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## **MARKETING PLAN OF INFINITRI**

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## Executive Summary

Infinitri is a company dedicated to organizing triathlons, being the half distance triathlon the most important and to which the most income. It began its activity in 2012 and made the first edition of Triathlon MD Peñíscola with a total number of 200 people registered. The two founders, Manuel Garcia and Alberto Fernández Ortega have made the company grow in a sustainable way, getting to have this year, 2016, more than 800 people enrolled in the 4th edition of the Triathlon MD Peñíscola. During these years, Infinitri has made arrangements with the city of Villa-real and Montanejos to carry out two triathlons, but in a different category, sprint.

Since the company only performs one type of event, which is the triathlon, so they have total dependence on this type of activity and industry, many of the actions proposed to develop are new services to be offered, thereby diversifying activity of the company as well as the risks and reduce dependence on a single activity. In addition, to carry out these new activities, the cost will be reduced, because they are different events in the triathlon, but with common elements that can take advantage of synergies, as is the experience and knowledge of the two partners, but also the material type.

The current economy of Spain is in a recession, with unstable environments, significant falls in income and therefore consumption and investment, which directly affects the condition of life of the country. Small businesses are the most affected as they do not have enough capital to survive as "the storm passes" and are forced to close their businesses. However, the number of federated clubs of triathlons and licenses has grown significantly during the recession period so this particular sector has not been affected so severely by the crisis. The main reason is that the athletes are educated people who have high annual income, and have not been as affected by the current economic situation the same way as people with no education.

Having analyzed the current situation, we will focus on the goals for the future, with the resources and knowledge available to the company. Many of the goals are focused on growth as Infinitri is a company that has experience and can cope with new challenges. To do this is necessary to choose the right strategies to carry the goals, but also to implement an action plan.

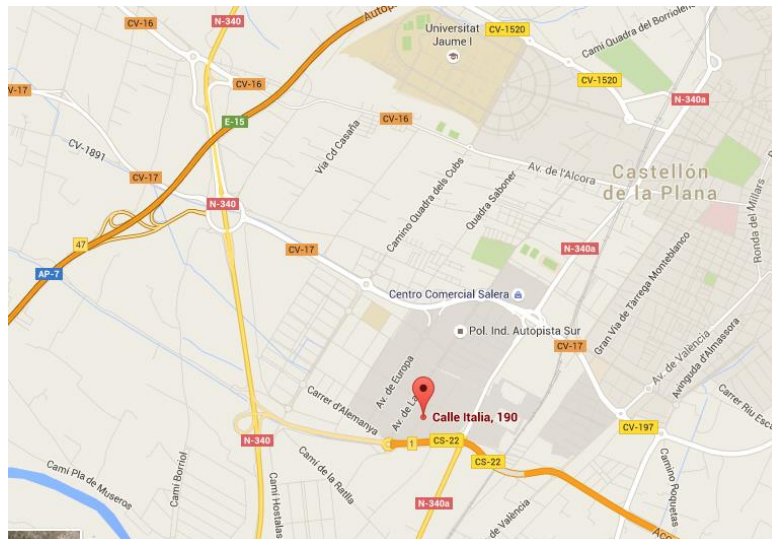
## 1. ANALYSIS OF SITUATION

### 1.1 Internal Analysis

#### 1.1.1 Company presentation

Infinitri is a company which organizes sport events, more specifically triathlons. It started its activity in 2012, but in June 2013 has the first sport event, that is, I Triathlon MD Peniscola. This is a newly created company founded by two partners Manuel García and Alberto Fernández Ortega, they are also friends since childhood and both graduated Business Administration. The headquarter is located on the 190 Italia Street, building n5, in Castellon de la Plana.

*Image 1 . 190 Italia Street. Castellon de la Plana*



Source: Google Maps.

Next we are going to explain the mission, the vision and the values of the company.

Mission: create motivation to both athletes from all levels and workers from different companies and their clients.

Vision: become an example in the fields of sports events through a national and international expansion.

Values:

- Team work to offer a quality service
- Customer support as one of the most important elements
- Social and environmental responsibility through collaborations with different societies.
- Offer an unique experience and sensation
- Promote the overcoming and auto-realization

## 1.1.2 Company resources

### 1.1.2.1 Human Resources

As employees from the company, we also find the founders themselves, Manuel García and Alberto Fernández Ortega. These two partners take care of the realization of the activities related to the company performance. That is because, in order to perform sport events (triathlons) they have to subcontract or collaborate with other companies that are experts, such as security responsible people, assembly people, DJ, press, photographers, doctors, volunteers etc. These companies bring their own knowledge and experience offering a complete and quality service, so the clients will make less effort and they will be satisfied.

Manuel García is the general coordinator and security manager of the Triathlon MD Peniscola; Technical Manager of the Triathlon Infinitri Club, coordinating the preparation of more than 30 triathletes; official of FETRI with more than 20 competitions of experience; as a triathlete, finisher of 3 ironman or extreme race like Transvulcania and the path until Ultraman in 2016. He has a master in Organization, management and administration of institution and sport organizations at Polytechnic University of Valencia and also he is a triathlon FETRI trainer.

Alberto Fernández Ortega is in charge of the commercial activities of Infinitri, also founder and president of the Triathlon Infinitri Club, and he has performed in more than 15 competitions. As a triathlete he finished 2 ironman and he is graduates in Business Administration at Jaume I University in Castellon.

### *1.1.2.2 Financial Resources*

With the purpose of buying all the needed material to carry out the first sport event of the company, they had to resort to foreign finances. Specifically, they made an ICO loan of 20.000€. It is about a finance oriented to freelancers, companies and public or private institutions, either Spanish or foreign, that realize productive investments in the national territory or they need liquidity.

For the next events, the company was capable of auto-finance, because the inscription of the triathlon is available approximately a year before, so the company can obtain money to invest directly in the activities related to the preparation of this event<sup>1</sup>. In this way, it is capable of self-sustaining without appealing to foreign finance that is characterized by having high interests.

Apart from the initial investment, Infinitri has to face monthly costs like the rent, taxes<sup>2</sup>, supply cost, insurance and ITV of the van. These costs reach approximately 1.200 EURO for every month.

Most of the income comes from the three events that the company performed<sup>3</sup>, but also a part of it comes from the different training camp that they perform all the year, also from the personal shop and the hypoxia.

The annual billing is between 125.000 and 135.000 EUROS depending of the number of the participants from different races.

### *1.1.2.3 Physical Resources*

The physical resources of the company are:

- The physical headquarter of the company. On one way, it is used as a warehouse for all the equipment and products that Infinitri has, but also it is used as an office. From there all the transactions and operations are managed. Besides, it serves as social center of Infinitri club (that is independent from la Infinitri company), where different reunions take place.
- Van. It is used to transport equipment to the cities where the sport events are taking place. Besides, it is a way to promote the company, because it is personalized with the company

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<sup>1</sup> The event referred is Triathlon MD Peniscola

<sup>2</sup> Freelance taxes

<sup>3</sup> The Triathlon MD Peniscola represents 44% of the total income of the company

logo, reminding the brand to the actual clients and it works as a tool to attract new clients.

- Different equipment. This is the equipment needed to the development of the triathlons. The materials that Infinitri has can be observed in this image:

*Image 2. Infinitri's Equipment*



Source: Own elaboration

#### 1.2.2.4 Marketing Resources

### Product

The main service of Infinitri is the organization of sport events. It holds three event every year, the triathlon from Peniscola is by far the most important, followed by Villareal and Montanejos.

Also, organizes different training camps during the year, it also offers Hypoxia sessions and the company has its own store of articles that are available for immediate sale.

Given that the main activity of the company is the organization of the triathlons, we will focus our attention to this sector, so most part of the the project explained below is related to this type of events.



- Triathlons

*Image 3. Infinitri's Triathlones*



Source: Infinitri web page

- Triathlon MD Peniscola

The celebration of this Triathlon supposed the first half triathlon from Castellon county carried out in 2013. It is a spectacular race that stands out for its own locations, that turns it into a spectacular half Ironman<sup>4</sup> test which is divided in three different activities: swimming 1900 m, cycling 90km and running 21km that is recognized for its own demands and beauty. The event takes place at Peniscola, that integrates the network of the most beautiful villages from Spain and it is one of the favorite tourist destinations.

Infinitri Half Triathlon brings together many and excited inducements: the test starts with a segment of swimming for 2090 m where the exit and the finish are in different beaches from Peniscola.

Then, there is a demanding cycling circuit of 90 km on the inside of the region passing by different localities such as Calig, Cervera del Maestre and Sant Jordi, with constantly changes of difficulty, but without high slopes.

<sup>4</sup> Half Ironman is formed by 1900m swimming, 90km cycling and 21km running

The last test of the race is by foot for 21 km, starting from the north beach and passing by the south beach, on way to the natural park of Sierra de Irta where there are amazing views of its wild coves. All this is made on a route with 60% asphalt and 40% earth.

- Sprint Triathlon<sup>5</sup> Vila-Real

It is a new and different test where triathletes will swim in Mijares River for 750m, after that they will ride on bike for 20 km in Vila-Real and they will finish running 5 km on the new runaway of El Termet.

The start of Vila-Real Triathlon takes place close to the Mijares River. Once the participants are in the water, they will have to swim, making a rectangle in the sense of the clock's needles and the runaway is marked by buoys very visible in every turn. The finish area is clearly delimited and in that place also, the athletes make the first mandatory change of discipline. Then, the 20km circuit by bike takes place and will be carried out in Vila Real, starting with the street Encarnacion. There will be 4 turns for 5km each. The last test consists in a footrace for 5km that will take place in the new circuit of El Termet. This is delimited by cones and by beacon tape. There will be 2 turns of 2km and in the last turn there will be a deviation to the finish, so the race will be ended.

*Image 4. Route of Sprint Triathlon Vila-Real*



Source: Infinitri web page

<sup>5</sup> Distances of sprint triathlon: 750m swimming, 20 km cycling and 5 km running

- Cross Infiniti Triathlon

It is a more demanding event, due to the mountain-bike route. It is composed by 750m of swimming in the reservoir of Arenoso, followed by 15km of mountain-bike in protected locations and it finishes with a footrace of 5km in Montan. It es also a Sprint Triathlon

- o Training Camps

It is the place where the people will learn new skills or improve their current skills, all this for the new competitions. The training camp is like a refuge for one or more days where sport activities take place and these are guided by professionals. All the participants will get information about how to perform different disciplines in a more efficient way. Also, they will get to know the right technique to be able to improve for the future competitions. Besides, they will be offered additional information about nutrition and health that are a fundamental part of the triathlons. Having a good base regarding nutrition and knowing all the reactions of the body during the race, may be the key for a triathlete.

- Sports Campus Cerdanya

It is a three days camp, dedicated to those sportsman that want to improve their physical capacity, taking advantages from the altitude training. Their focus is especially on triathletes that want to accelerate their performance regarding future challenges and aims (ironman and half distance). Some of the activities that take place during these days are:

1. Chats about running where is provided information about the most adequate techniques about running, depending on the land's surface and on the shoe's characteristics. Also information about improving performance and why are the injuries so frequent and how can the participants avoid them.
2. Exercises in the gym to have a monitored activity and to correct immediately the errors that every person could make.
3. Running-fartlek sessions. The fartlek is a resistance training method where there are no breaks and it implies rhythm changes in land and distance. It helps to improve the aerobic capacity, the economy regarding running and the muscular form. Also, it help the foot to get used to rhythm changes and it allows to control better the breathing in fast rhythms.
4. Trail-running sessions. They consist in running outside the track, on mountain trails, passing by rivers and streams, where there are steep descents.

5. Chats about nutrition and health, because it is really important to mix an adequate diet with sport to improve the performance, and also to get to know the bodies reactions.
  6. Biking training which consists in doing different tracks by bike that are monitored.
  7. Swimming training that are monitored activities in the pool.
- Training Camp Peniscola

It is a camp for 2 days that takes place in Peniscola, and it is composed by activities directed to get to know the triathlon circuit and to improve the performance of the participants.

It is a series of trainings focused on half distance triathlon, performed in a small group, organized and controlled by professionals. The aim is to get to know more techniques regarding execution, nutrition and regulation and other aspects about this type of competitions. In this way, it can get to know the circuits of the MD Peniscola Triathlon that will take place two weeks later or for next editions.

As we said, the activities that take place are focused on the triathlon. They are monitored trainings of the three disciplines, swimming, cycling and running. Also in these trainings, there will be explanations about the adequate technique to carry out the activity in an efficient way. Besides, they are recorded, so the participants can correct possible errors. Also in this training camp, there are different talks where participants get information about the tests and also about different experiences and some tips about the kind of clothing they should wear. Moreover, there will also be information about the nutrition for a better performance and for everyone's health.

- HYPOXIA

The generator of Hypoxia is a new generation machine that produces hypoxic air continuously. It is able to generate hypoxic air selectable between 13% (altitude simulated around 3800 m) and the 21% (altitude 0 or the sea level). Generates high volumes of hypoxic air (until more than 120 L/min) that allows to change the altitude simulated of a small space or it can also be used to do exercises in Hypoxia.

The exercises of Hypoxia are a type of training that puts the body under a dramatic change of oxygen respired that forces the body to change the development patterns and recuperation at a cellular level. This type of training is directed to both regular athletes and to elite athletes. It also allows to the injured athlete to recover easily because of the regeneration of the tissues.

*Image 5. Hypoxia training*



Source: Infiniti web page

Some of the benefits of the training in the simulated height are:

- Improvement of the catchment, transport and diffusion of the oxygen.
- Improvement of the physical performance.
- Improvement of the peripheral blood supply.
- Improvement of the pulmonary system.
- Improvement of the immune system.
- Dramatic improvement of the recovery capacity.

It is an element that makes a difference from the Infiniti from the others triathlon companies, because is the only one that can offer sessions of training with hypoxia as an addition part of the awards for the winners of the different evens. In this way, it offers an additional service that no other competitor can offer. The cost of this generators can be approximately 3000€ each one, depending on the pattern.

o SHOP

In the shop it is possible to purchase different articles related to the triathlon, such as:

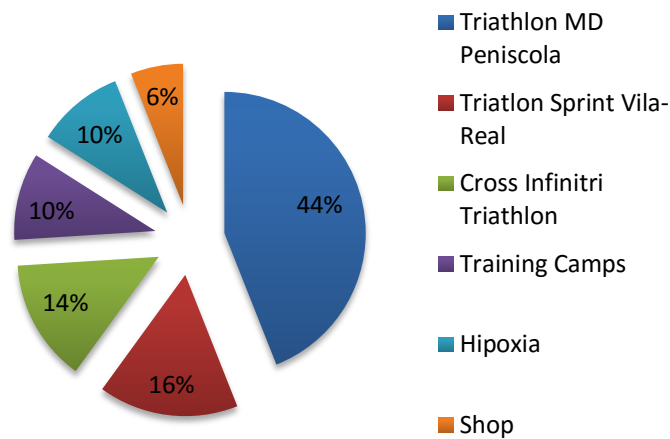
*Image 6. Infinitri's items for sale*



Source: own elaboration Data: Infinitri web page

As it can be seen in the previous image, the majority of the articles are personalized with the company logo and also is possible to add the name of the person that purchases the product. The main aim of the shop along with other items on sale, is the promotion. The shop, as it can be observed in the next graphic, only means a 6% of the total income of the company, because the main goal is marketing and not to obtain a big income from selling this products.

Figure 1. Total Income of the Company according it Activity (%)



Source and Data: own elaboration

In the previous graphic is possible to see that the main activity that the company is dedicated to is doing triathlons and it means around 74% of the total income. Infitri dedicates the main part of the money and effort to do these activities. The rest, such as training camps, hypoxia and the shop are less priority.

The triathlon of Peniscola is the one that contributes the most to the income of the company, with a 44% of the total income and the other two triathlons that Infitri does, are only a 30% , divided between two with equal parts.

The training camps contribute with an approximately 10% from the total income. This is due to the fact that this type of camps are more a way of marketing for the company. By this, the participants get to know better the events the company does and they can interact with other participants, as in the case of the training camp Peniscola. Cerdanya Sport Campus is a type of camp where people are going to do sports but also they are going to relax and enjoy some days in the mountains where there are some amazing landscapes and a lot of peace. So, the clients share their experience about these camps with other people and athletes who could be interested to participate not only in the camps but also in the triathlons that the company offers.

The Hypoxia provides around 10% income. This is due to the fact that this tool is used as a reward for the winners of the triathlons, receiving a token with several sessions of training.

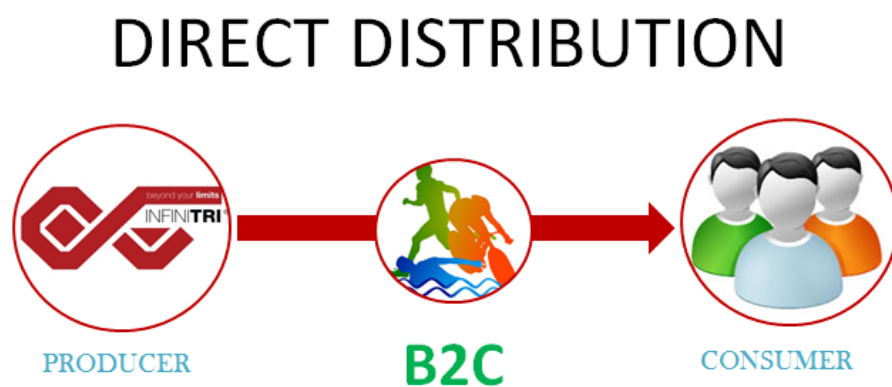
Finally, the sales of the personalized products with the company’s logo, that are available on the online shop, have the smaller percentage of income, 6%. The reason is that these products are not only for getting income, but more, they are a way to promote the company.

After observing this, the most important segment of the company are the triathlons, so we are going to center out attention from now on, on them.

## Distribution

This is a distribution through a direct channel, this means that the company which is offering this service deals directly with the costumers, without any other intervention.

Figure 2. *Infinetri's Distribution*



Source and data: won elaboration

In this way, the company can have a better view regarding the customer and his needs. It provides a closer service, because of the direct and continuously communication between both parts.

## Communication

Infinetri uses different tools to announce their service. These are divided in two blocks, online support and offline support.

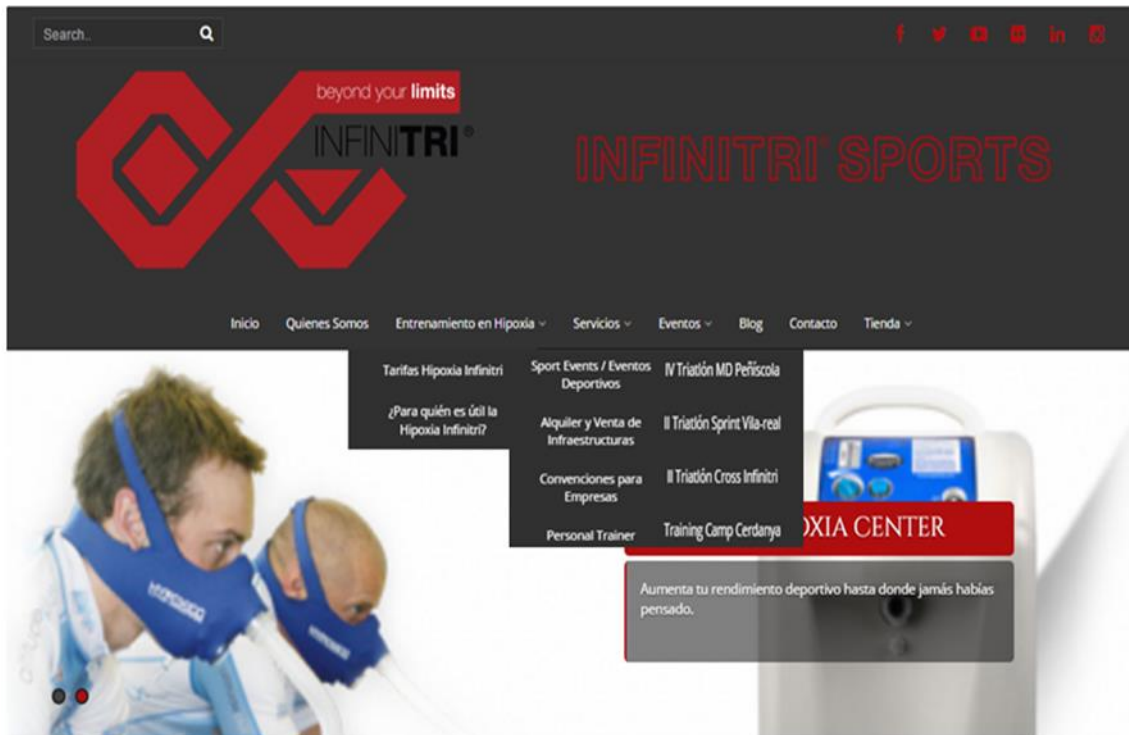
The first block can be divided in five other parts<sup>6</sup>:

-Web page, that is where the costumers can obtain all the needed information and also they can ask doubts which will be solved as fast as possible. Besides, they can apply for the different activities that the company does and buy the products that feats best with their needs.

<sup>6</sup> Online Support



*Image 7. Infinitri's Web Page*



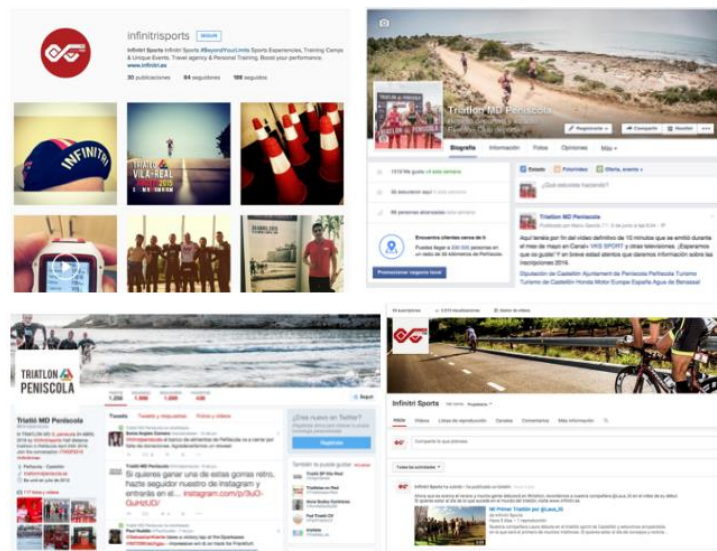
Source: Infinitri web page

As it can be seen in the image 8, there are different sections:

- Who we are, when selected it opens a new page explaining the history of the company, the mission, the vision, the aim public and who sets the activities and how.
- Training in hypoxia, where it is explained what hypoxia means, when this activity takes place, for who it is aimed and the prices.
- Services. The main activity of the company is to organize triathlons, but also, because it has its own infrastructure and enough material to organize this activity, Infinitri makes available for other companies the renting of this material. Other services that Infinitri offers, but are less important for the company are private events for other companies, and personal training that is about both at distance or presential counseling for those who want to do triathlon.
- Events. As we said previously, the main activity is the organization of triathlons, MD Peñíscola Triathlon, Sprint Villa-Real Triathlon, Cross Infinitri Triathlon. Also, another event that Infinitri organizes is the Training Camp Cerdanya that consists in a three days stay in an amazing place at 1.600m altitude, where different activities take place.
- Social Networks. Infinitri is actively participating in the main social networks such as Facebook, Twitter and Instagram. The company is aware of the scope of these tools and because of that it tries to get to the maximum possible number of costumers both current

and potential, therefore wants to increase the number of the followers that is about 6.000. The three social networks send the same message and they are oriented to the same aim public. They try to provide to the public, that is mainly composed by people between 30 and 44 years old that do sports frequently, the sensations of living an unique and pleasant experience. This is transmitted through images that focus on key points from every race.

*Image 8. Infinitri's social networks*



Source: own elaboration

- Mailing Campaign. The company achieves to get, through this tool, to more than 10.000 users. Thanks to the fact that Infinitri has a professional photo gallery and high quality videos, and also the drones are being a very important part of it. Infinitri send e-mails with information and images in order to attract new clients or remember to the actual ones the brand. It is directed to the aimed public who has an interest in the service the company offers and it is easy to measure the direct impact that has. The people to whom these mailing are directed to, are customers of the company, who participated in some events organized by Infinitri, or people who follow the web page of the company or people who are interested in contacting with the company to ask doubts or ask for more information, followers, etc. The company has a data base with these people and sends message to all of them.
- Digital press and blogs. Alike the triathlon in Peniscola is one of the main sport events of the Castellon community, the newspaper and local magazines dedicate a part of their headings to publish articles about this event.
- Blogs. Also, many participants are athletes who share their experience on blogs, getting to

an important number of people, therefore it is also a tool to promote the company.

### *Image 9. Digital press and blogs*



Source: Own elaboration

- National TV. It is possible to watch summaries of the race on television which are about 26 min long. After that, the summaries will be on the Internet both on the channel's web page and on the company's web page.

The next block is divided in three parts<sup>7</sup>:

- On the one hand, there are the billboards, press conferences and the radio. These types of means are not so used for lately. These tools were used when the company was not well known
- Newspaper. Infinitri got the press attention and the most important got Triathlon magazine attention, which requested to the company the permission to publish an article about the Triathlon MD Peniscola.
- Fairs. The company continuously participates in the fairs organized all around the sport's world. In this way, it is easier to get to the aimed public, but also contact directly with potential sponsors for the company. They are merely viewer. They do not have a tent on that fairs.

## Price

<sup>7</sup> Offline support

- Triathlon MD Peniscola

Since it is an important event for which participants train long in advance and it is done in the 2nd prettiest village in Spain, being therefore a very touristy region, we must distinguish between the price of registration triathlon and registration + accommodation.

Registration - 119 €

Registration + accommodation in 4 star hotel - one night 178€ - 237€ two nights

These prices are fixed according to earnings expectations, as it is the 5th edition held and the organization already has a predicted based on the number of participants and the number of income.

- Sprint Triathlon Villa-real

The registration fee is only 15€ because this year the 2nd edition this event is organized, and the purpose of Infnitri is to attract a greater number of participants. This offer does not includes accommodation, because it is sprint triathlon with much less participants than Triathlon MD Peniscola. Besides, Villa-real besides is not such a touristic village like Peniscola.

- Cross Triathlon Infnitri

Registration is also only 15€ and because as the same reasons the Sprint Triathlon Villa-real. Is a very low price is set to attract new participants for future events. Neither has it offered accommodation, for the same reason as in the previous case.

- Cerdanya Sport Campus

-

- o Participant Full Camp 190€, 3days 1 adult, includes accommodation
- o Family Full Pack Camp 350€, 3 days 2 adults plus maximum 2 children with less than 12 years each one, includes accommodation

- Training Camp Peniscola

- o 1 Participant 99€ 2 days, including accommodation
- o Family Pack 120€ 2 days 2, including accommodation
- o Pack Full family 150€ 2 days 2 adults + hasta 2 children, including accommodation

- Hypoxia
  - o Token of 10 sessions 200€
  - o Token of 10 sessions in movement 350€
  
- Shop

These are the products the company sells and with their prices:

*Table 1. Items Price*

Product	Price
Technical T-shirt Infinitri	10 €
Marathon T-shirt Infinitri	25 €
Retro cycling cap	25 €
Carbon wheels Rothar	740 €
Running Short Mesh	29 €
Short sleeve Maillot Infinitri	75 €
Long Cullote Infinitri	65 €
Short Cullote Infinitri	85 €
Long sleeve Maillot Infinitri	55 €
Custom T-shirt Infinitri	75 €
Trimono Infinitri	85 €

Source: own elaboration. Data: Infinitri web page

### 1.2.2.5 Social responsibility

Infinitri is a company which has an active contribution regarding the social responsibility. It has a continuous and direct collaboration with associations such as Cocemfe or the Multiple Sclerosis Association from Castellon.

COCEMFE, Spanish Confederation of people with physical and organic disability is a non-governmental organization without any profit, which coordinates and organizes activities for the entities that work in favor of people with disability who cannot defend their rights.

The AEMC, Multiple Sclerosis Association of Castellon is an entity without profit, created to improve the attention for the people with this disease and also to promote social integration of them in all Castellon surroundings.

There are groups that find themselves at risk of exclusion from the society. In this way, Infinitri offers an opportunity to this people to be disclosed and for the rest of world to see what they are able to do. They perform different functions along the whole event. They are the managers of the shirts delivery and also of medals for the race's participants. Therefore, they organize volunteer activities.

Also, 2 euros from every inscription is donated to these associations to go on with the impressive work that they are performing for these people and also for the society.

*Image 10. Social Responsibility*



Source: own elaboration

## 1.2 External Analysis

### 1.2.1 Macroenvironment

#### 1.2.1.1 Political and Legal Factors

Valencian law of Sport:

Article 8, paragraph 8: " The municipality is going to collaborate with the Sport Federations and Sport Clubs to promote their events and other activities".

Article 20, paragraph 1: " The referees and judges are part of the sports organization team, both in federated competitions and in those organized by authorities or other entities."

Article 66 ( functions of the Sport Federation) , paragraph a : "To rate, organize and authorize official competitions of regional or lower level of modality or sports specialization...The organization of any other competition or activity involving the participation of two or more federated sports organizations require prior notification to the Federation."

Article 109 (serious offenses), paragraph 9: "The organization of sports activities without prior notification to the Valencian sports federation or prior consultation with the sports administration of Valencian Community ".

Permits and authorizations:

- Navy Commander for the swim, costs or other entity which depends on the authorization for the use of water (Council, Consortium, etc.).
- Territorial Transport office for the bike and foot circuit. It is needed to be attached a certificate issued by the territorial Federation of Valencian Community. The standard is available to the organizers.
- Municipal Councils or police to use urban roads and to direct traffic.
- Tests must be controlled by the College of Judges of the Federation.
- Prior to the celebration of the tests, about a month before, the Organizer will receive the visit of the Technical Delegate, named by the board of judges who will monitor and advise on the preparation of the test.

Other requirements:

- Request service from the Red Cross and in the triathlon also the the service of the Red Cross of the Sea.
- Availability of an official doctor for the tests.
- Request the service of the Civil Protection in areas where it is needed.
- Communications circuit, radio, broadcaster, public address system.

- Massage service and showers at the end of the tests.
- If necessary, accreditation system for personnel who intervened in the Organization.
- Having bulletin boards in a central location to place the rankings, notices, disqualifications, etc.
- Envisioning the broom vehicle or the closing race vehicle.

The political and legal factors that affect the Infnitri company are related to the applicable law, with the taxes, the subventions and the incentives to which the company is subject.

Regarding the legislation applied, related to the main activity of the company, that is the organization of the triathlons, is very wide, because there is a need to consider a lot of aspects: Regarding to the sport legislation, it has to obey the Law 2/2011, from 22<sup>nd</sup> of March, from the Generalitat, of Sports and Physical Activity of the Valencian Community and the National Regulation of License, updated in 2014.

Triathlon consists of three activities that are done in water and on earth. So, it affect directly the traffic law that was approved by the Royal Decree 1428/2013, on the 21<sup>st</sup> of November that approves the General Regulation of Circulation for the application and the development of the text articulate in the traffic Law, motor vehicle circulation and road safety, approved by the Legislative Royal Decree339/1990 on the 2<sup>nd</sup> of March.

This Law has as the aim to establish a regulation on Traffic, Motor Vehicle Traffic and Road Safety.

The Law regulates:

- The active and passive elements of security and their utilization regime and also the technique conditions of the vehicles and the industrial activities that directly affect the road safety.
- The criteria of signaling the pathways of general use.
- The authorizations that, to guarantee the security and the fluidity of the circulation, grant the Administration with a previous character of the organization of activities related to the vehicle circulation, especially motor vehicles, and also the precautionary measures that adopt with the same end.
- The offenses derived from the breach of the established standards and the sanctions applicable to them, as well as the disciplinary proceedings in this matter.

When the events are carried out by forest land, it enters into force a Decree 8/2008 of 25<sup>th</sup> of January, of the Consell, by which vehicular traffic is regulated by forest land of Valencian Community. The aim of this decree is to regulate the circulation of all type of vehicles for all the



forest land from the Valencian Community.

The movement of all types of road vehicles is prohibited, that is, outside the tracks and forest paths. The movement of motor vehicles on forest tracks outside the road network is limited to rights of way that would place agroforestry management and surveillance and extinction of Public Administration, as well as associates of these in these functions. . Exceptionally, the Territorial Directorate of the competent council in forestry, may authorize the open motorized, when it contributes, by petitioner, the adequacy of vial, the correct signalization of the access, the acceptance of the holders and the assumption by them of the maintenance and civil responsibility that might arise from their use. In no case, it may be parked outside the conditions areas or forest tracks. 3. The flow rate for all type of forest track is limited to 30 km per hour. Exempted from this limitation vehicles emergency services.

For swimming activity is directly applicable Royal Decree 62/2008 of 25<sup>th</sup> of January, approving the Regulations on maritime safety, navigation and human life at sea for navigational concentrations approved commemorative character and nautical sports events.

Some of the requirements to carry out this kind of activities correctly, are<sup>8</sup>:

- Large buoys in the corners and smaller buoys guidance on the straights.
- Canalize the water access to the pits.
- Having two canoes to go in front of the participants.
- Lifeguard service.
- Anchored boats in the buoys of the corners for judges (if requested).
- Motor boat for the judge or the referee (if requested).
- Motor boats for the press (if requested).
- Lead out of the water (Replaceable by another location).
- Ask for permissions from the Authority (Naval command-costs, council in case of reservoirs, hydrographic etc.)

As for the safety of the hired personnel and for the participants of the race, it is compulsory to have an insurance for these people as it is stipulated in the Law 13/2010, of 23<sup>rd</sup> of November, of the Generalitat, of Civil Protection and Management Emergency.

The General Traffic Regulations, paragraph 1 "Where it is required that for holding such events will present" ...a permission issued by the concerned Sports Federation..." Similarly, in the article 14 in the paragraph 3, related to the documents where they talk about the need to subscribe two types of insurance: participant accidents and civil responsibility of the organizer (which in the case this test is not properly supervised by the Federation that is represented, would invalidate any accident

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<sup>8</sup> Not all of them are requested

coverage and/or civil liability required by law, despite the federated condition that could have any participant).

- The organizer needs an insurance to cover any contingency test or acceding to the Federation.
- The participants who do not have a license issued by the Triathlon Federation must formalize for the "One day" one, for which they will pay an additional fee of 10€. The organizer will take the participant's data for processing the license.
- The relationship must be sent to the Triathlon Federation of Valencian Community by fax or mail at most the previous Thursday to the test. During the week prior to the test entries to the Federation Triathlon Federation of Valencian Community will be sent to check the license and put them on the web.

The taxes that are directly related to the company, are referred to the VAT, which in this case in 21% that have been modified according to the Royal Decree-Law 20/2012, of 13<sup>th</sup> of July, measures to ensure fiscal stability and promoting competitiveness.

In addition, the company is forced to pay each year the corporate income tax, which account for 25% of the total profit of the accounting year. Also, they have to pay each month the autonomous quota amounting to 267.03 €.

### *1.2.1.2 Economic Factors*

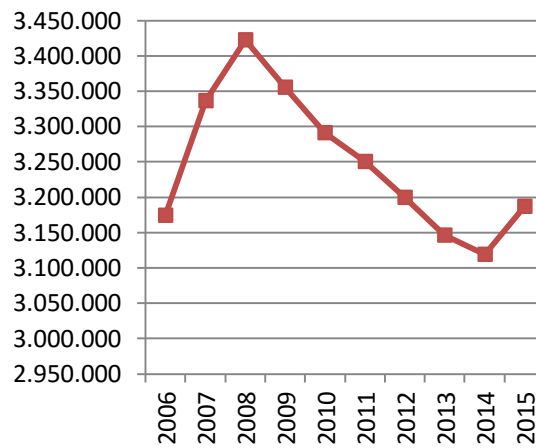
One of the most important aspects to consider today is the economic crisis and so we will see how it affects the economy and the Spanish companies, and also how the crisis is reflected in the sector.

In Spain, the current economic crisis begins approximately in 2008. As can be seen in the chart below, the business community is deeply affected by this situation. At the time of recession, Spain reaches a peak in the number of companies, regardless of their legal form (companies, associations, organizations, people, etc.), in 2008.

From that moment, the crisis affects many of the companies which are forced to close their businesses or to transfer them. One of the main reasons is that for most SMEs, which are the real Spanish business companies with 99% of all businesses, the access to credit becomes a mission. Given the situation of uncertainty in which the economy and the banks no longer have funds to lend money to these companies, and the low investment that is in large companies that can offer reliable contracts.

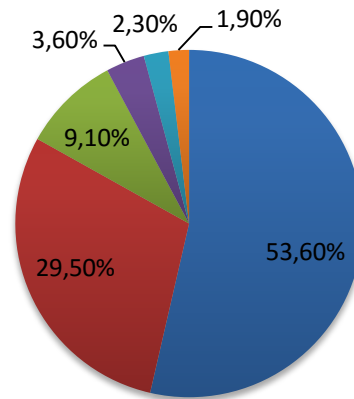
2014 is the year in which the minimum is reached in the number of Spanish companies. From that moment and for the first time in 6 years in a row this number begins to increase again. We can say therefore that during the recent economic crisis, decreased creation and increased the disappearance of Spanish companies. Since the beginning of 2008 until the beginning of 2014 there have disappeared in Spain, on net, 302,929 companies. During 2014 there has been a net increase of 67,568 companies.

**Graph 1 . Number of companies in Spain**



Source: own elaboration. Data INE.

**Figure 3. Active companies by number of employees (%). 2015**



- no employee
- from 1 to 2 employees
- from 3 to 5 employees
- from 6 to 9 employees
- from 10 to 19 employees
- 20 or more

Source: own elaboration. Data INE.

As a result of the decrease in the number of companies in Spain, there are fewer jobs, so a direct impact on consumption. The average expenditure per household has decreased continuously as can be seen in the following chart. The average spending on leisure, directly affects. In 2008 this expense, which is about 2,200 € per year per household drops to approximately € 1,500 in 2014.

*Table 2. Evolution of average household expenditure by expenditure groups*

	2014	2013	2012	2011	2010	2009	2008
<b>Total</b>	27.037,7	27.098,0	28.142,7	29.130,0	29.434,7	30.187,5	31.953
<b>Food and non-alcoholic beverages</b>	4.028,2	4.098,4	4.140,7	4.149,2	4.192,1	4.317,2	4.647
<b>Alcoholic beverages, snuff and narcotics</b>	509,9	533,8	578,7	606,1	617,9	619,3	617,0
<b>Clothing and footwear items</b>	1.375,8	1.348,4	1.403,1	1.544,8	1.645,1	1.744,0	1.958
<b>Housing and supplies</b>	8.747,0	8.963,5	9.089,2	9.155,0	8.871,5	8.906,9	8.707
<b>Furniture and household equipment and maintenance</b>	1.100,0	1.147,3	1.239,9	1.371,9	1.432,9	1.525,5	1.662
<b>Health</b>	954,7	869,9	896,7	894,7	932,7	956,2	1.024
<b>Transportation</b>	3.227,1	3.120,6	3.320,8	3.493,5	3.635,7	3.610,7	4.363
<b>Communications</b>	793,2	823,3	861,3	903,8	920,1	949,6	971
<b>Leisure, entertainment and culture</b>	1.532,8	1.536,9	1.670,3	1.852,4	1.945,4	2.049,2	2.201
<b>Education</b>	369,2	360,6	332,1	309,4	304,7	284,3	295
<b>Hotels and restaurants</b>	2.334,3	2.250,9	2.459,2	2.656,3	2.698,8	2.862,6	3.069
<b>Otros bienes y servicios</b>	2.065,7	2.044,5	2.150,8	2.193,0	2.228,6	2.362,1	2.440

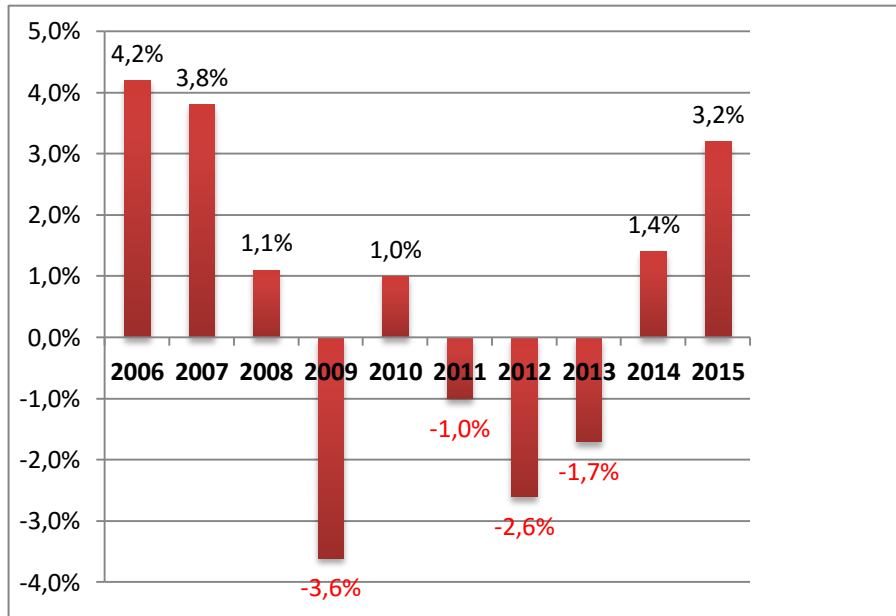
Source: own elaboration. Data: INE

As a result of the sharp fall in household consumption and business investment that is directly related to the number of companies in Spain, the gross domestic product slumps in 2009 reached a negative figure of -3.6%.

The Spanish economy is entering a critical situation, since due to high unemployment rates and there is ignorance of the situation, people do not have money to spend or fear of losing their jobs, leaving consuming. Moreover, as we have seen, many companies have had to close, and those that have survived sell less and try to reduce costs to the maximum, often laying off staff. Therefore, these two engines of the Spanish economy become less important, and this explains

the negative growth in GDP.

*Graph 2. Evolution of GDP in Spain*



Source: own elaboration. Data: INE

### 1.2.1.3 Sociocultural Factors

According to a study carried out by the Health Focus Company, to have a healthy life you have to meet three factors: proper nutrition, fitness, and mind.

*Figure 4. Factors to have a healthy life*

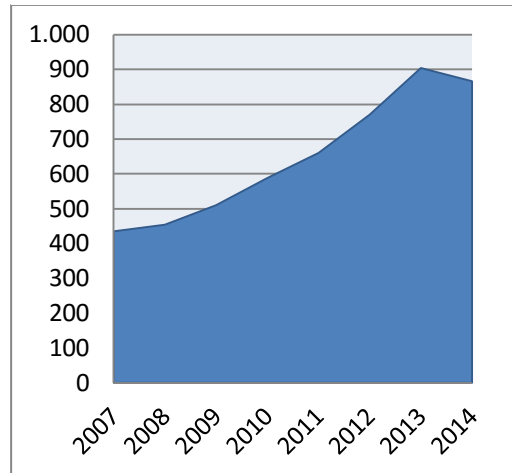


Source: own elaboration. Data: Health Focus survey

The study shows that consumers consider themselves very healthy, and that only 2% classified as poor overall health. To have good health, it is not enough just to have good eating habits. You also need to exercise regularly and perform activities that bring happiness to have a balanced mental health. One of the most relevant data that gives us this study is that having a healthy lifestyle and continuously perform sports is more important than following a diet, specifically: 68%. We can say therefore that the 3 factors are linked.

This trend directly affects the following graph. Although in 2008 Spain is affected by a clear situation of economic recession, the number of companies and federated clubs, like triathlons licenses increase considerably. That is because, as discussed above, people are increasingly concerned about their health and like to have a healthy lifestyle. Therefore they perform continuously sport, like cycling, swimming or running, activities that can be found in a discipline triathlon.

**Graph 3. Societies and triathlon clubs federated in Spain**



Source: own elaboration. Data: INE

According to the sporting habits in Spain in 2015 published by the Higher Sports Council, it was registered increases of 53.5% of the number of Spaniards who have practiced sport during that year. That figure represents an increase of 9.2% over the previous year. According to the survey, more than half of the Spanish population over 15 years (53.5%) practiced sport in the past year.

Between the sports most practiced in annual terms, this includes cycling (38.7%), swimming (38.5%), trekking and mountaineering (31.9%), career (30.4%), gymnastics intense (29%), soft gymnastics (28.8%), and football 11 and 7 (22.4%). Among those who play sports, 29.9% do it to be fit and 23% for fun or entertainment.

The most common in Spanish homes regarding sports facilities, are bicycles (63%), the balls (59.3%, of which 51.3% are football and basketball 27%), racquets (54.1%) and chessboards (40.3%).

The conclusion that can be derived from these data is that Spain is a culture that loves sport and practice it often. Also among the sports most practiced by these they include cycling, swimming and running. These are three activities that directly influence the development of the main activity of the Infnitri because the triathlon is a race that combines these three sports that are on the top of the sports most practiced in Spain.

We will analyze the population pyramid in Spain:

Spain presents a clear aging trend due to declining birth and it can not compensate for this decline with a positive net migration. If the demographic situation keeps these levels, there will be a loss of

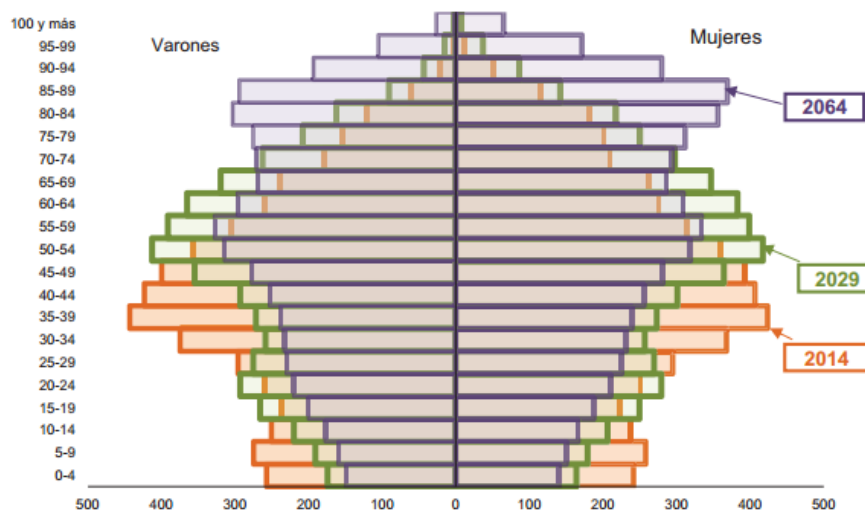
population in the age group between 30 and 49 years, which would be reduced by 1.1 million people in the coming years, 28.2% less, and 6.8 million less in the next 50 years, that is, 45.3% one. It is anticipated that by the year 2029 will have 1,576,000 children under 10 years younger, a drop in 32.8% compared to today and 2.3 million less in 50 years, that is, a decrease of 48.9%.

At the other extreme, that is, with people over 64 years the opposite happens. It is expected that within 15 years reside 11.3 million over 64 years, which is an increase of 2.9 million, representing an increase of 34.1 compared to today. In addition, in 50 years this will rise to 15.8 million.

People who practice triathlons are mainly males with an age between about 30 and 44 years. It can be seen in this age group, which currently is included the interval with the greatest number of people, but will be negatively affected in the future. One can see that in 2029 the decline and will be very dramatic, and the population aged between 50 and 60 years will increase considerably. In addition, by the year 2064, highlights the high population between 80 and 90 years.

As mentioned, the target of the company is between 30 and 44 years and in the future, the people in this interval will be far fewer than today. That will directly affect the core business of the company.

**Graph 4. Pyramid of population 2014. 2029 and 2064 pyramid projections**



Source and data: INE



#### *1.2.1.4 Technological Factors*

The most important advance in technology is clearly internet. It is a system of networking that has been expanding rapidly and has reached a global level, with networks of all kinds, including private, public, academic, business or government, interconnected through electronic technologies, wireless or optical, reaching Internet as known today. Internet has changed the way we communicate, obtain information, to buy or to be in contact with people.

As discussed above, Infinitri is very present on social networks to be in continuous contact directly with current and potential customers, and to provide all the information they need.

In addition, thanks to the Internet, the distribution can be performed directly, without involving intermediaries. Infinitri customers can make entries for both the race and for the accommodation without having to get off the couch. All services can be contracted Infinitri provides automatically over the Internet, without having to go to the headquarters of the company or any intermediary to intervene in the negotiations. That has a direct impact on company profits, since the cost is greatly reduced when using this tool.

#### *1.2.1.5 Ecological Factors*

Increasingly, companies are more concerned about the environment, because today is a differentiator highly valued by consumers. Therefore, many companies invest very significant amounts to social responsibility.

Infinitri cares about the environment and therefore is responsible for picking up pick up all the trash that may accumulate during their events. It does so with the intention of caring the environment but the do not promote the fact they are ecofriendly

## 1.2.2 Micro-environment

In order to analyze micro-environment it will be carried out a PESTEL analysis to identify the general environment factors that will affect the company. This analysis can be seen below:

### *1.2.2.1 Bargaining Power of Buyers*

The bargaining power in this case is very small, almost zero. Companies that organize sport events available to buyers their offer and the only decision they have to take is to buy or not the service or choose between different suppliers. The customer cannot influence the final price of the service and there is not a consumer organization that can directly affect the price.

Furthermore, in the province of Castellon there is only one major sporting event without including performing Infnitri, which is the one from Marina D'Or. Therefore the prospect does not offer much to choose from different companies. The final price is fixed in this case by the companies and therefore client does not influence the price.

### *1.2.2.2 Bargaining power of suppliers*

In this case, we can say that all those companies to which Infnitri subcontracts to offer a complete service and quality are its suppliers. For Triathlon MD Peniscola, it takes 25 kayaks, 3 boats Maritime Rescue, 3 watercraft, 5 person paddle surf, a diver, a jet boat for journalists, a civil guard patrol, 100 people for civil protection (only 1 but with people from all part), 5 ambulances and 40 volunteers.

In addition, the number of companies offering such services is limited. Infnitri often have to hire companies that are not from Peniscola or around, because there is usually only one company or two that offer the service and the prices are really high. This is the case kayaks enterprise, which is from Valencia or the company that rented the boat for aquatic journalist who was from Burriana.

The negotiation for motorcycles for maritime rescue has been quite complicated, because the Triathlon MD Peniscola takes place in April, and in that season, these aquatic bikes offered by the Red Cross are not running, being saved for the summer.

As can be seen, collaboration with several companies and entities is necessary for the company in order to provide those services that most are mandatory for the development of triathlon.. These companies, which provide different services to Infnitri, have high bargaining power. Therefore, they

should perform many negotiations with each company and often can not reach the wanted agreement. Sometimes municipalities cannot provide to Infinitri the desired number of ambulances or civil guards either because it is a municipality that does not have that amount of resources or can not provide the full number of people for different reasons.

Often, private companies do not fully agree with the proposals of the company and therefore there is no balance between demand and supply. So they must negotiate intensively with those suppliers so that it can give customers the best service.

### *1.2.2.3 Threat of new entrants*

The barriers to entry in this sector can be divided into 3 parts which are initial investment, agreements with municipalities and agreements with sponsors.

First, the initial investment to run a triathlon is approximately 15,000€. Also in each triathlon there are additional costs that can be added to that figure. As it can be seen, this barrier is not very high if a company has the financial resources to make such events.

As for the agreements with municipalities each company has a dossier presented to the entities with the services provided by the company and the impact and benefits it has for that municipality. Based on that an agreement is signed, which is normally renewed every year. If there is a company that offers a better contract to the council, it may stop working with the current company and accept the new contract. From this perspective we can say that the barriers for the new companies are quite low.

The third aspect to be considered as an entry barrier to new competitors is the sponsors.

The companies that have some seniority in the sector have agreements with sponsors. Companies that have contracts with major sponsors who provide much money to the company has an advantageous position against new competitors. However, for most companies, sponsors provide materials and non-financial resources. These sponsors can immediately establish agreements with new companies, therefore in this case there is no advantageous position in terms over the new competitors.

In addition, it may be the case that companies operating in other sectors want to diversify and decide to make sporting events. Usually, these companies already have their sponsors, so this entry barrier for them is virtually nonexistent.

Therefore, we can say that the threat of new entrants to this particular sector is quite limited by the

factors that have been discussed above.

#### *1.2.2.4 Threat of Substitute Products*

Are considered substitutes those leisure sport activities that meet the same needs as the main activity of the company, better said, triathlons.

According to the survey of sports habits in Spain 2015, conducted by the Ministry of Education, Culture and Sport, among the sports most practiced in annual terms highlights cycling (38.7%), swimming (38,5 %), trekking and mountaineering (31.9%), career (30.4%), intense exercise (29%), soft gymnastics (28.8%), and football 11 and 7 (22, 4 %).

Therefore, we can consider that these activities are substitutes for triathlon, whether performed independently, or as activities of federated companies where people participate as a competition. More and more companies are devoted to sport events and make races more unique. Examples of these races are:

Wings for the Life, which is a race that does not win the first to reach the finish, but the last to be reached by the finish. It's a race that ends when the car reaches participants from behind. The last to be reached by car will be the winner of the race.

The gigathlon, which is a sporting event that combines five sports: MTB<sup>9</sup>, road bike, swimming, skating and running, all in different order and at different distances divided in two days, in which participants must complete 400 kilometers. This activity will not take long to be introduced in Spain. The longest race on skates is 140 kilometers from Athens<sup>10</sup> to Atlanta. It is a race with few participants, around 60 mainly due to the high degree of difficulty of the test.

#### *1.2.2.5 Current Threat Competitors*

In the Castellon province is performed only one more triathlon that is similar to the Triathlon MD from Peniscola, that is the event that Infinitri organizes. This is the triathlon Marina d'Or, carried out one of the direct competitors, Pure.

It is a company dedicated to communications which has decided to diversify its activities during the crisis and enter the sports sector. The company leverages its expertise in other sectors that are related to communication and image, to deliver an unblemished image, which sometimes does not

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<sup>9</sup> Mountain bike

<sup>10</sup> Athens from United States

match reality. It is a marketing company so they are very professional in terms of image, often excellent, but at the level of development of triathlon they could improve considerably. As you enter the website or in forums related to triathlons, you can see the number of negative assessments of events that this company makes, like many comments can be found of the mediocrity of the event. In the Valencian Community there are 3 more companies that do the same activity as Infinitri. These 3 companies conduct events in the province of Valencia and one in the province of Alicante. The 3 triathlons carried out in the province of Valencia correspond to the months of June, made by A300W, September, organized by the Valencian federation triathlon and October, organized by the Ican. Triathlon MD Peniscola takes place is in April. As it can be seen, none directly affects, since being in different months, most athletes who participate in these events do not go to only one during the year, but prefer to attend a considerable number, to continuously train and submit to hardest triathlons, both Spain and worldwide, such as the Ironman race<sup>11</sup>.

As for triathlons belonging to the province of Alicante, it is held on April 17 by the company A300W. The Triathlon MD Peniscola, which belongs to Infinitri, on is carried out on April 24, so these two events, which are unlike a few days of each other are direct competition, since those participants who attend one of them may not participate in the other in most cases.

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<sup>11</sup> Consists in: 3.86 km swimming, 180 km cycling and 42.2 km running.

## 2. MARKET ANALYSIS

### 2.1 Sector Analysis

According to data collected in the Central Companies Directory (CCD), a statistical operation belonging to the National Statistical Plan prepared by the National Institute of Statistics, in Spain there are 31,139 companies whose main activity is sports. This data is collected in 2015. This figure represents 0.9% of Spanish companies. 43.3% are companies without employees, 42.6% of small size, 1 to 5 employees; 13% have from 6 to 49 employees and the remaining 1% are larger companies of 50 employees or more.

According to the Consumer Expenditure Survey, part of the National Statistical Plan and conducted by the National Institute of Statistics in 2014, the household spending linked to sport is 4,211.4 million euros, representing 0.9 % of total household expenditure. The total average expenditure per household is 27,038 € a year (2014), of which 230.1 € are spent annually on goods and services related to sports.

Of the total of 4,211.4 million euros of spending linked to sport, where it is spent this amount is in municipalities with a total population of 100,000 or more, representing approximately 45% of total expenditure linked to sport. Also in municipalities with few inhabitants there is a significant expense, with approximately 17% of the total value of 4211.40. On the expenditure per household and average expenditure per person is spent more in large municipalities, and that there is an important difference in municipalities with more than 50,000 inhabitants and those with less than that figure. The conclusion is the larger the municipality, the greater the sports-related consumption.

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<sup>12</sup> More information at: [http://www.mecd.gob.es/servicios-al-ciudadano-mecd/dms/mecd/servicios-al-ciudadano-mecd/estadisticas/deporte/anuario-deporte/Anuario\\_de\\_Estadisticas\\_Deportivas\\_2015.pdf](http://www.mecd.gob.es/servicios-al-ciudadano-mecd/dms/mecd/servicios-al-ciudadano-mecd/estadisticas/deporte/anuario-deporte/Anuario_de_Estadisticas_Deportivas_2015.pdf)

## 2.2 Competitive structure

Now we will analyze the main competitors of Infinitri and we will divided them into 2 categories: Companies who organize triathlons throughout Spain, but also companies in the province of Castellon who organizes running races.

- Triathlon companies

### 1. Ironman

It is the leader company and a benchmark for the other companies. The other companies try to follow it. They do triathlons all around the world, Europe, Middle East, Africa, Asia, Australia, New Zealand, North America and South America. The main activity is triathlon, but they also do running and bike racing.

They make a total of 270 events spread across 20 countries including 3 triathlons in Spain, 2 Ironman in Barcelona and Lanzarote and only one half, the one they do in Mallorca. All of them have a large number of registered despite the high ticket price, as it can be seen in the chart. The main reason for it is the reputation of the company and its events. Every triathlete wants to boast of having participated on an Ironman race.

The Ironman it is integrated of 3.8 km swimming, 180 km bike racing and 42.2 km running. These events are the most recognized worldwide and triathletes may come from more than 60 countries. Those triathlons are very requested and the limit number of entries can be reached 10 months before the deadline which is unbelievable

The turnover of World Triathlon Corporation (WTC), which is the company that organizes Ironman worldwide, has grown from 20 million dollars (17.9 million euros) in 2008 to 150 million dollars (134 million euros) in 2013.

Table 3. Analysis of Ironman

IRONMAN	
Web	<a href="http://eu.ironman.com/#axzz4AoM0dfbE">http://eu.ironman.com/#axzz4AoM0dfbE</a>
Events	<p>A total of 270 Events                  Spanish Triathlons:                  - Ironman Barcelona                  - Half Ironman Mallorca                  - Ironman Lanzarote</p>
Participants	<p>Ironman Barcelona - 2.556                  Half Ironman Mallorca - 3.419                  Ironman Lanzarote - 1.888</p>
Sponsors	<p>Mercedes, Power Bar, Nirvana Europe, Get                  breathless for ph, Active, Tacx, Foster                  Grants, Timex, Skechers Performance, Craft,                  Compresport</p>
Registration price	<p>Half Ironman -350€ average price                  Ironman – 550€ average price</p>

Source: own elaboration. Data: Ironman web page

## 2. Challenge

Along with Ironman, Challenge is one of the most important Triathlon Companies. Its activity is spread along the North America, South America, Europe, Middle East, Asia and Oceania. It does 43 events and 38 of them are Half Distance. Therefore the main category is half distance it also does sprint, olympic<sup>13</sup> and full triathlons. Besides triathlon, Challenge also organizes duathlon and running races.

The three triatlones which Challenge organizes in Spain are Half Distance:

- Challenge Salou Costa Daurada
- Challenge Mogan-Gran Canaria
- Challenge Paguera-Mallorca

The number of participants from these events, excluding Challenge Salou, si quite low. Despide

<sup>13</sup> Distances of olympic triathlon: 1500 m swimming, 40 km cycling, 10 km running



that, the company has many sponsors thanks to its renown and to the International relations which has with them. The price of the inscriptions is not too expensive, but it is higher than Infnitri's inscription price.

**Table 4. Analysis of Challenge**

<b>CHALLENGE</b>	
<b>Web</b>	<a href="http://www.challenge-family.com/">http://www.challenge-family.com/</a>
<b>Events</b>	<p><b>A total of 43 Events</b>  <b>Spanish Events:</b>                  - Challenge Paguera                  - Challenge Mogan-Gran Canaria                  - Challenge Salou Costa Daurada                  - Challenge Fuerteventura</p>
<b>Participants</b>	<ul style="list-style-type: none"> <li>- Challenge Paguera - 393</li> <li>- Challenge Mogan - no data</li> <li>- Challenge Salou - 826</li> <li>- Challenge Fuerteventura - 205</li> </ul>
<b>Sponsors</b>	<p>Etixx, 32Gi, Ocean Wave, SportElse, MBC, CompresSport, Rudy Project, Cipollini, Ursus, DMT, Polar, Veri, Taymory, Ricoh, Playltas, Cicar, CocaCola, PowerBar, LifeCycles, CRI, Core.</p>
<b>Registration price</b>	<p>Challenge Paguera-Mallorca - no data                  Challenge Mogan-Gran Canaria - 175€ average price                  Challenge Salou Costa Daurada - 200€ average</p>

Source: own elaboration. Data: Challenge web page

### 3. Pure

Pure is the main competitor of Infnitri because they both organize triathlons in the same region and because one of the two triathlons Pure makes has the half distance, which is the same as the Infnitri organize and is the main source of income of the company.

Pure has fewer participants in its Half Triathlon, only 226, while Infnitri has more than 800. As for the price, both companies have very low registration price, 129€ Pure and 119€ Infnitri.

Pure is a communication and image company, which has diversified its activity taking advantage of the boom of the triathlon market. Consequently it is one of the best companies in marketing

activities. They managed to create a brand image, by giving the people the feeling that they are the most professional team and the events they make are the most amazing, although it is not so. It has many negative reviews and some of the triathlons were cancelled because the company did not manage to carry them out. Nonetheless, Pure managed to cover it through significant investments in marketing.


Distance of Pure Triathlon 113:

1900 m swimming, 90 Km cycling race and 21 Km running

Distance of Pure Triathlon 226:

3800 m swimming, 180 Km cycling race and 42 Km running

*Table 5. Analysis of Challenge*

<p>PURE</p>	
<p>Web</p>	<p><a href="http://www.puretriathlon.net/">http://www.puretriathlon.net/</a></p>
<p>Events</p>	<p>- Pure Triathlon 113 Marina D'Or - Pure Triathlon 226 Marina D'Or</p>
<p>Participants</p>	<p>Pure Triathlon 113 - 401 Pure Triathlon 226 - 226</p>
<p>Sponsors</p>	<p>SeriGrafic, 226ERS, Marina d'Or, Primoti, Alquiler Bici Triathlon</p>
<p>Registration price</p>	<p>Pure Triathlon 113 - 129 € average price Pure Triathlon 226 - 339€ average price</p>

Source: own elaboration. Data: Pure web page

**4. Ican**

Ican makes a total of 4 triathlones, the four of them in 4 different countries, Spain, Germany, Rusia and Netherlands. It has 3 different categories which includes Olimpic, Half and Full distance. There is available information only about 2 of the 4 triathlones, the one from Spain, which takes place in Gandia, and the one from Netherlands, which takes place in Amsterdam.

The thriathlon from Gandia includes 2 categories, half and full distance, and the one from Amsterdam also 2, olimpic and half distance. The number of registrated is quite low, 366 and 188 triathletes . Although the number of registered triathlets is quite low, the company has many sponsors . As for the price, it is attainable, with an average of 150€.

*Table 6. Analysis of Ican*

<p>ICAN</p>	
<p>Web</p>	<p><a href="http://www.icantriathlon.com/">http://www.icantriathlon.com/</a></p>
<p>Events</p>	<ul style="list-style-type: none"> <li>- ICAN Amsterdam (Netherlands)</li> <li>- ICAN San Petersburgo (Rusia)</li> <li>- ICAN Nordhausen (Germany)</li> <li>- ICAN Gandía, Valencia (Spain)</li> </ul>
<p>Participants</p>	<p>ICAN Amsterdam - 366                  ICAN Gandía - 188                  ICAN San Petersburgo - no disponible                  ICAN NORDHAUSEN - no disponible</p>
<p>Sponsors</p>	<p>Powered, Zone3, Dolphin, Sport Massage Plus3, Baan Fit, Under Armour, Water.net, Nutrixxion, Skechers Performance Division, Finisher Prix, Cruyff Fundation, Fusion Postural, Ale Cycling, Aloe Natur, Toyota</p>
<p>Registration price</p>	<p>Average price: 150 €</p>

Source: own elaboration. Data: Ican web page

## 5. WinSports

In the first place, the company organizes Garmin Triathlon which is held in Barcelona and in second place Santander Triathlon Series which is held in 10 different cities of Spain, Valencia, Madrid, Castellon, Tarragona, Majorca, Seville, Gava, Malaga, Gijon and Getxo. All of them are carried out in Spain and none abroad.

The triathlon of Barcelona has 3 different distances:

- super sprint<sup>14</sup>
- sprint
- olympic


The Santander Triathlon Series include the same distances apart from Madrid and Malaga, which also include half distance.

The number of participants depends on each triathlon and each category of distances. For example the number of participants in Gijon is quite low, about 200, but in Madrid reaches 1.000 or more in the sprint distance. Nonetheless WinSports has many sponsors and some of them are very important and they tend to invest very large amounts of money. These are Santander, Opel and Skoda.

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<sup>14</sup> Distances of super sprint triathlon: 400 m swimming, 10 km cycling 2,5 km running

Table 7. Analysis of WinSports

<b>WINSPO RTS</b> 			
<b>Web</b>	<a href="http://www.winsports.eu/">http://www.winsports.eu/</a>		
<b>Events</b>	Garmin Triathlon Barcelona Santander Triathlon Series. 10 cities - Valencia                      - Sevilla - Madrid                         - Gava - Castellon                      - Malaga - Tarragona                    - Gijon - Mallorca                      - Getxo		
<b>Participants</b>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;">                             Garmin Triathlon Barcelona                              Sprint - 837                              Olympic- 1342                              Valencia                              Sprint - 515                              Olympic- 354                              Madrid                              Sprint - 1030                              Olympic- 569                              Half - 198                              Castellon                              Sprint - 442                              Olympic- 423                              Tarragona                              Sprint - 476                              Olympic- no datos                              Mallorca                              Sprint - 159                              Olympic- 472                         </td> <td style="width: 50%; vertical-align: top;">                             Sevilla                              Sprint - 346                              Olympic- 279                              Gava                              Sprint - 519                              Olympic- 706                              Malaga                              Sprint - 456                              Olympic- no se organiza                              Half - 227                              Gijon                              Sprint - 189                              Olympic-166                              Getxo                              Sprint - 166                              Olympic- 250                         </td> </tr> </table>	Garmin Triathlon Barcelona Sprint - 837 Olympic- 1342 Valencia Sprint - 515 Olympic- 354 Madrid Sprint - 1030 Olympic- 569 Half - 198 Castellon Sprint - 442 Olympic- 423 Tarragona Sprint - 476 Olympic- no datos Mallorca Sprint - 159 Olympic- 472	Sevilla Sprint - 346 Olympic- 279 Gava Sprint - 519 Olympic- 706 Malaga Sprint - 456 Olympic- no se organiza Half - 227 Gijon Sprint - 189 Olympic-166 Getxo Sprint - 166 Olympic- 250
Garmin Triathlon Barcelona Sprint - 837 Olympic- 1342 Valencia Sprint - 515 Olympic- 354 Madrid Sprint - 1030 Olympic- 569 Half - 198 Castellon Sprint - 442 Olympic- 423 Tarragona Sprint - 476 Olympic- no datos Mallorca Sprint - 159 Olympic- 472	Sevilla Sprint - 346 Olympic- 279 Gava Sprint - 519 Olympic- 706 Malaga Sprint - 456 Olympic- no se organiza Half - 227 Gijon Sprint - 189 Olympic-166 Getxo Sprint - 166 Olympic- 250		
<b>Sponsors</b>	Santander, Santini, Powerade, Opel, Isdin, BH, Sailfish, Selle Smp, Skoda, Aquaman, Taymory, Etixx Skechers Performance, RedBull, CompresSport, BiciPark		
<b>Registration price</b>	Garmin Triathlon Barcelona Sprint - 55€ Olímpico - 69€  Santander Triathlon Series Sprint - 45€ average price Olímpico - 55€ average price Half - 105€ average price		

Source: own elaboration. Data: WinSports web page

## 6. A300W

A300W organizes mainly duathlons, a total of 5 and only 3 triathlons of which Guardamar Triathlon has not been organized yet. This year will be the first edition. As it can be seen, A300w operates only in Spain.

The main event is Triathlon Elche. It is one of the first half triathlon ever executed in Spain and has been used like a guide for the next companies which have penetrated into the market later on. This

year A300W celebrated the 12<sup>th</sup> edition of this main event and so it has a consolidated reputation.

The registration fee is not extremely expensive. And the number of participants is quite high, 845 and 764 participants.

The only sponsor it can be found in the web page of this company is Etixx. It is not mentioned any more.

*Table 8. Analysis of A300W*

<b>A300W</b>	
<b>Web</b>	<a href="http://www.a300w.com/">http://www.a300w.com/</a>
<b>Events</b>	<p><b>A total of 8 Events</b></p> <p><b>Triathlons</b></p> <ul style="list-style-type: none"> <li>- Elche Triathlon – Arenales 113</li> <li>- Valencia Triathlon 113</li> <li>- Guardamar Triathlon</li> </ul>
<b>Participants</b>	<ul style="list-style-type: none"> <li>- Elche Triathlon - 845</li> <li>- Valencia Triathlon 113 - 764</li> <li>- Guardamar Triathlon - no data</li> </ul>
<b>Sponsors</b>	<p><b>Etixx</b></p>
<b>Registration price</b>	<ul style="list-style-type: none"> <li>- Elche Triathlon - 150€</li> <li>- Valencia Triathlon 113 - 200€</li> <li>- Guardamar Triathlon - no data</li> </ul>

Source: own elaboration. Data: A300w web page

- Running campanies from Castellon:

In the province of Castellon are held many running races. Most of them are organized by running clubs and some of them by local companies, like 42YPICO and EvasionRunning. They are also Infnitri’s competitors, although they do not have the same impact as the triathlons competitors. Many times, Infnitri’s clients fulfil those races in order to get fit for its triathlons. These events are short distances, it does not need much training and it only integrates one discipline while triathlon

has larger distances, requires greater fitness and it integrates 3 disciplines, running, cycling and swimming.

*Table 9. Running companies and events from Castellon 1*

	Location	Organizer	Distance (Km)	Inscription price	Number of Participants
Vuelta a pie Viver	Viver	Viver council	7,8	5 €	151
Subida a pie a la Cueva Santa	Altura	Club Noupindaro	12,8	10 €	126
10k Platges d'Alcossebre	Alcossebre	Evasion Running	10	10 €	276
Volta a peu Fira d'Onda	Onda	Club Altetisme Onda	10	8 €	311
Volta a peu d'Almenara	Almenara	42ypico	10	5 €	382
Volta a peu Vila d'Albocàsser	Albocàsser	Club de Muntanya Desnivell	8,5	2 €	60
Media Maratón Segorbe	Segorbe	Club Atletismo Sal-tamontes	21	8 €	182

Source: own elaboration

*Table 10. Running companies and events from Castellon 2*

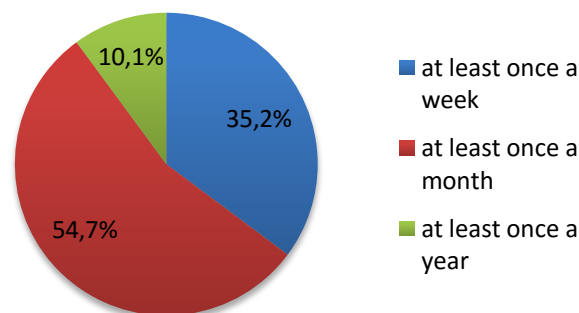
	Location	Organizer	Distance (Km)	Inscription price	Number of Participants
Cursa de muntanya Vistabella	Vistabella	CLUB DE MUNTANYA	26	12 €	611
Cursa de muntanya Torreblanca	Torreblanca	Club C.E.M. Salta Ribes Torreblanca	16,5	15 €	362
Maratón de montaña Borriol	Borriol	Club Muntanyer la Pedrera	42	45 €	286
Vuelta de montaña Vall d'Alba	Vall d'Alba	Club Albea	12	12 €	1244
Cursa de Muntanya Dinomanía	Cinctorres	la Roca Parada	24	14 €	99

Source: own elaboration

### 3. ANALYSIS OF CONSUMERS' BEHAVIOUR

In the last year (2015) approximately 281,000 people have practiced triathlon in Spain. Of these, 92% are men while women represent only 8%. As can be seen below 35.2% of them train at least once a week, 35.2% at least once a month and 10.1% remaining at least once a year. It is a sport that requires many hours of training to carry out this type of racing, so triathletes spend many hours of their idle to improve their performance and prepare for the event time.

*Figure 5. People who practiced triathlon in the last year by frequency. 2015*



Source: own elaboration. Data: Triathlon Vitoria-Gasteiz study

As for the start in triathlon, it is the athlete himself who takes the initiative to start training triathlon (56% of cases), while friends also exert some influence to start, 26% of cases.

The main motivation to start the practice of triathlon is that it is a complete sport with training 37%, since it consists of three disciplines, as well, running, swimming and cycling are known. In almost 25% of cases people start practicing for the challenge and adventure, as being a complete and physically exhausting discipline, people want increase their times and make this kind of disciplines that are very challenging. Approximately 15% begins to practice for fun and 10% by the atmosphere of competition out there in the circle of friends.



*Table 11. Reasons to start practicing triathlon. 2015*

Reasons	Percentage
self-initiative	56,00%
A friend	26,00%
A coach	8,00%
A relative	5,00%
A teacher	2,50%
Parents	1,25%
Others	1,25%

Source: own elaboration. Data: Triathlon Vitoria-Gasteiz study

*Table 12. Origins of the initiative to practice triathlon. 2015*

Reasons	Percentage
Complete sport and mixed training	37,00%
The challenge and adventure	24,50%
For fun	14,00%
Peer environment and in competitions	10,50%
For health	5,50%
Try something new	5,00%
Do sport	3,50%

Source: own elaboration. Data: Triathlon Vitoria-Gasteiz study

In terms of age, it can highlight that 19,3% of the triathletes are between 30 and 40 years old, 28% are between 35 and 39, they are representing the main part, the 29% are between 40 and 44. To sum up these groups of different ages, we could say that the 73% of the triathletes are between 30 and 44. We do not have to disregard the group formed by people between 45 and 49 years old that represents the 12% of the participants. As for the other groups, their participation is very reduced comparing them to the other groups.

Also, it can be observed that the 94% of the triathletes are in an active labor market situation. The

other 6% are unemployed, students or some other situations that are not specified.

**Table 13. People who practice triathlon by age group. 2015**

Age Group	Percentage
20-24	1,3%
25-29	7,5%
30-34	19,3%
35-39	27,8%
40-44	25,9%
45-49	12,4%
50-54	4,4%
55-59	1,2%
60-64	0,2%
65-69	0,2%
<b>Total</b>	<b>100%</b>

Source: own elaboration. Data: Triathlon Vitoria-Gasteiz study

**Table 14. People who practice triathlon labor situation. 2015**

Current Occupation	Percentage
Employed	74,70%
Self-employed	19,30%
Unemployed	2,20%
Other	1,80%
Student	1,10%
Retired	0,80%
Housework	0,10%

Source: own elaboration. Data: Triathlon Vitoria-Gasteiz study

As can be seen in the table below, the level of education is also very important for this discipline, since 88% of triathletes have a higher level of education, from the bachelor's degree to doctorate, even if only 5.4% of them. The other 12% are people either no education or primary and secondary

education.

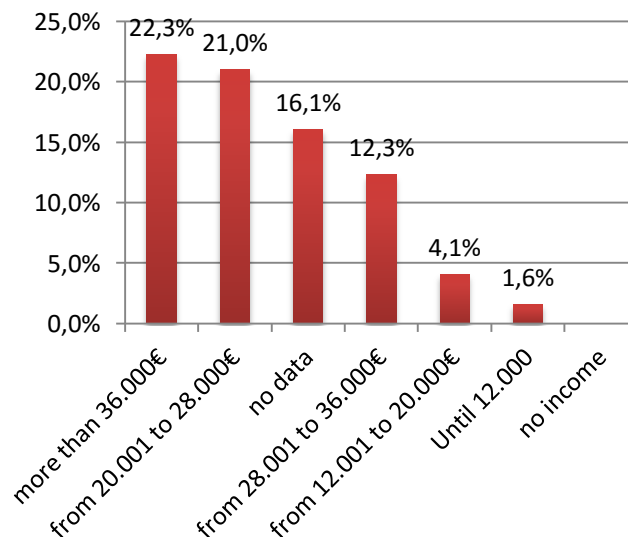
**Table 15. People who practice triathlon by education level. 2015**

Completed Studies	Percentage
No Diploma	0,30%
Primary Education	1,40%
Lower secondary education	4,90%
Upper secondary education	28,30%
Undergraduates	26,70%
Master	33%
Doctorate	5,40%

Source: own elaboration. Data: Triathlon Vitoria-Gasteiz study

The income level is one of the most important factors to participate in these kinds of events due to the high costs that may involve. Thus, 22.3% of triathletes have an annual gross salary of more than € 36,000 per year and over 40% have more than 28,000 salary. Participants who have a salary of up to € 20,000 annually is only around 5%.

**Graph 5. Annual gross salary of people who practice triathlon. 2015**



Source: own elaboration. Data: Triathlon Vitoria-Gasteiz study

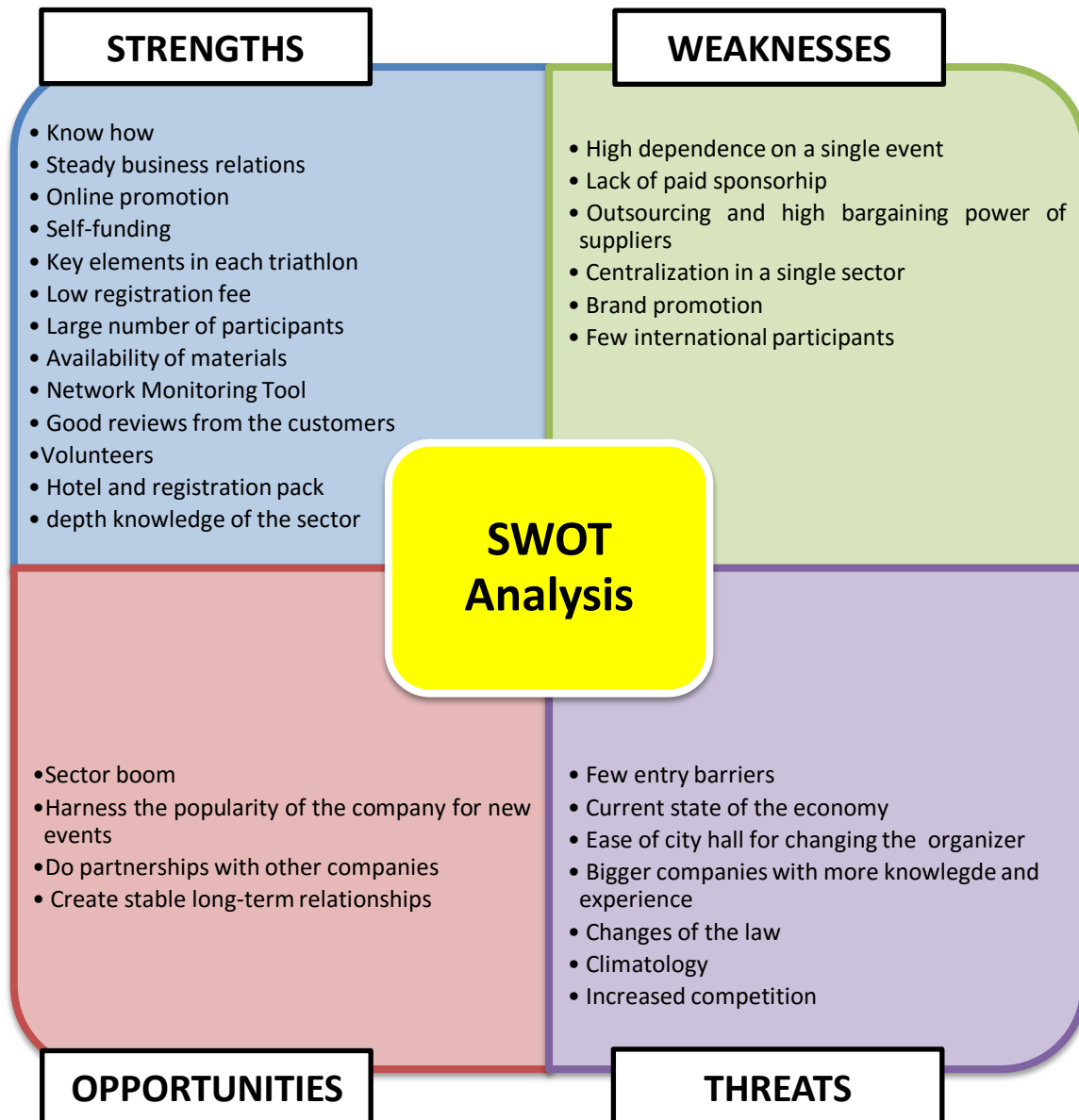
As for the "maturity" of triathletes we can see that 32.4% has more than 5 years practicing triathlon and only about 8% have been practicing it only from this year. You can see a growth in 2015 compared with the last year, which is having the sport.

*Table 16. Years triathletes has been practicing triathlon*

	2014	2015
<b>Since this year (2015)</b>		8,20%
<b>Since last year (2014)</b>	6,60%	9,80%
<b>Since 2 years (2013)</b>	8,50%	18,80%
<b>Since 3 years (2012)</b>	17%	15,80%
<b>Since 4 years (2011)</b>	16%	15%
<b>Since 5 years or more (2010 and before)</b>	51,90%	32,40%

Source: own elaboration. Triathlon Vitoria-Gasteiz study

#### 4. DIAGNOSIS OF THE SITUATION



#### STRENGTHS

- The company has made 4 editions of Triathlon MD Peniscola where it could see things to improve every year, so it has gained experience in the sector.
- Since Infnitri already has relationships with suppliers and partners, each new triathlon is easier to organize because it already has previous with these relationships.
- As mentioned, the target audience has high income, so they have internet access via mobile phone or via computer. All entries and information needed can be found on the website of the company, without having to get out of bed. The web page is also very comfortable and easy to use with visual elements.

- The registration for triathlons opens approximately 10 months before and therefore Infiniti earns income. In this way it finances itself in advance to organize events, without having to resort to financial institutions.
- Each triathlon has a key element that makes them stand out.
  - o In the Triathlon MD Peniscola it is possible to swim in the sea, turning the castle of Peniscola. In addition, the foot race path passes through the shore of the sea, where there are some wonderful landscapes.
  - o The sprint Triathlon Vila-Real has a new feature, which consists of swimming upstream on the river Mijares.
  - o The cross Triathlon Infiniti offers a tour with a fairly high level of difficulty, but the circuit passes through protected forest areas with beautiful landscapes, making it worth the effort.
- The price of registrations for the triathlons Infiniti organize is one of the smallest on the market, thus attract many participants.
- The number of participants is high compared with companies in the sector, clearly excluding the leading company<sup>15</sup> that has an average of participants of more than 2,000 in each event.
- As mentioned above, Infiniti has its own material to carry out to its events, thus avoiding rent these materials from the competition at high prices. The initial investment, in order to buy these materials, has been high, but are being amortized with each event that performs and has no dependence on other companies.
- By using tools to measure the number of people entering the website of the company and the social networks, it is possible to know the profile of these and it is a key factor. By this, Infiniti does paid advertising campaigns through social networks directly to that target audience that previously was interested in Infiniti.
- Good reviews from clients. Upon entering the Facebook page of the company, positive comments about the quality of events can be seen and the reasonable price of these. Infiniti has a rating of 4.7 out of a total of 5.
- In each triathlon, the company has the support of a considerable number of volunteers who help the organization so that it can offer a quality service. In this way, the company can reduce costs of hiring more staff.
- Along with enrollment in the Triathlon MD Peniscola, it is offered the possibility of accommodation, there by facilitating comfort for the potential customer.
- Both of the two associate have been practicing triathlon continuously for a long time, and so they decided to create a company that is dedicated to these events. They have a high knowledge of the sector due to the experience they have as participants, and that has provided quality events.

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<sup>15</sup> The leader is Ironman

## WEAKNESSES

- As we have previously seen, approximately 44% of total income that the company has, comes from Triathlon MD Peniscola. It is a very strong dependence on a single event, and if there are problems and one year is canceled, the company will have serious problems to cope with the costs they will have.
- All sponsorship is in the form of material. Infinitri has no major sponsor to provide a substantial amount of money for the organization of triathlons.
- The company is forced many times to subcontract other companies to carry out certain activities, as the company has no employees. The dependence of these companies is high, therefore it has a high bargaining power.
- The events organized by Infinitri are all triathlons, or related to triathlons. If there is something unexpected and suddenly falling demand in this sector or it gets into a crisis, the company is forced to close, because it has a total reliance on these activities.
- One problem the company has is the brand promotion. Many of the events of competitors can be viewed on TV and online for free. Infinitri fails to agree a deal with a company to promote the triathlons for free, and therefore it has to pay.
- International participants represent only 2% in triathlons organized by Infinitri. It is a weakness because many potential sponsors want in their events to involve a large number of international people, thus to promote their brand in several countries.
- Although Infinitri cares about the environment and is responsible for collecting all waste that has accumulated during the race, it has no association with recycling companies and neither conducts environmental campaigns.

## OPORTUNITIES

- The number of licenses federated as the number of societies and triathlon clubs in Spain has had a major boom in recent years. It is a sector that is growing, and the company can take advantage of it to increase the number of triathlons performed.
- In the province of Castellon, Triathlon MD Peniscola is one of the most important, most reputable and with large numbers of participants. Infinitri can take advantage of the brand image that has to develop another half triathlon and expand.
- Most races are which held in the province of Castellon are organized by different sports

clubs, which are not professionals. As they do not have the experience that has Infiniti, one option would be to create synergies with them, offering the service to carry out the event. On the other hand, they can also collaborate with other companies providing similar services to clubs to increase the number of events to organize.

- Create stable relationships with sponsors and organizations which the company is working to future events with, and facilitate future diversifications that Infiniti can perform.

## THREATS

- The entry barriers to the sector are not many, since the initial investment is not very high and as mentioned, the agreements with the municipalities expire each year, so any new competitor could represent a very strong threat for the company stability.
- The current situation is the economic contraction in an unstable environment, which affects directly the budget that the provincial and city councils dedicates for leisure and sport. If they decide to make more cuts, will be in these departments where it usually disinvests.
- Since the agreements the company has with the municipalities expire every year, the entity may contract with other companies as they have no obligation to Infiniti.
- As we have seen above, Infiniti only performs 3 triathlons and there are larger and experience companies that can harm directly to Infiniti if they decide to compete in the same province.
- Another major threat is the legislation. Any change in the law may harm directly. If it is decided that every autonomous community can only perform only one half distance event, Infiniti would be in a critical position.
- The weather can affect these events, as if the day of the event it is expected to be good weather, but a week before the weather changes, Infiniti can be forced to cancel the triathlon.
- The sector is on a boom as discussed above, thus, competition is also increasing.



## 5. SEGMENTATION

To practice this discipline people need to invest a considerable amount of money from the cost of a bike that can be around 1,000 €, to pay for a gym where to train and to be able to swim, the triathletes usually also pay a triathlon coach, invest in workout clothes for the 3 disciplines (running, swimming and cycling), clothing competition, membership in the Federation of Triathlon, etc. In addition, enrollments for higher difficulty levels, starting with the Olympic, it is usually a significant amount, from € 40/50 to Ironman 600 €. Travel expenses and hostel can also represent a considerable amount.

Therefore the target audience for such events usually is a restricted one and is mainly divided among the following segment:

People between 30 and 44 years with a medium-high income. They are the main segment of the company and the direct target public, representing approximately 73% of total participants. They are people with a medium-high or high income, have a high level of studies mostly, as we have seen earlier and about 94% of them have an active employment status. The 4 characteristics are related, age, employment status, education level and income. As we have mentioned, it is a discipline that requires some investment, and certain physical condition, so that people between 30 and 44 years are those that are usually occupationally active, have good physical shape that allows them to do this kind of sport, and also linked to the employment and costs involved in this sport, their incomes are often high in order to support the investment. Education is related to employment, as more skilled jobs tend to have a higher salary.

Most of them use social networks, they like to be informed before participating in events, see the reviews of participants from previous editions and their own experiences about the events in which they want to participate. These people usually have an upper-middle income and that in order to participate in these events is mandatory to hold the materials needed to carry out the tests, materials which are usually of a high price.

Among the target audience there are 3 profiles of the triathletes:

1. Athlete by conviction is the person who has always done sport and has remained in shape and they find in the triathlon a very complete sport. They are very competitive and see in triathlon a way to overcome their limits. They buy what they need concerning sport and they do it by vocation.
2. Then there are the triathletes who are linked to social networks. They are people who

decide to make a change in their life, to stop being sedentary and begin exercising. Triathlon and the environment that surrounds it, become the ideal place to show others that their lives have changed and they become fit.

Any action related to the triathlon, whether training, participation in these events or material purchases, they immediately share it through social networks. They buy the newest technology regarding sports, which is advertised in magazines and it is fashion. In addition they share their opinions on social networks and many people follow them to see the reviews they make about the events in which they participate, so they have some influence on others.

3. Finally there is the triathlete for fun, which participates in the competitions mostly by invitation, to do in a group and to have fun. They take it much more natural, they do not care about their times, or to position themselves as athletes. The triathletes with this profile are a great alternative of exercise that becomes a regular user of these events.

## 6. MARKETING OBJECTIVES

There are 12 objectives to achieve. Nine of them are short-term, which means less than one year. These objectives should be kept under constant review<sup>16</sup>. More hereinafter it will proposed action plans to meet these objectives.

1. Organize at least two sports events different from the triathlon in the next 2 years.
2. 10% increase of total income for the next year.
3. Increase the number of participants for II Sprint Triathlon Vila-real upon 300.
4. Increase the number of participants for II Triathlon Cross Infinitri upon 200.
5. 30% increase of visits on the website and social networks until the end of the year.
6. 20% increase in store sales for the next year.
7. Get a sponsor in the form of money before 10 months.
8. 30% increase of international participants in the next triathlon of Peniscola.
9. Increase brand awareness.
10. Carry out at least a triathlon outside the province of Castellon in the next 2 years.
11. Carry out at least a triathlon abroad in the next 5 years.
12. Reaching 95% in customer satisfaction.

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<sup>16</sup> Although objective number 7 is a short term one, has no sense doing a continuously review

## 7. MARKETING STRATEGIES

### Growth Strategy

To meet the growth target in the Ansoff matrix, the company will follow the strategy of market penetration and market development.

As for market penetration, the company manages to increase market share with the services currently offered and in the same market. This is achieved through actions to increase customer consumption, or perform different actions to attract new customers or clients of the competition. In this strategy, the risk is very low because it operates with the same products and the impact on consumers and on current markets, since the company is already aware of the consumer behavior.

As for market development strategy it is to offer current company products to new markets. One of the goals of the company is expansion. It is therefore important to identify new geographic markets, new market segments and analyze new distribution channels. In this case the risk is higher, as it will act in markets that are unknown to the company and is not known exactly what reaction will consumers have to the services that the company offers.

Since the triathlon consists of three disciplines, if the company decides to diversify its business and offer an event with only one or two of these disciplines, there would not be a new product, but an adaptation of what already offers.

*Table 17 . Growth strategies based on Ansoff matrix*

	Existing Products	New Products
Existing Markets	Market Penetration	Product development
New Markets	Market Development	Diversification

Source and data: own elaboration

## Competitive Strategy

According to Kotler there are 4 levels of competition: leader, challenger, follower and specialist. We can say that Infinetri is a follower of the leader who is indisputably Ironman. This company makes 270 events in total while Infinetri only 3, so the market share is very small compared to the leader. Therefore Infinetri is trying to adapt many of the events that Ironman organizes, to their level. They can not directly challenge the leader as they did not have the resources or the budget. The challenger in this sector is the Challenge, which performs 43 events in total, but if we compare the market share of this company is also reduced compared to Ironman.

As for expansion, both nationally and internationally, Infinetri also remains a follower, trying to follow and explore ways of expansion of large companies. Even so, the company must introduce innovations to differentiate themselves from other competitors and gradually increase its market share.

## Strategy as competitive advantage

The competitive strategy of the company is the focus. Infinetri directs to a single segment, and seeks to achieve a global competitive advantage over their competitors. Triathletes have a well-defined need and seek the satisfaction of it by participating in triathlons of good quality, developed with professionalism, as their investments to carry out these types of sport is quite high, so expectations are also high.

Infinetri tries to minimize costs without eliminating differentiation. It offers affordable registration prices to triathlons, but also offers unique experiences and quality events. In this way, it attempts to combine the strategies of differentiation and cost to provide good service to a particular segment.

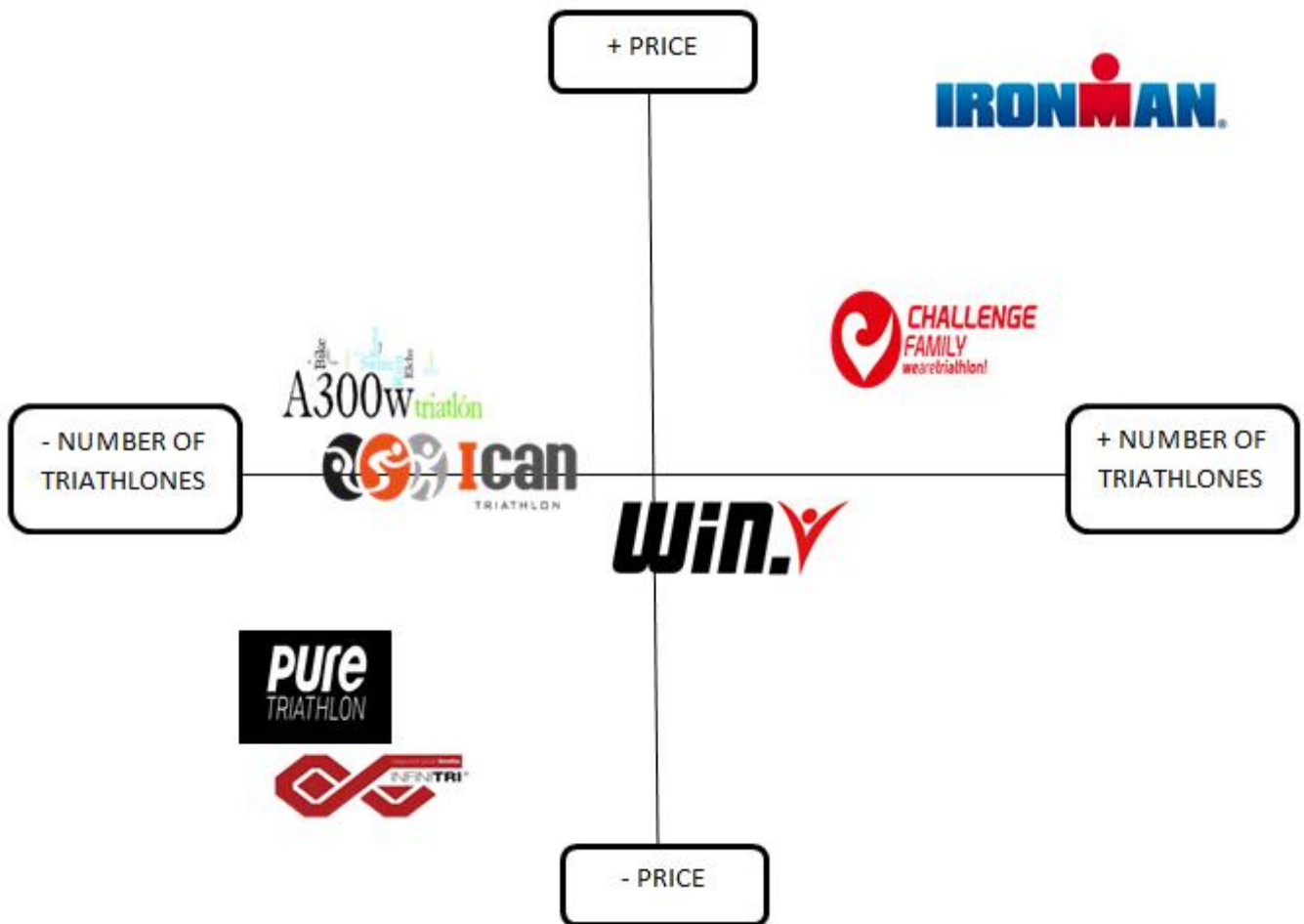
## Segmentation strategy

Infinetri uses a concentrated marketing strategy. It focuses on a market segment that is triathlete, They are people between 30 and 44 years mainly, with a medium-high income and a high level of studies. The company knows very well their customers, their needs, tastes and desires, and therefore, it focuses on meeting the needs of a single segment in the best way possible.

**Positioning strategy**

Since the company only makes triathlons, and as we have seen in the section of competitors, some of them perform duathlon or foot races as well. Therefore we will analyze only competitors who does only triathlons, to have a good comparison regarding the company Infitritri. The two variables to compare are, as you can see, the number of total triathlons that are organized by the company and the price of registration.

*Figure 6. Positioning map*



Source and data: own elaboration

Pure is the company that makes less triathlons, which are 2. The price of registration is 129 €, next to Infitritri that is 119 €, these are the lowest prices. Also, Infitritri makes one more triathlon, that is a total of 3.

A300W organizes only 3 triathlons, but also 5 duathlons. The price of the two triathlons that we have data is about 150 € and 200 €, higher than Infinitri, but not the highest price on the market, as can be seen in the image.

Of the companies that we analyzed so far, Incan is the first one that organizes triathlons also abroad. It organizes 4 triathlons in 4 different countries with an average price of 150 €.

Win Sports organizes a total of 11 triathlons, with quite low prices in the half distance, around 100€, but with higher prices in the Olympic, around 60€ and sprint distances, around 50€.

The remaining two companies, Challenge and Ironman are the ones that organize most triathlons from all the others competitors. Challenge a total of 43 with inscription prices from 175 € to 200 €.

Finally, Ironman organizes a total of 270, being the company with the most by difference, but with prices from 220 € to 350 € in half and 550€ in the ironman category. It can be observed that the prices are very high compared to other competitors, but also the total number of triathlons organized.

## 8. ACCION PLANS

### 01 - Provide a new event: mountain bike stage races

- Objectives supported: 1, 2, 8, 9
- Budget allocated: 3.000€
- Timeframe: March 2017

It is a race that is formed by three stages along three different days. These races are usually performed in forest areas where there are steep slopes and can reach a maximum of 30% to test both the physical state and the technical level of the participants. They are spectacular races due to the path that are made, as they are areas with a strong impact on the landscape that combine sports with tourism.

The first stage is formed by a route of 20 km. The second stage consists on 54Km. The last stage is where the winners are decided. It consists on 74km of travel.

People who are not prepared physically for the 3 stages can choose one of them to enjoy of these events.

*Image 11. Mountain bike race*



Source: own elaboration

## 02 - Offer a new service: running races

- Objectives supported: 1, 2, 5, 8, 9
- Budget allocated: 2.000€
- Timeframe: September 2016

We are going to divide the running races in two different categories: short distance races and long distance races.

The practice of running is acquiring a lots of participants in several countries, including Spain. What initially it was considered as an amateur activity today has acquired a high degree of development, often influenced by films, television programs and series in which this sport is reflected. This fact has caused the organizations of events and running competitions, which are usually followed by a large number of participants.

1. Short category may be considered very simple, because it does not require any specific installation. The only thing is that, to practice it with a sports purposes, there will be needed a suitable clothing. And also there would be required a minimum knowledge about the human body, so that the result of this practice will be more effective. As we say, it can be practiced anywhere, at any time and individually, in pairs or in groups, so it is available to



everyone.

These are races that start from 7km distance to 50km. They are performed in a single day and often have a large number of participants. The company has to perform several races throughout the year so it can be profitable to organize such events. That is because the price of entries are usually not high, even though the number of people involved is usually high.

*Image 12. Short distance running race*



Source: own elaboration

- 
2. In the category of long distance, the proposals distances are 50, 100, 140, 170 and 220 kilometers. This type of racing can be done in a single day, or in stages in which the routes are very hard and can not be completed in one day. They are usually done in almost unexplored territories with spectacular landscapes. They usually have steep slopes and are conducted mainly in mountain areas.

*Image 13. Long distance running race*



Source: own elaboration

### 03 - Offer a new service: winter triathlon

- Objectives supported: 2, 5, 8, 9, 10
- Budget allocated: 4.000€
- Timeframe: December 2016

The winter triathlon consists of three tests, one running, another bike racing, and finally a cross-country skiing on snow. Distances revolve around the 5 km run, 10 km bike and 10 km cross-country skiing. These distances vary depending on the snow conditions and ground. It takes place in the mountains or in places where the weather can greatly influence both the height and the weather, which can turn a race in a considerable effort.

Because the sector experienced a boom, also the competition is increasing and more triathlons are taking place throughout the spring, summer and autumn. A good alternative to expand and diversify supply, and thus avoid the strong competition in the sector is to make a winter triathlon.

This season the competition is very limited, since only 4 events are held:

- Winter Triathlon of Valle of Anso, in Aragon
- Reinoso Triathlon in Cantabria
- Vinuesa-Santa Ines Triathlon, in the province of Soria, Castilla and Leon
- Isaba Triathlon in Navarra.

Due to the weather, these events will take place outside the province of Castellon.

*Image 14. Infinitri's logo of Winter Triathlon*



Source: own elaboration

#### 04 - Offer a new service: duathlon

- Objectives supported: 1, 2, 5, 8, 9, 10
- Budget allocated: 2.000€
- Timeframe: October 2016, March 2017 May 2017

Since the company has the equipment and knowledge for triathlons, a good way to diversify their services is performing duathlon events. It combines a number of kilometers of foot race with cycling and then running again.

The distances are the following:

- Sprint: 5 km + 20 km + 2,5 km.
- Olympic: 10 km + 20 km + 5 km.
- Long Distance: 14 km + 60 km + 7 km

## 04 - Give briefings

- Objective supported: 3,4,5,9
- Budget allocated: no additional cost
- Timeframe: July 2016

To attract new customers who want to do triathlons and do not know if they are physically prepared or not, the company should conduct briefings with free admission to the participants. In this way they announce the events organized by the company, they provide to the participants information about the requirements for each test and also, physical material to encourage participation and to provide brand awareness.

In these talks, the paths of the triathlons will be showed, explaining each stage with the help of photos and videos that Infiniti owns and will solve any questions about the triathlons. It is an easy and cheap way to interact directly with the target audience and make the company known.

*Image 15. Briefings*



Source: Infiniti web page

## 05 - Contact a recycling company

- Objectives supported: 7, 9.
- Budget allocated: no additional cost
- Timeframe: July 2016.

Due to the large number of plastic bottles used and discarded during the race, Infiniti is responsible for collecting all the bottles along the entire route and then throw them to be recycled.

The main problem of this is that company does not have enough packaging containers for that amount, so the work is very costly in terms of effort and time.

A good option would be to contact a recycling company that is dedicated to collecting these bottles in their own containers and after that they can recycle them. One company that is dedicated to recycling in other triathlons is Ecoembes. It is an organization that cares for the environment through recycling of packaging. Transforms and redesigns plastic containers, cans, cartons, cartons and paper to have a "second life". Once ranked the containers, in the installations they are transformed into new raw material.

In addition, if Infinitri contacts a recycling company will show it cares about the environment, giving a better brand image and attracting new customers and sponsors.

*Image 16. Ecoembes logo*



Source: Ecoembes web page

## 06 - Participate in the Triathlon fair

- Objectives supported: 2, 3, 4, 5, 6, 7, 8, 9.
- Budget allocated: 1.800€
- Timeframe: September, 2016, March 2017, July 2017.

The cost to participate in such fairs are approximately 600 € for each, including registration and transportation of materials. It's a good way to sell products that Infinitri has and are directed to the target audience. In addition many companies or a large number of people both national and international participate in such fairs. It is possible to interact with potential customers, but also with potential sponsors for the company.

Having a large number of people from other countries, they could try to bring as many as possible to participate in the company events. In Spain are made three fairs throughout the year, in Valencia, Barcelona and the Basque Country in the months of July, September and March.

*Image 17. Expo Valencia Triathlon*



Source: valenciatriathlon.com

## 07 - Obtain international contacts

Objectives supported: 2, 3, 4, 5, 8, 9.

Budget allocated: no additional cost.

Timeframe: July, 2016.

It is very important to have a data base with extensive contacts of triathlon clubs and federations of countries geographically close to Spain. Infinitri will send e-mails with images and information about the events it organizes in order to encourage the participation. In this way a greater diversity of nationalities and an increase number of participants is achieved.

Once these potential customers are interested on participating the triathlons Infinitri performs, a good option would be to create for these people a specific section on the website where they can register and depending on the area they come from, offer them a pack including travel, accommodation and entrance to the triathlons. Thus, they do not have to make any more management, since all would be facilitated by the company. If this package is offered for less than

500 € (in the half category), since the countries of origin are often countries with higher levels of income than Spain and adding that can link sport to tourism, it could significantly increase the number of participants, both men and women from other countries.

## 08 - Offer products from the shop with the inscription

- Objectives supported: 2, 6, 9.
- Budget allocated: no additional cost.
- Timeframe: July 2016, October 2016, April 2017.

A possible solution to meet the goal of increasing sales of products from the store is offering discounts of all the items from the shop with the inscriptions. When the prospective customer goes to the registration section, that person finds more choice than actually exists which is the registration fee plus accommodation plus retro cap enrollment or cycling. In this way, they are reminded discreetly that the company offers this possibility, and has good quality material and good price for sale. Although the customer does not buy at that moment, the possibility of purchase in the future if Infinitri sends e-mail every month to participants thanking them for the participation, making suggestions to participate in future triathlons and showing the items available for sale in the store . In this way the brand is present at all times in their minds and there is a constant brand recall.

## 09 - Create a Satisfaction Questionary

- Objectives supported: 5, 9.
- Budget allocated: no additional cost.
- Timeframe: July 2016.

Infinitri has a database with all participants of the different triathlons it organizes. A good way to see the positive aspects of the organization and areas to improve, is to make a satisfaction questionnaire and email it to all participants.

Figure 7. Satisfaction Cuestionary

Aspectos previos a la prueba	VALORACIÓN				
Facilidad para realizar la inscripción a través de la web	1	2	3	4	5
Claridad de la información de los circuitos en la web	1	2	3	4	5
Claridad de las indicaciones sobre reglamentación en la web	1	2	3	4	5
Claridad de las indicaciones sobre la logística de la prueba, el control de material, los servicios, etc.	1	2	3	4	5
Claridad de la información de la guía del triatleta	1	2	3	4	5
Aspectos asociados al desarrollo de la prueba	VALORACIÓN				
Atención por parte del personal de organización en la entrega de dorsales	1	2	3	4	5
Atención por parte del personal de organización de la carrera a pie	1	2	3	4	5
Atención por parte del personal de organización de la carrera en bicicleta	1	2	3	4	5
Atención por parte del personal de organización de la natación	1	2	3	4	5
Atención por parte del personal de organización en zona de meta	1	2	3	4	5
Claridad de la información ofrecida en la reunión técnica	1	2	3	4	5
Calidad y situación de los avituallamientos	1	2	3	4	5
Profesionalidad y seriedad de los jueces en circuito	1	2	3	4	5
Amabilidad o trato por parte de los jueces	1	2	3	4	5
Profesionalidad y seriedad del personal de organización en general	1	2	3	4	5
Amabilidad o trato por parte de la organización en general	1	2	3	4	5
Señalización del circuito	1	2	3	4	5
Aspectos generales de la prueba	VALORACIÓN				
Relación calidad-precio	1	2	3	4	5
Ambiente de la prueba	1	2	3	4	5
Servicios para los acompañantes	1	2	3	4	5
Oferta Turística de Peñíscola	1	2	3	4	5
Oferta Hotelera de Peñíscola	1	2	3	4	5

Source and data: Own elaboration

## 10 - Live Tracking<sup>17</sup>

- Objectives supported: 5, 9.
- Budget allocated: 1.800€
- Timeframe: April 2017

Since the Triathlon MD Peñíscola has a high number of participants and is one of the most important half distance triathlons of the Castellon province, it has increasingly more followers who come to see the triathletes.

Among them, there are companions of the triathletes, but also sports fans, people who want to participate in the future triathlons and come to look closely at the events, routes and quality of the organization.

To do this, a good thing to carry out is to assemble a giant screen with a projector to view live the

<sup>17</sup> This action will only be applied in the MD Peñíscola Triathlon.



ranking and also images of the triathletes. Along paths there are several control points by chip that every triathlete has and it provides information about each of them. In addition there are photographers located in certain areas of the routes. If photographers are located in those checkpoints can get photos of some of the triathletes when the pass through that checkpoints, and offer unique moments as dedications and greetings to friends who are watching the race.

### *Equation 18. Live tracking*



Source: own elaboration

## Conduct mass marketing campaigns

- Objectives supported: 2, 3, 4, 5, 6, 8, 9.
- Budget allocated: 3.300 €
- Timeframe: July 2016.

The company already makes this kind of activity, mainly through paid campaigns through social networks. Infinitri could devote a greater amount of its budget to marketing, in order to encourage participation in the two sprint triathlons category of Villa-real and Montanejos.

On the one hand to continue investing in social networks, but more persuasively and with major campaigns covering a larger number of potential customers. Besides online marketing through increased visits the website and social networks the company is looking for. It is also advisable to spread the message internationally, to thereby reach a wider audience.

Moreover to make advertising campaigns in unconventional media, such as train stations and on the buses from Castellon.

Thus, brand awareness is created, it manages to increase the number of participants in triathlons and as a result can awake the interest of new sponsors.




## 9. TIME SCHEDULE AND BUDGET

After analyzing the marketing mix of Infinitri and proposals, we will show the schedule of activities to be performed and also the budget of it, which is annual.

*Table 18. Schedule and budget*

ACTION DESCRIPTION	BUDGET	Jul	Aug	Sep	Oct	Dec	Nov	Jan	Feb	Mar	Apr	May	Jun	Jul
01. Mountain bike stage races	€ 3.000													
02. Running race	€ 2.500													
03. Winter Triathlon	€ 4.000													
04. Duathlon	€ 2.000													
05. Informative talks	-													
06. Recycling company	-													
07. Triathlon fairs	€ 1.800													
08. International contact	-													
09. Pack inscription + items	-													
10. Satisfaction survey	-													
11. Live tracking	€ 750													
12. Marketing campaings	€ 3.300													
	€ 17.350													

Source and data: own elaboration

-  Implementation
-  Maintenance
-  No additional cost

10. CONTROL

Table 19. Control data

Measurable Objectives	Measuring frequency	Control Method
Increase the total amount of income	Four-monthly	Evaluation of billing data
Increase the number of participants from each sprint distance triathlon	Semi-annually	Total participants of Villa-real and Montanejos triathlons
Increase the international participants	Annually	Number of international participants on each triathlon
Increase the store sales	Monthly	Number of sold items
Increase the client satisfaction	Four-monthly	Satisfaction survey from each triathlon
Increase the notoriety and the awareness of the brand	Monthly	Number of visits to the website and social networks

Source and data: own elaboration

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