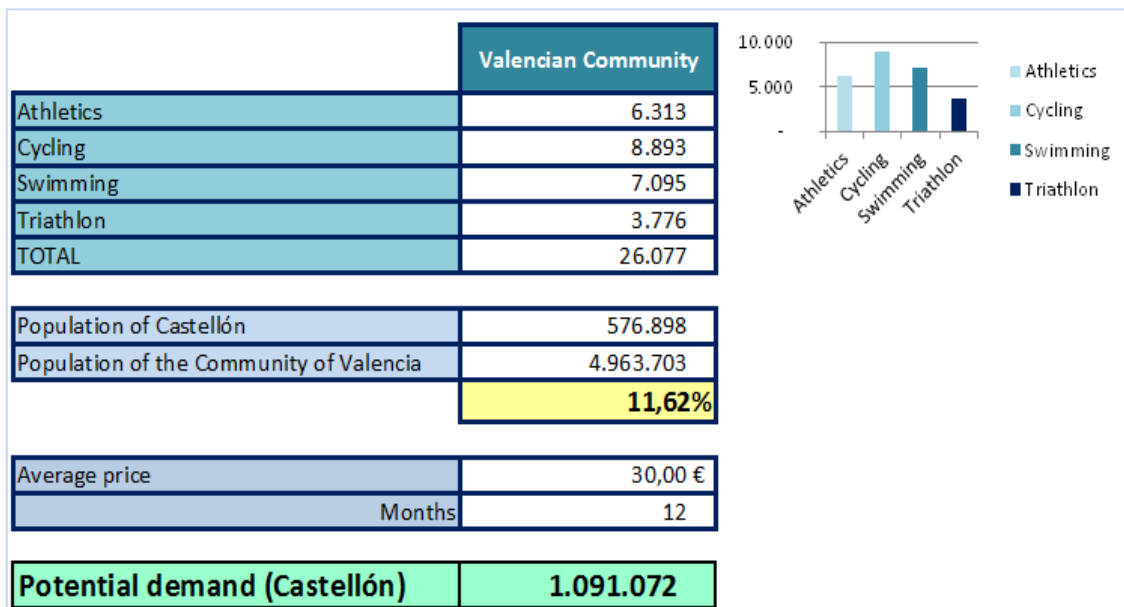
The reason why the 4 disciplines have been considered is because any athlete that belongs to a club either swimming, cycling or athletics, may also be a possible future clients.

According to the INE, as shown in the figure, the number of federated in the 4 disciplines in the Valencian Community are 26,077.

Once collected the number of federated of all disciplines (Swimming, Cycling, Athletics and Triathlon); we will calculate the average price that members normally pay in a triathlon club. In this case, we have compared the price of the Club Triatlón Castellón, compared to the analyzed competitors, and it comes out approximately a fee of 30.00 € and if this value is multiplied to the percentage of the population that Castellón has, so we obtain the potential demand for Castellon per one year.

Now, in the Figure 31 shows the final result of the calculation of the potential demand:

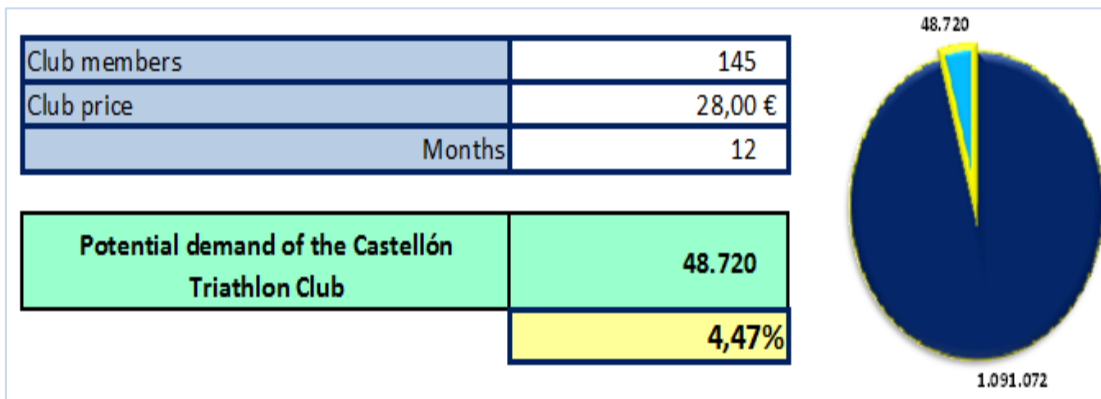
**Figure 31. Potential demand**



Source: own elaboration. Data: MECD

Subsequent, we will show what is the specific demand of our club with respect to the potential demand in Castellón, taking into account the number of adult members (145) and the price (28.00 €) that the Club Triatlón Castellón has (Figure 32), the specific demand of our club is 48.720 compared to the total of Castellón 1.091.072.

Figure 32. Specific demand of the Club Triatlón Castellón in all disciplines



Source: own elaboration.

As you can see, the potential demand of the club is quite low (4.47%), but this is because at the time of doing the calculations, we have considered the 3 disciplines that carry the triathlon (swimming, cycling and athletics) and the modality, the triathlon. Therefore, now there will be a calculation of the specific demand of the Club Triatlón Castellón considering only the modality of triathlon (Figure 33).

Figure 33. Specific demand of the Club Triatlón Castellón in triathlon

Triathlon	3.776
Average price	30,00 €
Months	12
Population of Castellón	576.898
Population of the Community of Valencia	4.963.703
	<b>11,62%</b>
<b>Potential demand in triathlon(Castellón)</b>	<b>157.989</b>
<b>Potential demand of the Castellón Triathlon Club</b>	<b>48.720</b>
	<b>30,84%</b>

Source: own elaboration.

In this case, the club's potential demand is 30.84%, taking into account only the triathlon modality.

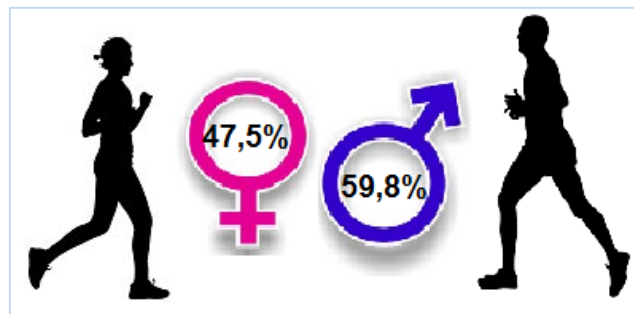
### 2.3.3. Consumer Analysis

According to the Ministry of Culture and Sports, more than half of the Spanish population practices sports on a regular or occasional basis. 19.50% of the population practice sports daily, 46.20% once a week and 51% once a month.

Age and sex are significant variables. Among them age stands out, where the highest rate of sports practice is the young population between 15 and 19 years old with 87.00%, and until age 54 is when it is reduced to 53.20%.

In addition, according to the Sports HABITS survey in Spain (2015), by sex there are significant differences that show that sport continues to be higher in men with 59.80% than in women, 47.50% (Figure 34).

**Figure 34. People who practice sports according to sex**



Source: own elaboration. Data: MECD

Nowadays, many people are becoming aware of the importance of playing sports and more and more people are signing up for sports clubs in order to learn and enjoy some sport.

A few years ago, running was on fashion, however, today many people choose triathlon to get fit, because it is a very complete and less monotonous exercise (Critical)<sup>3</sup>.

There are many reasons why people join a sports club, according to sports blogs published by GO-Fit <sup>4</sup>or news published by Cmdsport<sup>5</sup>, the main reasons are:

- Because they love sports. Being an individual sport, training in a group is a motivation for the athlete, that's why they sign up for a club.

<sup>3</sup> Source: Opinno Editora de MIT Technology Review, Author: Elvira del Pozo

<sup>4</sup> Go-Fit is a sports and health center that is present nationwide and have a page where they publish news related to sports.

<sup>5</sup> Sports news magazine.

- To receive training by professional trainers.
- To compete with other sports clubs.
- To take care of health and even the mind.
- To socialize and have a good time.
- To maintain and improve the physical aspect.
- To enjoy sport as a recreational and leisure activity.
- Simply by wanting to belong to a club.

## **2.4. Internal Market Research**

In order to obtain some data closer to the reality, and to check if the members are satisfied with the club, an internal investigation has been carried out (primary sources).

To do this, a survey has been conducted to all members of the triathlon Club Castellón through an online platform, to reach all members without any problem and faster and more agile.

### **2.4.1. Research objectives**

The survey aims to meet the following objectives:

1. Descriptive analysis of club members:
  - a. Number of men and women.
  - b. Age range of members.
  - c. Occupation of members.
  - d. Number of members in the household.
  - e. Previous experience in other clubs
2. To know to what extent club members feel satisfied with the services offered by the club.
3. To know to what extent the expectations of the members have been fulfilled.
4. To know to what extent do members feel satisfied with coaches.
5. To know to what extent the club is considered one of the best clubs in regional/autonomic level.
6. To determine to what extent the members consider that the prices are adequate to the quality of the service.

This information is the one that is then going to be used to be able to adapt the different marketing variables in the most adjusted way possible.

## 2.4.2. Methodology

Once the objectives have been set, how this research has been carried out will be explained below.

The research has been carried out through telematics surveys. The goal is to do a quantitative research to obtain measurable information about how satisfied are the members within the club. Within the survey there have been several topics, from the knowledge of other competitors, the degree of satisfaction with the club, to the opinion on the level of prices and services, among others; but these questions have not been considered in this study.

### 2.4.2.1. Research design

The Research technical Data sheet (Figure 35) is shown below.

**Figure 35. Technical specifications of the investigation**

<b>Universe:</b>	Members of the "Castellón Triatlón Club" (145 adults)
<b>Method of information collection:</b>	Online survey
<b>Scope of study:</b>	Satisfaction of the partners in terms of quality and price
<b>Sample size</b>	74 surveys (51,03 %)
<b>Location of the sample</b>	Castellón de la Plana
<b>Questionnaire:</b>	Semi-structured Questionnaire: 22 questions (18 closed questions and 4 open questions)
<b>Significance level</b>	0,05
<b>Date of the survey</b>	03/10/2019 to 03/17/2019

*Source: own elaboration*

### Survey design

The questionnaire is an ad-hoc survey, as it is composed of a series of questions designed to obtain the necessary information corresponding to the objectives set in the investigation. In this case, the survey is a "Semi-structured" survey because the questionnaire is based on a combination of open and closed questions.

The closed questions are composed of previously determined responses, through a Likert scale (from 1 to 7), in order to obtain more specific results. While open questions have been elaborated in order to know more generally the opinion of the members.



### **Sample Selection**

The selected sample is made up of the members who are part of the Club Triatlón Castellón between 18 and 69 years. The ideal sample should contain as many members as possible.

This section has been quite easy to get the survey to all members and obtain significant results, since the survey has been sent through an online platform, so it has been quite effective. After conducting the survey over the Internet, it has been possible to collect 74 surveys, that is to say, about half of the members that would make up the total of the universe (specifically 51.03%).

### **Data collection**

Data have been collected from March 10, 2019 to March 17, 2019.

→ ***The survey and the results obtained will be attached in the annex.***

#### **2.4.2.2. Measured variables**

The first objective was to take a photograph of the socio-demographic characteristics of the members of the club. For example, it has been asked what number of members that currently belong to the club have previously been in another club.

This question is very important due to the way that it will affect to the rest of the variables, because of the previous experience they might have had. For example, the result that will be obtained from the objective of "knowing the level of satisfaction of the members in terms of the quality of the services" may be different between members, because perhaps the opinion of a partner who has never belonged to a club, you do not have the same opinion as a partner who has been before.

It should be noted, that on the other hand, other questions have been included that help to make a description of the members of the club in terms of sex, occupation, members in the home and the age range.

The second objective is to know the level of satisfaction that the Members have in terms of the services offered by the club.

The third objective is based on the expectations of the members, that is to say, to what extent the members consider that the Club Triatlón Castellón meets its perspectives.

The fourth objective is to know the level of satisfaction with the coaches and scheduled trainings, that is, to know if the members think that the coaches are well trained and if the training they program is appropriate.

The fifth objective is to know to what extent the members consider that their club is one of the best clubs at regional level.

Finally, the sixth objective refers to prices, that is to say, this objective is to know if the members consider that the prices are proportionately appropriate to the services offered by the club.

### 2.4.3. Analysis of results

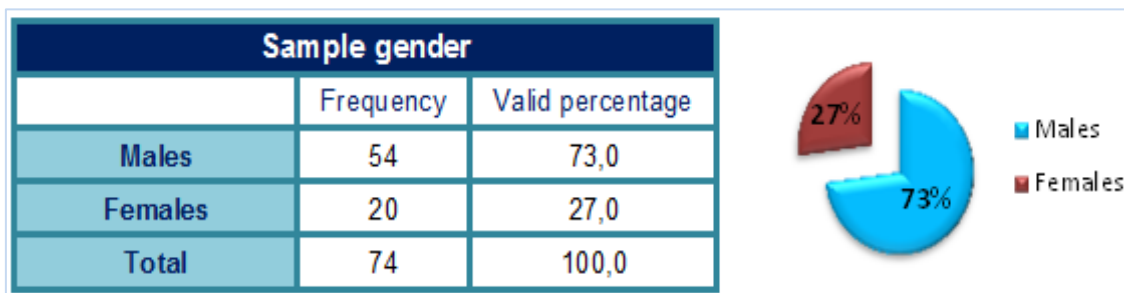
In this section, a detailed analysis of the results obtained will be carried out, in terms of descriptive analysis (frequencies). With respect to the frequencies, the results obtained have been made in tables and graphs in order to obtain more visual results.

#### OBJECTIVE 1: Descriptive analysis of club members:

. As for the gender, as shown in Table 15, it is observed that the majority of respondents have been men with a 73.00% and 27.00% of women.

#### **a. Number of men and women**

Table 15. Sample gender



Source: own elaboration. Data: SPSS

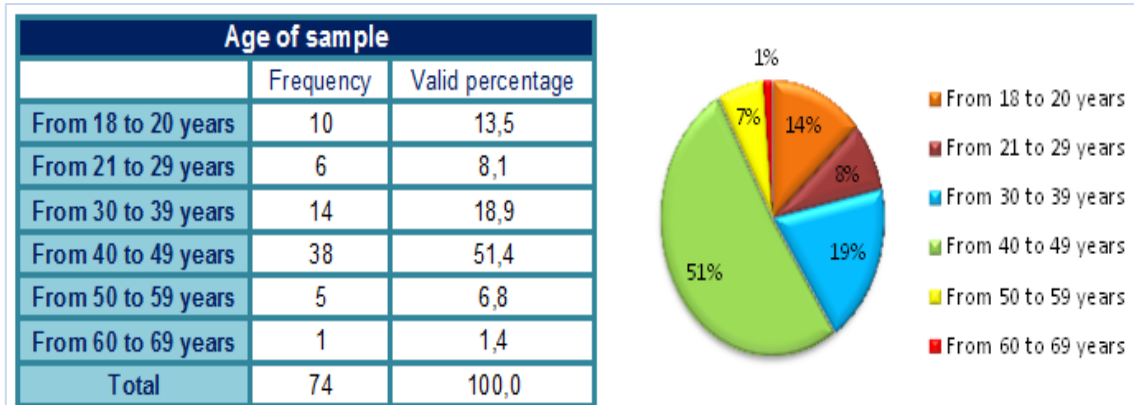
#### **b. Age range of members**

Before detailing the results, it should be noted that all respondents are adults, i.e., equal or greater than 18 years.

In Table 16, it can be observed that the highest percentage of respondents corresponds to the age group between 40 and 49 years with 51.40%. On the other hand, the age range with the lowest percentage is 60 to 69 years with 1.40%. Finally,

there are the remaining age groups, where the second largest percentage is the age range 30 to 39 years with 18.90%, then 18 to 20 years with 13.50%; From 21 to 29 years, 8.1% and from 50 to 59 years, 6.80%.

**Table 16. Age of sample**

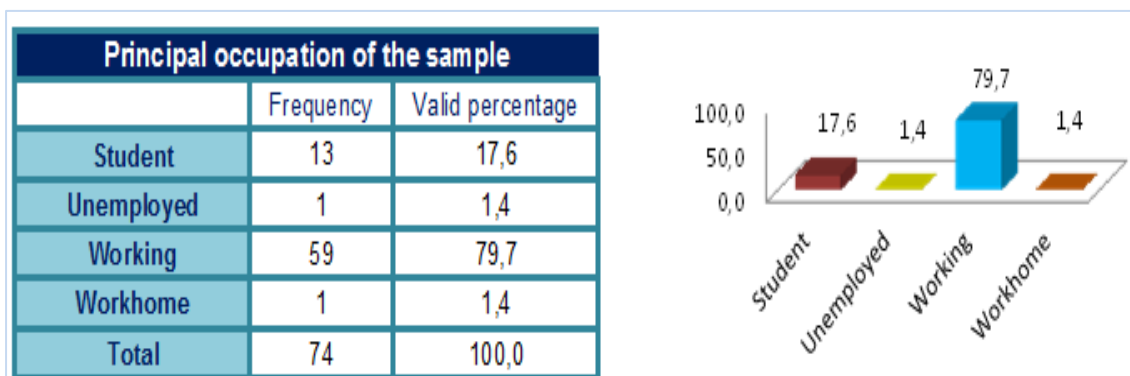


Source: own elaboration. Data: SPSS

**c. Occupation of members**

In Table 17 shows the main occupation of the sample, where the highest percentage corresponds to people who work with 33.90%. As to the lower percentage, there is a dead heat between the unemployed and household workers with 0.60%. Finally, the second highest percentage corresponds to the students with a 7.50%.

**Table 17. Principal occupation of the sample**

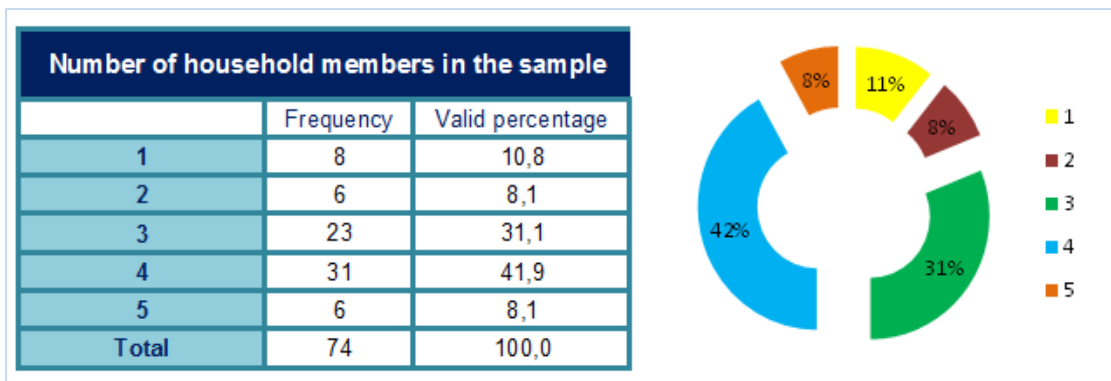


Source: own elaboration. Data: SPSS

**d. Number of members at home**

In Table 18 shows the number of members of the household. In this case, mode corresponds to 4 members per household in 41.90%; then three-member households with 31.10%; And the rest are: 10.80%, households with 1 member; 8.10%, households with 2 and 5 members.

**Table 18. Number of household members in the sample**

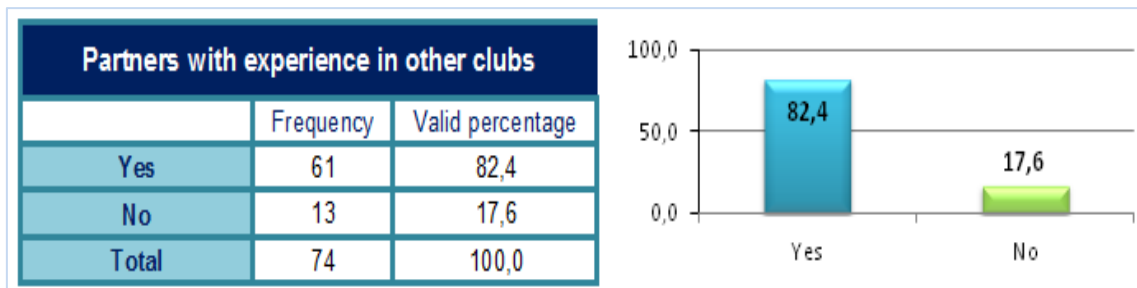


Source: own elaboration. Data: SPSS

#### e. Previous experience in other clubs

The Table 19 reflects the number of members that belonged to another club, in this case, 61 members have previously been in triathlon clubs (82.40%), while of the 74 respondents, 13 have not belonged to any club (17,60%).

**Table 19. Members with experience in other clubs**



Source: own elaboration. Data: SPSS

#### 2.4.4. ANOVA Analysis

Then, we will study those specific objectives determined above, through a detailed analysis of the results obtained, in terms of comparison of means (Anova of a factor).

The ANOVA analysis will be used to find differences between the different groups. To this end, it has been chosen as discrete variables two questions in which the answers are Yes/No or Male/Female:

- If the respondent has previously been in a club or not (question 1).
- If the respondent is male or female (question 22).

The continuous variables that have been chosen are those questions whose responses are measured on a scale of Likert (1-7).

To follow an order, we will continue with the previously set objectives in an orderly manner, in order to see if there is significance or not ( $< 0.05$ ).

OBJECTIVE 2: To know to what extent club members feel satisfied with the services offered by the club.

Table 20 indicates the correlation between the members who have previously been in a club and the members who have never been before in another club, and give their opinion on whether they are satisfied with the Club Triatlón Castellón or not.

**Table 20. She/he has been in another club and level of satisfaction (1)**

She/He has been in another club and level of satisfaction (1)					
		Yes (belong) / do not belong to another club	N	Average	Sig.
P. 11.1	You are happy with the club you belong to	YES	61,0	6,508	0,925
		NO	13,0	6,538	
		Total	74,0	6,514	
P. 11.2	In the club you feel relaxed and confident.	YES	61,0	6,541	0,797
		NO	13,0	6,615	
		Total	74,0	6,554	
P. 11.3	In general, you feel comfortable with your club	YES	61,0	6,525	0,75
		NO	13,0	6,615	
		Total	74,0	6,541	

Source: own elaboration. Data: SPSS

In the first question it reveals the relationship that exists between members with experience in other clubs and members without experience, who are happy with the club, you can say that the total average is quite high of 6,514 and is well above the approved (4), so the level of satisfaction of the members is pretty good.

In addition, it is observed that in this case there **are not significant differences** ( $0,05 < 0,925$ ), that is, having been previously in a club or not, does not influence the level of satisfaction of the members.

Regarding to questions 11.2 and 11.3, the results are quite similar to the previous one, where the members who have not been in a club have somewhat more than average than those who have been, but both surpass the average note. In this case, **there are not significant differences**.

**Table 21. She/he has been in another club and satisfaction in general (2)**

She/He has been in another club and level of satisfaction (2)				
Yes (belong) / do not belong to another club		N	Average	Sig.
P. 15.2	You are satisfied with the club	YES	61,0	6,328
		NO	13,0	6,462
		Total	74,0	6,351
				<b>0,669</b>

Source: own elaboration. Data: SPSS

In the first question, Table 21 reveals the relationship that exists between members with experience in other clubs and inexperienced members who are happy with the club, you can say that the total average is quite high of 6,351 and is well above the approved (4), so the level of satisfaction of the is very good.

As for experienced members (YES) and inexperienced members (NO), it is noted that they have a fairly similar average, although members who have not previously been in any club have a slightly higher stitch, 6,462.

In addition, it is observed that in this case **there are not significant differences** (0,05 < 0,669), that is, having been previously in a club or not, does not influence the level of satisfaction of the members.

**Conclusion:** *Most of the members are satisfied with the triathlon Club Castellón, regardless of whether they have belonged to other clubs or not.*

OBJECTIVE 3: To know to what point extent the expectations of the members have been fulfilled.

**Table 22. She/he has been in another club and expectations**

She/He has been in another club and expectations				
Yes (belong) / do not belong to another club		N	Average	Sig.
P. 15.1	Your expectations have been met when entering the club	YES	61,0	6,426
		NO	13,0	5,846
		Total	74,0	6,324
				<b>0,113</b>

Source: own elaboration. Data: SPSS

In question 15.1, a difference is observed as to whether the expectations of the Members have been fulfilled when entering the club and it is observed that those people who have never been before in another club have a much lower average (5.846) with respect to the members with experience (6.426).

However, Table 22 shows that **there are not significant differences** ( $0,05 < 0,113$ ), i.e. having previously been in a club or not, does not influence the expectations of the members.

**Conclusion:** *Most members think that their expectations have been met regardless of whether they have belonged to other clubs or not.*

OBJECTIVE 4: To know to what extent do members feel satisfied with the training.

Table 23 presents the correlation that exists between men and women regarding the expectations of training.

**Table 23. Expectations of training**

		Expectations of training			
			N	Average	Sig.
P. 9.1	Do you think that the trainings are suitable for the tests in which you will participate?	Males	54,0	5,796	<b>0,009</b>
		Females	20,0	6,750	
		Total	74,0	6,054	
P. 9.2	Do you consider the content of the classes correct?	Males	54,0	6,111	<b>0,007</b>
		Females	20,0	6,950	
		Total	74,0	6,338	
P. 9.3	Do you consider that the trainings offered meet your future expectations?	Males	54,0	5,907	<b>0,007</b>
		Females	20,0	6,850	
		Total	74,0	6,162	
P. 9.4	Do you think that the training offered is sufficient to perform competitive tests?	Males	54,0	6,167	<b>0,022</b>
		Females	20,0	6,900	
		Total	74,0	6,365	

Source: own elaboration. Data: SPSS

In the first question, it reveals the relationship that exists between gender and expectations as to training, in this case it can be said that the total of the mean is high of 6,054 and is above the approved (4), by therefore the expectations regarding the workouts is quite good.

However, there is a difference in average for men and women, where women have a higher average than men. In this case, it can be said that women are much more satisfied with training than men.

In addition, it is observed that **there are significant differences** in all questions made (because  $0,05 > 0,009$ , in the case of question 9.1.) Therefore, the gender influences the evaluations of the trainings.



**Conclusion:** *The majority of the members think that the trainings are adequate; being women the ones that value training significantly better.*

OBJECTIVE 5: To know to what extent the club is considered one of the best clubs at regional/autonomic level.

Table 24 illustrates the correlation that exists between members who have previously been in triathlon sports clubs and members who have never previously been in a club with respect to expectations regarding the social consideration of the Club Triatlón Castellón.

**Table 24. She/he been in another club and social consideration**

She/He has been in another club and social consideration					
		Yes (belong) / do not belong to another club	N	Average	Sig.
P.12.1	Is it well considered at a social and regional level?	YES	61,0	5,890	0,928
		NO	13,0	5,920	
		Total	74,0	5,890	
P.12.3	Is it one of the best clubs at the regional level?	YES	61,0	6,100	0,722
		NO	13,0	6,080	
		Total	74,0	6,090	

Source: own elaboration. Data: SPSS

In the first question, it is revealed the relationship that exists between members with experience and members without experience regarding the social consideration of the club, both in the first question and in the second question it can be said that the total of the average is high of 5,890 and 6,090, is above the approved (4), therefore the expectations regarding social consideration at regional level is quite good.

If you look at the average separately, there is not much difference between members who have been in a club before and those who have never been, since in both cases they have a similar average, however, those who have belonged to a club have a lower average than those who have never been.

In addition, it is observed that **there are not significant differences** in both questions (due to the fact that  $0,05 < 0,928$  and  $< 0,722$ , both in question 12.1. and in question 12.3), therefore, having been in a club previously or not, does not influence the social consideration of the club.

**Conclusion:** *Most of the members think that the Club Triatlón Castellón is well regarded at regional level, regardless of whether they have belonged to other clubs or not.*

OBJECTIVE 6: To determine the extent to which members consider that prices are appropriate to the quality of service.

Table 25 shows the correlation between experienced members in previous clubs and non-experienced members in comparison to whether they consider that the prices they pay are appropriate to the quality of service offered by the club.

**Table 25. She/he been in another club and the price is adequate to the quality of service**

She/He has been in another club and the price is adequate to the quality of service					
		Yes (belong) / do not belong to another club	N	Average	Sig.
P.8.2	The service they provide has an acceptable level of quality compared to the price you pay	YES	61,0	6,480	0,771
		NO	13,0	6,380	
		Total	74,0	6,460	
P.8.4	The fees you pay are appropriate to the level of services offered	YES	61,0	6,510	0,879
		NO	13,0	6,460	
		Total	74,0	6,500	
P.8.5	The service is pretty good for the price it has	YES	61,0	6,430	0,900
		NO	13,0	6,380	
		Total	74,0	6,420	
P.8.6	The price in general is reasonable	YES	61,0	6,510	0,921
		NO	13,0	6,540	
		Total	74,0	6,510	

Source: own elaboration. Data: SPSS

All issues reflect the relationship between members who have belonged to a club and those who have not been, in this case, if we focus on question 8.2, we can see that the average is relatively high, of 6,460, which is close enough to the punctuation superior (7), and if we compared it with the generic question 8.6, we can see that the average is close enough to the maximum level (7), according to the Likert scale.

If you look simply at the first question, there is no difference between experienced and inexperienced members, so the opinion of price in terms of quality of service is not altered in whether or not they belong to a club. This answer is valid for the following 3 questions.

In addition, it is observed that **there is no significant difference** in any of the questions. Continuing with question 8.2, there is no significant existence due to the fact that  $0,05 < 0,771$ , therefore, having been in a club previously or not, does not influence the opinion on the price.

**Conclusion:** *Most members think that the price is quite adequate to the quality of the service, regardless of whether they have belonged to other clubs or not.*

#### **2.4.5. General conclusions of the investigation**

To conclude this analysis, a set of conclusions can be established. First, if you talk about the satisfaction of the members, you can say that of all respondents, both members who have previously been in a club and those who have never been in a club are satisfied, therefore, the theory of having more experience in other sports clubs does not influence when analyzing customer satisfaction.

On the other hand, if you compare the expectations that have the members currently with the club, you can see that there is a small difference between those who have been in a club and those who do not, and this may be because those members who have not been in a club triathlon do not know how to value this issue and opt to give a lower point than the rest of experienced members. In any case, the results have not shown statistically significant differences.

If we talk about the subject of training, in this case, the members are quite satisfied with the training offered by the club, however, if you compare expectations in terms of training and sex, it is observed that women give a punctuation greater than that of men, in this way, one can come to the conclusion that men are more demanding when evaluating trainings than women.

If we examine the members' opinion as to the club's social consideration; It is observed that the members that have previously belonged to other clubs have given a higher point than the members without experience, as to whether the Club Triatlón Castellón is one of the best clubs at the regional level.

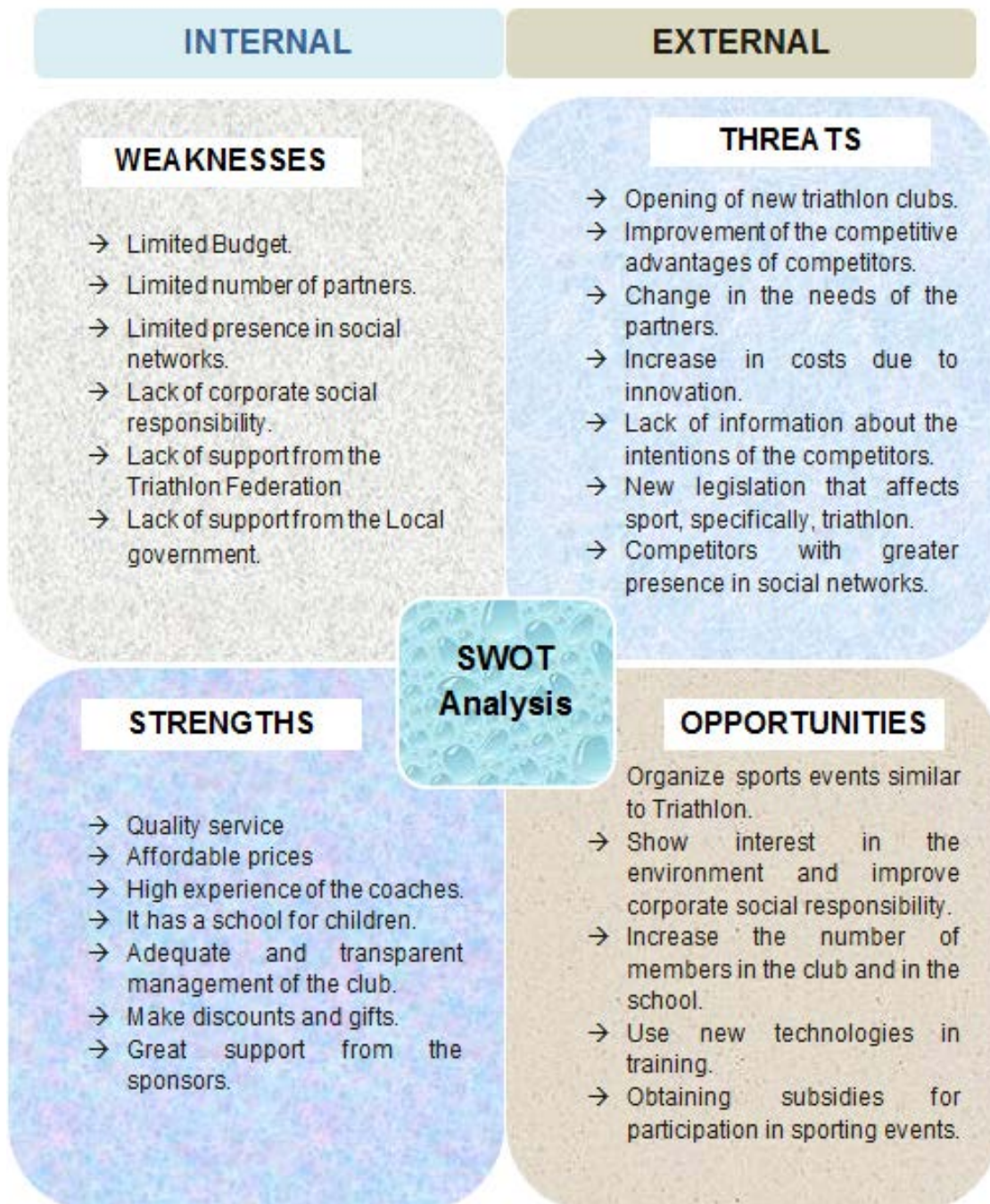
Finally, if it concerns the opinion of the members as to whether the price is adequate to the service they receive; the majority of members think that it is appropriate; however, those who have belonged to previous clubs point a higher point to the rest of members without experience.



### 3. SWOT ANALYSIS

Once the internal and external analyses have been carried out, together with the internal research, Table 26 summarizes the main threats and opportunities, as well as the weaknesses and strengths of the Castellón Club triathlon.

Table 26. SWOT



Source: own elaboration.

## Weaknesses

- ❖ **Limited Budget:** Being a non-profit club, the budget that the club gets is invested in the rental of the facilities, salaries of the coaches or in those efforts necessary to carry out the club, that is why the club cannot expand for example your facilities, unless they could cope with their expenses through a new service through the financial aid of sponsors or subsidies.
- ❖ **Limited number of members:** if you have a limited budget, the number of members is also limited. Although the club would like to introduce more members, this would be almost impossible because the hiring of the swimming lanes and running tracks is complete with the current members (Barberá, 2019).
- ❖ **Limited presence in social networks:** Although the club is present in social networks like Facebook or Instagram, it is necessary to improve the management of the networks.
- ❖ **Lack of Corporate social responsibility:** does not participate in CSR issues.
- ❖ **Lack of support from the Triathlon Federation:** the lack of support on the part of the Federation.
- ❖ **Lack of support from the Local Government:** few subsidies from the city council.

## Strengths

- ❖ **Quality service:** All the services that Club Triatlón Castellón offers are of great quality.
- ❖ **Affordable Prices:** In addition to the great quality of the service, the club offers these services at an affordable price so that all members can enjoy the sport and belong to the club without the need for them to feel that they make a big disbursement for the fact of belonging to the club.
- ❖ **High experience of the coaches:** the great expertise of the coaches accompanies the great quality of services. All coaches are qualified, trained and properly graduated in regards to the sports disciplines.
- ❖ **It has a school for children:** Until recently the club was a known club, but after the opening of the school, the club has become much better known and today there are many people who want to belong to the club.
- ❖ **Adequate and transparent management of the club:** thanks to the great transparency and proper management of the club, the members feel satisfied.

- ❖ **Make discounts and gifts:** One aspect that differentiates the club from the rest of competitors are the discount and gifts it offers to its members. Many competitors offer much lower discounts than the club offers.
- ❖ **Great support from the sponsors:** a strong point of the club are the sponsors that collaborate with the triathlon Club Castellón, thanks, in part, to the great participation of these, the club is well known.

### Opportunities

- ❖ **Improve the club's presence through the organization of sporting events similar to Triathlon:** organizing events that have similar characteristics to Triathlon, such as Duathlon, is an opportunity to raise awareness of the club.
- ❖ **Show interest in the environment and improve corporate social responsibility:** as the club does not contribute to CSR, participating in events related to the environment, such as the care of the sea or, for example, the training of people with disabilities, is an opportunity to differentiate from other competitors.
- ❖ **Increase the number of members in the club and in the school:** there are many people who want to start doing sports so, an opportunity to grow as a club would be to increase the membership in both the club and the school by renting new facilities.
- ❖ **Use New technologies in training:** technology is becoming more and more present in all sectors, particularly in sport. Nowadays there are many programs that help to carry out detailed follow up on the trainings of the members and improve the performance of the club (like for example the software, Syltek, which was discussed in the section "Technological Factors").
- ❖ **Obtaining subsidies for participation in sporting events:** obtaining subsidies or aid by, for example: the provincial council of Castellón.

### Threats

- ❖ **Opening new Triathlon clubs:** the opening of new clubs of triathlon in the province is a threat to the club, because it can enter with better strategies to which our club owns.
- ❖ **Improvement of the competitive advantages of competitors:** that competitors improve their competitive advantage or get differentiated from other clubs, is a threat to us.

- ❖ **Change in the needs of the members:** the change in the need for our members is a negative point for the club, which is why we always have to be alert to the new changes.
- ❖ **Increase in costs due to innovation:** the introduction of new technologies, represents a cost to the club.
- ❖ **Lack of information about the intentions of the competitors:** not knowing what our competitors are doing also poses a threat to our club.
- ❖ **New legislation that affects sport, specifically, triathlon:** The change of some law or the introduction of new rules can affect the club in a negative way (or positive, if it is the case).
- ❖ **Competitors with greater presence in social networks:** many competitors have accounts on YouTube, Twitter and sports blogs.

#### **4. SEGMENTATION STRATEGY, TARGET AND POSITIONING**

##### **4.1. Segmentation strategy**

*Segmentation is the process aimed at the identification of consumers with preferences grouped together with the purpose of establishing for each group selected an offer, or marketing program-differentiated (Vallet, 2015:104).*

The product-market of the club is formed by the need of sport, which is satisfied with the technological alternative, triathlon and is directed to a supersegment, the final consumer. In this case, before saying what preference map applies the club, it should be noted that Club Triatlón Castellón has not made a proper segmentation, as it treats all consumers alike, when it should not be done so.

The club should consider each member as a different group, that is to say, within a club there can exist several segments; since we can appreciate different groups of members, there are those who are elite sportsmen, there are those who train to compete, there are those who do it for health, there are those who do it to maintain their physique and finally there are those who do it for leisure. However, we will base ourselves on the segmentation that the club has set, in this case, all have the same preferences.

Continuing with the preference map the club applies a homogeneous preference, in this way the club considers that all the Members have the same preferences and tastes. Then, in Figure 36 we can see the preferences map discussed above.



Figure 36. Segmentation is done within the product-market



Source: own elaboration. Data: Marketing principles strategic (2015)

As the club has considered that consumer preferences are homogeneous, the club has designed a single type of service, in this case, trainings for all three triathlon disciplines for all members; therefore, to be homogeneous preferences, the company will make a single marketing strategy for all end consumers, that is, will make a **mass marketing**.

#### 4.2. Target

As the club specializes in a particular sport (triathlon), and also considers consumer preferences to be homogeneous, we can conclude that it has no segmentation criteria.

However, this does not mean that there are no different preferences, in fact, there are different preferences among consumers, so through the survey I have conducted I propose the following segmentation criteria: age, occupation and number of members in the household.

Age:

On the one hand, we have the youngest audience, aged between 6 and 17, where many of them are children of the members of the adult club. The parents choose the Club Triatlón Castellón as a sports center so that their children can enjoy the sport in a fun and economical way.

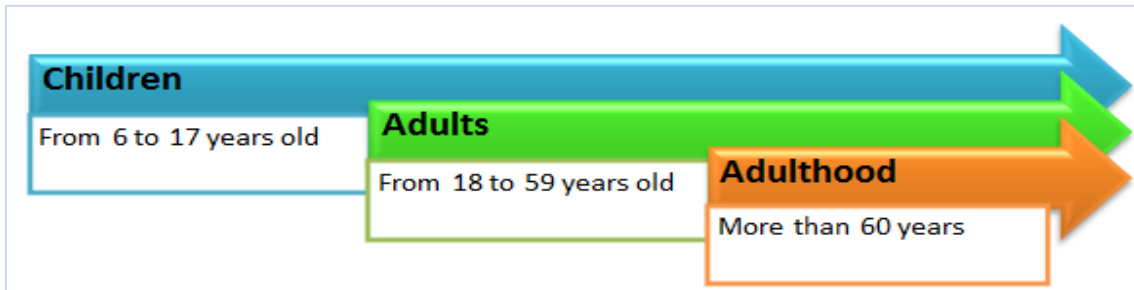
On the other hand, the club has adult audiences that are those who comprise ages from 18 to 59 years, where the majority of adults are between 40 and 49 years (survey, 2019).

And finally, there is the high age sector, with more than 60 years. In this case, there are few members in this sector.

In conclusion, as shown in Figure 37 the club is made up of more members in the adult sector, so the strategies to study should be focused on the sector with the largest

number of members, in this case, adults (mostly from 30 to 49 years). Although it is true, the child sector has more and more members, so it would be interesting to take into account that aspect.

**Figure 37. Segmentation by age**



Source: own elaboration. Data: Inquest

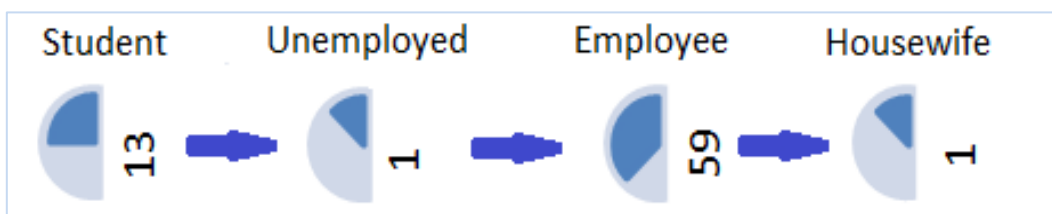
## Occupation

In this case, in Figure 38, it is observed that there are 4 different groups, where the majority of final consumers are in the group of "workers". In this case, the Club Triatlón Castellón should focus on the group of workers by offering them services tailored to their needs.

An example would be: as the vast majorities are workers, the club could adjust schedules such members; since the unemployed and housewives sector could adapt to schedules. In the case of students, they usually have a busy schedule in the morning but they can adapt to the afternoon schedule.

In conclusion, taking into account that most of our market share are adults, we as a club should adapt and meet their needs, through satisfaction surveys, in order to know the opinion of the members and so take Corrective measures.

**Figure 38. Segmentation by occupation**



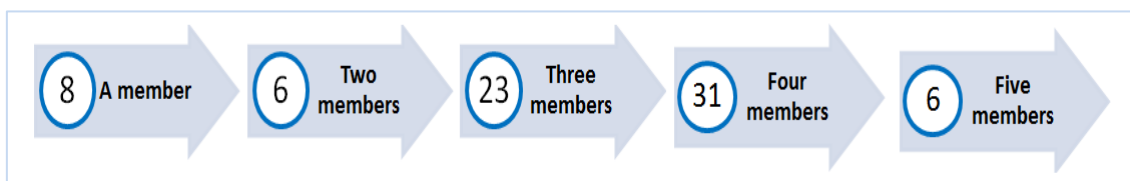
Source: own elaboration. Data: Inquest

## Number of members in the household:

In this case, most members belonging to the club have at least one child. As noted in the Figure 39, 8 members live alone, 6 live in pairs, 23 members have one son, 31 members have 2 children and 6 members have 3 children. So it can be said that most members have at least one child, which would be interesting to think of a strategy that will increase the performance of both the club and the school.

On this occasion, the club already has a strategy, it offers a Club + school fee for €50.00 per month, although another option would be for example: each adult partner who has one or more children in the school enrolled, will be given a card where each month 5 points will be accumulated (by son), and whoever reaches 25 points will receive a gift from the club.

**Figure 39. Segmentation by the number of members in the household**



Source: own elaboration. Data: Inquest

In conclusion, the majority of Members belonging to the club have the following profile: Adult parents with an age between 40 and 49 years, workers, therefore with economic capacity and also with 1 or 2 children to maintain.

### 4.3. Positioning

Once the segment to which the Club Triatlón Castellón is directed has been identified, a map of our club's positioning in front of our rivals will be drawn up. This will indicate where the Club Triatlón Castellón is located in terms of the attributes: price and quality compared to the competitors previously treated (Figure 40).

As can be seen in the positioning map, it has included the closest competitors: Castalia Castellón and Tritrail, which are those competitors that we have analyzed previously.

Figure 40. Positioning Map



Source: own elaboration. Data: Inquest

In this case, Castalia Castellón is located on the right side, with a high quality and a higher price, since this is the highest price offered in comparison with TriTail and Triathlon Club Castellón.

As for Tritrail, is located in a way close to our club, as it offers services and prices similar to ours, however, Tritrail offers lower average prices that Club Triatlón Castellón and offers services with a lower quality, which is why it is located more towards the left.

## 5. OBJECTIVES

Before going into the proposal of marketing-mix actions, it is necessary to establish the objectives to be achieved and the strategies that will be used for this purpose.

After having established the mission of the club (it has been explained previously in the sections 3.1.2. Mission), next, in Table 27, 3 long-term objectives are defined focused on achieving the mission.

In order to achieve the long-term objectives, the club should establish more specific short-term objectives, in this case, 8 short-term objectives (less than 12 months), classifying these objectives into commercial, relationship or financial.

Table 27. Objectives

<b>LONG-TERM GOALS</b>	<b>To be the triathlon club with more partners in the province of Castellón.</b>		
<b>SHORT-TERM GOALS</b>	<b>O1</b>	<b>Commercial</b> (objective: increase market share)	Increase the number of adult members by 20 members in the next 6 months.
	<b>O2</b>	<b>Commercial</b> (objective: increase market share)	Increase the number of child members by 40 members in the next 6 months.
<b>LONG-TERM GOALS</b>	<b>To be the best rated club in Castellón</b>		
<b>SHORT-TERM GOALS</b>	<b>O3</b>	<b>Relations</b> (Objective: Consumer satisfaction)	Obtain 95% of satisfied customers regarding the schedules in the next 12 months.
	<b>O4</b>	<b>Relations</b> (Objective: capturing new customers)	Improve the presence of the club in 30 followers more on all social networks over the next 6 months.
	<b>O5</b>	<b>Relations</b> (Objective: capturing new customers)	Increase the number of visits on the website by 30% until the end of the year (2019).
	<b>O6</b>	<b>Commercial</b> (Objective: Service line and increase in brand recognition)	Offer a new swimming service for people with disabilities in the next 12 months. This objective is designed for the improvement in terms of Corporate Social Responsibility of the club.
	<b>O7</b>	<b>Commercial</b> (objective: increase in brand recognition)	Organize a triathlon event for adults and children in the province of Castellón in the next 2 years.
<b>LONG-TERM GOALS</b>	<b>Improve the economic capacity of the club</b>		
<b>SHORT-TERM GOALS</b>	<b>O8</b>	<b>Financial</b> (objective: profitability)	Get at least 4 sponsors for the next 2 years.

Source: own elaboration.

## 6. MARKETING STRATEGY

In this section, we will analyze the strategies that Club Triatlón Castellón must follow from the different points of view of several authors. It should be noted that, depending on the objectives set, the club will follow one strategy or another.

The following authors will be taken into account (Figure 41):

Figure 41. Strategies



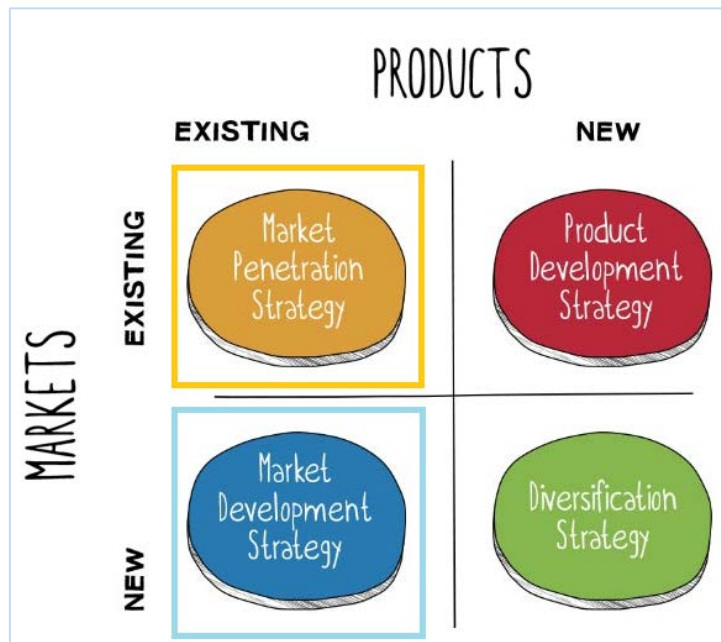
Source: own elaboration

### 6.1. Growth strategy

After analyzing the Ansoff matrix (Figure 42), the club should combine the **market penetration strategy** with the current services and markets (adults and children), i.e. it should increase the number of club members with the services it currently offers, where concrete actions will be explained later.

However, the above strategy will be combined with the **market development strategy**. As mentioned in the objectives section, there is an objective that will focus on a new segment, that of people with disabilities, offering them the same service as adults, so it is important to take this aspect into account and take measures to achieve this objective.

Figure 42. Ansoff's matrix



Source: own elaboration

## 6.2. Competitive strategies

According to the four strategies of Kotler and Singh (Figure 43), the strategy that best suits the club, is the **strategy of specialization** because, Club Triatlón Castellón is a club that seeks to differentiate itself through the services, values, mission and vision that it has set.

In addition, it is a club with great potential for growth and that is why they concentrate all their efforts on those points where they are stronger.

In this case, does not follow the strategy of follower or challenger because Club Triatlón Castellón is not a club that seeks to follow the competition or challenge it (words of the president of the club, Barberá). Club Triatlón Castellón contributes all its efforts and knowledge to be one of the best clubs without the need to follow or challenge any competitor.

As for the strategy of the leader, in the province of Castellón there are more competitive clubs, but this does not mean that Club Triatlón Castellón cannot be it, what is more, is one of the best clubs at the regional level but not the best, which is why the strategy that most resembles the club is that of the specialist.



Figure 43. Kotler competitive strategies



Source: own elaboration

### 6.3. Strategy as a competitive advantage

On the other hand, if Porter's strategies are analyzed with respect to the desired competitive advantage (Figure 44), the club must carry out the **strategy of differentiation** through services, that is, it must adopt a strategy that differentiates it from its competitors through service quality, member loyalty, training and transparency.

This differentiation must be shown not only through the quality of the service, but also in the knowledge of the coaches, in the advice of the trainings, the generation of a family atmosphere, in the work of trust and communication; these aspects are important to carry out the differentiation.

Figure 44. Porter competitive strategies



Source: own elaboration

#### 6.4. Business strategy

The other strategy is from the point of view of Miles and Snows, in this case, the club follows a mixed strategy between the **exploratory strategy and the defensive strategy**, that is, the functioning of the club will depend on the situation in which it finds. In the event of changes in the sector, the club should adapt and embark on a search for information, to innovate and find new opportunities not to lose its advantage over its competitors; however, according to which areas should be stable and defend their position with the best strategies in order to remain efficient.

#### 7. ACTION PROGRAMS

The following Table 28 shows the actions to be carried out once the objectives and strategies have been established:

**Table 28. Actions**

ACTIONS		GOALS	
1	Create an account on YouTube and Twitter	O1	Increase the number of adult members by 20 members in the next 6 months.
		O2	Increase the number of child members by 40 members in the next 6 months.
		O4	Improve the presence of the club in 30 followers more on all social networks over the next 6 months.
		O5	Increase the number of visits on the website by 30% until the end of the year (2019).
		O8	Get at least 4 sponsors for the next 2 years.
2	Request a subvention to the province of Castellón for the organization a triathlon and help for the disabled.	O6	Offer a new swimming service for people with disabilities in the next 12 months.
		O7	Organize a triathlon event for adults and children in the province of Castellón in the next 2 years.
		O8	Get at least 4 sponsors for the next 2 years.

3	Hire more facilities (athletics tracks and swimming tracks)	O3	Obtain 95% of satisfied customers regarding the schedules in the next 12 months.
		O6	Offer a new swimming service for people with disabilities in the next 12 months.
4	Hire 3 coaches (two for the club and the school and one for the disabled)	O1	Increase the number of adult members by 15 members in the next 6 months.
		O2	Increase the number of child members by 20 members in the next 6 months.
		O3	Obtain 95% of satisfied customers regarding the schedules in the next 12 months.
		O6	Offer a new swimming service for people with disabilities in the next 12 months.

Source: own elaboration

Before beginning to explain the actions and how these actions will affect the 4 ps, first I will begin by explaining how each action will develop and later, will mention only those variables of the 4 ps that are affected by the action.

### **Action 1: Create an account on YouTube and Twitter**

Table 29. Create an account on YouTube and Twitter

<b>O1</b>	Increase the number of adult members by 20 members in the next 6 months.
<b>O2</b>	Increase the number of child members by 40 members in the next 6 months.
<b>O4</b>	Improve the presence of the club in 30 followers more on all social networks over the next 6 months.
<b>O5</b>	Increase the number of visits on the website by 30% until the end of the year (2019).
<b>O8</b>	Get at least 4 sponsors for the next 2 years.
<b>Implementation time</b>	
	<b>June</b>
<b>Budget</b>	
	<b>No additional cost</b>

Source: own elaboration

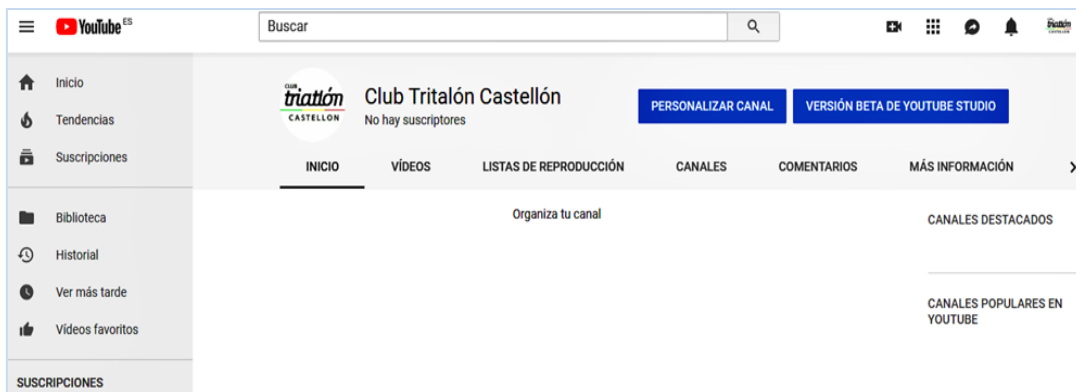
Club Triatlón Castellón has accounts such as Facebook, Instagram and the website; however, it would be interesting to create alternative accounts on YouTube and Twitter, with the aim of increasing our presence in social networks and in order to get new members in the club. In this case, the more social networks the club has, the more visits you will have to your website and the more people will be able to get to know the club's brand.

Social networks today are very important, not only to make your services known or to attract new customers, but to make your brand known, in order to get new sponsors

that contribute capital to the club. That's why I propose to create new accounts on YouTube and Twitter.

YouTube is an online platform that allows users to publish and view videos. It is a very effective tool to visually and audibly present who Club Triatlón Castellón is and to communicate first hand to people about the services offered by the club, about training, about the club's mission and values, etc. For this reason, I propose to the club to create a YouTube account (Figure 45).

**Figure 45. Example of a YouTube account**



Source: own elaboration

Twitter is a social network with great potential for sports clubs to make themselves known. When creating the account, we will reflect all the social networks that the club has in order to increase visits to the website, get new followers, increase the number of club members and get sponsors, because social networks are an easy way to make us known and therefore that people can count on us (Figure 46).

**Figure 46. Example of a Twitter account**



Source: own elaboration

Regarding the budget of the action is 0.00 €, as creating an account on social networks is completely free, the only budget in this case is time.

It is vital to know how to manage social networks and offer the best that the club has to differentiate itself from other competitors and attract new customers and sponsors.

### ❖ **Communication**

According to Cubillo, J and Cerviño, J (2008, p.160): *The promotion is carried out through advertisements in the media, personal sales, advertising, and incentives to encourage sales, among others.*

Public relations are decisions that are related to the structuring of a communications plan to promote the image of the sports product and in this case, we are talking about external relations (social media).

Once the action has been commented on, in this case communication would be the way in which the club is going to communicate with other people, in this case, through social networks.

The communication will take place through the publication of, for example, videos of the trainings of both adults and the School, videos of events organized triathlon, videos of club members, so that people can see how they work within the club, what services it offers, what are its values and what differentiates it from other clubs.

And in the case of Twitter, it would be to publish interesting news about the club, retweet positive opinions of members to improve the presence of the club, publish photos...

In addition, thanks to the social networks Twitter, Facebook and Instagram will be able to publish new videos that are uploaded to the YouTube channel and mention at all times the website of the club, to get new visits.

**Action 2: Request a subvention to the province of Castellón for the organization a triathlon and help for the disabled.**

**Table 30. Request a subvention to the province of Castellón**

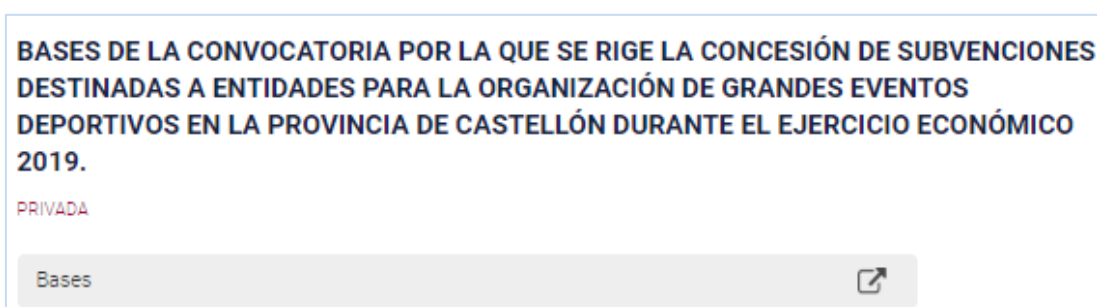
<b>O6</b>	Offer a new swimming service for people with disabilities in the next 12 months.
<b>O7</b>	Organize a triathlon event for adults and children in the province of Castellón in the next 2 years.
<b>O8</b>	Get at least 4 sponsors for the next 2 years.
<b>Implementation time</b>	<b>September</b>
<b>Budget</b>	<b>3.000,00 €/ 2 triathlons</b>

*Source: own elaboration*

To meet the objectives of offering a new service, the organization of triathlon and attraction new sponsors, my proposal is to request the province of Castellón a subvention to organize a triathlon event in the next 2 years, both to adults and to children.

For this year 2019, the Diputación de Castellón has granted subventions to entities for the organization of sporting events in the province of Castellón (Figure 47). According to published bases, the maximum budget is 575.000,00 €, but the aid granted will not exceed 30.000,00 € depending on the type of event being organized. This call has been in force from 14 January to 29 March 2019.

**Figure 47. News of subsidies 2019**



*Source: own elaboration*

On the other hand, for the new service of disabled, my proposal is that the club requests help to carry out the project, either by the province of Castellón or by the Generalitat Valenciana (Figure 48). According to Iberly's legal database, in 2016 the province of Castellón offered grants of up to 8.000,00 € as a maximum for those sports clubs that offer a sport adapted for the disabled.

**Figure 48. News of subsidies for adapted sports**



Source: own elaboration

Asking for a subsidy, facilitates us considerably the attainment of the posed objectives, since, thanks to the economic capacity that the public institutions provide us, we will be able to carry out the service of handicapped people and the organization of the triathlon.

The budget for the action of organizing the triathlon for adult's amounts to 2.000,00 €/ triathlon and for children 1.000,00 € because if the Deputation of Castellón offers us the necessary subsidies for the organization of the event, and we have the financial support of the sponsors, the costs of the club would be minimal.

Having the financial support of sponsors is easy when the club organizes a sporting event, as this organization is beneficial for sponsors to promote and publicize their brands.

In conclusion, if we have the support of the provincial council and sponsors, the costs of the club would be minimal, approximately 3.000,00 €

Regarding to the budget of the project for the disabled would be minimal, because in order to carry it out we need financial support from public bodies with the objective of carrying out a social action.

This project involves 2 costs, the expansion of facilities and the hiring of a new coach, assuming that the province of Castellón or the Generalitat Valenciana grant us the subsidy, if the subsidy covers both expenses, the budget in this case would be 0.00 €, if we cover only the salary of the trainer, the budget would be 10.000,00 €/year (explanation of the coaches in action 4) and if we cover only the facilities, then we would have a cost of 1,200,00 € taking into account that we cover 10 swimming lanes for the disabled (explanation of the facilities in action 3).



## ❖ **Product:**

Asking for a subsidy helps us to create the new service for the disabled and to organize a triathlon, because if we get the public institutions to finance these projects for us, we will be able to carry them out. In the event that we receive a subsidy, the service or product in this case would be the new service line for the disabled and the organization of the triathlon itself.

The new service will be called "**Adapted Triathlon**" and will consist of offering services similar to triathlon. This service will be aimed at people with physical, visual and intellectual disabilities.

The club will offer these members the same triathlon services, i.e. swimming lessons, athletic training and cycling training, all through facilities appropriate and adequate to the goals of the members.

The services will be given by a trainer, in facilities in the province of Castellón (will be explained in action 3 and 4).

On the other hand, the triathlon organization will be similar to the one that took place in 2018.

The circuit will begin in Port Castelló, in the Grao de Castellón, with the swimming test, the goal will take place in the street Paseo Buenavista in front of Tenencia Alcaldía Grao Castellón, there will be a Transition Area in Parking Plaza del Mar Puerto de Castellón, then there will be a foodstuffs in the race on foot and a foodstuffs at the finish line. The reception area, number collection and awards ceremony will take place in the Moruno Building in the Plaza del Mar (Castellón).

The adult event will consist of 3 stages and will have a duration of 1 day. This race will focus on the Sprint modality (750 m swimming, 20 km cycling and 5 km running). This race will be held individually where each participant will have to compete against the rest of participants. The maximum number of participants will be 450 triathletes.

The competition will begin at 08:30 h in the morning with the start of swimming in the Sprint modality and will end at 12:00 h with the presentation of trophies.

*\* The route of the triathlon is attached in the Annex.*

Regarding the organization of triathlon for children will take place on the beach Planetario (Castellón), there will be a transition area in the wooden walkway access to

the beach next to the Planetari and the goal will take place on the Paseo Marítimo in front of the football field. In this case, the cycling race will be issued, therefore, only the disciplines of swimming and running will be carried out.

The maximum number of participants will be 150 and the category will be for the Cadets (2001, 2002 and 2003), this race will have a circuit of 600 m in swimming and 2500 m in foot race. The event will have a duration of 1 day and will begin at 17:30 h and end with the delivery of medals at 19:30 h.

*\*The route of the triathlon is attached in the Annex.*

### ❖ Price:

The fact that we are given the subsidy affects the price of the new service for the disabled. The opening of the new service will lead to the establishment of a price or a fee for the services. In order to do this, my price strategy consists of establishing a "Discount in the second market" price, that is, all those members who belong in the disabled market will pay a lower fee than the rest of the members.

Bearing in mind that the main fee established by Club Triatlón Castellón is 28,00 €/month, in this case, my strategy is to sell the same service at a lower price, therefore the fee to be paid by those members who belong to the second market will be half, that is, 14,00 € per month (Figure 49)

**Figure 49. Price Adapted Triathlon**



*Source: own elaboration*

Regarding the adult triathlon event prices will be (Table 31):

**Table 31. Triathlon event price (adults).**

<b>Prices for federated in triathlon: promotion of launching 100 places:</b>	<b>18,00 €</b>
<b>Places 101-200:</b>	<b>20,00 €</b>
<b>Places 201-450</b>	<b>25,00 €</b>
<b>The non-federated in triathlon</b>	<b>12,00 € additional</b>

*Source: own elaboration*

Regarding the prices of the children's triathlon event will be:

**Table 32. Triathlon event price (children)**

<b>Prices for federated children in triathlon: promotion of launching 50 places:</b>	<b>22,00 €</b>
<b>Places 51-100</b>	<b>25,00 €</b>
<b>Places 101-150</b>	<b>28,00 €</b>

Source: own elaboration

### ❖ **Distribution**

According to Vallet, T (2018, p.101): *The set of independent organizations involved in the process of making the products available to consumers or industrial users for their use or consumption is called the distribution channel.*

Regarding distribution, there is no distribution itself, but we can consider the distribution channel as the relationship between the public institutions and the club, that is, thanks to the involvement of the institutions through the subsidies they offer us, we can make the new service line available to users for consumption.

Another type of distribution, in any case for the project of the disabled are the facilities in which the training will take place, which will also be explained in Action 3. And with respect to triathlon events organized for both adults and children, the distribution will be the place for the organization of events, in this case in the Grao de Castellón.

### ❖ **Communication**

Public relations are a form of communication, the fact of asking for a grant and the fact that the club has a relationship with public institutions is a step to be able to communicate to the clients of the new projects that the club has planned to carry out.

Assuming the case that we are granted the subsidy for the organization of events and the opening of the new line of services for disabled people is an option to generate visibility to people and audiences who do not know the brand but are part of the target audience we want to reach, therefore, if we were granted the subsidy we would be taking advantage of the marketing tool, public relations.

### **Action 3 → Hire more facilities (athletics tracks and swimming tracks)**

**Table 33. Hire more facilities**

<b>O3</b>	Obtain 95% of satisfied customers regarding the schedules in the next 12 months.
<b>O6</b>	Offer a new swimming service for people with disabilities in the next 12 months.
<b>Implementation time</b>	
	<b>January</b>
<b>Budget</b>	
	<b>3.500,00 €/year</b>

Source: own elaboration

In this action the objective is to rent facilities to cover the objectives mentioned above, because thanks to this action we can offer a wider service and adaptable to all our members, including the disabled. With this action we intend to extend the schedules so that all our customers can make the training at the time they deem appropriate. With new facilities and new coaches (explained in Action 4), the club can offer new schedule that meet the needs of club members.

My proposal is to rent 25 swimming lanes. To do this, the club should contact new sports centers that have swimming lanes. Taking into account all the sports centers that exist in the province of Castellón, I have observed that there are quite a few sports centers with swimming pools in Castellón. Some of them could be: The Polideportivo Emilio Fabregat of Castellón that is in the Sebastián Elcano Street or the Aquatic Club of Castellón in the Prolongation River Júcar, s/n.

If we expand the facilities we will be able to satisfy our customers, because if we expand the market share but not the swimming lanes and tracks, there would be a lot of people in a very small space. In addition, the extension of the facilities involves hiring more coaches and therefore we can vary the schedules of training, so that all members can enjoy the sport.

The 25 lanes will be used by all our members, adults and children as well as the disabled.

It is important to take into account the costs of such action and therefore I have calculated an approximate budget for improving the facilities.

The budget of this action depending on the situation could be 3.500,00 € per year or 2.300,00 €. I have calculated this estimate taking into account the price paid by Club Triatlón Castellón for the swimming lanes. Knowing that each swimming lane has a cost of 10,00 € / lane plus VAT for the 25 lanes and for one year, the final budget is 3.000,00 € / year. However, we must not forget that if public institutions pay us the 10 lanes for the disabled the cost would be reduced to 1.800,00 €/year.

On the other hand, the athletics tracks as well as mentioned in the resources section, the club gets a subsidy for the athletics tracks and the only payment made by the club is 500.00 € per year. Therefore, my proposal would be to request to the Patronat d'Esports for a subsidy to help us with the new proposal for the disabled.

### ❖ Product

According to Cubillo, J and Cerviño, J (2008, p.152): *The sports product is intangible, ephemeral, experimental and subjective. The intangibility of the service makes the scenario where the sports variety is practiced to be taken into account. The production of the sports service requires the presence of the user. If it is not consumed at the time the service is provided, it is definitively lost.*

As we mentioned in the action, in this case, the product are the facilities that a club has in order to practice the sport; in fact, the club already has facilities for swimming and athletics training. However, for the new objectives set, the club must increase its facilities in order to meet the increase in market share both in members and children and for the new service of disabled.

### ❖ Distribution

According to Cubillo, J and Cerviño, J (2008, p.152): *Distribution in sport refers to the places where sporting events or services take place, as well as those where tickets for the event are provided or sporting goods are sold.*

In this case, the distribution of the share would be the facilities themselves. Club Triatlón Castellón already has 3 facilities that are distributed in different locations, such as the sports facilities located between the Universitat Jaume I, the facilities of the Àgora Lledó International School and the municipal athletics tracks of Gaetà Huguet.

In this case, in order to be able to distribute our services through the different facilities, the objective in this case is to get in touch with the facilities that we currently have an agreement with them and try to ask for an increase in the swimming lanes and athletics

tracks; and in the case of having all the facilities complete, the second option would be to contact the Emilio Fabregat Sports Centre in Castellón and the Castellón Aquatic Club.

**Action 4 → Hire 3 coaches (two for the club and the school and one for the disabled).**

**Table 34. Hire 3 coaches**




<b>O1</b>	Increase the number of adult members by 15 members in the next 6 months.
<b>O2</b>	Increase the number of child members by 20 members in the next 6 months.
<b>O3</b>	Obtain 95% of satisfied customers regarding the schedules in the next 12 months.
<b>O6</b>	Offer a new swimming service for people with disabilities in the next 12 months.
<b>Implementation time</b> <b>January</b>	
<b>Budget</b> <b>30.000,00 €/year</b>	

Source: own elaboration

My proposal to achieve the objectives set out in the table is by hiring new employees, in this case 2 coaches, one for the school and one for the club; and a coach for the disabled. These coaches are the ones who will give the necessary classes, at the moment that the members request it and in the facilities that best suit the member.

The profile that each trainer will have is shown below in the Table 35

**Table 35. Profile of the coaches**

		ACADEMIC TRAINING	SKILLS	REQUIREMENTS
	<b>Adult trainer profile</b>	<ul style="list-style-type: none"> <li>Graduate in Physical Activity and Sports Sciences</li> <li>Superior Swimming Coach</li> </ul>	<ul style="list-style-type: none"> <li>Trustworthy</li> <li>Patient</li> <li>Tolerant</li> <li>Rigorous</li> <li>Positive</li> <li>Motivator</li> <li>Know how to listen</li> </ul>	<ul style="list-style-type: none"> <li>Experience: 6 years</li> <li>Ability to plan and organize trainings</li> <li>Ability to control and evaluate athletes</li> </ul>
	<b>Profile coach children</b>	<ul style="list-style-type: none"> <li>Graduate in Physical Activity and Sports Sciences</li> <li>Course: swimming or athletics instructor</li> </ul>	<ul style="list-style-type: none"> <li>Trustworthy</li> <li>Teaching ability</li> <li>Patient</li> <li>Tolerant</li> <li>Creative</li> <li>Positive</li> <li>Motivator</li> <li>Know how to listen</li> </ul>	<ul style="list-style-type: none"> <li>Experience: 7 years</li> <li>Ability to plan and organize trainings</li> <li>Ability to control and evaluate athletes</li> </ul>
	<b>Disabled trainer profile</b>	<ul style="list-style-type: none"> <li>Graduate in Physical Activity and Sports Sciences</li> <li>Technician in Sports Physiology</li> <li>Course: swimming instructor</li> </ul>	<ul style="list-style-type: none"> <li>Trustworthy</li> <li>Patient</li> <li>Tolerant</li> <li>Rigorous</li> <li>Positive</li> <li>Motivator</li> <li>Know how to listen</li> </ul>	<ul style="list-style-type: none"> <li>Experience: 10 years</li> <li>Ability to plan and organize trainings</li> <li>Ability to control and evaluate athletes</li> </ul>

Source: own elaboration

The budget of this action depending on the situation could be 30.000,00 €/year approximately or 20.000,00 €. To obtain this amount I have based myself on the salaries of the 2 current coaches of the club, which are approximately 10.000,00 € each. The budget of the coach for the disabled is not entirely certain, since as I have explained before, the salary of the employee will depend on whether the public bodies take charge of this salary or not.

### ❖ Price

The fact of having new employees means a higher cost for the club, so to cover expenses, the most appropriate strategy would be to increase the share of services for both adults and children by € 5.00 more, in order to cope with the expense, although it is not really expense, since the purpose of the club is that all members feel satisfied.

I say that it is not an expense, because after having made the survey to the members, I have realized that most of the members were not pleased with the schedules, however, with the price they were happy, therefore a possibility would be, increase the price of services to hire new trainers and be able to expand the schedules and facilities.

### ❖ Distribution

The distribution of this action will be the place where the coaches are, in this case in the facilities, which depending on the schedules and training may be in one place or another.

For the moment, the facilities are the Àgora Lledó International School, the municipal athletics tracks in Gaetà Huguet and the facilities of the Universitat Jaume I, and the facilities mentioned in the previous action, such as the Emilio Fabregat Sports Centre in Castellón and the Aquatic Club in Castellón.



## 8. TIMELINE AND BUDGET

Table 36. Timeline and Budget

X - Start to implement	2019							2020				
	June	July	August	September	October	November	December	January	February	March	April	May
Action 1: Create an account on YouTube and Twitter	X											
Action 2 :Request a subvention to the province of Castellón				X								
Action 3: Hire more facilities								X				
Action 4: Hire 3 coaches								X				
Action 1: Create an account on YouTube and Twitter										- €		
Action 2 :Request a subvention to the province of Castellón										- €		
Action 3: Hire more facilities <i>(The budget without subsidy)</i>										3.500,00 €		
Action 4: Hire 3 coaches <i>(The budget without subsidy)</i>										30.000,00 €		
<b>TOTAL</b>										<b>33.500,00 €</b>		

Source: own elaboration

\*The budget of the facilities and of the trainers depends on whether the subsidy that the public institutions offer us covers these expenses or not, in that case, in each action the budget appears.

## 9. CONTROL

Table 37. Control

	Objectives	Measuring Frequency	Control Method
O1	Increase the number of adult members by 20 members in the next 6 months.	Every two months	Through a database of partner customers.
O2	Increase the number of child members by 40 members in the next 6 months.	Every two months	Through a database of partner customers.
O3	Obtain 95% of satisfied customers regarding the schedules in the next 12 months.	Every six months	Through a satisfaction survey and the number of complaints.
O4	Improve the presence of the club in 30 followers more on all social networks over the next 6 months.	Every month	Through followers on social networks.
O5	Increase the number of visits on the website by 30% until the end of the year (2019).	Every three months	Through a digital count that will be configured on the website.
O6	Offer a new swimming service for people with disabilities in the next 12 months.	Every three months	Through the number of customers who have called or asked about the service.
O7	Organize a triathlon event for adults and children in the province of Castellón in the next 2 years.	Every three months	Through the number of participants in the event.
O8	Get at least 4 sponsors for the next 2 years.	Every six months	Through the number of participants in the event.

Source: own elaboration

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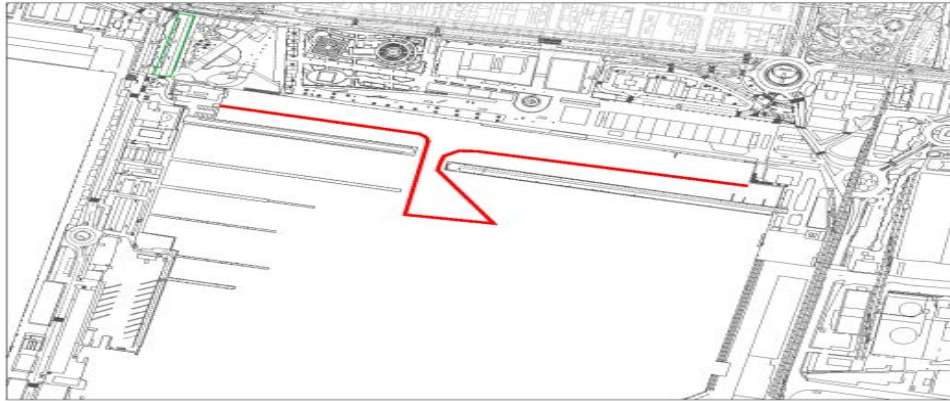
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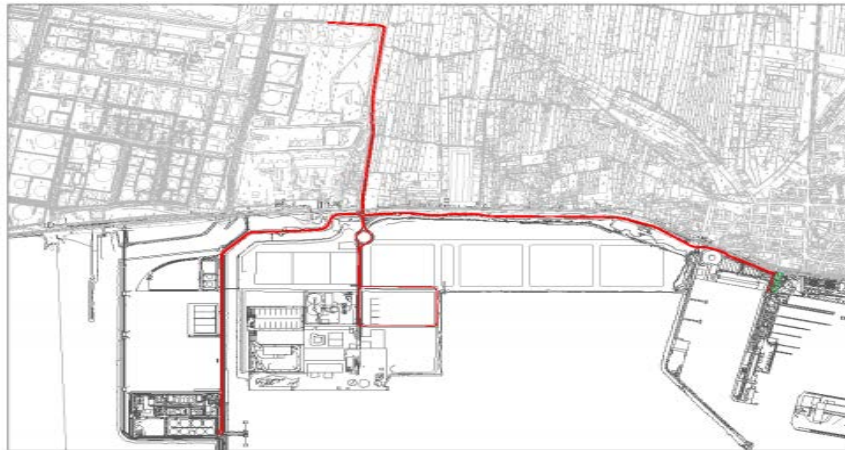
## 11. ANNEXED

ADULTS:

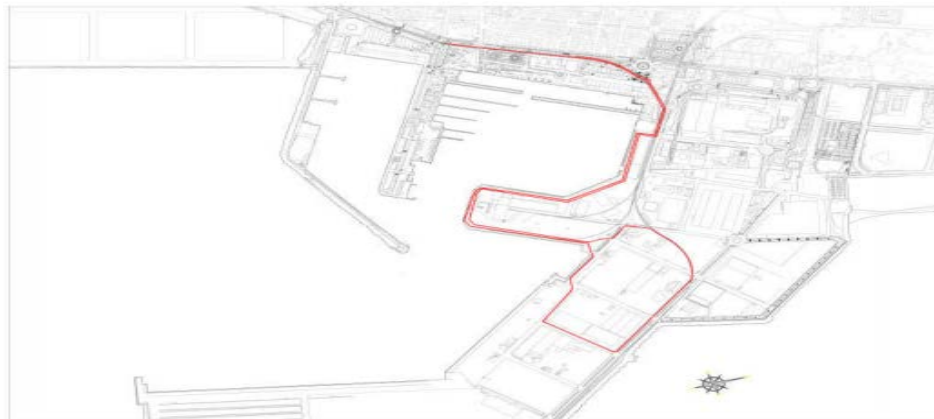
Swimming Tour



Cycling Tour



Running Tour



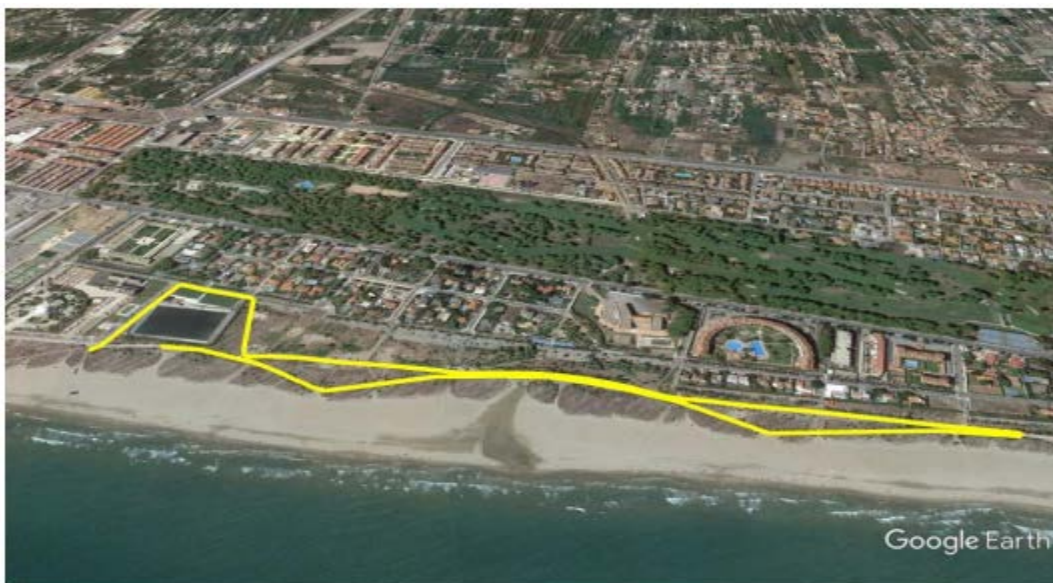


**CHILDREN:**

Swimming Tour



Running Tour



Online survey

Click here 

<https://goo.gl/forms/w5vnBpdtryzXCVF83>



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