

MARKETING PLAN OF



UNIVERSITAT
JAUME·I

JAUME I UNIVERSITY

Degree in Business Administration

AE1049- Degree Final Project

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INDEX

1. EXECUTIVE SUMMARY4

2. SITUATION ANALYSIS5

2.1. Internal Analysis.....5

2.1.1. Presentation of the company5

2.1.2. Mission.....5

2.1.3. Vision6

2.1.4. Values6

2.1.5. Company Resources7

 2.1.5.1. Human Resources7

 2.1.5.2. Financial Resources8

 2.1.5.3. Marketing Resources8

2.2. External Analysis12

2.2.1. Analysis of the general environment (PESTEL ANALYSIS)12

 2.2.1.1. Political Factors.....12

 2.2.1.2. Economic Factors12

 2.2.1.3. Social Factors14

 2.2.1.4. Technological Factors16

 2.2.1.5. Ecological Factors.....16

 2.2.1.6. Legal Factors.....16

2.2.2. Analysis of the competitive environment (PORTER’S FIVE FORCES MODEL)17

2.3. Analysis of the Competition19

2.3.1. Levels of competition19

2.3.2. Main Competitors21

2.3.3. Market Analysis29

 2.3.3.1. Sector Analysis.....29

 2.3.3.2. Consumer Analysis32

3. SWOT ANALYSIS.....33

4. SEGMENTATION36

5. OBJECTIVES.....37

6. STRATEGIES38

6.1. Segmentation strategy38

6.2. Competitive strategies.....39

6.3. Market positioning strategies.40

6.4. Product-Market strategies.41



7. ACTION PROGRAMS.....41

 7.1. Summary actions plans.....41

 7.2. Service decisions44

 7.3. Price decisions.....47

 7.4. Distribution decisions49

 7.5. Communication decisions50

8. TIMELINE53

9. BUDGET54

10. CONTROL.....54

11. Index of figures, tables and graphs56

12. Bibliography57



1. EXECUTIVE SUMMARY

CrossFit is a high intensity functional sport that stands out due to its variety of training options. The company chosen for analysis is CrossFit 393, created by Carlos Piñon, located in Castellón de la Plana. CrossFit 393's main activity involves offering services related to this sport.

An internal and external analysis of the company and the environment it operates in was carried out in order to properly understand the business's current situation and, additionally, allow for short term objectives to be emplaced.

The external analysis refers to the problems in Spanish society that derive from the consequences of the crisis that started in the year 2008, such as, a reduction in household expenditure. Despite this, more and more Spanish people currently worry about their physical condition and health and therefore try incorporate healthy habits into their lifestyle. Furthermore, an analysis of the competition was carried out, proving that CrossFit 393 holds a leading position within the market in which it operates.

Five objectives were fixed using strategic planning. The company is hoping to achieve these goals through a series of actions that use marketing mix tools. These actions require a series of strategies, such as, differentiation strategies and market entry strategies.

The final part of the project consists of an economic viability plan which, includes the cost that these marketing actions would entail for the company in order to analyse the financial benefits. There is also a control plan for the foreseen fixed objectives in order to determine whether they are being achieved by CrossFit 393 and as a way to register their financial benefits.



2. SITUATION ANALYSIS

2.1. Internal Analysis

2.1.1. Presentation of the company

I have chosen The CrossFit 393 box in Castellón as the business for my degree's final project. The two main reasons for choosing this business are that I have been training in this box since 2015 when it first opened and that I currently manage the Administration and Marketing side of the company.

CrossFit 393 started offering its services on the 20th of March 2015, whilst linked to the Virtuosity Fit Box society. In January 2014, Carlos Piñón, CEO and box trainer became interested in starting up his own business relating to the sports he practised. He had spent the previous six months practising CrossFit and four years as a semi-professional Muay Thai fighter.

Months later, Carlos decided to join the Level 1 CrossFit in Barcelona. Once he achieved his certificate allowing him to open his own CrossFit centre and offer his services as a trainer, he decided to open the doors to his current business CrossFit 393 in Castellón de la Plana. He chose this city, having previously studied the market, due to the business opportunities it offered, as CrossFit was an undeveloped sector within the market.

Carlos based his centre's design on a box from NorCal CrossFit, California. CrossFit 393 currently has more than two hundred clients, a figure that is continuously increasing.

2.1.2. Mission

Our mission is to offer cross fitters across the world a quality service, providing them with an unforgettable experience within a community, regardless of their age, their physical capabilities or their limited perceptions. Our main objective is to motivate, educate and help people to enjoy a healthy lifestyle and achieve their own personal goals.



2.1.3. Vision

The company's vision is for CrossFit 393 to become a known brand and a reference Box on both a national and international level, whilst offering the best installations and services within the Community of Valencia and Spain. It aspires to be an inspirational community for people, regardless of their age, physical condition and limited perceptions.

2.1.4. Values

Humility: *"no one is better than anyone else"*. Some people simply have more experience. What we look to achieve by sharing that experience is to help others improve individually, without being arrogant and always being humble.

Consistency: *"if it's worth having, it's worth working for"*. Everything in life requires effort and consistency. Sport is a clear example of consistency as it involves setting goals and working hard to achieve them.

Togetherness: *"if we all help one another, we will achieve better results"*. It is a requirement, both in sport and in life, to understand the importance of helping others. It makes us better, and at the same time strengthens friendships that may last a lifetime.

Teamwork: *"By myself I can succeed but with you by my side it won't take as long"*. This highlights the importance of being part of a group, an ever-growing group that benefits from teamwork. Collectively, different ideas and thoughts can become something extraordinary.

Empathy: *"if I were you, I'd want to be treated that way"*. Placing oneself in another person's position helps bring out the best in a person.

Familiarity: *"this is your home"*. Another fundamental aspect for CrossFit 393 is that when arriving at the Box, people feel at home and part of a family.

Respect: *"good advice is given with care and consideration"*.



2.1.5. Company Resources

2.1.5.1. Human Resources

Carlos Piñón Juárez

- Position: CEO founder and coach Level 1 and Level 2 of CrossFit
- Age: 25 years old
- Education and Training: CrossFit LV1, CrossFit LV2 and advanced Muay Thai
- Experience: Personalised training, High-Performance training, Weight lifting, Muay Thai (competition level and advanced).



Juanjo Ibáñez Arenós

- Position: Personal trainer
- Age: 31 years old
- Education and Training: Personal training, Fitness, Muscle development, Gymnastic rings certificate, Calisthenics workout, Functional training, H.i.i.T, Cross Fitness, semi-automatic external defibrillator and CPR, occupational hazard prevention, emergency protocols and first aid, and a sports court title.
- Experience: Personalised training, Pathology strengthening, Rehabilitation, High-Performance training, basic and advanced Nutrition.



Sara Valera Gil

- Position: Administration and Marketing
- Age: 23 years old
- Education: University Degree Graduate in Business Administration and Management (Jaime I University)
- Experience: Practise training in Caixa Rural Vila-real



Vicente Piñón Maneu

- Position: shareholder

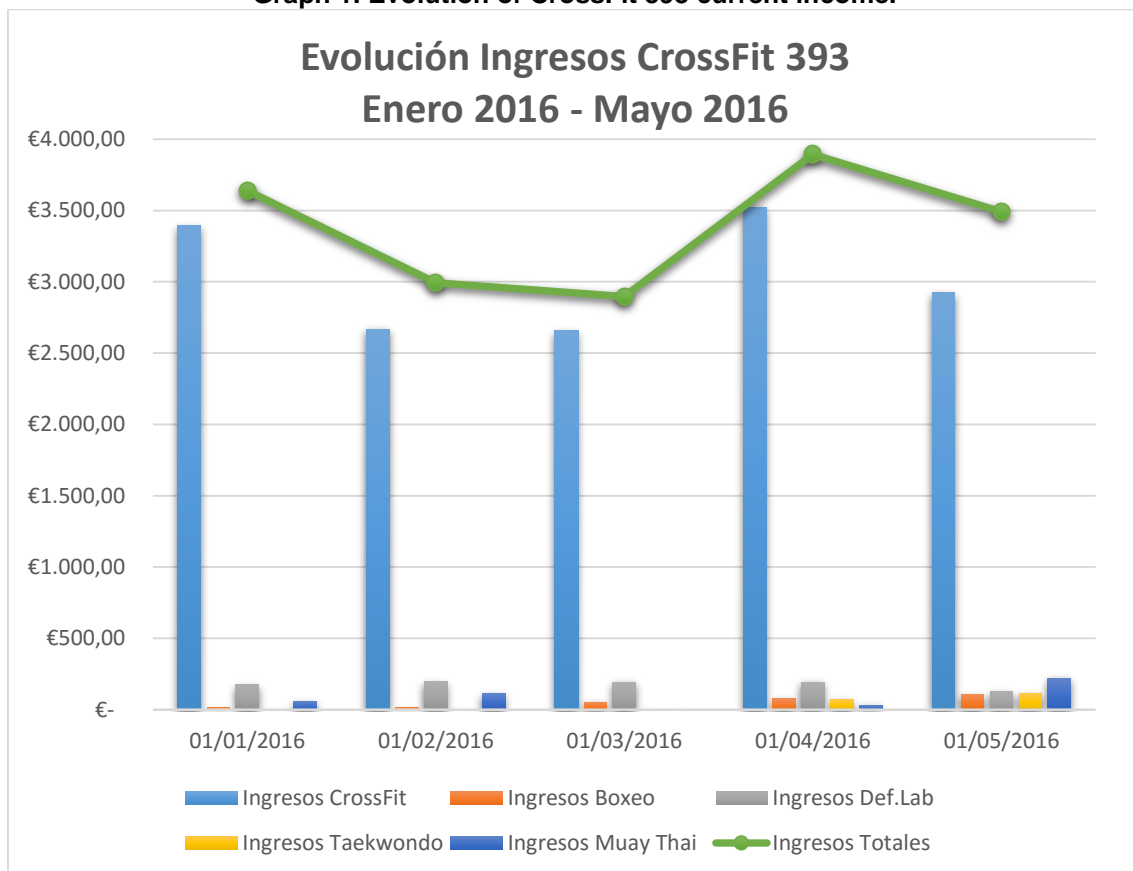


2.1.5.2. Financial Resources

The company was founded on the 2nd of October 2014, but the CrossFit 393 Box did not officially open to the public until the 20th of March 2015, nearly six months later. The company made a large initial investment of approximately 50.000€.

The following graph illustrates the evolution of the company’s current income since January of 2016 until May of 2016.

Graph 1. Evolution of CrossFit 393 current income.



Source: own elaboration. Data: CrossFit 393 company.

2.1.5.3. Marketing Resources

Services

The CrossFit 393 Box’s services portfolio contains three main lines of services. The centre is divided into two different areas; each one, specially designed to offer these different services to its clients.



The CrossFit 393 Forging Elite Fitness area offers these services:

- **CrossFit:** aimed at those wanting to practise CrossFit with the additional help and guidance of a coach throughout each part of training. These supervised classes are limited to ten people in order to be able to provide personalized attention to each athlete.
- **Open box:** aimed at those wanting to train freely. There is a WOD (Workout of the Day) option provided by this service without coach supervision. However, a coach is always nearby to answer any questions an athlete may have.
- **Weight lifting, Gymnastics and Mobility Classes:** these classes are aimed at athletes looking to improve specific areas of CrossFit, in order to obtain higher and better performance during training. These classes help to improve weight lifting techniques, gymnastics (including exercises that use the high-bar and gymnastic rings, etc.) and mobility, which is crucial for improving both weight lifting and gymnastic exercises as it helps with posture and technique, and helps prevent future injuries.

The 393 ARENA Spirit 2 fight area offers:

- **Muay Thai:** a contact sport, of Thai origin, that combines leg and arm techniques.
- **Boxing:** a combat sport that uses the fists (and gloves) with the objective of hitting the other fighter from the waist up.
- **LAB Defence:** is a martial art that includes a number of techniques relating to personal defence and the human body.
- **Taekwondo:** is a martial art, considered a combat Olympic sport since 1988. The techniques include a vast variety of kicks, hits with a closed fist and blocks.

The Fitness393Pro area offers:

- Personalised diets.
- Personalised training sessions based on each client's individual goals.
- Continued follow-ups.

The box offers a fundamental service coupled with other less important goods and services. This is a "people based" service due to requires the presence of a client in order to function.

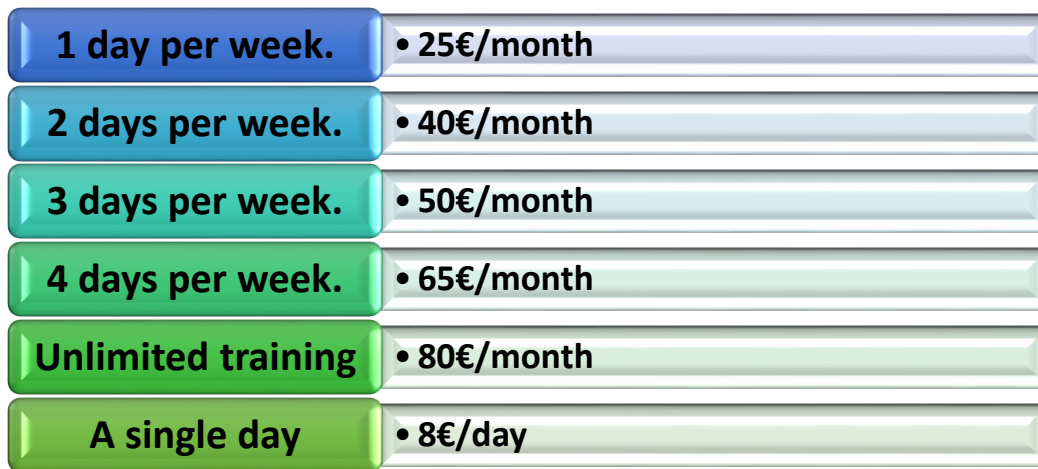


Price

CrossFit is a little known sport in Spain but that is beginning to change swiftly. However, there are still very few places equipped to practise CrossFit. For this reason, the CrossFit boxes play an important part in setting the prices. The idea of being head of the sector pushes some CrossFit centres to fix extraordinarily high prices, the CrossFit 393 box has strategically low prices compared to the rest of the province.

This chart shows the prices of CrossFit 393:

Figure 1. Prices of CrossFit 393.

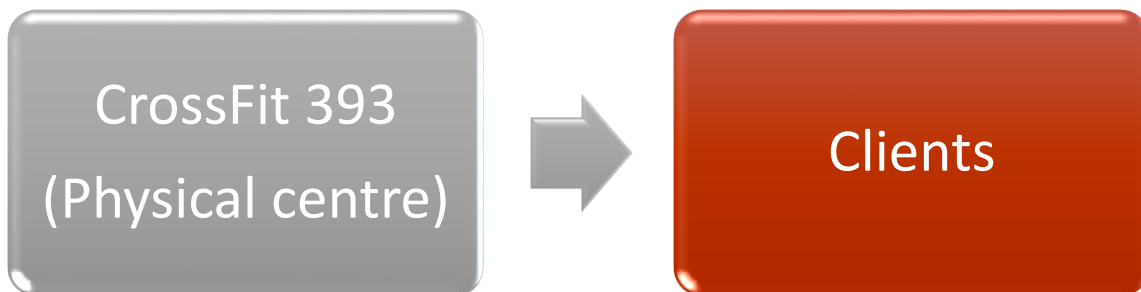


Source: own elaboration.

Distribution

CrossFit 393 currently only offers services in its physical centre established in Castellón de la Plana (address: calle Rambla de la Viuda, 179 del Polígono de los Cipreses).

Figure 2. Distribution of CrossFit 393.



Source: own elaboration



Communication

- Direct Marketing via Facebook, Instagram and their webpage
- Promotional “early morning” rates: this promotion was made with the goal people come to 8AM clases. Lower prices for an unlimited fee because of it is an early hour difficult to fill of athletes.
- Group discounts: people can obtain 5%, 10% ans 15% if they begin to take part of CrossFit 393 at same time in groups of 3, 4 and 5 athletes respectively.
- Discounts for the unemployed, students and public service workers: for us it is very important that all people have the same possibility to practice CrossFit. For this reason, we offer different discounts for these athletes that have dificculties to pay high fees.



2.2. External Analysis

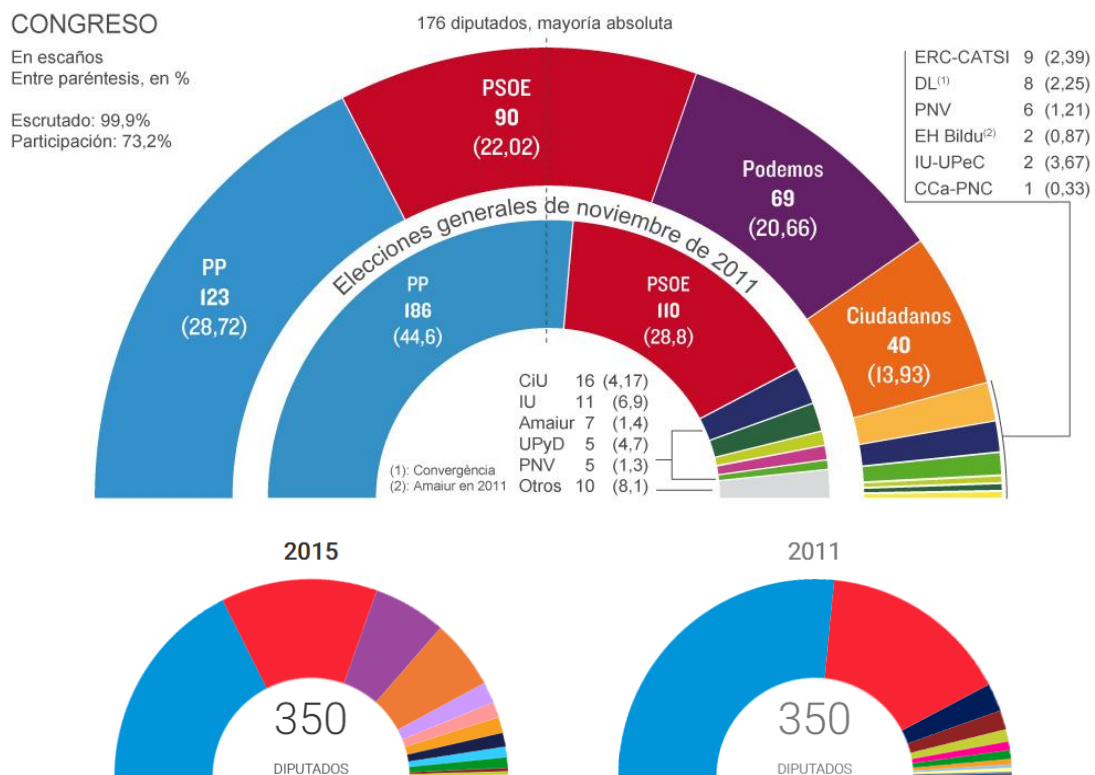
2.2.1. Analysis of the general environment (PESTEL ANALYSIS)

2.2.1.1. Political Factors

Spanish politics are currently going through deep changes. The last general elections, which took place in December 2015, showed the Spanish nation to be divided in its opinions. There is now great uncertainty regarding the Spanish government, due to a break in the two-party system emplaced since 1977, which includes the *Partido Popular* and the *Partido Socialista Obrero Español*.

No agreement was reached as to which political party would take charge and new elections will take place in June 2016 (according to article 99 of the Spanish Constitution).

Figure 3. Results of the General Elections in 2016 compared to the results in 2011.



Source: Ministerio del Interior.

2.2.1.2. Economic Factors

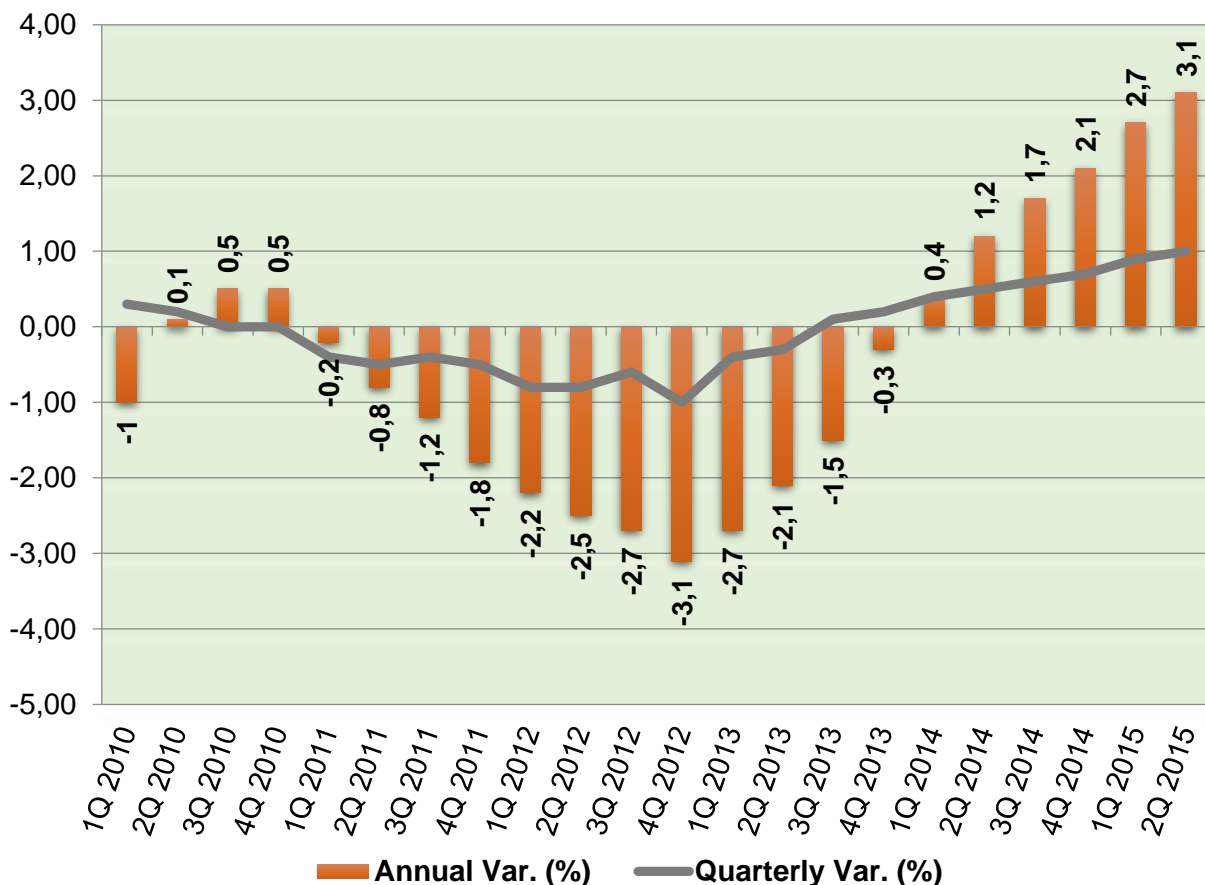
This section analyses the unemployment rate in Spain, most significantly in the Community of Valencia, the national Gross Domestic Product (GDP).



The GDP is an economic indicator that shows the overall production of goods and services relating to a certain country, in this case Spain, during a certain period. This indicator allows us to determine whether the internal economics of the country in question are increasing or decreasing in relation to other countries. It allows for a general evaluation of the economic wealth of a country.

Since the economic and political crisis started in Spain, in the year 2008, the GDP has fallen constantly and although there was a slight increase in 2010, it was not until the final quarter of the year 2014 that the GDP started growing in a regular way. As shown in Graph 1, Spain's economy is growing constantly and that's positive for all companies and for workers, because they have more possibilities to find steable jobs.

Graph 2. GDP evolution in Spain since 2010.



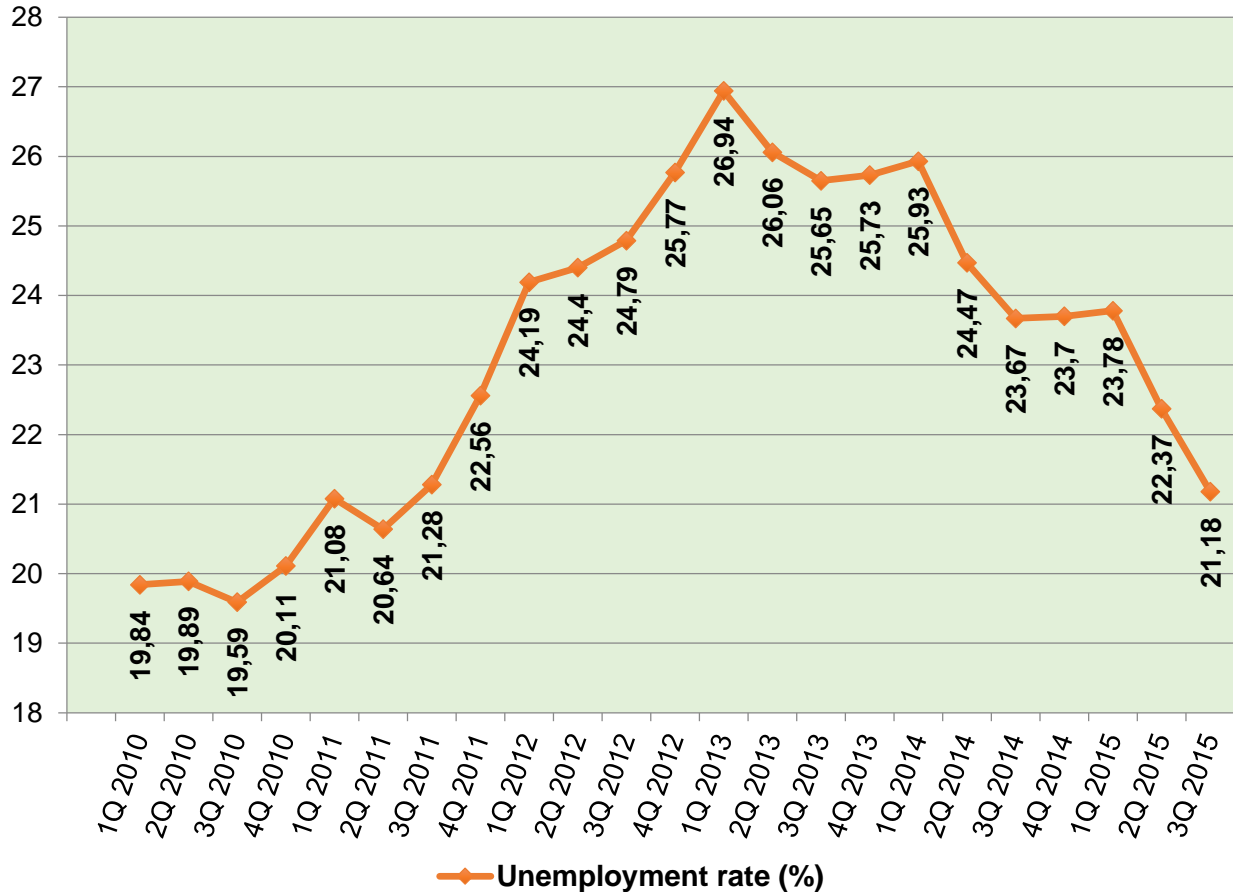
Source: own elaboration. Data: INE.

As shown in Graph 2, the unemployment rate in Spain has increased over the last few years due to the economic and political crisis. However, since the beginning of 2015, the unemployment rate began to fall. In the third quarter of 2015, unemployment was at 21.18%, 2.60% less than the first quarter of that year, showing the biggest decrease



since 2010. The unemployment rate in Spain is still very high, a cause of worry amongst the Spanish population.

Graph 3. Unemployment in Spain since 2010.



Source: own elaboration Data: INE

2.2.1.3. Social Factors

We live in a society in which people are gradually becoming more concerned about their physical condition and health. Consequently, an increasing portion of the population practises some kind of sport and/or follows a healthy diet as this reduces the risk of cardiovascular illnesses.

According to a study regarding sporting habits carried out in the year 2015, 19.5% of the population practises some kind of sport on a daily basis and 46.2% does at least, once a week.

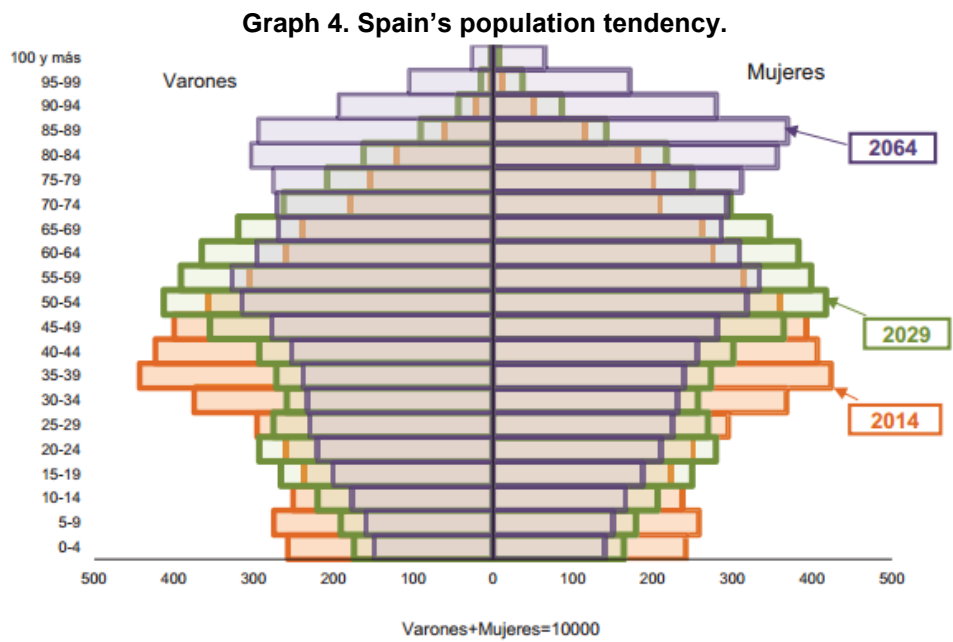


The number of women that practise sport has increased during the last century for various reasons; these include the social integration of women and the growing awareness regarding gender equality. However, the figures show that more men practise sport than women do (59.8% and 47.5% respectively).

Furthermore, this study reveals that the main reason people practise sport is to keep in shape, this being 29.9% of the population, whilst 14.8% do it for health reasons.

Nowadays people work longer working hours than previously, this affects the time available to practise sport, albeit due to a lack of time, incompatible timetables, tiredness, etc.

Regarding to Spain’s population, according with the National Statistics Institute it tends to be the following years an oldest population. As we can see in Graph 4, nowadays most of population are between 35 and 39 years old. This situation will change in 2029, where the most part of the population will be between 50 and 54. Finally, the prediction is that in 2064 we will live in an old Spain with most part of the population aged between 85 and 89 years old.



Source: INE.



2.2.1.4. Technological Factors

Many companies have become more effective and efficient due to the benefits of new technology. At the same time, they have become more competitive in their working sector.

With CrossFit boxes, it is very important to have the correct technological tools that allow for client control. These tools must be able to determine when the clients enter and leave the establishment. CrossFit is different to a gymnasium; as it does not use machines, there is no way of controlling how many days a person participates in the sport resulting in the implementation of a different form of control.

CrossFit 393 uses an application called "Wodify". This application can be downloaded onto a mobile phone and it allows athletes to book classes, view class timetables, view the different workouts planned for each day and register their performance and results. This way coaches can check who attends their classes, they also have control over whether their clients are paying the correct rate.

2.2.1.5. Ecological Factors

Concerning the ecological factors, the CrossFit 393 box recycles the majority of organic materials used within the box. It also reuses any equipment required whilst practising the sport, such as wheels, sacks, etc.

The company is anxious to be seen as environmentally friendly and for that philosophy to be shared amongst its clients.

2.2.1.6. Legal Factors

When opening a CrossFit box there are many aspects to consider.

Firstly, as a business person and trainer, in order to open a CrossFit box you must have previously obtained at least a Level 1 Certificate in CrossFit training.

Secondly, and according to the Law dated the 1st of January 2011, you are required to pay a 3000€ membership fee to Reebok company that has to be renewed on a yearly basis. It is illegal to offer CrossFit training methods and use the word CrossFit in a company name without paying this yearly fee.



2.2.2. Analysis of the competitive environment (PORTER’S FIVE FORCES MODEL)

Figure 4. Porter’s five forces model of CrossFit 393.



Source: own elaboration.

Bargaining power of the customer

Over the past few years, sport has become an important part of many people’s lives due to the positive impact it has on their health.

New ways of practising sport, such as CrossFit, are attracting a number of people looking to have fun whilst doing physical exercise. CrossFit box prices and rates are not economical when compared to those of other sports centres and facilities, such as gymnasiums. When a person is looking to practise sport and is different as to which sport, the customer’s “switching cost” is low because Castellón de la Plana has a variety of gyms, sports centres and sporting associations. When a client is looking specifically at practising CrossFit the “switching cost” is high. Once a person tries



CrossFit it becomes difficult to change as the ways of training, the values and the atmosphere with a box are completely different to other places. It is easy to form friendships with other athletes in a brief period due to the family spirit. In addition, the advice and training methods of each coach allow and help athletes to improve quickly and achieve their goals.

Concluding, the bargaining power of the customer is low. There are very few boxes in the province of Castellón offering this kind of service.

Threat of new competitors

It is not particularly easy for new competitors to enter the sporting sector. In order to open a CrossFit box and ensure the personnel have sufficient capability and knowledge to offer this kind of service, there are a series of steps to follow.

Initial investment

Firstly, you must have previously obtained a “CrossFit Level One Certificate Course”, which costs 1000\$ (889€). With this certificate, you are able to open a CrossFit centre and give classes. In addition, starting up this kind of business carries a large initial investment. The equipment and refurbishment of a box is very expensive and there are many required licenses to pay for. Lastly, in order to offer CrossFit services there is a yearly 3000€ fee.

Location

CrossFit boxes are usually installed on industrial premises, which is why they receive the name “box”. The buying price for industrial warehouses is very high and, renting an establishment is not economical. The busier and more visible a location is, the higher the price.

Economies of scale

It is complicated for competitors to enter into CrossFit. As mentioned previously, it requires large initial investments but it also presents important economies of scale. One of CrossFit 393 goals is open a bigger industrial unit to offer more services. This would affect other small companies in the same sector because of with bigger facilities CrossFit 393 can have more costumers and thanks to this the company can reduce their fees in order to attract more clients. Taking into account the possible future



benefits associated with economies of scale it is likely for a business person to show an interest in opening a CrossFit centre because it is a constantly increasing sector.

CrossFit 393 has clear advantages concerning both suppliers and customers. CrossFit 393 has worked with its suppliers for a long time and has loyal clients whose “word of mouth” advertising is very positive. However new competitors have the ability to learn how these business work, which suppliers to use, etc. from previously established companies saving them both time and money.

Threat of substitute products

It is relatively easy for clients to choose a substitute service that satisfies the same needs as CrossFit. There are a number of ways to practise sport in various different centres; gymnasiums, water-sports, swimming, basketball, and more specific training activities such as Zumba, body pump, GAP, etc.

Rivalry between competitors

There are two forms of rivalry between competitors within sporting services. Firstly, focusing on the sporting sector, rivalry is very high as there are many business that offer sport related services (gymnasiums, swimming centres, clubs, etc.). However, if we only focus on the companies within the sporting sector that offer CrossFit, there is very little rivalry and there are very few CrossFit companies. There is only one box in Castellón de la Plana that is legally affiliated and can therefore offer this service.

2.3. Analysis of the Competition

2.3.1. Levels of competition

This section analyses CrossFit 393’s competitors. CrossFit 393’s competitors include all the companies that offer sporting services, without distinguishing what kind of services these may be. From a customer’s perspective, the competitors can be divided into four groups or levels depending on the similarities between the services they offer and those offered by CrossFit 393.

The following image illustrates the different levels of competition relating to the study case company.



Figure 5. Levels of competence of CrossFit 393.



Source: own elaboration.

Competitors in product form: This level includes businesses aimed at the same target audience and those that offer the same service through the same distribution channels. Here is a list of the companies that can be found on this level of competition: CrossFit Black Tower located in Vila-real, Remus Fitness, Box Fire Spain and Barbell Box, all of which are located in Castellón de la Plana.



Competitors in product category: This level includes businesses that are not exclusively aimed at the same target audience and that offer one or more additional services to those that CrossFit 393 offer. The Box Castellón and Virgilio Gimnasio & Box are on this level.

Generic competitors: This level includes companies that offer substitute services that satisfy the same needs as CrossFit 393. This level of competition includes a number of gymnasiums: DreamFit (CC La Salera, Castellón), Hdoso Fitness Spa Piscina, Everybody Fitness SL, NEAR Fitness, Urban Sport Club, Centro Deportivo Provincial, Red Gim, etc.

Budget competitors: This level includes businesses that compete with similar budgets as CrossFit 393. This level of competition includes a number of different businesses: shopping centres, cinemas, hairdressers, swimming pools, clothes shops, restaurants, etc.

2.3.2. Main Competitors



impala sportclub offers eleven different lines of services in total:

- **Wellness:** includes four of these lines of service.
 - **Fitness**
 - **Supervised activities:** there are twenty-eight different services offered within this category: Body Pump, Ciclo Indoor, Indoor Walking, Body Combat, Pilates Stretch, Yoga, Taichi, Stretching, Aqua Gym, GAP, Functional TR Express, TRX, GAP Express, Zumba, Impala Dance, Step Dance, CrossGym, Impala Running, H.I.I.T., Aqua Combat, Core Training, Functional TR, "Quemagrasa", Yogilates, Injury Prevention, Impala Spartan, Impala Attack y Técnica,
 - **Spa:** this service focuses on the client's relaxation and care. The spacious spa section also includes a water zone with a hydrothermal circuit.



- **Swimming installations:** the centre has a half-Olympic size swimming pool with views over the port of El Grao. It also offers supervised swimming and aqua-gym classes.
- **Padel:** there are twenty-four 20x10 padel courts on the complex. Four of which are covered and six are specifically designed for individual use.
- **Tennis:** the establishment has a number of high quality GreenSet® courts. This is the brand chosen by the ATP for tournaments such as the Australian Open and the Tennis Masters tournament played in London.
- **X Body:** X body is a new method of training based on Electric Muscle Stimulation (EMS). The muscles within the human body are stimulated to contract via a suit that contains a system of electrodes in direct contact with the skin. Training sessions using this method are short, approximately twenty minutes and take place two times a week. In order to obtain the desired results, this method should be combined with a healthy and balanced diet.
- **S.H.O.O.T.:** S.H.O.O.T is a training method that requires a personal trainer to guide and teach the student personal defence. It is a method of training based on important values, a fundamental part of fun and friendly training sessions.
- **Impala Kids:** is a play area where parents can leave their children in the care of qualified professionals whilst enjoying their training sessions. It includes day-care, a games room, a ballpark and an outdoor children's area.
- **Impala Aesthetical centre**
- **Hairdressers**
- **Impala Coffee shop**
- **Sports shop**
- **Impala Medical centre**

Impala's fees are very high. They offer services from 80€.



DreamFit is located in the shopping centre "La Salera, Centro Comercial" in Castellón. It offers six lines of services.

- **Dance:** is a line of service which includes six different services relationated with many types of dance:
 - Zumba
 - Sh'Bam



- “Latin rhythm”
- Step
- Belly Dancing
- Advanced “Latin rhythm”
- Tonification: is a line of service which includes three different services
 - BodyPump
 - ABD 20
 - GAP
- Balance: is a line of service which includes six different services:
 - Maintenance
 - Pilates
 - Yoga: physical, mental and spiritual practice that it is very useful to relax body when crossfitters finish a day of high intensity training.
 - Back “Body Shop”
 - Stretching
 - BodyBalance
- **¡Machácate!:** is a line of service which includes four different services
 - BodyCombat
 - FitBox
 - Functional Training
 - Grit Series
- **“Achieve your goal”:** is a line of service which includes three different services:
 - SPINN
 - INDOORWALK
 - RUNNERS CLUB
- **Relax:** includes three different services:
 - Sauna
 - Steam Bath
 - Solarium
- **¡A tu ritmo!:** is a line of service which includes two different services:
 - SPINN Virtual
 - INDOOR Virtual
- Padel



URBANSPO[®]

Urban Sport's service portfolio includes ten different lines of service; each one is specifically adapted to their client's needs:

- **Club Prama:** is one of the newest methods in high intensity functional sports training. It consists of training sessions, which take place in a high-tech training room; a computer runs the sessions by guiding the athletes using lighting systems that must follow whilst completing the given exercise.
- **Club Running:** where clients can learn the correct techniques to run safely and in an effective manner. There are specialists that can help plan these training sessions.
- **Fitness Club**
- **CicloIndoor Club**
- **Swimming Club:** includes three different services.
 - **Aquagym:** is a toning and cardiovascular training session that takes place in water to the rhythm of music.
 - **Circuit-bike:** is a cardiovascular training session that takes place on water bikes.
 - **Free swimming**
- **Supervised Activities Club:** is a line of service which includes seven different services:
 - **GAP**
 - **Bodytono**
 - **Pilates**
 - **Aerobox**
 - **TRX**
 - **Zumba**
 - **Yoga:** physical, mental and spiritual practice that it is very useful to relax body when crossfitters finish a day of high intensity training.
- **Comfort Excellence Club:** includes three different services:
 - **Personal trainer:** this type of service is aimed to these people that requires specified training in order to achieve specific goals. They will be attending by a personal trainer during an hour.
 - **Physiotherapy**
 - **Dietitian**
- **Comfort Club:** includes three different services:



- **Fitness towel hire and showers**
- **Locker rental**
- **Laundry service**



+Fit Low Cost is a franchise of low cost gymnasiums. The standard fees are 19.90€/month and the clients can partake in any number of the activities the installations have to offer.



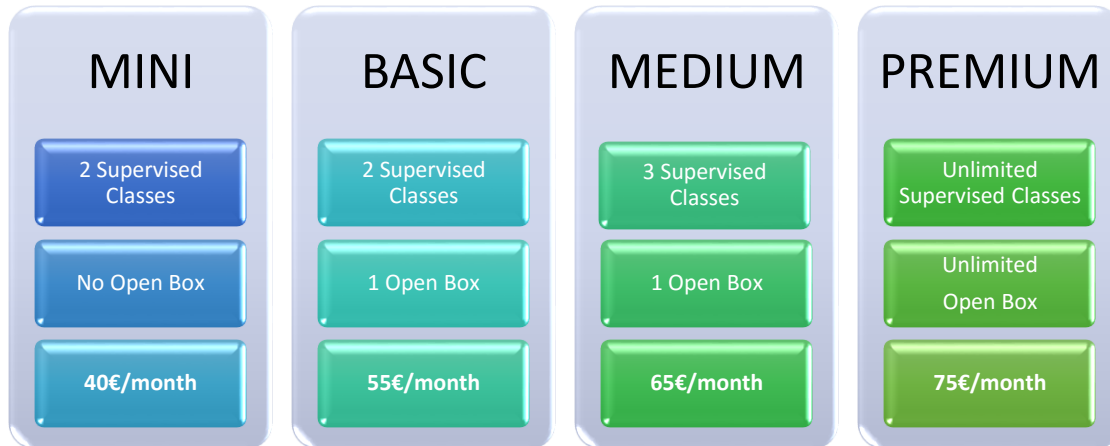
The Box Castellón offers the following services:

- Cross Training
- Kettlebell: sessions for improve the technique of all exercises that includes kettlebell.
- Bulgarian Bag
- Endurance
- Calisthenics
- Functional Training
- Weightlifting: the goal of these sessions it is to improve the thecnique of two exercices of weightlifting: 1st Snatch: 2nd Clean and Jerk.
- Mobility: aimed to improve the mobility of athletes in order to avoid injuries and improve the technique of most exercises of CrossFit.
- Swimming Pool
- Personalised training sessions: this type of service is aimed to these people that requires specified training in order to achieve specific goals. They will be attending by a personal trainer during an hour.

Their rates vary from 40€ to 75€ each month, depending on the number of days a client chooses to attend supervised classes and open box.



Figure 6. The Box Castellon fees.



Source: own elaboration.



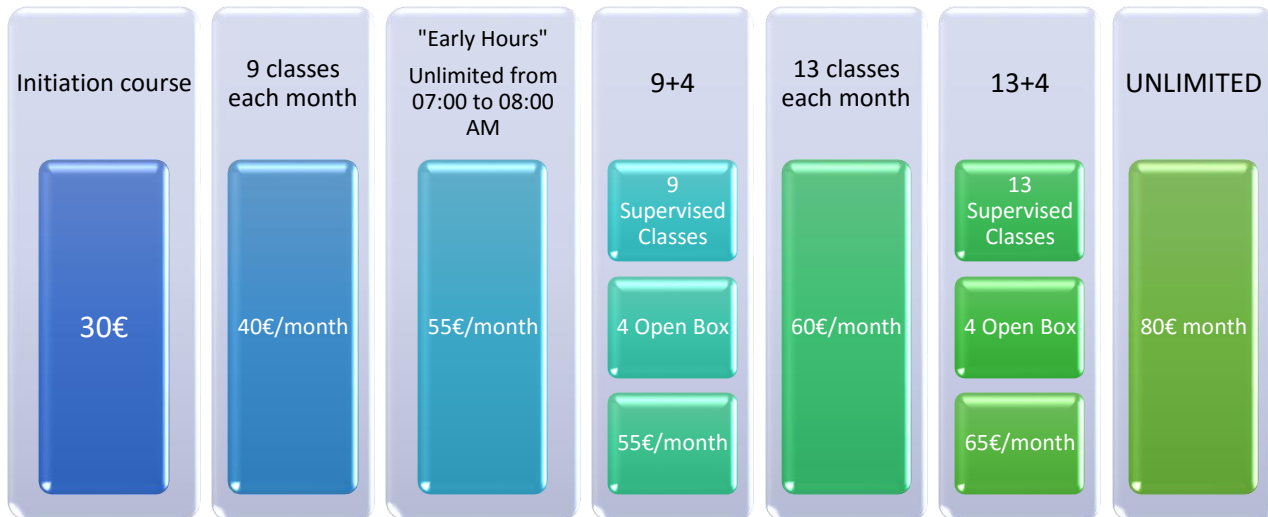
CrossFit BlackTower is the first CrossFit box that opened in Vila-real. It opened its doors on the 22nd of February 2016, making it the youngest amongst competitors. The company’s Facebook page has a total 1501 followers. The business offers these services:

- Initiation course (this course is obligatory unless the client chooses to pay for a trimester or semester). These classes are aimed at all of the centre’s new clients, in an attempt to teach the bases of CrossFit and the theory behind its basic techniques so that the customer can start classes without feeling entirely lost.
- Open Box: aimed at clients wanting to train unsupervised whilst using the installations and equipment provided.
- Supervised classes: aimed at clients wanting to practise CrossFit with the guidance and help of a trainer.
- Personalised training sessions: this type of service is aimed to these people that requires specified training in order to achieve specific goals. They will be attending by a personal trainer during an hour.
- Personalised nutrition: people have different goals on their roads to become healthier. Personalised nutrition program is aimed to all people that need improve their feeding habits.



Their prices vary from 40€ to 80€ each month depending on the number of classes a client attends in a week. There is also a 30€ initial fee which covers the cost of the obligatory initiation course.

Figure 7. CrossFit BlackTower Vila-real fees.



Source: own elaboration.



Remus Fitness was one of the most powerful companies in this sector. However, it has been forced to change its services portfolio and reduce their fees.

This centre offers the following types of service:

- CrossFit: aimed at clients wanting to practise CrossFit with the guidance and help of a trainer.
- Open Box: aimed at those wanting to train freely. There is a WOD (Workout of the Day) option provided by this service without coach supervision. However, a coach is always nearby to answer any questions an athlete may have.
- Mobility: aimed to improve the mobility of athletes in order to avoid injuries and improve the technique of most exercises of CrossFit.
- Resistance and pose methods: aimed to improve the technique and resistance of runner athletes.
- Yoga: physical, mental and spiritual practice that it is very useful to relax body when crossfitters finish a day of high intensity training.
- Personalised nutrition: people have different goals on their roads to become healthier. Personalised nutrition program is aimed to all people that need improve their feeding habits.



The fees range from 95€ to 125€ each month, making it one of the most expensive centres.



Box Fire offers two types of service:

- CrossFit: aimed at clients wanting to practise CrossFit with the guidance and help of a trainer.
- Yoga: physical, mental and spiritual practice that it is very useful to relax body when crossfitters finish a day of high intensity training.

The fees vary from 50€ to 70€ depending on the number of days a week the client choses to train each month.



Barbell Box only offers two types of services:

- CrossFit aimed at clients wanting to practise CrossFit with the guidance and help of a trainer. service.
- Weightlifting: the goal of these sessions it is to improve the thecnique of two exercices of weightlifting: 1st Snatch: 2nd Clean and Jerk.

Their rates are between 40€ and 70€.



Virgilio Gimnasio & Box is situated in Burriana (Castellon de la Plana). They offer two different types of services:

- Gym: for athletes that prefers the conventional gyms.
- Box: aimed at clients wanting to practise CrossFit with the guidance and help of a trainer. service.

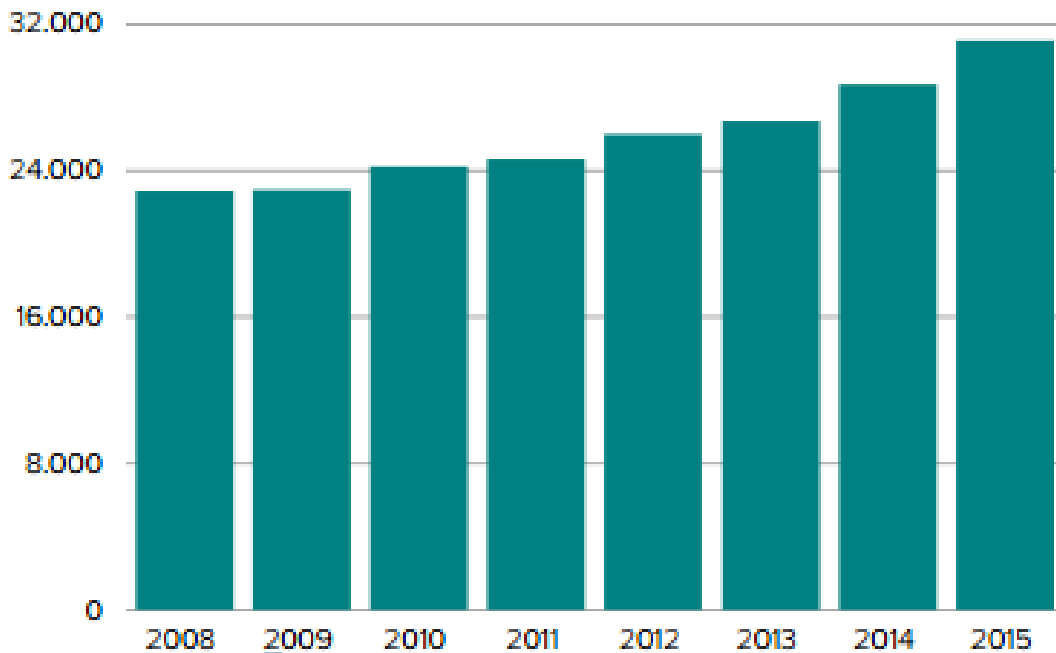


2.3.3. Market Analysis

2.3.3.1. Sector Analysis

Due to the economic crisis, many sectors and their businesses have been affected by a decline in consumption. However, over the last few years there has been an increase in the number of companies that focus their economic activity on sports (as illustrated in Graph 5). By the end of the year 2015, 31.139 businesses offered services relating to sport. More and more people are becoming aware of the benefits of leading a healthy lifestyle and consequently, they are beginning to practise more sport.

Graph 5. Businesses linked to sport.

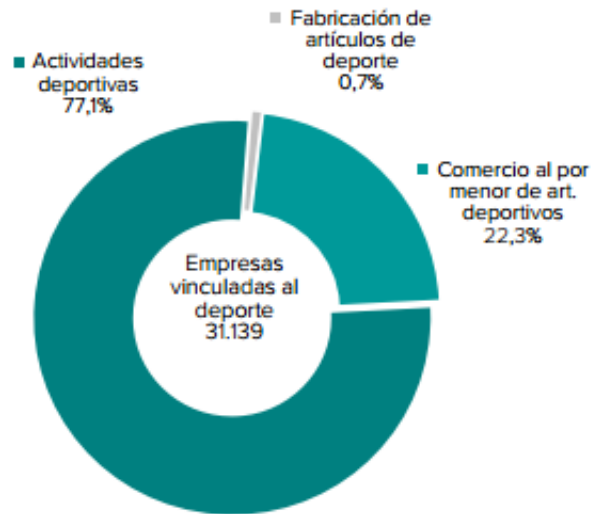


Source: Ministerio de educación, cultura y deporte.

As shown in Graph 6, 77.1% of sports related companies are linked to sporting activities such as gym management, sports clubs or sport facilities; making a total of 24.003 businesses.



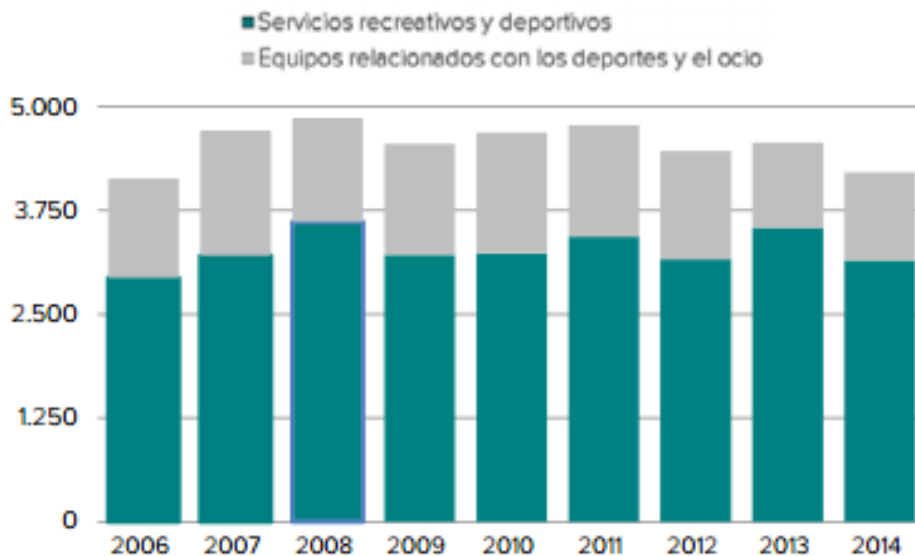
Graph 6. Businesses linked to sport, classified by economic activity.



Source: Ministerio de educación, cultura y deporte.

In addition, Graph 7 shows the evolution of household expenditure relating to sporting goods and services. The end of the year 2014, showed a slight drop in family expenditure relating to sports services. With people working longer work hours and the incompatibility with sports schedules, they are not able to sign up to sports centres. Many people chose an alternative, such as outdoor “cost free” sports, causing a decline in expenditure relating to this kind of service.

Graph 7. Household expenditure relating to sporting goods and services.

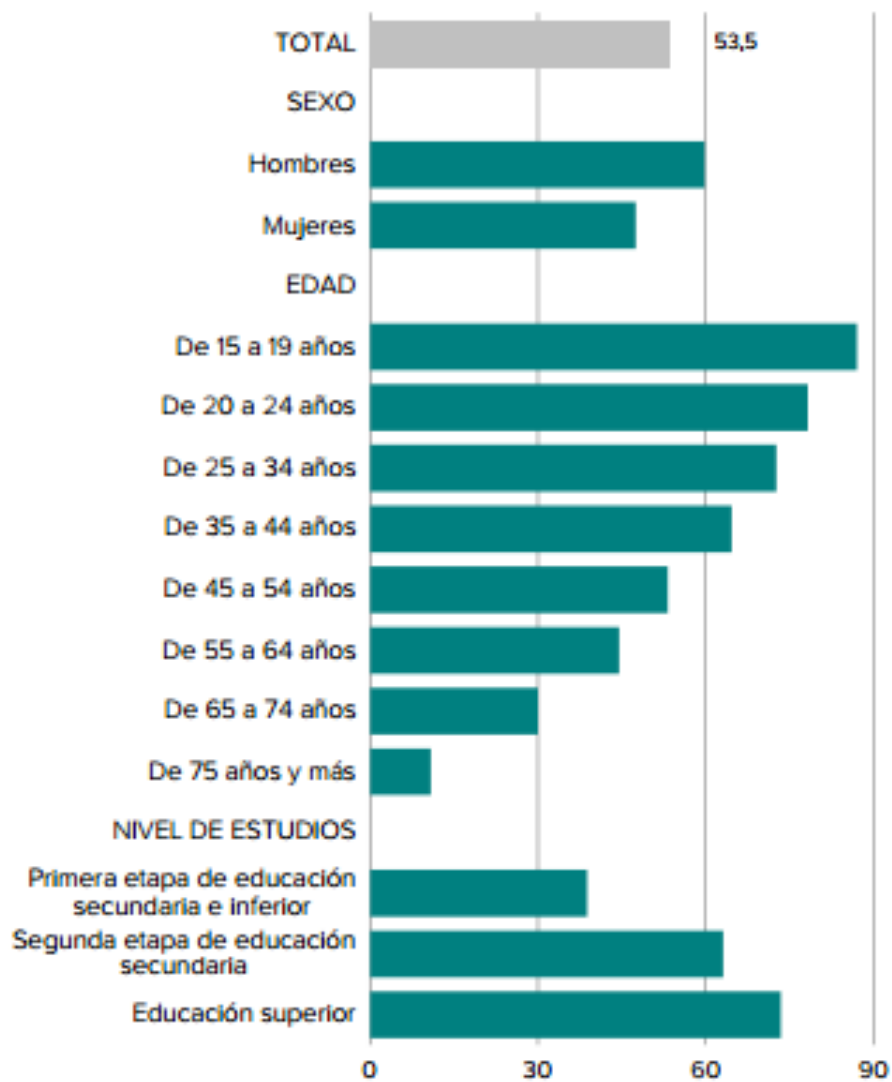


Source: Ministerio de Educación, cultura y deporte



Lastly, as shown in Graph 8, despite the increase in the number of women that practise sport, there are still more men that partake in sporting activities than women (59.8% and 47.5% respectively). Furthermore, people between the ages of 15 and 19 practise the most sport, followed by those between the ages of 20 and 24. Lastly, a greater portion of people with high levels of education practise sport than those of lower education levels.

Graph 8. People that practised sport in the last year according to gender, age and their level of education. 2015



Source: *Ministerio de Educación, cultura y deporte.*



2.3.3.2. Consumer Analysis

People that practise CrossFit have different physical characteristics and lifestyle habits. They also have a different standard of living, which allows for the analysis of a variety of clients:

- People that do not enjoy strict sporting routines are more likely to take up CrossFit.
- University students, young people and parents (particularly of young children) are most likely to follow a healthy lifestyle and practise some kind of sport.
- State security employees and people within security forces are most inclined to practise high intensity sports. The basis of CrossFit lay in military training, which is one of the main reasons CrossFit attracts these kind of security employees.
- People with weight problems, that know the benefits of practising high intensity sports, such as CrossFit, prefer to partake in this kind of sport.



3. SWOT ANALYSIS

Figure 8. SWOT Analysis.



Source: own elaboration.



Weaknesses

1. **Inconspicuous premises:** The centre is located on an industrial estate on the outskirts of the city, making it difficult to find and limiting the entrance of new clients.
2. **Ineffective use of social media**
3. **Lack of morning clients:** Despite the promotions and discounts, the morning CrossFit classes are unsuccessful and often end up being cancelled due to the lack of clients.
4. **Ineffective discounts/promotions:** Despite offering a number of different discounts at different times of the year, not many people are choosing to sign up for CrossFit activities.
5. **Lack of space, which limits the possibility of having various classes at the same time:** The centre measures 360m². With the classes aimed at approximately ten people, making it almost impossible for unsupervised clients to train in the same space. It also makes it difficult to offer more than one kind of service in the same room.
6. **Limited service portfolio:** The box offers three kinds of services. However, these are insufficient and do not cover the client's demands.
7. **Lack of services aimed at children:** This kind of service is important as it helps to attract parents. CrossFit 393 does not offer any kind of service aimed at this target audience.

Strengths

1. **Highly qualified staff:** All of the employees working at the box have qualifications relating to the sports services offered at CrossFit 393. This makes the box a high quality centre where clients can learn the proper techniques safely, knowing that they will be given requisite advice in order to continue progressing.
2. **New clean and modern facilities with high quality equipment:** The box opened a year ago, the industrial warehouse was completely renovated and designed according to the services CrossFit 393 offers. The equipment is new and the facilities are modern and clean.
3. **Loyal clients:** One of the most positive aspects of CrossFit 393 is that the majority of the clients that become members stay members.



4. **The only box that offers tatami:** CrossFit 393 is the only box in the province that has a space specifically designed for practising martial arts (boxing, muay thai, taekwondo and personal defence, etc.)
5. **The only official CrossFit box in the city of Castellón de la Plana:** Currently CrossFit 393 is the only CrossFit box that offers its services legally.

Threats

1. **Possibility of substitute products:** There are a number of different ways to practice sport.
2. **People with low salaries due to the crisis:** The economic crisis that took place in Spain recently strongly affected people's salaries and negatively affected businesses, especially those that offer services. People chose to invest their money in more important and necessary items and goods rather than subscribing to sports centres. Sporting activities can be pursued outdoors without cost.
3. **The belief that CrossFit is a high injury sport:** Due to the lack of information or incorrect information, many people believe that a sport like CrossFit, which entails weight lifting and high intensity workouts, carries a higher risk of injury and consequently, bone and muscle problems.
4. **Higher rates than traditional gymnasiums:** The athletes that practise CrossFit require special attention and guidance from their coach, making it different from traditional gymnasiums. CrossFit requires personalised support and specific equipment. Furthermore, the techniques are difficult to explain and teach. The comfortable family environment offered to the crossfitters of box 393 entails higher prices than those of other centres.

Opportunities

1. **CrossFit is a different style of sport compared to those offered in traditional gyms:** Many people look to practise and enjoy a sport, CrossFit makes this easy thanks to its family environment. Furthermore, it does not entail a strict routine. To the contrary, new things are incorporated each day along with different workouts. CrossFit is not aimed at specific parts of the body, it looks to improve the body as a whole and provide health benefits as well as improving physical appearance.



2. **Growing awareness of the sport:** More and more people are becoming interested in CrossFit. It appeals, as CrossFit is a new and different way of practising sport.
3. **Increase in demand for CrossFit in Spain:** Many people are substituting traditional workouts and other sports with CrossFit. CrossFit is a complete and varied sport that helps in many ways to benefit a person's health.
4. **More people are beginning to worry about their health and are taking up healthier lifestyles, which, consequently means practising sport:** With people working longer work hours, many are unable to eat at home pushing them towards a "fast-food" diet, and consequently a higher rate of obesity in both adults and children. However, more people are becoming aware of the importance of lifestyle changes for health reasons. These lifestyle changes often mean taking up a sport and training regularly, which positively affects CrossFit 393.
5. **There are no CrossFit centres in the Community of Valencia that offer services for children.** The closest CrossFit boxes to offer this kind of service are located either, in Madrid or Barcelona. It would make CrossFit 393 the first box in the Community of Valencia to offer CrossFit Kids.

4. SEGMENTATION

CrossFit 393 offers different types of services, therefore the target audience is defined by their current client portfolio and their potential future clients.

People between the ages of 18 and 40: This is one of the main population segments for CrossFit 393. It includes young university students, parents of young families, employed and unemployed young people. This group of people is highly influenced by trends and, as they have relatively low incomes, prices and promotions influence their decisions. Furthermore, young people are attracted to CrossFit 393 by the modern facilities and equipment used in training. Lastly, with the increasing importance of technology in all young people's lives, they have easy access to CrossFit 393 information via social media (Facebook, Instagram and Twitter) and their webpage.

People between the ages of 40 and 60: This segment of the population mainly looks for the personalised help and the quality of teaching from a coach, as well as a comfortable and friendly environment in which to train. Other factors that make



CrossFit 393 the box of choice are the modern and well-maintained facilities, the hygiene and cleanliness.

People with disabilities: At the moment, there is no kind of service specifically aimed at this segment of the population. However, there are plans for CrossFit 393 to offer a new service in order to attract new clients.

Children between the ages of 6 and 16: CrossFit 393 does not have a specific segmentation strategy directed at children and, consequently does not offer services aimed at children. However, as before, one of CrossFit 393's future strategic actions will be to offer services for this segment of the population.

5. OBJECTIVES

Overall Objective:

To be the highest quality CrossFit centre in the community of Valencia and one of the most well-known on both a national and international level. To expand the service portfolio and offer more services in order to satisfy the current client portfolio and cover a larger section of the target audience.

Specific Objectives:

Objectives of commercial relationships:

- 1. Increase brand awareness:** We would like the name CrossFit 393 to become a brand known for the values the company represents, a brand known for its sense of community and the family environment it strives to achieve.
- 2. Increase the number of clients by 50% in the next ten months:** In order to achieve this goal CrossFit 393 will be introduced into new market segments, children between the ages of 6 and 16 and people with disabilities. The company will add two new types of classes to their service portfolio. The company aims to introduce a "CrossFit Kids" service for children between the ages of 3 and 18, and "CrossFit for disabled athletes" service aimed at people with physical disabilities who are unable to train under the same conditions as able-bodied athletes.



3. **Maintain 90% of the current customers during the next 10 months:** In order to achieve this goal the company will introduce new promotions and discounts (explained in more detail further on). The company will also undertake actions in an effort to make their customers feel appreciated by CrossFit 393.
4. **Expand CrossFit 393's service portfolio offering new services within the next 6 months:** The company will be introducing two new types of service aimed at different population segments.

Business financial objectives:

5. **Obtain a 10% profit over a fourteen-month period:** CrossFit 393 hopes to obtain a 10% (income-cost) profit, taking into account the income generated by the aforementioned objective to increase the number of clients by 50% and the costs generated by new equipment, installations and refurbishments.

6. STRATEGIES

The strategy currently followed by CrossFit 393 involves offering their clients a quality service, which differentiates it from other companies through the treatment of its clients and company values. The following list describes the different strategies the company will carry out in order to achieve the aforementioned objectives.

6.1. Segmentation strategy

Market segmentation is the process of identification and classification of the consumer subgroups within a given market. Each of these groups present different needs and the objective is to select those that can become the target of specific commercial offers. The basis of this strategy consists in dividing the Market into smaller consumer groups and determining their distinct needs. Through this strategy, CrossFit 393 will be able to determine unexploited commercial opportunities and satisfy customer needs their competitors cannot. Through market analysis, this study has proven there to be untouched segments of the population, segments that CrossFit 393's competitors have not yet exploited, such as children and people with disabilities.



As CrossFit 393 has precise information regarding each segment of the market in which it operates, the company will be able to adapt its services efficiently to current and future client requests. Consequently, through future actions, the company will be initiating two new types of service specifically aimed at the different segments mentioned previously.

However, this strategy will cause an increase in marketing costs. Each publicity campaign used to target the different segments will require specific marketing techniques as well as different communication and distribution channels.

6.2. Competitive strategies

This type of strategy varies according to the position occupied by CrossFit 393 and the role the company plays within its working market.

The decision to carry out a “competitive strategy from a leading position” was reached having previously analysed the company’s competition and after studying the different kinds of competitive strategies. In the province of Castellón, CrossFit 393 has the highest market quota. The company also works with the latest technological innovations, holds the best pricing and marketing techniques, etc. and business competitors admit it is the leader within the market.

With a competitive strategy from a leading position, the leading business can take two approaches: one being an active approach, the other a defensive approach. CrossFit 393 takes both.

Concerning the active strategic approach, CrossFit 393 will consider the possibility of increasing the Markets total demand by attracting new clients (such as children, older clients and people with disabilities), through specifically adapted services and promotional discounts. If this strategy were to prove impractical, the company has the possibility of expanding through increasing its market quota, increasing the number of potential clients and therefore, maintaining its position as market leader.

Furthermore, CrossFit 393 could adopt various different defensive strategies. These strategies aim to continuously block the actions of the company’s competitors. Among the different aspects these strategies entail, the most feasible for CrossFit 393 would be to **maintain and boost their key competitive advantages**, advantages that



separate them from competitors. These strategies will reinforce their position from a consumer’s point of view.

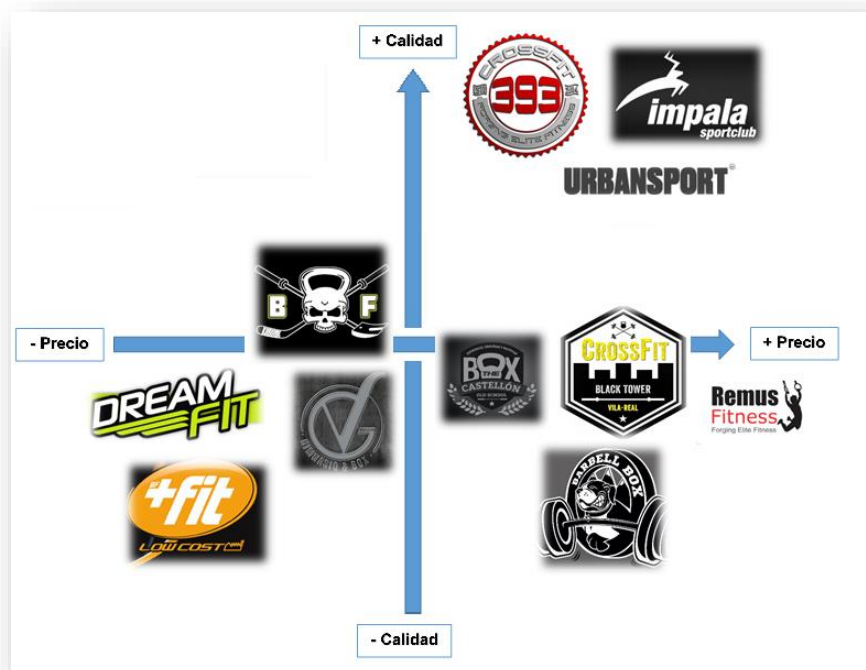
6.3. Market positioning strategies.

Market positioning strategies define the image a business aims to project on to the market (in this case, along with services and/or brands of CrossFit 393). These strategies take into account the company’s relationship with other organisations, competitors, their products and/or brands, etc. In other words, positioning strategies focus on the company’s image perceived by the target audience. Implementing a market positioning strategy specifically designed for CrossFit 393 involves a structured process, which contains several key steps.

Furthermore, the characteristics involved in the positioning strategy must meet with specific conditions: importance, profitability, they must be easy to communicate, etc. in order to consumers can understand it easily.

This map was drawn up in order to carry out a successful market positioning strategy. The map shows the position of CrossFit 393 and the company’s most direct competitors within the market. As we can see in Figure 9, CrossFit 393 we offer high quality to medium prices compared with its directly competitors.

Figure 9. Positioning map of CrossFit 393 and its competitors.



Source: own elaboration.



6.4. Product-Market strategies.

Product-Market strategies focus on achieving profitable growth for the business. Owing the characteristics of the services offered by CrossFit 393 and of the market in which it operates, there are various possible product-market strategies:

Firstly, CrossFit 393 will use a **market entry strategy** through strengthening its marketing techniques the company aims to achieve more participation from its clients regarding both services and product use.

Furthermore, the company will use an **extension strategy**. With this strategy, a market development strategy and a product development strategy CrossFit 393 will adapt its existing products to the new target market’s needs. One of the objectives of the company it is to offer two news services adapted to the new segments: CrossFit Kids and CrossFit for disabled athletes.

7. ACTION PROGRAMS

7.1. Summary actions plans

Table 1. Summary actions plans of CrossFit 393.

ACTIONS	OBJECTIVES
<p><u>Action 1.</u> New service: CrossFit Kids 393</p>	<p>2. Increase the number of clients by 50% in the next ten months. 4. Expand CrossFit 393’s service portfolio offering new services within the next 6 months. 5. Obtain a 10% profit over a fourteen-month period.</p>
<p><u>Action 2.</u> New service: CrossFit for disabled athletes</p>	<p>2. Increase the number of clients by 50% in the next ten months. 4. Expand CrossFit 393’s service portfolio offering new services within the next 6 months. 5. Obtain a 10% profit over a fourteen-month period.</p>
<p><u>Action 3.</u> Advertise at university</p>	<p>1. Increase brand awareness. 3. Maintain 90% of the current customers during</p>



<p>tournaments</p>	<p>the next 10 months.</p>
<p><u>Action 4.</u> Hold conferences in academic centres regarding the benefits of CrossFit</p>	<ol style="list-style-type: none"> 1. Increase brand awareness. 2. Increase the number of clients by 50% in the next ten months. 5. Obtain a 10% profit over a fourteen-month period.
<p><u>Action 5.</u> Establish agreements with Associations in connection with disabled people or people with unusual illnesses</p>	<ol style="list-style-type: none"> 1. Increase brand awareness. 2. Increase the number of clients by 50% in the next ten months. 3. Maintain 90% of the current customers during the next 10 months. 4. Expand CrossFit 393's service portfolio offering new services within the next 6 months.
<p><u>Action 6.</u> Refurbish new installations</p>	<ol style="list-style-type: none"> 2. Increase the number of clients by 50% in the next ten months. 3. Maintain 90% of the current customers during the next 10 months. 4. Expand CrossFit 393's service portfolio offering new services within the next 6 months. 5. Obtain a 10% profit over a fourteen-month period.
<p><u>Action 7.</u> Develop a new clothing range for CrossFit 393.</p>	<ol style="list-style-type: none"> 2. Increase the number of clients by 50% in the next ten months. 3. Maintain 90% of the current customers during the next 10 months. 4. Expand CrossFit 393's service portfolio offering new services within the next 6 months. 5. Obtain a 10% profit over a fourteen-month period.
<p><u>Action 8.</u> Undertake actions to increase the loyalty of current customers</p>	<ol style="list-style-type: none"> 1. Increase brand awareness 2. Increase the number of clients by 50% in the next ten months. 3. Maintain 90% of the current customers during the next 10 months. 5. Obtain a 10% profit over a fourteen-month period.



<p><u>Action 9.</u> Arrange discounts for families who sign-up with children</p>	<p>2. Increase the number of clients by 50% in the next ten months. 4. Expand CrossFit 393's service portfolio offering new services within the next 6 months. 5. Obtain a 10% profit over a fourteen-month period.</p>
<p><u>Action 10.</u> CrossFit competition: "I Battle of CrossFighters"</p>	<p>1. Increase brand awareness 2. Increase the number of clients by 50% in the next ten months. 3. Maintain 90% of the current customers during the next 10 months. 4. Expand CrossFit 393's service portfolio offering new services within the next 6 months. 5. Obtain a 10% profit over a fourteen-month period.</p>
<p><u>Action 11.</u> Online Shop CrossFit 393</p>	<p>2. Increase the number of clients by 50% in the next ten months. 3. Maintain 90% of the current customers during the next 10 months. 4. Expand CrossFit 393's service portfolio offering new services within the next 6 months. 5. Obtain a 10% profit over a fourteen-month period.</p>
<p><u>Action 12.</u> Merchandise for the competition</p>	<p>1. Increase brand awareness. 2. Increase the number of clients by 50% in the next ten months. 3. Maintain 90% of the current customers during the next 10 months.</p>
<p><u>Action 13.</u> Digital marketing</p>	<p>1. Increase brand awareness. 2. Increase the number of clients by 50% in the next ten months. 3. Maintain 90% of the current customers during the next 10 months.</p>

Source: own elaboration.



7.2. Service decisions

Action 1. New service: CrossFit Kids

- 2. Increase the number of new clients.
- 4. Expand the service portfolio.
- 5. Increase income.

Description: There are no CrossFit centres in the Community of Valencia that currently offer a “CrossFit Kids” service. For this reason, we believe it is important to focus on this segment of the population, as it will also attract parents who worry about their children’s health. There are only seven boxes in Spain that offer this kind of service. The CrossFit programme is aimed at children between the ages of 3 and 18. With this service, we hope to educate families of the importance of healthy sporting habits from an early age. The objective is for the children to learn correct techniques in accordance with their age and the basis of CrossFit. They will be able to practise the sport along with their classmates and learn the importance of values, such as companionship, empathy, teamwork and respect.

Figure 10. CrossFit Kids logo.



Source: own elaboration.

Action 2. New service: CrossFit for disabled athletes

- 2. Increase the number of new clients.
- 4. Expand the service portfolio.
- 5. Increase income.



Description: CrossFit is a kind of sport that can be adapted to every person's needs. Each CrossFit exercise has a variety of levels of difficulty, ranging from simple to more complex. This allows for people with physical disabilities to train in the same area as others using specifically adapted exercises, helping them to train in a different manner. With this new service, we hope to prove that everyone can practice CrossFit. This programme is aimed at people with disabilities or those that are unable to use certain parts of their bodies.

Action 5. Establish agreements with Associations in connection with disabled people or people with unusual illnesses.

- 1. Increase brand awareness.**
- 2. Increase the number of new clients.**
- 3. Maintain the current clients.**
- 4. Expand the service portfolio.**

Description: At CrossFit 393, we believe it is very important to treat people equally and we hope to transmit this value to others. CrossFit, considered as a universal sport, is something anyone can practise without having to worry about possible limitations due to physical conditions. For this reason, one of our objectives is to establish agreements with associations in relation to people with disabilities or people with "unusual" illnesses (only a small percentage of the population suffer from such illnesses, which is how they get their name). We aim to collaborate economically with these associations in order to help them with their investigations into the causes of the illnesses by organising charity events. The profits obtained from these charity events will be donated, in full, to the associations.

Action 7. The new sports clothing range CrossFit 393.

- 2. Increase the number of new clients.**
- 3. Maintain de current clients.**
- 4. Expand the service portfolio.**
- 5. Increase income.**

Description: Nowadays, more and more people are searching for designer/distinct clothes brands, which give them a sense of unique personality. With the new sports clothing line CrossFit 393, we aim to become one of the most recognized sports clothing ranges in the world of CrossFit due to the quality and design of the product.



The clothing line will be aimed at both sports men and women and will include compressive sports leggings, short sleeve t-shirts, women's sports bras, male and female CrossFit shorts, etc. Each one of these items has been designed using the best quality material in order to offer most comfort during difficult training sessions.

Figure 11. Male and female sports clothing line CrossFit 393



Source: own elaboration

Action 10. CrossFit 393 Competition: “I Battle of CrossFighters”

- 1. Increase brand awareness.**
- 2. Increase the number of new clients.**
- 3. Maintain the current clients.**
- 4. Expand the service portfolio.**
- 5. Increase income.**

Description: The competition is aimed at all national and international box affiliated CrossFit athletes as well as those who wish to participate individually. The competition will have two different categories for both men and women. The RX category, aimed at highly prepared athletes and the Scaled category, aimed at participants who do not know all of the exercise techniques of CrossFit. The competition is set to start on the 17th of February, with the publication of the first of two WOD's qualifiers. The participants will then have one week to film their workout videos. These videos must comply with the filming rules published on the competition webpage. The time period for uploading and presenting the video closes on the 24th of February. On the same day, the second WOD's will be published and the process repeated.

The athletes chosen to participate will be classified into groups and the semi-final will take place on the 14th of April. The final will take place on the same day for those athletes that achieve the highest scores in the semi-finals.

Figure 12. Poster of competition: “I Battle CrossFighters”



Source: own elaboration.

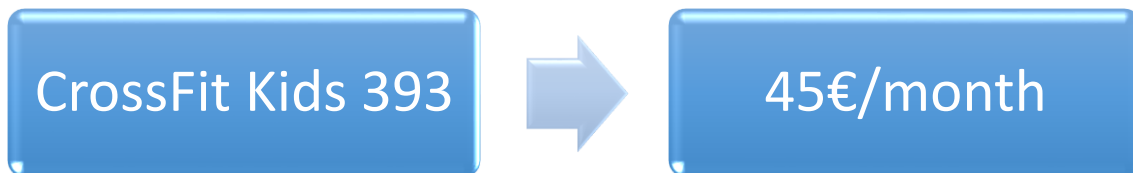
7.3. Price decisions

Businesses usually set their prices according to the quality of their products or services and the base value perceived by the customer. If the quality of the services offered by CrossFit 393 is high, customers will not mind paying higher prices than they would in centres where the quality of service is low. The prices for the new services added to the box's portfolio are, therefore based, on their quality:



CrossFit Kids: This service is aimed at children between the ages of 3 and 18. However, the parents of the children are the ones we must try to attract through good quality and relative prices. There are a number of factors to take into account such as, the economic crisis that still affects the Spanish population, the fact that this service is new and unique within the Community of Valencia, the costs generated by the new materials required to adapt the CrossFit exercises to meet with the requirements according to the different age groups. As CrossFit 393’s fees range from 25€ to 80€ a month depending on the frequency of training, the price for the new service has been set at 45€ a month, which includes two training sessions a week.

Figure 13. CrossFit Kids fees.



Source: own elaboration.

CrossFit for disabled athletes: This service is aimed at athletes with limited physical abilities. The service offered is the same as CrossFit, but specifically adapted to this segment’s needs. For this reason, the prices will be the same as the current fees at CrossFit 393.

Figure 14. CrossFit for disabled athletes fees.



Source: own elaboration

Competition “I Battle of Crossfighters”: The price of our CrossFit competition is set based on the prices of similar competitions, such as Spanish Throwdown (held in Madrid with an inscription fee of 15€) or Fittest on the Beach (held in Alicante with an inscription fee of 20€).

The price for participating in the “I Battle of Crossfighters” is 15€. The fee covers the high costs of organising the competition, the purchase of necessary materials, required



marketing actions, etc. For this reason, the inscription fee could not be any less than 15€.

Figure 15. Competition's fee.



Source: own elaboration.

7.4. Distribution decisions

Action 6. Distribution: Bigger facilities

- 2. Increase the number of new clients.**
- 3. Maintain the current clients.**
- 4. Expand the service portfolio.**
- 5. Increase income.**

Description: In order to offer new and improved services CrossFit 393 requires bigger facilities, spaces that can be adapted to these new services and areas with the correct equipment needed for the different sports activities. Furthermore, with these bigger facilities, CrossFit 393 will be able to give lessons in the training of coaches for the different official certificate levels. Other installations will allow for different styles of gymnastic training. It will be situated in Casalduch Avenue (Poligono Pi Gros) street nº3 industrial units 7 and 8 in Castellon de la Plana.

Action 11. Distribution: Online Shop CrossFit 393

- 2. Increase the number of new clients.**
- 3. Maintain the current clients.**
- 4. Expand the service portfolio.**
- 5. Increase income.**

Description: As mentioned previously, CrossFit 393 is planning to introduce a new brand of sports clothing. The company also intends to add a new distribution channel, allowing customers to purchase the products from the new collection through an online



store. The minimum purchase will be 20€ and customers will be required to make their payments by credit card. Through this online store, clients will be able to choose from the different products of the clothing line. In addition, it will have a size chart allowing the client to choose the correct size according to their measurements. Furthermore, they will be able to choose from the different colour options when available. Once the order is placed and the payment finalised, the customer will receive an email confirming their purchase and the delivery will be made within three to five working days to the address given.

7.5. Communication decisions

Action 3. Advertising at tournaments at Castellón University, Jaume I

- 1. Increase brand awareness.**
- 2. Increase the number of new clients.**

Description: In order to increase brand awareness and the client portfolio, the CrossFit 393 box plans on initiating a number of advertising activities such as placing publicity stands at major sporting events, like the MIM (“Maratón y Media”, a one and a half marathon that takes place from Castellón to Penyagolosa). These stands will also be placed at popular races held in the city of Castellón and other important cities in the Community of Valencia and at sporting events at the Castellón University, such as padel tournaments, tennis tournaments, football tournaments, etc.

At each of these stands there will be a CrossFit professional available to give efficient and effective information regarding the sport and to answer any possible questions. This information could be about the CrossFit 393 box, about CrossFit as a sport or both. In addition, the stand will have CrossFit 393 t-shirts and information cards and leaflets in case people require extra information about our services.

Action 4. Conferences at different academic centres

- 1. Increase Brand awareness.**
- 2. Increase the number of new clients.**

Description: Very few people know the health benefits of practising CrossFit. These benefits show results on both a physical level and psychological level through personal development and growth. With this in mind, CrossFit 393 plans to hold academic



conferences, given by qualified professionals, at Castellón University, primary and high schools and a variety of other centres. Concerning the schools, the conferences aim to inform parents of the benefits of CrossFit for bone development and the important personal values conveyed by the sport, which will help the children in many aspects of life in the future.

In addition, there will be other professionals who practise the sport, present at the conference, such as doctors, physiotherapists and nutritionists. These professionals will be able to give first hand opinions and advice regarding different aspects of CrossFit.

Action 8. Promotion: “Your loyalty makes us bigger”

- 1. Increase Brand awareness.**
- 3. Maintain current clients.**

Description: At CrossFit 393, although we attach great importance to attracting new customers, we believe it is equally important to keep our current clients happy. We aim to show our appreciation to our loyal clients for playing a part in our success. In order to achieve this goal, we are planning to hand out discount cards to all members that have trained with us for over a year as a way of thanking them for their loyalty. This card will allow them to enjoy a 25% lifetime discount. In addition, they will receive a further 10% discount for each family member or friend they introduce.

Action 9. Promotion: Discount for parents that sign up with their children

- 2. Increase the number of new clients.**
- 3. Maintain current clients.**
- 5. Increase income.**

Description: Whilst aiming activities at children we are indirectly targeting their parents, as it is the parent and not the child who looks for information regarding sporting activities. Should they decide that the quality of CrossFit services provided by the box is good, they may consider signing up to the sport themselves. This promotion is aimed at families with children, giving them a 30% discount on the CrossFit Kids service when both parents sign up to become CrossFit 393 members (with a minimum fee of two days/week). In order to communicate consumers this promotion, we will use social networks like Facebook and Instagram. Moreover, we will attend to schools and



highschools to give information about the importance of CrossFit in the development and growth of childrens.

Action 12. Merchandise for competitions

- 1. Increase brand awareness.**
- 2. Increase the number of new clients.**
- 3. Maintain current clients.**
- 4. Expand the service portfolio.**
- 5. Increase income.**

Description: The company plans to carry out a number of marketing actions relating to the CrossFit competition, these include a range of products aimed at the competitions participants (staff, judges, athletes, etc.) such as t-shirts with the company logo for competitors, folders for the staff responsible for judging the athletes, as well as identification cards and caps for each participant.

In addition, for the charity events, there will be specifically designed t-shirts that also include the name of the association that will receive the donations. These t-shirts will be offered to participating athletes on the same day they sign up for the event.

Action 13. Digital Marketing

- 1. Increase brand awareness.**
- 2. Increase the number of new clients.**
- 3. Maintain current clients.**

Description: Nowadays digital marketing has become a very important tool, a tool that CrossFit 393 intends to exploit in all of its marketing actions. The company constantly uploads and updates high quality photographs on both Instagram and Facebook accounts. In addition, the company creates “hashtags” for their competitions and events, allowing (and requesting) participants to upload photographs using these hashtags as a way of advertising the event. Moreover, case study company CrossFit 393 use social media to communicate its customers new promotions and important news that affect positively to the company. People’s decisions are made by the result of positive information about a company. If CrossFit 393 gets to have its clients satisfied with renewed and high quality information in its social media, the company has an important tool to keep their actual customers and to gain news in the future.



8. TIMELINE

Table 2. Timeline of actions.

Actions	Period implementation September 2016- August 2017											
	1	2	3	4	5	6	7	8	9	10	11	12
Action 1. New service: CrossFit Kids 393												
Action 2. New service: CrossFit for disabled athletes												
Action 3. Adverstising at university tournaments												
Action 4. Conferences in academic centres regarding the benefits of CrossFit												
Action 5. Establish agreements with Associations in connection with disabled people or people with unusual illnesses												
Action 6. Refurbish new installations												
Action 7. Develop a new clothing range for CrossFit 393.												
Action 8. Emplace actions to increase the loyalty of current customers												
Action 9. Discounts for families who sign-up with children												
Action 10. CrossFit competition: "CrossFit393 Hero Competition"												
11. Online Shop CrossFit 393												
12. Merchandise for the competition												
13. Digital marketing												

Source: own elaboration.



9. BUDGET

Table 3. Budget of actions.

Actions	Description	Budget
Action 3: Advertising at university tournaments (Universidad Jaume I)	Clothes	6.500,00 €
	Merchandise	2.000,00 €
	Leaflets	500,00 €
	Cards	300,00 €
	Publicity (radio segments and active promotions via Facebook and Instagram)	700,00 €
Action 6: Refurbish new installations	Industrial warehouse rent	24.000,00 €
	Sporting equipment	20.000,00 €
	Infrastructure (building)	15.000,00 €
Action 7: New clothing range for CrossFit 393.	Brand logo design	300,00 €
	Product printing (t-shirts, trousers and sports bras)	5.000,00 €
Action 10: CrossFit 393 Competition: "I Battle of CrossFighters"	Posters	3.000,00 €
	Merchandise	2.500,00 €
	Clothes	1.500,00 €
	Cash prizes	6.000,00 €
	Digital Marketing	1.000,00 €
Action 11: Online CrossFit 393 store:	Start-up and design of the online store	500,00 €
TOTAL BUDGET		88.800 €

Source: own elaboration.



10. CONTROL

Table 4. Control of objectives.

Strategic Objectives	Measuring Period	Follow Up Activities
<p>1. Increase brand awareness</p>	<p>Quarterly</p>	<p>Detailed monitoring of:</p> <ul style="list-style-type: none"> • The number of people who attend the conferences • The increase in followers on social media accounts • The increase in the number of clients • Sales
<p>2. Increase the number of clients by 50% in 10 months</p>	<p>Four-months</p>	<p>Detailed monitoring of the number of children who sign-up for CrossFit Kids classes and the number of new CrossFit for disabled athletes' clients.</p>
<p>3. Maintain 90% of the current customers during the following 10 months</p>	<p>Monthly</p>	<p>Control through payment renewal, customer satisfaction questionnaires, etc.</p>
<p>4. Broaden the CrossFit service portfolio by offering new services in 6 months</p>	<p>Annual</p>	<p>Written reports at the end of each year with details regarding the new services added to CrossFit 393's portfolio.</p>
<p>5. Increase profits by 10% in 14 months</p>	<p>Quarterly</p>	<p>Control of the income from each different service, online sales and competition inscription fees.</p>

Source: own elaboration.



11. Index of figures, tables and graphs

Figures

Figure 1. Prices of CrossFit 393..... 10

Figure 2. Distribution of CrossFit 393..... 10

Figure 3. Results of the General Elections in 2016 compared to the results in 2011... 12

Figure 4. Porter’s five forces model of CrossFit 393..... 17

Figure 5. Levels of competence of CrossFit 393. 20

Figure 6. The Box Castellon fees..... 26

Figure 7. CrossFit BlackTower Vila-real fees. 27

Figure 8. SWOT Analysis..... 33

Figure 9. Positioning map of CrossFit 393 and its competitors..... 40

Figure 10. CrossFit Kids logo..... 44

Figure 11. Male and female sports clothing line CrossFit 393 46

Figure 12. Poster of competition: “I Battle CrossFighters” 47

Figure 13. CrossFit Kids fees..... 48

Figure 14. CrossFit for disabled athletes fees. 48

Figure 15. Competition’s fee. 49

Tables

Table 1. Summary actions plans of CrossFit 393. 41

Table 2. Timeline of actions. 53

Table 3. Budget of actions. 54

Table 4. Control of objectives..... 55

Graphs

Graph 1. Evolution of CrossFit 393 current income..... 8

Graph 2. GDP evolution in Spain since 2010. 13

Graph 3. Unemployment in Spain since 2010. 14

Graph 4. Spain’s population tendency. 15

Graph 5. Businesses linked to sport..... 29

Graph 6. Businesses linked to sport, classified by economic activity..... 30

Graph 7. Household expenditure relating to sporting goods and services. 30

Graph 8. People that practised sport in the last year according to gender, age and their level of education. 2015 31



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