

Marketing plan of Huga Sport



Jaume I University

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1. Executive summary

The purpose of this final degree project is to develop a marketing plan for Huga Sport, a sports centre that offers both fitness and wellness services. Such business operates on the market since 2008 and is located in the municipality of Torrente, in the Valencian Community.

First there has been develop an external analysis referred to the gym sector. This analysis comprises a macro-environment analysis and a micro-environment analysis that have an influence upon the business activity. The increase in the number of Spaniards who exercise, the growth in household spending on sports and leisure services in the Valencian Community or the inclusion of physical activity prescription in public healthcare systems are examples of significant opportunities. There have also been threats identified such as the large number of competitors in Torrente, the high cost of investing and maintaining fitness machinery, the significant credit conditions or the rising energy costs.

Second, an internal analysis of Huga Sport has been conducted to define its resources and capabilities with the objective of identifying strengths and weaknesses of the business. Excellence in customer service, wide range of services and highly qualified professionals stand out as its main strengths. Weaknesses include high prices of the gym services, its inefficient booking system and its dependence on external funding for significant investments.

Bearing in mind all information related to the situational analysis, as well as the vision and mission statement of Huga Sport, there have been set six marketing objective to attain within 1 year.

These objective are: increasing 15% clients, retaining 80% current clients, getting a score on 90% in the quarterly customer satisfaction surveys, obtaining 500 website visits a month, increasing Brand awareness in Torrente and continual service improvement.

Afterwards, marketing strategies for the achievement of the mentioned goals have been designed. These strategies consist of a differentiation strategy, a combination of a marketing penetration strategy and a marketing development strategy and an offline and online promotion strategy.

Next there have been designed 14 marketing mix actions regarding service, price, place and promotion. All these actions aim to contribute to the achievement of the marketing objectives and follow the marketing strategies established. Some examples of the

Marketing plan of Huga Sport

actions Huga Sport will undertake are setting a gym management software with an online booking system, including X-dream bikes in the cardio and bodybuilding room, doing cross promotion with other local businesses or building up a new e-commerce website.

Lastly it has been set a 1-year timeframe for carrying out the marketing actions. Besides budget necessary for undertaking such actions, estimated revenue and profit made after implementing the marketing plan and monitoring methods to make sure the accomplishment of the marketing goals have been defined.

2. Situation analysis

2.1. External analysis

Down below it is going to be conducted an external analysis consisting of two parts, a macro-environment analysis and a micro-environment analysis.

2.1.1 Macro-environment Analysis

In this section there it will be carried out an analysis of the main macro-environment factors. They are political, legal, economic, social, technological and environmental factors. Besides they are external and uncontrollable factors that affect the running of the sports centre.

2.1.1.1. Political and legal factors

Political and legal factors that have a major influence upon the business are shown below.

- **Increase in VAT to sport services from 8% to 21%**

In 2012, VAT on sport services went from 8% to 21% (Agencia Tributaria, 2012). Consequently, sports centres were forced to choose between two options; to pass on the entire increase in VAT to their clients causing a fall in the demand for their services, or to reduce their profit margins by cutting the price before VAT in order to minimise the effect of the growth in VAT on the final price and, therefore, on the demand for their services (Parrilla, 2012). This has resulted in fewer gym members and the permanent closure of hundreds of sport centres (Parrilla, 2012). According to the gym sector barometer in the second quarter of 2014 conducted by Federación Nacional de Empresarios e Instalaciones Deportivas (2014), 93.75% of sport centre owners in Spain believe their businesses to be at risk due to the rise in VAT. Furthermore, 56% of gyms have lost members in the second quarter of 2014 in comparison with 2013 (FNEI, 2014). Even though in 2012 71% of sport centres had to pass on the increase in VAT to their clients, which triggered a decline in the demand for their services, in the second quarter of 2014 only 31% of them maintained such position compared to 69% which did not. This last portion of businesses were able to increase their profit margins and cut down their selling prices to become competitive again thanks to the huge effort made for lowering costs (FNEID, 2014; 2012). This factor represents a threat for the whole sport industry as it drives selling prices up, which has a negative impact upon the demand for gym services and subsequently upon the revenues and profits these companies make.

- **Inclusion of physical activity prescription in public healthcare systems**

Measure number 9 of Plan Integral para la Actividad Física y el Deporte carried out by Consejo Superior de Deportes (2010) in cooperation with the Autonomous Communities, ministries and the private sector players, sets the objective that primary and secondary prevention of diseases, caused by sedentary lifestyles, a standard practice of the public healthcare system through prescribing physical activity to both healthy and sick citizens (Consejo Superior de Deportes, 2010, p.151). Physical activity prescription aims to enhance psychological and physical health by reducing risk factors for chronic illnesses. The fact that public healthcare systems encourage the practice of physical activity due to its physiological, psychological, and social benefits, provides an excellent opportunity for all sport centres to attract clients who are into exercise for improving their own health and overall quality of life.

- **Sports and physical activity promotion by public institutions urges Spaniards to get involved in sport**

The Spanish model of sport is characterised by a large number of public bodies within the sector (Sánchez, 2011). This model has its roots in two articles of the Spanish Constitution (1978, p. 29320). Firstly, in article 43.3 it is established that “the public authorities shall promote health education, physical education and sports. Likewise, they shall encourage the proper use of leisure time”. Secondly, article 148.19 hands over competencies for promoting sports and encouraging the proper use of leisure to the Autonomous Communities. Consequently the Autonomous Communities, by means of their by-laws, have assumed powers in sport matters and have developed their own legislation (Sánchez, 2011). In the case of the Valencian Community, there is the Law 2/2011, from 22 March of the Valencian Government, of Sport and Physical Activity, in the Valencian Community (2011). Sport companies benefit from this model since the promotion of sports and physical activity carried out by public authorities contributes positively to improve the sports habits of the Spanish population and, therefore, raise the demand for sport products and services. Thus, this situation has a positive effect on the demand for gym services.

- **Incorporating quality seals for sports facilities**

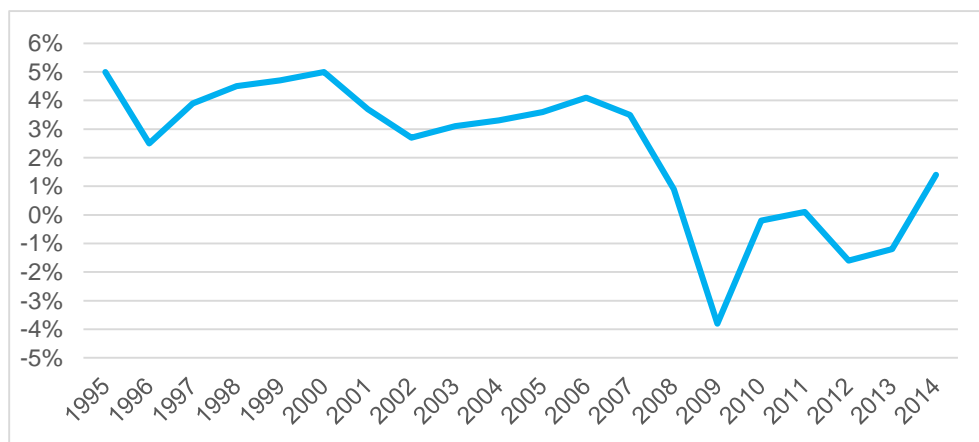
With a view to preserve users' health and safety, AENOR (Spanish Association for Standardisation and Certification) and IBV (Institute of Biomechanics of Valencia) have jointly developed a model of certification for safety and accessibility to both public and private sport facilities (Ortega, et al., 2010). That is to say, sport centres have now the possibility to gain a certification issued by AENOR, an independent organisation of high reputation, which guarantees their facilities have good hygiene, safety and accessibility (Ortega, et al., 2010). Such certification is a guarantee and gives added value to the clients of sport centres, as facilities with quality seals provide greater client confidence on issues such as hygiene and safety.

2.1.1.2. Economic factors

Main economic factors affecting the running of the sports centre are displayed next.

- **Economic development in the Spanish economy**

Chart 2.1.1.2.1 Annual growth rate of the Gross Domestic Product (GDP) in Spain.



Source: Spanish Statistical Office, National Accounts

It is convenient to refer briefly to the recent evolution of the Spanish economy, later on in the micro-environment analysis will be shown an analysis of the gym's sector.

As shown in graph 2.1.1.2.1, from 2008 onwards, the Spanish economy experienced a negative growth because of the economic and financial crisis that started in 2007. This decline in domestic production was exacerbated in subsequent years by drops in

consumption, investment and public spending, unemployment, general tightening of credit conditions and the high level of public and private indebtedness (BBVA-Ivie, 2013).

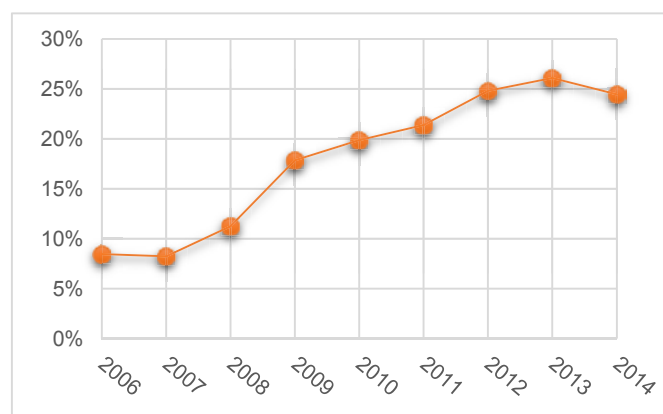
After a seven-year depressed cycle, the economic recovery in Spain is underway. In fact, in 2014 the Spanish GDP recorded its first growth since 2008, which amounted to 1%. What is more, for 2015, the International Monetary Fund (IMF) has predicted a rise of 2.5%, which is good news for the whole Spanish economy (Molina, 2015). Besides, it is worth mentioning that this economic upswing has been partly driven by a slight increase in household consumption, a rise in exports and lower oil prices (Banco de España, 2015).

Finally it must be said such economic situation has had a negative impact over the gym sector, which will be examined in detail in section 2.1.2. Micro-environment analysis.

- **High unemployment rate**

Unemployment is a big issue for the country. As graph 2.1.1.2.2. illustrates, unemployment rate in Spain in 2014 was 24.44%, the second highest in Europe. Therefore, unemployment is a fundamental economic factor that has an impact on gyms. More people out of work or in an unstable work situation leads to a reduction in household income, resulting in less earnings being spent on non-staple products and services like those offered by gyms (Sánchez, 2011). In these cases individuals look for more economical sports activities like running or cycling.

Chart 2.1.1.2.2. The annual unemployment rate in Spain.



Source: Spanish Statistical Office, Labour Market

- **Difficulty of gaining access to financing**

In compliance with Boletín Oficial de Morosidad y Financiación carried out by Cepyme (2014), there are significant credit restrictions as a result of the recent banking and financial crisis, which undermines access to credit for small and medium-sized enterprises in all economic sectors, including the sports service industry. The tightening of credit conditions involves higher interest rates, charges and commissions. This is a major barrier to sports centres in need of funding for investment projects which are necessary to adapt to the new demands of the market.

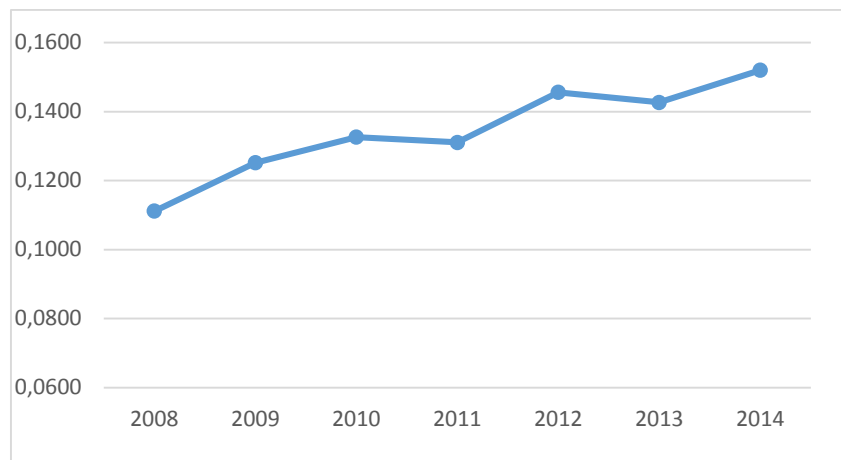
- **Rising energy costs**

Energy supply (electricity and gas) is the second highest cost for sports centres, only after human resources costs, according to Sport Energy (2014). Between these two types of energy, it is the electricity which represents the largest part of the cost of power supply. Given this fact, the rise in energy prices over the last years in Spain has forced many sports centres to go out of business, as they were unable to bear such an increase (Energías Renovables, 2014).

Eurostat database (2014) shows the development of electricity prices in Spain for both households and businesses depending on the level of annual electricity consumption. Then, if it is considered that, according to *Guía de Ahorro Energético en Gimnasios de 2005* produced by Consejería de Economía e Innovación Tecnológica de Madrid (2005), the average electricity consumption for the gym sector in Spain is 120,000 kWh/year, the annual electricity consumption for these businesses would be in the range of between 20,000 and 500,000 kWh as displayed by Eurostat (2014).

Chart 2.1.1.2.3. has been produced on the basis of the above information and therefore, illustrates the evolution of electricity prices in Spain in the period from 2008 to 2014 for businesses with a range of consumption between 20,000 and 500,000 kWh per year. In this way, it is noted that the cost of electricity supply for sports centres has risen by 37% throughout the period.

Chart 2.1.1.2.3. Electricity prices for industrial consumers excluding taxes and levies €/kWh (Band IB: 20.000 kWh< Consumption< 500.000 kWh).



Source: Eurostat, Electricity prices for industrial consumers

2.1.1.3. Socio-demographic and cultural factors

Main factors belonging to the socio-demographic and cultural environment sphere are analysed below.

- **Number of Spaniards who take exercise has increased**

According to a survey on sports habits amongst Spanish citizens in 2010 conducted by Centro de Investigaciones Sociológicas in collaboration with Consejo Superior de Deportes (García M. and Llopis R., 2011), 40% of Spaniards over 14 exercise. Compared to the data from the same survey in 2005, this figure represents a 6% increase in the amount of Spaniards doing sport. It is predicted that over 16 million people over 14 participate in sport and physical activity in Spain. The percentage of individuals over 14 who engage in regular physical activity in the Valencian Community is 41.2%, which is marginally higher than the 40% participation when looking at the country as a whole. Furthermore, the survey reveals an increasing frequency of physical activity (García M. and Llopis R., 2011). In fact, it was registered that 57% of practitioners of sports got exercise three or more times a week, while in 2005 such segment was 49%. A larger quantity of practitioners of sports and a greater frequency of physical activity in Spain, mean there is an opportunity for sports centres to increase their sales as there are more prospective clients that can be targeted.

- **Greater amount of people who take exercise on their own**

The number of Spaniards who practice sports by themselves has grown notably over the last years (García M. and Llopis R., 2011). While in 2005, 68% of practitioners of sports were taking exercise on their own, in 2010 this group represented 75% (García M. and Llopis R., 2011). This increase in people who exercise on their own has been partly driven by the emergence of free outdoor gyms, novel applications based on technologies and the promotion of sports events.

- **Profile of the Spanish practitioner of sports**

The survey on sports habits in Spain in 2010 concludes that men are more likely to get exercise than women. Concretely speaking, 49% of the male respondents said that they were practising sports, whilst only 31% of the female respondents stated so (García M. and Llopis R., 2011). Moreover, regarding the age factor, individuals who exercise the most were those aged between 15 and 24, 59.8% of their age group, followed by 44.6% of 25 to 54 years old, and lastly, people over 54 years were found to be the least active group as they only amounted to 23.3% of their age group (García M. and Llopis R., 2011). Nevertheless, among these three groups, the one which has grown more in comparison with the data from a survey in 2005, is the group of Spaniards aged over 54 (García M. and Llopis R., 2011). This survey also shows that the higher the education level is the more likely people are to do physical activity. This is indicated by 58% of Spaniards with higher education practicing sports, however, when it comes to secondary education this percentage amounts to 48%, and when talking about primary education, such percentage is 29.9% (García M. and Llopis R., 2011).

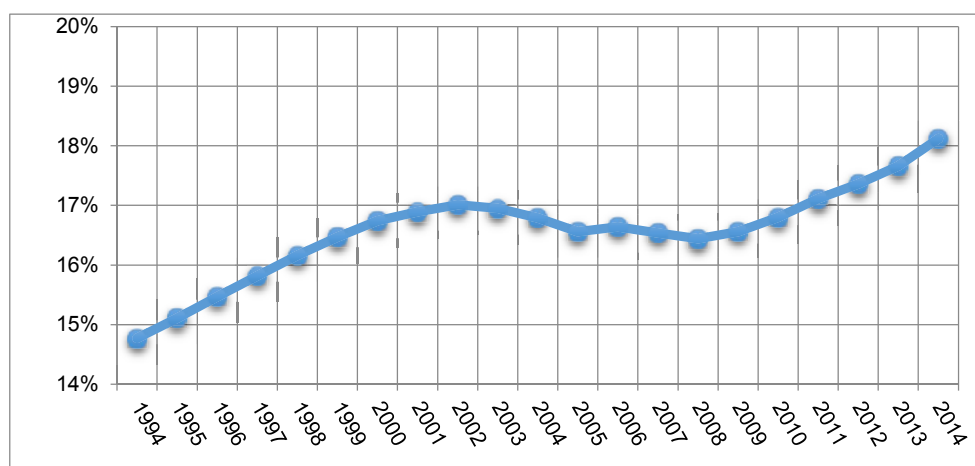
Finally, it is also possible to draw a few more conclusions from Barómetro de Junio de 2014, conducted by CIS (2014). The barometer concludes that 40% of surveyed people take exercise with friends and 55% were more interested in sports in all its forms. The main reasons for practising sports include doing physical activity, having fun and hanging out, while age, health and lack of time stand out as major causes to stop exercising. Furthermore, disliking exercise is the main reason for not doing any sport.

- **The ageing of the population**

The population over 64 years old has increased in Spain in the last two decades (INE, 2014). By taking a closer look at chart 2.1.1.3.1., it can be appreciated that the referred

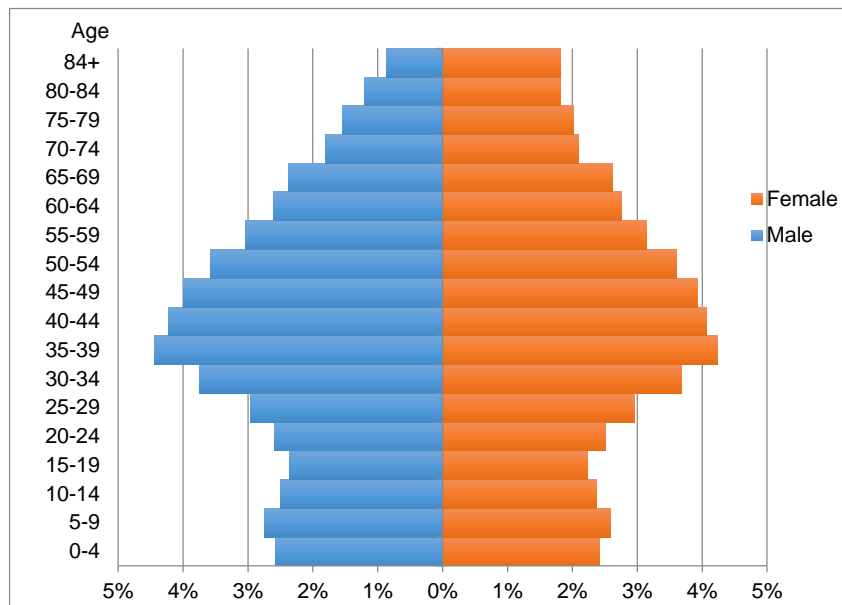
group represented 14.77% of the total population in 1994, whereas in 2014, it represented 18.12%, which is 8.44 million of inhabitants. What is more, as can be seen from chart 2.1.1.3.2., in 2014 35% of the total population were between 40 and 65 years of age, which means the number of individuals aged over 64 living in Spain is going to grow noticeably in the following decade. This, in addition to the fact that life expectancy has gone from 78.02 years in 1994 to 82.82 years in 2014 according to INE (2014), clearly reveals a gradual ageing of the Spanish population. As a result, the decreasing number of children and young people is triggering off age imbalances in the Spanish population structure. In this respect, it goes without saying that this tendency has major implications for the labour market, pension system, public health, economic development and so on. In the specific case of sports centres, the principle consequence is the growing of the profile of an older consumer, to the detriment of a younger one. For this reason, sports centres have to consider such a trend and, in some cases, adjust their services to the needs of this growing consumer group. However, this might involve bearing a high cost for those gyms that only target younger individuals and witness how such segments turn into a less profitable ones in the medium and long run. Besides, this tendency also gives sports centres the chance of offering customised services for this target audience.

Chart 2.1.1.3.1. Proportion of people aged 65 and over in Spain.



Source: INE, cifras de población y censos demográficos

Chart 2.1.1.3.2. Population pyramid of Spain in 2014 (% of total population).



Source: INE, cifras de población y censos demográficos

- **Most widely fitness activities practiced in Spain**

According to the monthly gyms barometer published by Correo del Mercado Deportivo (2014), the most widely practiced fitness activities in Spain included indoor cycling, Pilates or cross-functional training. Table 2.1.1.3.1. displays the top 10 list of most popular fitness activities in Spain in 2014.

Table 2.1.1.3.1. Fitness trends in Spain in 2014.

1	Cycling Indoor
2	Pilates
3	Functional Training
4	Aerobics
5	Body-building activities
6	Dances
7	Contact Sports
8	Cardiovascular activities
9	Body and mind activities
10	Activities for losing weight

Source: Correo del Mercado Deportivo

2.1.1.4. Technological factors

Most significant technological factors affecting sports centres' business activity are examined in this section:

- **Possibility to utilise the latest technological developments when running sports centres and doing physical activity**

Thanks to a large amount of technological developments within the sports industry, sports centres have multiple chances to base their services on the usage of technology to enhance their competitiveness and differentiate from competition (La Vanguardia, 2014). Thus, gyms are capable of raising efficiency by making use of an Enterprise Resource Planning (GPA Sport, 2015), use energy saving systems (Consejería de Economía e Innovación Tecnológica de Madrid, 2005) or purchase novel equipment and sports applications that assist sports centres in customising fitness routines for every client or analysing individual physical performances on a regular basis (Ingram, 2014).

- **Creation of the Spanish Sport Industry Technology Platform (INESPORT), which promotes the development of the Spanish sports industry.**

In 2010, the Spanish Sport Industry Technology Platform (INESPORT) was founded, (Instituto de Biomecánica de Valencia, 2014). This project aims to bring together all players and promote innovation and competitiveness within the sports sector so as to develop the sports industry in the country. Gyms and other sports centres can benefit from the objectives contained in the strategic innovation agenda drawn up by INESPORT. Such objectives encourage cooperation between companies and higher education institutions, the transfer of knowledge and technologies and the establishment of links between key players in the sports industry.

- **Social networks have become a new channel to target prospective clients for gyms**

According to a survey conducted by Interactive Advertising Bureau (2014), 79% of the Spanish population took an active part in some social network in 2013, 99% of whom had a profile on Facebook, 92% on Twitter and 88% on YouTube. This data shows evidence of an unstoppable rise in the usage of social networks in Spain. What is more, according to Our Mobile Planet survey carried out by Google (2013), 55.4% of Spaniards own a smartphone, which means, the level of market penetration of the smartphone in

Spain is the highest one in all of Europe. Consequently, sports centres have the possibility to make use of these new channels to promote their services and target potential clients (IESPORT 2010).

2.1.1.5. Environmental factors

Major environmental factors influencing the running of the gym are shown next.

- **Possibility for sports centres to adhere to the Green Charter on Spanish Sports.**

With the modernization of the Spanish society there has been a raising citizen's awareness of the damaging effects of humans on the environment (Fundación BBVA, 2006). Public institutions have also a greater commitment and therefore promote environmental sustainability within the sports sector through several initiatives. One of the most important initiatives is the Green Charter on Spanish Sports (Consejo Superior de Deportes, 2007). Thus sports centres have now the possibility to adhere to the Green Charter on Spanish Sports, accepting commitments on environmental protection and sustainable development. Principles of the Green Charter include water saving, reduction in energy consumption, reduction of waste produced and minimising the effects upon biodiversity. Thus sports centers and gyms have the chance to differentiate by adhering to the Green Charter, so that customers perceive them as companies with a culture that respects the environment, something that is increasingly valued by society.

2.1.2. Micro-environment analysis

A micro-environment analysis of the referred business will be undertaken in this section. This will consist of two parts, a gym sector analysis and the Porter's five forces analysis.

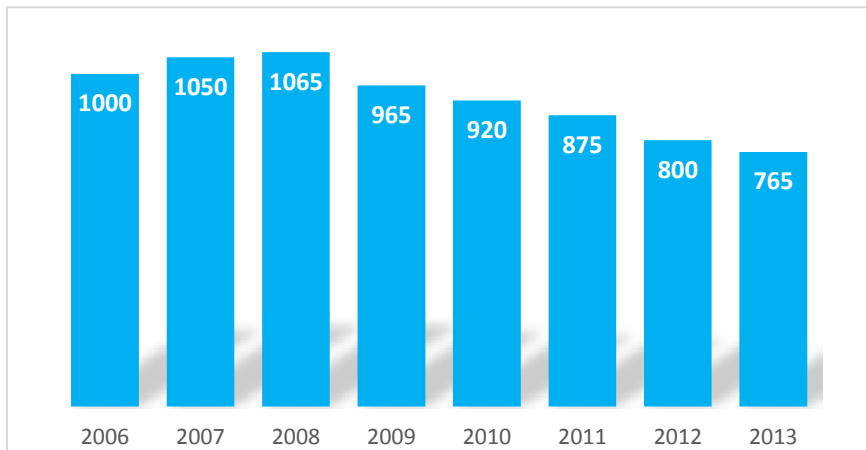
2.1.2.1. Gym sector analysis

For the gym sector, the situation has not been that different since it has been affected by the Spanish economic crisis. Firstly, as can be seen in table 2.1.2.1.1., the number of gyms in Spain have decreased from 4500 in 2007, to 3950 in 2013. This means 550 sport centres have closed down between 2007 and 2013. Besides, table 2.1.2.1.2 shows a steady decline of the Spanish gyms' turnover in the period of time from 2009 and 2013. In particular, in 2013 this type of business invoiced 765 million euros, a much lower amount compared to the 1065 million euros recorded in 2008.

According to DBK (2013), this fall in turnover has been caused by a decrease in consumption of sport services, which in turn, was caused by a high unemployment rate

and an overall economic depression. The rise of VAT to sport services in 2012, the emergence of promotions, discounts and special offers with a view to attracting and retaining clients and the consolidation of low-cost businesses on the market were also contributing factors. As a consequence, and as the gym sector barometer conducted by FNEID (2014) points out, sport centres have lost clients during the recent years of recession. Despite its poor performance, the Spanish gym sector is expected to have a slight recovery for 2014 according to DBK’s report (2013).

Chart 2.1.2.1.1. Spanish Gyms’ annual turnover (million euro).



Source: Annual Gym Sector report conducted by DBK

Table 2.1.2.1.1. Number of gyms in Spain per year.

Year	Number of gyms in Spain
2007	4500
2008	4700
2009	4200
2010	4450
2011	4315
2012	4100
2013	3950

Source: Annual Gym Sector report conducted by DBK

Furthermore, the Spanish model of sport is characterised by a large number of public bodies within the sector (Sánchez, 2011). This model has its roots in two articles of the Spanish Constitution (1978, p. 29320). Firstly, in article 43.3 it is established that “the

public authorities shall promote health education, physical education and sports. Likewise, they shall encourage the proper use of leisure time". Secondly, article 148.19 hands over competencies for promoting sports and encouraging the proper use of leisure to the Autonomous Communities. Consequently the Autonomous Communities, by means of their by-laws, have assumed powers in sport matters and have developed their own legislation (Sánchez, 2011). In the case of the Valencian Community, there is the Law 2/2011, from 22 March of the Valencian Government, of Sport and Physical Activity, in the Valencian Community (2011). Sport companies benefit from this model since the promotion of sports and physical activity carried out by public authorities contributes positively to improve the sports habits of the Spanish population and, therefore, raise the demand for sport products and services. Thus, this situation has a positive effect on the demand for gym services.

Household spending on sports and leisure services in the Valencian Community

According to *Encuesta de los Presupuestos Familiares en España* carried out by *Instituto Nacional de Estadística* (2013), Spaniards spent 4,234 million euros on sports products and services in 2013, an increase of 3% in comparison with 2012, when it amounted to 4,159 million euros.

What is more, statistics enable us to split total expenditure on sport into three groups depending on the sort of goods and services consumed by Spanish households. Therefore, it is possible to consider individually these three areas; spending on sports and leisure services, spending on large equipment for sports and repairs and spending on regular equipment for sports and repairs.

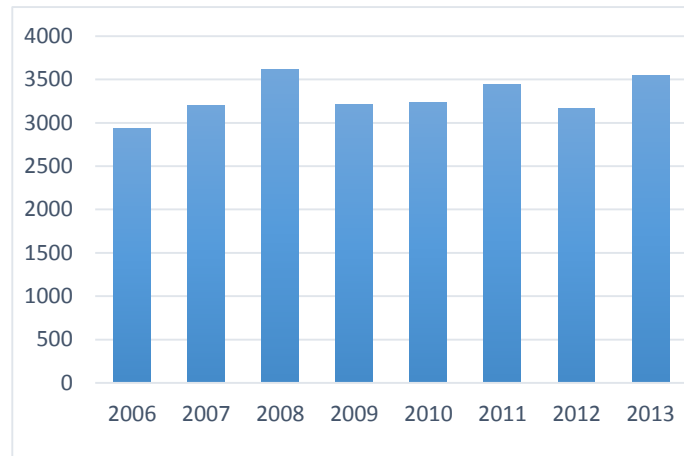
The figure which comprises the economic activity generated by gyms and, therefore, has more use for the present report, is the annual household spending on sports and leisure services. Particularly, sports and leisure services represented 84% of the total household spending on sports in 2013.

As shown in graph 2.1.2.1.2., Spaniards spent 3,543 million euros on this type of service in 2013, which indicates a rise of 12% compared to the previous year.

Nonetheless, according to the gym sector barometer conducted by FNEID (2014), if it's taken into account that 71% of sports facilities passed on the entire increase in VAT in 2012 (13 percentage points) to their clients, this rise of 12% in spending on sports and leisure services is much lower than initially expected. Thus, it may be concluded that

the real rise in household expenditure on sports and leisure services was actually rather moderate in that year.

Chart 2.1.2.1.2. Total consumption on sports and leisure services per year in Spain (million euro).



Source: INE, Encuesta de Presupuestos Familiares en España

Chart 2.1.2.1.3. Total consumption on sports and leisure services per year in the Autonomous Community of Valencia (million euro).



Source: INE, Encuesta de Presupuestos Familiares en España

It is also worth considering the development of spending on sports and leisure services in the Valencian Community. As graph 2.1.2.1.3. illustrates, in 2013 Valencian consumers spent around 447 million euros on these services, a 28% increase on 2012.

This is very positive data for the Valencian sports centres as spending on sports and leisure services in such community doubled the average growth in Spain in that year. Even though it is necessary once again to take into consideration that 71% of sports facilities passed on the entire increase in VAT to their clients in 2012, in this case, the real rise in spending on sports and leisure services in the Valencian Community was in fact quite significant.

Table 2.1.2.1.2. Average expenditure per person on sports and leisure services in both, Spain and the Autonomous Community of Valencia (euro).

Average expenditure per person on sports and leisure services (€)		
	Spain	Autonomous Community of Valencia
2013	76,78	90,68
2012	68,30	70,12
2011	74,24	64,02
2010	70,06	55,85
2009	69,98	63,62
2008	79,21	71,56
2007	71,44	89,02
2006	66,73	81,43

Source: INE, Encuesta de Presupuestos Familiares en España

Finally, it is also appropriate to examine the average spending per person in both Spain and the Valencian Community. The data in table 2.1.2.1.2. shows that Spaniards spent an average of €76.78 on sports and leisure services in 2013, indicating the consumption of this sort of service grew by 12% in comparison with 2012. Average spending on sports and leisure services per person in the Valencian Community amounted to €90.68 in 2013, which was 29% higher than the previous year. These data demonstrate that the average spending on sports and leisure services per person has gone up in the whole country, especially the Valencian Community, which is good for sport centres located in such region.

2.1.2.2. Porter five forces analysis

Porter's five forces model will be utilised with the aim of determining the degree of competition within the sports sector. Then, the gym's strategy will be defined upon the bases of this analysis (Munuera and Rodríguez, 2012). It is also worth mentioning that the gym is going to be located in the municipality of Torrent, and, therefore, the study of the existing competitors will be focused on this geographical location. This is mostly due

to the fact that the market of a gym is limited by its primary trading area as a result of the simultaneity factor linked to services (Sánchez, 2011).

Competitors

Vital Sport's direct competitors comprise private and public companies located in Torrente and its surroundings that offer sports services like fitness and strength building activities. Competitors have been classified according to the point of view of the company by using three sources of information, Censo Público de Empresas de la Cámara de Comercio, store locator of the city Geo Torrent and Torrente City Council's business directory. Direct competitors, which would include gyms and similar sports centres located in the municipality of Torrente, are shown below.

- Acuasport
- Escuela deportiva Herca
- Only Sport
- La Cotxera
- Parc Central Complejo Deportivo
- El Vedat local pavillon

- **Acuasport:**

Acuasport claims to be a family fitness centre in the city of Torrent, as it caters for various sporting activities for children. This business promotes physical activity by offering several services, including a gym, an indoor swimming pool and a sauna. Having a large swimming pool and many combinations of services at different prices and for different lengths of time, makes this business different from its competitors.

The monthly gym fee is €20, the same price as the monthly public session fee for the pool. Although initially these fees can seem to be quite economical, an additional fee is required in order to become a member of the gym for the first time, which amounts to €15. Additionally, monthly charges go up when it comes to enrolling instructor-led programs, especially for kids. In these cases, fees are about €40 and over per month. Acuasport opens Monday to Friday from 7:30 am to 10:00 pm and Saturday from 9:00 am to 2:00 pm.

On the other hand, there seem to be some drawbacks related to the public swimming session timetable, since it is limited to hours with no swimming activities. It means users who swim on their own are only able to do it from 11:00 to 15:00.

Acuasport's target audience embraces two groups; children and adults. On the other hand, the business has a significant presence in social networks as they have Facebook, Twitter and Google+, where the centre recommends articles related to health and sport on a regular basis. They also have a website that provides information on schedules and prices, as well as the activities they offer. However, it appears to be somewhat basic and does not provide much additional information.

Table 2.1.2.2.1. Acuasport's services and facilities.

Services	Facilities
<ul style="list-style-type: none"> ▪ Cardio and bodybuilding machinery training. ▪ Group activities for adults (GAP, Step, Pilates, Body Power, Ciclo Indoor and Zumba) ▪ Swimming lessons for adults ▪ Group activities for children (Swimming lessons, aerobic and Karate) ▪ Free swimming. 	<ul style="list-style-type: none"> ▪ Reception ▪ Bodybuilding room ▪ Multi-purpose room ▪ Indoor cycling room ▪ Large swimming pool ▪ Small swimming pool ▪ Changing room

Source: Own preparation

• **Herca Sports School:**

Herca Sports School: This is a family business with a long history. Its foundation dates back to 1966. This sports centre is primarily directed to a segment that includes children and young people, but also offers services for adults. Although it is specialised in martial arts, it also caters for aerobic, strength training and water activities. The limited amount of activities and the out of date facilities are weak points of this sports centre. Regarding monthly membership, it is €35 for swimming lessons, €30 for supervised fitness classes, and €35 for adult martial arts classes and €28 for child martial arts classes.

Table 2.1.2.2.2. Herca's services and facilities.

Services	Facilities
<ul style="list-style-type: none"> ▪ Cardio and bodybuilding machinery training ▪ Group activities for adults (Aerobic, GAP, Step, Pilates and yoga) ▪ Group activities for children and teenagers (Karate, Aikido, Full Contact and Judo) ▪ Swimming activities for adults ▪ Swimming activities for children ▪ Free swimming 	<ul style="list-style-type: none"> ▪ Reception ▪ Bodybuilding room ▪ Cardiovascular room ▪ Martial arts room ▪ Multi-purpose room ▪ Swimming pool ▪ Thermal circuit ▪ Changing room

Source: Own preparation

- **Only Sport:**

Only Sport is a private gym situated in La Constitución Street. This centre was just opened one year ago, its services include strength building, fitness and karate. This gym opens from Monday to Friday from 8 am to 10 pm and Saturdays from 9:30 am to 1:30 pm. In order to become a member, it is necessary to pay a monthly fee of €33. However, if clients wish to take karate and kickboxing lessons, they are €30 and €20 respectively. Finally, Only Sport does not have any profile on social networks, however does have a basic website.

Table 2.1.2.2.3. Only Sport's services and facilities.

Services	Facilities
<ul style="list-style-type: none"> ▪ Cardio and bodybuilding machinery training ▪ Group activities for adults (GAP, Step, Body Pump, Pilates, Ciclo Indoor, Karate y Kick boxing) ▪ Group activities for children 	<ul style="list-style-type: none"> ▪ Reception ▪ Cardiovascular room ▪ Bodybuilding room ▪ Fitness room ▪ Multi-purpose room ▪ Indoor cycling room ▪ Changing room

Source: Own preparation

- **La Cotxera**

This public sport centre is located in the northeast of Torrente, more precisely, in Pla Street. It is a family oriented centre which has a gym and an indoor swimming pool. La Cotxera's opening hours are from Monday to Friday from 8:30 to 14:00 and 15:30 to 21:30 and Saturday from 9:00 to 13:30. However, in the summer season the centre opens from Monday to Friday from 9:00 to 14:00 and from 17:00 to 21:00, while remaining closed in August. The monthly fee for the gym and the swimming pool have both the same price, which is €31.50. In addition, members are also required to pay an enrolment fee of €31.50. La Cotxera offers discounts for students, disable persons and people who are over 60. Also, there is the possibility to get daily, weekly, fortnightly, quarterly and annual passes. Lastly, the centre has a very basic website and no presence in social networks.

Table 2.1.2.2.4. La Cotxera's services and facilities.

Services	Facilities
<ul style="list-style-type: none"> ▪ Cardio and bodybuilding machinery training. ▪ Group activities for adults (Pilates, Spinning, Step, Fitness Form, Body Step, Aero box, GAP and Muscle Toning) ▪ Swimming activities for adults (Aquafitness, Aquagym and Aquatono) ▪ Fitness activities for children ▪ Swimming lessons for children ▪ Free swimming 	<ul style="list-style-type: none"> ▪ Reception ▪ Cardiovascular and bodybuilding room ▪ Multi-purpose room ▪ Indoor cycling room ▪ Swimming pool ▪ Steam bath ▪ Jacuzzi ▪ Changing room ▪ Car park

Source: Own preparation

• **Parc Central Complejo Deportivo**

This local public centre is managed by the brand AQA Deporte y Salud, which belongs to the company GAIA Gestión Deportiva. It consists of a sports complex based in Escultor Vicente Pallardó round, in the east of Torrente. Par Central opens from Monday to Friday from 7:00 to 22:30 and Saturdays from 8:00 to 22:00. Its strengths are the large facilities and the wide array of sport services that it offers to their users. There is however, a lack of customisation of the service. The monthly fee for the gym and the group activities amounts to €35, however there is an enrolment fee of €30. Parc Central does however own a website and uses social networks to promote its brand by publishing sport articles.

Table 2.1.2.2.5. Parc Central's services and facilities.

Services	Facilities
<ul style="list-style-type: none"> ▪ Cardio and bodybuilding machinery training. ▪ Personal training ▪ Group activities for adults (Pilates, Spinning, Body Balance, Body Pump, Zumba, Step, Stretching, GAP, Belly dancing, Kick Boxing, Body Combat, Total Core and Synergy 360X) ▪ Fitness activities for children ▪ Swimming lessons for infants, children, adults and pregnant women ▪ Paddle lessons for children and adults ▪ Sports and nutritional service 	<ul style="list-style-type: none"> ▪ Reception ▪ Fitness room ▪ Indoor cycling room ▪ Swimming pool ▪ Spa ▪ Solarium ▪ Playroom ▪ Paddle court ▪ Changing room ▪ Café ▪ Car park

Source: Own preparation

- **El Vedat local pavilion:**

El Vedat local pavilion is a sports facility located in Sol Street, in the south of Torrente. There are a range of different monthly fees depending on the type of fitness activity members want to do. The monthly fee for gymnastics, aerobic and Pilates is €15.50 for each individually, while yoga and dance activities cost €16 a month. On the other hand, tennis lessons cost €22 per month. Although it has very low prices, vacancies are rather limited and activities are done only twice a week in a fixed timetable. All information regarding this facility and its activities can be found on the Fundación Deportiva Municipal de Torrent's website.

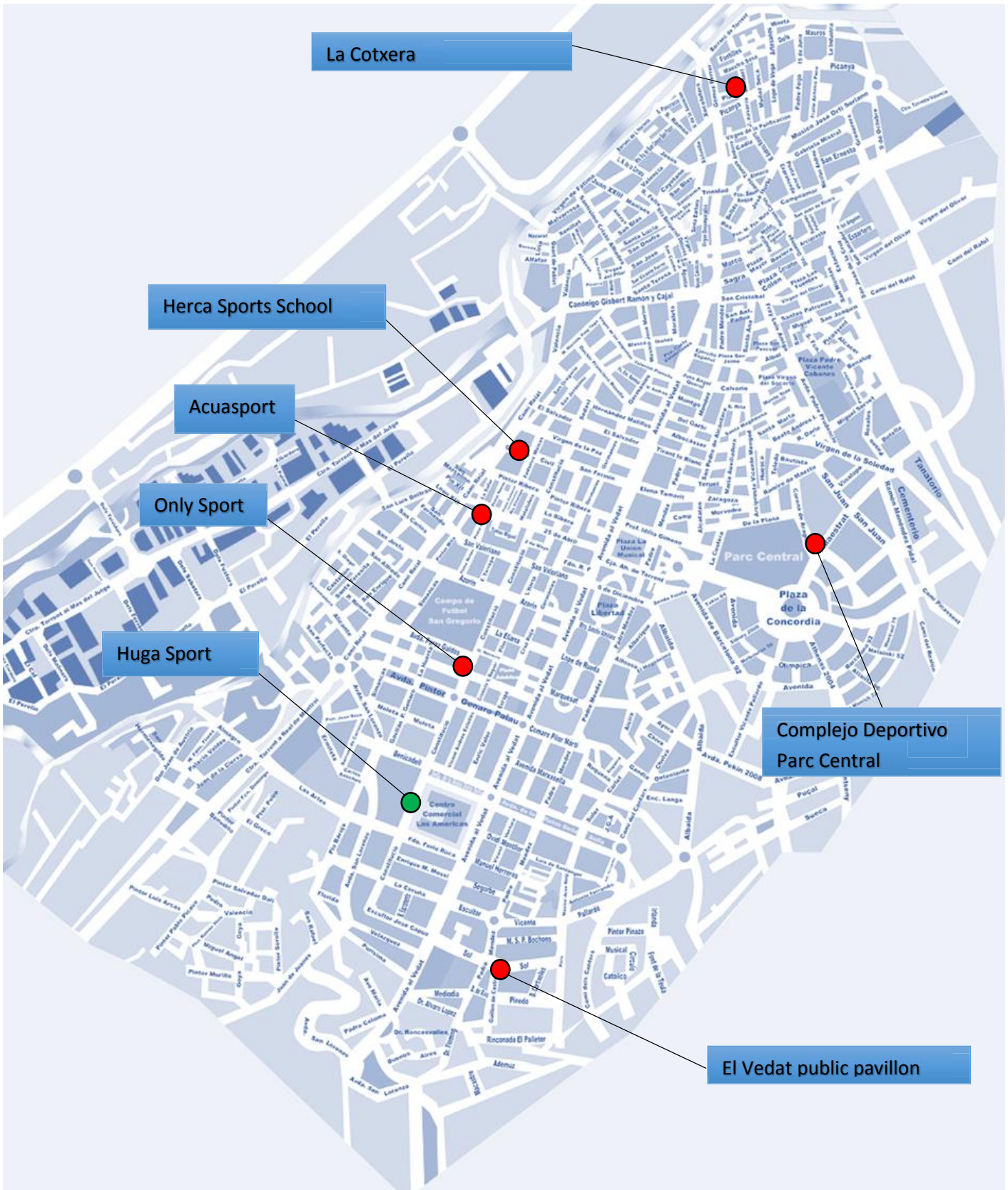
Table 2.1.2.2.6. El Vedat's services and facilities.

Services	Facilities
<ul style="list-style-type: none"> ▪ Group activities for adults (Keep-fit gymnastics, Aerobic, Pilates, Yoga and dances) ▪ Tennis lessons 	<ul style="list-style-type: none"> ▪ Pavilion for indoor soccer ▪ Bodybuilding room ▪ Fitness room ▪ Changing room

Source: Own preparation

After analysing Vita Sport's direct competitors, it can be said that there are high levels of rivalry within the gym and sport centre sector in the municipality of Torrente. This situation is the result of a significant number of companies which have greater experience and similar service offers and fees. To be more exact, there are seven small and medium sized sport centres; four of which are private and three public. Despite the fact they cater for similar services at similar prices, there are several distinguishing features; the number of services offered; the innovation of the services; machinery and facility conditions; the technology applied; customer service; and customisation of the service. As a final point, special attention should be paid to public centres as they are characterised by having large facilities and a wide range of services. Figure 2.1.2.2.1. shows a map with the location of each company analysed above.

Figure 2.1.2.2.1. Huga Sport's main competitors.



Threat of new entrants

Capital requirements, credit restrictions, lack of experience, location and existing competitors who benefit from subsidies, are the main barriers to entry for new competitors. For them to be successful, new competitors should decide whether to compete by having lower prices than those of the rest of the market, or to offer different services that deliver added value to the client in some other way.

Substitute products and services

Substitute products and services can be defined as those products and services that, even though they are based on different technologies, satisfy the same needs of a consumer group (Munuera and Rodríguez, 2012). According to this definition, in the case of gyms, substitute products and services would include any other way to get in shape and lose weight. Therefore, substitutes include the practice of physical exercise indoors or outdoors whether using sports equipment or not. Cosmetic surgery, anti-obesity medication or videogames like Wii Fit are also substitute products. What is more, services offered by gyms also satisfy other needs such as socialising and having fun, so, from this point of view, substitutes would include other activities such as going for a drink with friends, going to the cinema, surfing on the Internet, reading books, attending exhibitions and so on.

Suppliers

As a service company, Huga Sport has no manufacturing process, which means suppliers mainly consist of companies that deliver machinery and equipment to the sports centre. Consequently, the bargaining power of suppliers is low since the degree of competition among them is rather high. This situation leaves a wide array of offers to pick for the company. Body Tone, Rocfit, Fitland, Technogym, Total fitness, BMX Fitness or Precor are just some examples of national suppliers of fitness machinery and sports material.

Clients

The service provided by gyms are not considered basic goods, which means not everyone can afford them and people can do without them, consequently, clients within the gym sector have a strong bargaining power (Sánchez, 2011). Therefore, elasticity of demand for sport services is rather high, meaning that increases in sport services'

prices lead to decreases in the number of people demanding sport services. If gym prices go too high, clients might easily choose another cheaper option.

Moreover, the demand for gym services varies depending on the time of year. January and September have the highest amount of members registered at gyms, whilst July, August and December record the worst figures. In particular, gyms on average register more members in September because it is the time when most people get back to their normal routine. September also marks the start of the new academic year, therefore for a great number of people, it is an ideal time to take up new activities. Gyms also have a high demand in January because many people aim to get fit after binge eating over the holidays (El Economista, 2015).

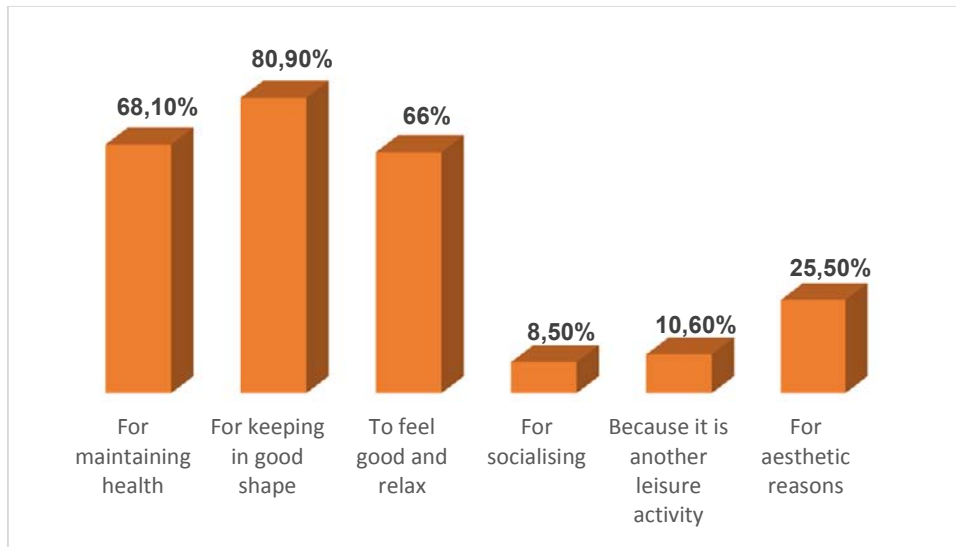
The profile of gym clients is male or female, aged between 25 and 44, with secondary school and higher education, who lives in a big city and is from the middle and higher class. (Sánchez, 2011). There is, however, a slight greater presence of women at gyms. Regarding age, individuals who are between 35 and 44 use gyms' facilities most often, followed by those aged between 25 and 34. However, after the age of 45 physical activity and the usage of gyms drops (Sánchez, 2011). On the other hand, users of public sports centres consist of all segments of the population, with a slight predominance of younger adults and people from middle and lower classes (Sánchez, 2011).

Determinants of success of gym services from the client's point of view

Key success factors for gyms from the client's perspective are shown below (Instituto de Biomecánica de Valencia, 2009).

Firstly, and as seen in graph 2.1.2.2.1., the main reasons clients go to the gym are to be in good shape, to maintain health and to feel good and relaxed (Instituto de Biomecánica de Valencia, 2009).

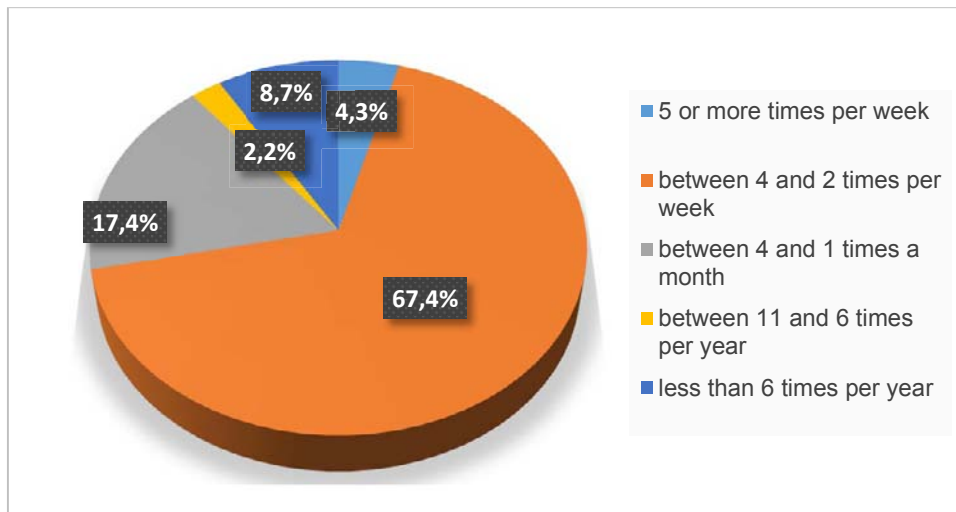
Chart 2.1.2.2.1. Reasons to go to the gym.



Source: Factores de éxito desde la perspectiva del usuario en instalaciones deportivas, de ocio y salud en la Comunidad Valenciana conducted by IBV

Another point to consider is the frequency members make use of gym facilities. As shown in graph 2.1.2.2.2., 70% of gym members use gym facilities between 4 and 2 times a week.

Chart 2.1.2.2.2. Frequency of use of gym services.

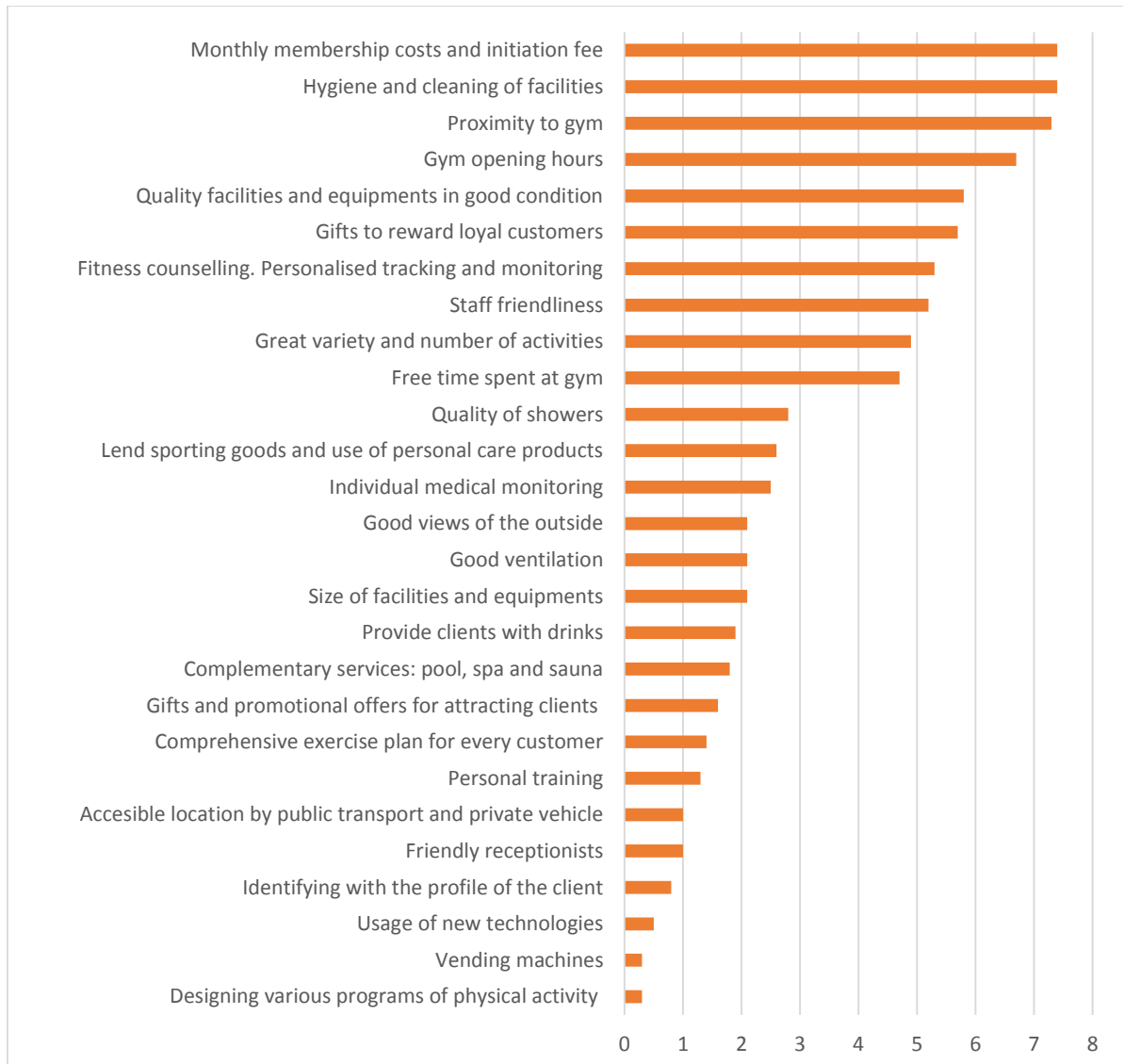


Source: Factores de éxito desde la perspectiva del usuario en instalaciones deportivas, de ocio y salud en la Comunidad Valenciana conducted by IBV

It is also important for gyms to be aware of the most significant factors attracting users so as to adjust the services offered to their demands and needs. Key areas gym services are structured around are: fees, membership conditions, facilities, machinery and

equipment, customer service, variety of services, proximity and access to the centre, and promotions, and communication (Instituto de Biomecánica de Valencia, 2009). Figure 2.1.2.2.3. illustrates all these factors ranked according to their importance for gym clients.

Chart 2.1.2.2.3. Determining factors for gym clients.



Source: Factores de éxito desde la perspectiva del usuario en instalaciones deportivas, de ocio y salud en la Comunidad Valenciana conducted by IBV

For the clients to pick a specific gym to join over all other competitors, the following aspects, ordered by importance, must be taken into account (Instituto de Biomecánica de Valencia, 2009). Communication has to work on the following points.

1. Monthly membership fee and enrolment fee
2. Proximity to gym
3. Gym Opening hours

4. Great variety and number of activities
5. Free time spent at gym

Besides, if gyms strengthen the following aspects, they shall be highly considered by clients which will encourage members to stay loyal and not move over to any competitors (Instituto de Biomecánica de Valencia, 2009).

1. Hygiene and cleaning of facilities
2. Quality facilities and equipment in good condition
3. Gifts to reward loyal customers
4. Fitness counselling and personalised tracking and monitoring
5. Staff friendliness

2.2 Internal analysis

An internal analysis of the gym will be conducted in this section. This part includes a brief presentation, the mission and vision statements and an analysis of the resources and capabilities of Huga Sport.

2.2.1 Presentation of the company

The chosen company for the present marketing plan is Huga Sport, a sports centre located in the shopping mall Las Américas in Torrente. This business has been operating on the marketing since 2008. Besides it belongs to the new sort of gyms which offer both fitness and wellness services. In fact Huga Sport is characterised by catering for a wide array of services to suit everyone's taste, adults and children.

2.2.2 Mission statement

Huga Sport offers a wide variety of fitness training, relaxation and nutrition services that contribute to the achievement of its members' goals in terms of health and well-being, as well as their satisfaction. For doing so, the centre provides its clients an excellent customer service and a team of highly qualified professionals.

2.2.3 Vision statement

To become the leading gym in improving the well-being of its members in the municipality of Torrente, characterised by its excellent customer service as well as its commitment to promote physical activity in order to enhance quality life.

2.2.4 Resources and capabilities

Huga Sport's internal resources and capabilities are analysed in this section in order to identify the strengths and weaknesses of the gym (Guerras and Navas, 2007). While resources refer to the productive assets of the company, capabilities refer to the ability

of combining and managing resources in order to perform a certain activity. Accordingly, distinctive capabilities shall enable the company itself to develop sustainable competitive advantages over competitors (Guerras and Navas, 2007).

Huga Sport's resources are displayed below.

Tangible resources

- Physical capital resources:

Fitness machinery: It is crucial for the quality of the services offered by the sport centre to be high as this contributes directly to the achievement of the members' goals, as well as their satisfaction. Bearing that in mind, Huga Sport offers high-quality, cutting-edge and convenient fitness machines to satisfy its clients' needs in the best possible way, creating added value for them. It includes indoor bikes, treadmills, rowing machines, elliptical trainers, stair steppers, free weight equipment, bodybuilding machines for the upper (chest, shoulders, arms and back) and lower (legs, thighs and buttocks) body and a multi-station machine.

Additional sports accessories: these are defined as any additional equipment used when exercising at the gym. It would include collars, bars, dumbbells, weight plates, steppers, fit balls, mats, elastic bands, kangoo jumps shoes and expanders among others. All these accessories are mostly used for group activities, though free weight accessories are also used for individual training. As mentioned before, they are all high quality accessories and there are sufficient quantities of each to ensure customer satisfaction. Additionally, they are refurbished on average every three years depending on the wear and condition they have.

Furniture: In this group are elements such as chairs, tables, office cupboards, lockers, benches or coat hookers.

Characteristics of the facilities: Facilities are spacious (about 800m²), clean, adequately lit, organised and properly ventilated. Furthermore, Huga Sport has a reception, a vending area, a massage room, a cardiovascular and bodybuilding room, a multi-purpose room, one indoor cycling room, one Tatami room, changing rooms, a Padel court and a car park. The existence of only one Padel court for lessons and rentals can however be a source of conflict and customer dissatisfaction.

Normally gyms which offer this type of service have at least three Padel courts; one for Padel classes and the rest for booking.

Location: Huga Sport is conveniently located in Las Américas shopping mall. This area is characterised by having a noteworthy share of target audience and businesses, as well as being well connected to other parts of the city and surroundings by several nearby bus stops and a subway stop located 200 metres walking distance. Besides, in front of the centre there is a car park with more than 400 parking places which belong to the shopping centre.

Other office physical elements: This category comprises items used on a daily basis in the office like computers, printers, wireless gateway, telephones, pens, folders, paper, clips, staples, rubbers, tacks, calendars, glue, manuals, etc. They all are numbered and marked in the right place for convenience.

- **Financial resources:**

This refers to external and internal funding sources Huga Sport uses for investing in activities that contribute to develop the whole business. The internal funding used by the gym consists of both retained profits in the form of reserves and amortizations. The gym also uses external financial resources like credits provided by suppliers and loans with lending banks and agencies when making investments with higher costs. The fact that the gym depends partly on external funding to invest in its own development represents a weakness due to the existing severe credit restrictions which are currently present.

- **Human resources:**

Huga Sport staff stand out in customer service, motivation, educational background and expertise. Employees play a key role in the company's strategy by adding value to the service provided to clients. In particular, there are 10 personnel working at the gym, a manager, an administrative-assistant, 5 instructors, a chiropractor and two cleaning people.

Tangible resources:

- **Organisational resources:**

This consists of a client-oriented philosophy that contributes to deliver an excellent customer service; a rigorous selection and training of staff; continuous innovation and improvement of activities; ongoing service improvement; and a great commitment to promote physical activity in Torrente to enhance the health and well-being of its population.

- Brand:

This consists of an intangible asset which is not always easy to identify. Huga Sport's brand is a synonym of excellence in customer service, professionalism and a wide variety of activities. Figure 2.2.4.1.1. shows the brand image of the sports centre.

Figure 2.2.4.1. Huga Sport's Brand



Source: Huga Sport's website

Marketing resources:

- Services:

Training using gym machines: Huga Sport provides fitness machinery for its members to exercise depending on their individual goals. There are, therefore, three different types of machines; cardiovascular machines, free weight machines and bodybuilding machines. All these machines are placed in a large room, properly ventilated and air-conditioned to meet the hygiene and safety standards of the company. Also, there is always an instructor available in the room to help customers.

Cardiovascular machines: By using cardio machines, users will be able to strengthen their hearts and improve blood circulation, increase lung capacity, burn calories from fat, decrease stress, improve sleep and decrease the risks of high blood pressure, diabetes and high cholesterol.

Free weight machines: This equipment allows members to workout using their own bodyweight and free weight accessories like dumbbells. Free weight exercises allow users to perform a wide variety of movements and require better control when performing the exercises, thus, they are the most effective activity to build up muscle mass.

Bodybuilding machines: This last machinery is used to increase muscle mass and tone up the entire body. These machines are extremely useful when exercising as they can act as a stabilising guide for the whole movement and are easy to use. Table 2.2.4.1. shows all machinery and equipment available at Huga Sport.

Table 2.2.4.1. Huga Sport’s machinery and equipment

Cardiovascular machines	Free weight gym equipment	Bodybuilding machines	
<ul style="list-style-type: none"> ▪ Exercise bikes ▪ Recumbent exercise bikes ▪ Elliptical bikes ▪ Treadmill 	<ul style="list-style-type: none"> ▪ Fixed flat weight benches ▪ Adjustable weight benches ▪ Flat Olympic weight benches ▪ Adjustable Olympic weight benches ▪ Fitness trees ▪ Arm curl benches 	<ul style="list-style-type: none"> ▪ Abdominal crunches ▪ Legs extension machines ▪ Abductor machines ▪ Rowing machines ▪ Cable towers ▪ Triceps extension machines 	
	<th>Free weight accessories</th> <td></td>	Free weight accessories	
	<ul style="list-style-type: none"> ▪ Straight barbell bars ▪ Curl barbell bars ▪ Dumbbell bars ▪ Rubber radial weight plates ▪ Collars ▪ Dumbbells ▪ Weight plate racks ▪ Dumbbell racks 		

Source: Own preparation

Group activities: The gym offers out a wide array of supervised fitness activities on a daily basis, from Monday to Friday, which take place in the multipurpose-room, in the Tatami room and the Indoor cycling room. In order to attend group activities, members have to book a place beforehand by notifying it at reception. It is not mandatory, though, but clients might take the risk of not having place. Figure 2.2.4.2. shows group activities Huga Sport offer to its members regularly and table 2.2.4.2. displays the timetable for such activities.

Figure. 2.2.4.2. Huga Sport's activities



Cardiovascular activities

- Cycling Indoor
- Aerostep
- Zumba
- Interval



Muscle strengthening activities

- GAP
- Body Tonic
- ABS (Abdominals)
- Total Work
- HIIT



Relaxation activities

- Pilates
- Stretching

Source: Own preparation

Table 2.2.4.2. Activities timetable

Timetable	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9:00	Pilates (group 1)	Pilates (group 2)	Pilates (group 1)	Pilates (group 2)	Pilates (group 1)	
10:00	Ciclo	Body Tonic	Ciclo Indoor	Body Tonic	Ciclo Indoor	
11:00						Ciclo Indoor
14:30	Body Tonic	Ciclo Indoor	Body Tonic	Ciclo Indoor	HIIT	Cycling Indoor
18:00	Stretching		Stretching			
	Body Tonic	GAP 30'	Body Tonic	GAP 30'		
18:30		ABS 30'		ABS 30'		
19:00	Ciclo Indoor	Ciclo	Ciclo Indoor	Ciclo Indoor	Ciclo Indoor	
	Zumba	Interval	Zumba	Interval		
	Pilates		Pilates			
20:00	Body Tonic	Aerostep	Body Tonic	Aerostep		
	Pilates		Pilates			
21:00						

Source: Own preparation

Special group activities: These are supervised group activities that are not included in the regular gym membership rate.

Kangoo Jumps for adults and children: This consists of practising aerobic exercises to the beat of the music played by using kangoo jump shoes. This sort of fitness footwear allow people to jump in a safe manner as it absorbs 80% of the impacts of jumping. This activity provides clients both exercise and fun. Kangoo Jumps timetable is shown in table 2.2.4.3.

Table 2.2.4.3. Kangoo Jumps timetable

Timetable	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00		Kangoo Jumps (Adults)		Kangoo Jumps (Adults)		
11:00						Kangoo Jumps (Kids)
12:00						Kangoo Jumps (Adults)
14:15		Kangoo Jumps (Adults)		Kangoo Jumps (Adults)		
15:20	Kangoo Jumps (Adults)		Kangoo Jumps (Adults)			
17:30					Kangoo Jumps (Kids)	
20:50	Kangoo Jumps (Adults)		Kangoo Jumps (Adults)			



Source: Own preparation

SHOOT classes (self-defence training): They are supervised combat activities which combine martial arts and other contact combat sports techniques. These classes are performed in the Tatami room and are supervised by specialised instructors. Timetable for SHOOT classes is displayed in table 2.2.4.4.

Table 2.2.4.4. SHOOT timetable

Timetable	Monday	Tuesday	Wednesday	Thursday	Friday
10:00 – 12:00	SHOOT	SHOOT		SHOOT	SHOOT
12:00 – 13:00			SHOOT		
17:00 – 18:00				SHOOT	
18:00 – 19:00				SHOOT	SHOOT
19:00 – 20:00		SHOOT		SHOOT	SHOOT
20:00 – 21:00		SHOOT		SHOOT	SHOOT
21:00 – 22:00		SHOOT			SHOOT

Source: Own preparation

Padel classes for adults and children: Huga Sport offers members the possibility of taking Padel classes. They can be either one-to-one lessons or group lessons (maximum 4 persons). Classes are 30 minutes to 1 hour long and are conducted by instructors with an extensive background in this specific sporting discipline. Classes also include the booking of the Paddle court and racquets.

Karate classes for children: The sports centre also caters for karate classes for kids. In particular, Huga Sport has organised two groups depending on the age of the children; the first one is for kids between 4 and 7 years and the second one is for those aged between 8 and 15 years. The Karate class' timetable is from 17:15 to 18:00 on Monday and Wednesday for the first group, and from 18:00 to 19:00 on Tuesday and 18:30 to 19:30 on Friday for the second group. Furthermore these classes are conducted in the Tatami room by an instructor with an extensive background in martial arts.

Padel court booking: Huga Sport's clients are also able to book the Padel court and Padel rackets throughout the day. The main difference with the Padel classes for adults and children is that the adult service does not involve any instructor conducting any lesson.

Sports massage and quiromassage: These services are provided for clients who not only desire to keep fit, but also desire to enhance their health and wellbeing through activities that nurture both the body and the mind. Sessions are 30 minutes

to 1 hour long and must be booked beforehand. Activities like these contribute to a state of total relaxation, reduce body ache, improve sleep, decrease stress and cut depression and anxiety. Besides all these massages are provided by massage professionals. The different types of massages offered by the gym are shown below:

- Relaxing massage
- Descontractant massage
- Anti-cellulite massage
- Foot massage
- Sports massage
- Massage with essential oils



Personal training: For those who wish greater personalisation in service, there is the option to engage Huga Sport's personal trainers. They are all certified professional instructors with extensive education and background in their respective fields. What is more, personal trainers design an individual fitness and wellness plan for achieving clients' personal goals in a healthy, safe and efficient manner, without the client having to worry about anything.

Free dietary advice: Huga Sport's members have the chance to get professional nutrition advice. Nutrition is a key point when accomplishing personal fitness goals, therefore, Huga Sport's nutritionists design individual diets according to the desired goals set by every client. Thus, each member gets a different kind of diet plan depending on whether they wish to increase muscle mass, get slimmer, make up for the lack of vital substances or proteins, etc.

Vending area: Clients also have an area with standing tables, bar stools and vending machines located next to the main entrance. Clients are able to buy water, juices, energy drinks, fruit, sandwiches and cereal bars at this vending machines.

Free usage of changing rooms, showers and lockers: There are also two spacious changing rooms each with showers and 80 lockers. Additionally, clients do not have to pay any additional fee for using changing rooms, showers or lockers.

Nutritional supplements selling: The sports centre also sells nutritional supplements which can be bought at reception with a 10% discount for members.

Free car park: In front of the gym there is a free car park with 400 parking car places. This makes the access to the gym easier for clients who do not live in nearby areas.

Running Club: Huga Sport’s clients have also the possibility to join the gym’s Running Club for free. This group’s members exercise outdoors while socialising and having fun. To make sure members practise sport in a safe way, the Running Club has set up different groups depending on the runners’ level. Members are also taught techniques to run correctly. Huga Sport’s Running Club also provides its members with information about marathons which they can participate in.

- Price:

The method used to fix prices will take into consideration vital factors such as the competition’s prices, the added value of services and a profit margin as a result of the gap between revenues and expenditure. Prices for services are shown in figure 2.2.4.3. It is also convenient to mention that the enrolment fee is completely free, unlike other competitors.

Figure 2.2.4.3. Services prices

Machine training + regular group activities		
	Morning	All day
Monthly fee	€29	€40

Kangoo Jumps monthly fees			
	Adults		Kids
2 days a week	€30	1 day a week	€20
3 days a week	€35	2 days a week	€30

Paddle court booking fees		
	Members	No members
1 hour pass	€8	€12
10 hours pass	€72	€108
Supplement lighting	€2	€2
Paddle rackets	€0	€2

Personal trainer fees	
30 minutes	€12.50
1 hour	€25
5 hours	€110
10 hours	€200
15 hours	€280
20 hours	€330

Karate fees	
1 month	€30

Massages fees	
30 minutes	€25
1 hour	€35

Source: Own preparation

▪ Placement:

Huga Sport uses a direct distribution channel since it offers services to final consumers. Sales are made via the physical sales point.

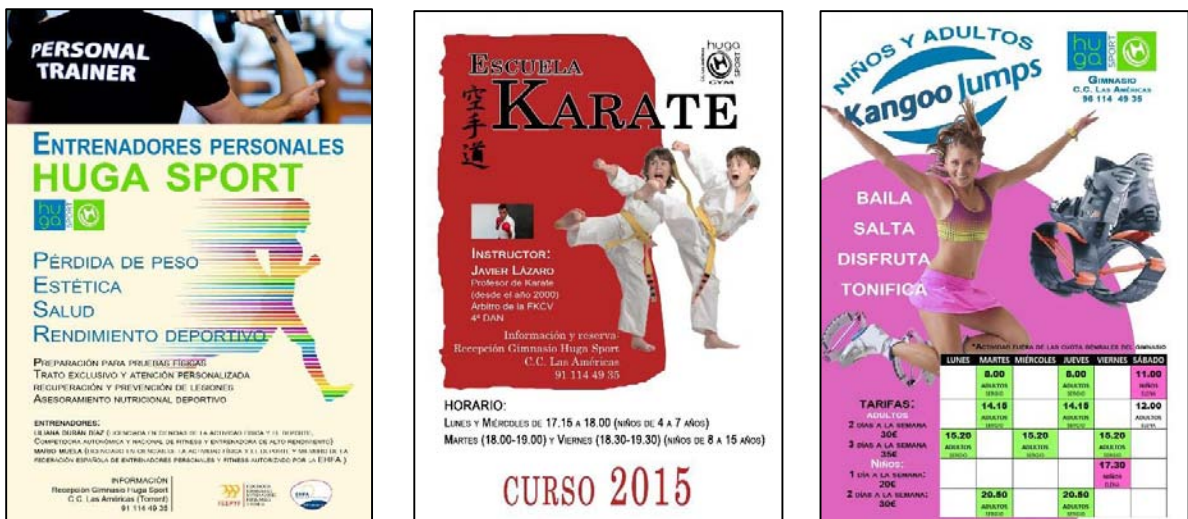
Physical sales point: The gym is conveniently located in Las Americas shopping mall, a shopping area with strong presence of Huga Sport’s target audience and relatively low presence of direct competitors. The gym opens from 7:00 to 22:00 from Monday to Friday and from 9:00 to 14:00 on Saturday. Additionally, it is a maximum of 15 minutes walking distance from any part of the city. Clients can find intra-city and intercity bus stops in front of the gym, as well as a subway stop within 200 metres. Finally it has to be said there is a car park in front of the gym with 400 parking places.

▪ Promotion:

All promotion actions undertaken by the gym will be focused on growing brand awareness, promoting the service offered and attracting and retaining clients. Promotion activities Huga Sport will carry out regularly are listed below:

- ✓ Distributing advertising leaflets which contain information regarding services, promotions and timetables around Torrente. Figure 2.2.4.4. shows some examples of these leaflets.

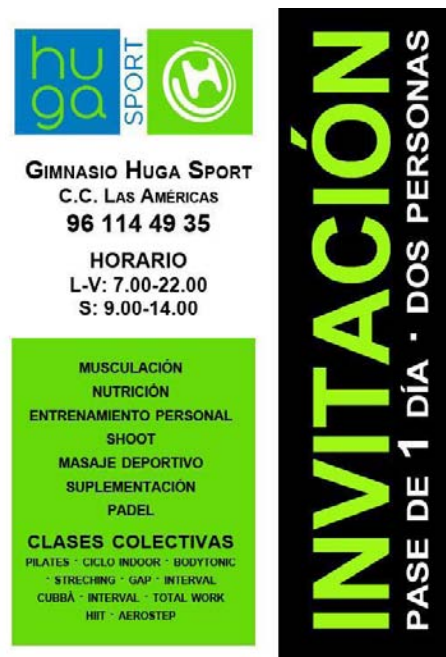
Figure 2.2.4.4. Huga Sport’s leaflets



Source: Huga Sport’s website

- ✓ Free 1-day pass promotion: This promotion consists of giving a free 1-day pass to any person who is interested in coming to the gym and wishes to try the service beforehand. Individuals who show this pass at reception will be able to use Huga Sport's machines and attend any regular group activities they wish on one chosen day. This promotion is available all year round.

Figure 2.2.4.5. Free 1-day pass promotion



Source: Huga Sport's website

- ✓ Promotion by making use of social networks: Huga Sport is on Facebook where it has got 700 followers. By this, it is aimed to increase brand awareness, promote Huga Sport's services and attract potential clients. The centre publishes content on an ongoing basis regarding its activities' timetable, promotions and special events, as well as photos and videos of group training sessions to share the whole experience. Publishing this content on its Facebook page encourages followers to talk about its brand and services in a positive way which will attract friends to the page and new potential clients for Huga Sport.
- ✓ Organising Master Classes and special activities: Huga Sport organises free fitness activities like Master Classes conducted by Huga Sport's instructors

and guest instructors for anyone who wishes to attend. With this action the centre promotes its services in order to attract potential clients. The gym also organises special events every month for members like parties, dinners and outings to build up strong relationships with clients.

- Corporate social responsibility:

Corporate social responsibility is related to active and voluntary contribution to social, economic and environmental improvement by companies. By this it is usually intended to improve its competitive position and give greater added value. Considering this definition, Huga Sport's corporate social responsibility is associated with the awareness of social problems in Torrente.

First, Huga Sport's main social commitment is linked to the dissemination of the sports practice and the improvement of the health and quality life of Torrente's population. Thus, there is no better contribution to it than offering services that are focused on clients' health and wellbeing.

Secondo, the centre is highly aware of several social problems like the abuse and neglect of animal or family poverty that affects children in first place. For combating these social problems Huga Sport cooperates and urges its members to support in the referred social campaigns.

Collaboration with Asociación Colmillo Blanco and La Casa Rotja associations, which are animal protection organisations that fight for animal rights and their welfare. Figure 2.2.4.6. shows two campaigns the gym has participated in. They both mainly consist of collecting resources for enhancing animal conditions these associations accept.

Figure 2.2.4.6. Animal social campaigns



Source: Huga Sport

Huga Sport also takes part in projects related to family poverty, supporting families without adequate resources, especially children who belong to these families. Therefore, Huga Sport participates and encourages its members to participate for example in a toy collection campaign in Christmas times as shown in figure 2.2.4.7.

Figure 2.2.4.7. Toy collection campaign



Source: Huga Sport

Huga Sport's capabilities are explained in this last paragraph.

Capabilities

- Capabilities include an excellent customer service, professionalism and a wide variety of fitness and wellness services adapted to different types of clients and their needs. Excellence in customer service is highlighted by emphasising staff friendliness, personalisation of the service, efficiency of the service and good facilities conditions. Professionalism is reached by recruiting and training highly qualified personnel. Finally, variety of services is highlighted by offering a wide array of fitness, relaxation and nutrition services, which optimise clients' sought results.

3. SWOT analysis

A SWOT analysis is going to be conducted in this section. Information comprised in this part is shown in the previous sections regarding internal and external analysis.

Weaknesses

W1. Inefficient booking system: In order to book activities and services, Huga Sport's members have to contact reception either by calling or going to the centre. This situation differs radically from that of other rival sports centres where clients are able to book activities through the gym's website wherever and whenever they wish. An online booking system would not only enhance the customer service but also reduce the amount of time spent in the administration of the centre, making the running of the business more efficient.

W2. The gym has no swimming pool: Huga Sport has no pool unlike other competitors. Therefore it is harder for the centre to attract certain clients who also look for additional services like water activities.

W3. The centre has only one Paddle court for both lessons and private rental which can lead to conflicts and customer dissatisfaction: As for the existence of only one Padel court for lessons and rentals should be mentioned that can be a source of conflict or customer dissatisfaction. Normally gyms which offer this type of service have at least three Paddle courts; one for Paddle classes and the rest for booking.

W4. Dependence on external funding: The centre has a significant dependence on external financial resources as it needs to invest in the machinery and equipment of the centre which is quite expensive.

W5. High prices of the gym services: Huga Sport's prices are higher than those from its competitors which makes more difficult to attract a greater amount of clients.

W6. Website with serious deficiencies: The website of the gym is not well-organised, contains very few images, there are no direct links to the profiles of the centre on social networks and has some drawbacks regarding format, size and colour of the text. All these facts do not transmit a professional image of the centre. Besides, Huga Sport's clients do not have the possibility to purchase services or book activities through its website.

Strengthens

S1. Excellent customer-service: A fundamental characteristic which distinguishes Huga sport from its competitors is the friendliness and professionalism of its customer service.

S2. Highly qualified and experienced staff: Huga Sport's personnel hold high education degrees and lots of experience in their field. This contributes to provide a highly professional service as well as giving added value to clients.

S3. Free car park: Huga Sport is the only gym in Torrente with a car park which can be used for anyone for free. This is a highly valuable resource to the company as it allows clients to access the gym easily.

S4. Wide variety of activities and complementary services: Huga Sport stands out for having a wide array of fitness activities and services many of which are not offered by any other competitor in the municipality of Torrente, for example Padel classes or Kangoo Jumps activities. Moreover, the centre offers remarkable complementary services like different types of massages or vending machines. All these services generate added value to clients.

S5. Free 1-day pass promotion: There are no other sports centres offering this promotion in Torrente. This action has been proved to be very effective when it comes to attracting potential clients as it is used by big gym chains.

S6. Good location: The centre has an ideal location since it is situated in a shopping area with a strong presence of Huga Sport's target audience and relatively low presence of direct competitors.

Threats

T1. Large number of competitors in Torrente, including public sports centres: There is a large number of competitors in the municipality. Greater attention must be paid to public sport centres as they have a large amount of facilities and activities.

T2. Seasonality of demand within the gym sector: The demand for gym services varies depending on the time of year. January and September have the highest amount of members registered at gyms, whilst July, August and December record the worst figures.

T3. High cost of investing and maintaining fitness machinery and equipment: The high cost of buying and investing in gym machinery is a barrier for Huga Sport as the centre depends on its machinery to provide proper fitness services.

T4. Significant credit restrictions: there are significant credit restrictions as a result of the recent banking and financial crisis, which undermines access to credit for gyms like Huga Sport.

T5. Rising energy costs: As shown before, energy supply (electricity and gas) is the second highest cost for sports centres. Given this fact, the rise in energy prices over the last years in Spain has forced many sports centres to reduce their profit or go out of business, as they were unable to bear such an increase

T6. Large amount of substitute products: There is a wide range of substitute products for practising physical exercise indoors or outdoors using sports equipment or not. Fitness machinery for individual clients, videogames like Wii Fit or doing aerobic exercises by following fitness instructions and video demonstrations would be some examples.

Opportunities

O1. Possibility of incorporating quality seals: There is the possibility of incorporating quality seals for sports facilities. As can be seen in graph 2.2.5.3. hygiene and safety are major factors gym clients consider when choosing a gym to join. Thus, by incorporating quality seals gyms can guarantee good hygiene and safety conditions. Such certification gives added value to the clients of sport centres, as facilities with quality seals provide greater client confidence on issues such as hygiene and safety.

O2. Inclusion of physical activity prescription in public healthcare systems: Public healthcare systems urge citizens to do physical exercise due to its physiological, psychological, and social benefits. This therefore has a positive impact on the demand for sports products and services which gyms can use to promote their services that focus on improving clients' health and overall quality of life.

O3. Number of Spaniards who take exercise has increased: There has been an increase in the number of Spaniards who exercise and, therefore, an increase of potential clients for sports centres.

O4. Household spending on sports and leisure services in the Valencian Community has risen: Valencian households have increased its spending on sports and leisure services, which means they have augmented their consumption of this sort of services. This fact benefits gyms located in the Valencian Community.

O5. Possibility of offering services based on the latest technological advances: Gyms have nowadays the possibility to incorporate the latest technological advances in both the running of the business and the sports practice. Gyms could improve the efficiency of the centre management and give greater added value to clients when exercising. Examples would include implementing an innovative sports centre system management

or purchasing machinery with a larger amount of features like tracking and analysing physical activity or combining virtual reality and fitness thanks to the technology used.

O6. Creation of the Spanish Sport Industry Technology Platform (INESPORT): Creation of the Spanish Sport Industry Technology Platform which promotes the development of the Spanish sports industry.

Table 3.1. Swot analysis

Weaknesses		Threats	
W1	Inefficient booking system	T1	Large number of competitors in Torrente, including public sports centres
W2	The gym has no swimming pool		
W3	The centre has only one Paddle court for both lessons and private rental which can lead to conflicts and customer dissatisfaction	T2	Seasonality of demand within the gym sector
W4	Dependence on external funding	T3	High cost of investing and maintaining fitness machinery and equipment
		T4	Significant credit restrictions
W5	High prices of the gym services	T5	Rising energy costs
W6	Website with serious deficiencies	T6	Large amount of substitute products
Strengthens		Opportunities	
S1	Excellent customer-service:	O1	Possibility of incorporating quality seals
S2	Highly qualified and experienced staff	O2	Inclusion of physical activity prescription in public healthcare systems
S3	Free car park:	O3	Number of Spaniards who take exercise has increased
S4	Wide variety of activities and complementary services	O4	. Household spending on sports and leisure services in the Valencian Community has risen
S5	Free 1-day pass promotion	O5	Possibility of offering services based on the latest technological advances
S6	Good location	O6	Creation of the Spanish Sport Industry Technology Platform (INESPORT)

Source: Own preparation

4. Segmentation and positioning

4.1 Segmentation

The target audience of Huga Sport is discussed in this section. Such target audience comprises the following different segments.

Adults: This group consists of individuals aged between 18 and 65 years who live in Torrente or are related to this city due to reasons of study or work. They belong to middle

and upper-middle classes. Below there are shown the three different profiles of clients belonging to this segment of adults.

- **Sports lovers:** They are people who like to wear sporting clothes, read sporting magazines and newspapers, keep updated about fitness trends and have experience practising sports either professionally or at an amateur level. They belong to middle class and go quite often to the gym to improve their physical condition and increase muscle mass. They prefer individual training using gym machines, especially free weight and bodybuilding machines. High quality facility conditions are of importance to this group, as are modern machines and highly qualified professional instructors.
- **Members concerned about health:** They are individuals who have a healthy lifestyle and follow special diets. These clients are mostly women and belong to middle class. Besides they usually have more leisure time and therefore are able to exercise in the morning. They prefer to make use of cardiovascular machines and attend group activities supervised by instructors. These clients value a high customer service, safe and comfortable facilities and the offer of complementary services like nutrition and wellness services.
- **Active members:** They think of sports as a very important leisure activity in their lives, thus they take exercise on a regular basis. These clients are mainly full-time workers who belong to upper-middle classes. They go to the gym to improve their physical condition and reduce the stress they suffer. This members' profile is characterised by using a wide variety of fitness services such as training with machines, group activities and relaxation and wellness services. They highly value good quality and modern machines, safe and comfortable facilities and extensive opening hours.

Kids: This group includes individuals aged between 4 and 15 years who belong to middle-class and upper-middle-class families living in Torrente. The main reason for this group attending the gym is encouragement from their parents to participate in extracurricular activities, however others reasons include developing good habits and healthier lifestyles and reducing their sedentary time After school hours in the evening suit this group's schedule.

Finally, and as explained later on in section 6. Marketing strategies, Huga Sport will target a new segment of clients consisting of associations, companies and educational

institutions located in Torrente, who are interested in organising fitness group activities for their employees.

4.2 Positioning

The conception by clients of Huga Sport's brand is of a sports centre which stands out in customer service, professionalism and variety of fitness and well-being services. These are the three aspects Huga Sport's brand is about and all marketing actions aim to strengthen this image of the business.

5 Marketing objectives

Marketing objectives to be attained within 1 year are shown below. They have been set to contribute to the mission and vision statement of the company. Besides they will be revised on an annual basis.

Quantitative marketing objectives:

1. *Increasing gym members by 15% in 1 year.* This objective aims to expand Huga Sport's client base in order to increase revenues and profits. For doing so Huga Sport is going to target a new market segment comprised by group clients. Associations, companies and educational institutions are included in this segment. Moreover, the sports centre is going to generate greater added value to customers, launch a *strong sales promotion* campaign in Torrente and set discounts for attracting potential clients.
2. *Retaining 80% of current clients.* This intends to obtain loyal clients that not only provide revenues to the business in the short run, but also in the long run. To achieve this, Huga Sport is going to reward clients who are loyal and improve its customer service to increase its members' satisfaction.
3. *Getting a score of 90% in the quarterly customer satisfaction survey.* With this objective the gym makes sure there is a high degree of satisfaction with the service. Huga Sport also intends to use the feedback from users in order to gather information on suggested areas of improvement.
4. *Having 500 web visits a month from the fourth month.* This goal aims to optimize the performance of Huga Sport's website to attract a larger number of potential clients. The business will create a profile on Twitter to publish content and interact with users. In order to generate greater traffic on the website, Huga Sport is going to enhance the current website by allowing clients to purchase services online and book activities and additional services.

Qualitative marketing objectives

5. *Increasing awareness of the gym's brand in the municipality of Torrente.* This objective is intended to increase brand awareness among Torrente's population. Therefore, when potential clients decide to go to the gym they will think of Huga Sport as the first option. For achieving this objective the sports centre will promote its brand and services both online and offline.

6. *Continual service improvement.* This aims to contribute to the improvement of the service as a whole, so that clients will be able to perceive the service as exclusive.

6 Marketing strategies

Marketing strategies used by the business to accomplish the above goals are shown in this section.

In order to increase 15% clients, Huga Sport is going to target a new segment of clients comprised by companies, associations and educational institutions. Therefore, Huga Sport is going to use a market development strategy. However, the gym will also make use of a market penetration strategy so as to attract potential clients from its current target audience.

What is more, for achieving the objective of increasing 15% clients, retaining 80% of current clients, getting a score of 90% in the quarterly satisfaction service and improving continuously the service, Huga Sport is going to strengthen its differentiation Strategy. Particularly, the centre will generate greater added value to clients so they will perceive its service as exclusive. To increase the added value of the service Huga Sport will broaden the current fitness and wellness service offer and rise the efficiency of the service.

Lastly, Huga Sport will develop an online and offline promotion strategy in order to achieve the objective of getting 500 website visits a month and increasing brand awareness in Torrente. Besides these strategies will also contribute to increase 15% clients. In particular the gym will advocate its services at the street and on social networks. In the next section there are all marketing actions to develop these strategies.

7 Marketing mix

In this section there will be detailed explanations of all marketing mix actions the company is going to undertake in order to achieve the above mentioned marketing objectives and strategies. Table 7.1. also shows marketing actions as well as the objectives and strategies they contribute to.

Marketing plan of Huga Sport

Table 7.1. Actions

Marketing mix	Actions	Strategies	Objectives to accomplish
Service	1. Including X-dream bikes in the cardio and bodybuilding room	Differentiation strategy Market penetration strategy	1. Increasing 15% gym members in 1 year 2. Retaining 80% of current clients 3. Getting a score of 90% in the quarterly customer satisfaction survey. 5. Increasing awareness of the gym's brand in the municipality of Torrente 6. Continual Service Improvement
	2. Building a sauna and offering it as a complementary wellness service	Differentiation strategy Market penetration strategy	1. Increasing 15% gym members in 1 year 2. Retaining 80% of current clients 3. Getting a score of 90% in the quarterly customer satisfaction survey 6. Continual Service Improvement
	3. Multi-purpose room booking for groups	Market development strategy	1. Increasing 15% gym members in 1 year
	4. Setting a gym management software with an online booking system	Differentiation strategy	2. Retaining 80% of current clients 3. Getting a score of 90% in the quarterly customer satisfaction survey 6. Continual Service Improvement
	5. Setting a suggestion box	Differentiation strategy	1. Increasing 15% gym members in 1 year 6. Continual Service Improvement
Price	6. Setting quarterly, biannual and annual memberships with discounts	Market penetration strategy	1. Increasing 15% gym members in 1 year
Place	7. Building up a new E-commerce website	Differentiation strategy Market penetration strategy	1. Increasing 15% gym members in 1 year 2. Retaining 80% of current clients 3. Getting a score of 90% in the quarterly customer satisfaction survey 4. Having 500 web visits a month from the fourth month 6. Continual Service Improvement
Promotion	8. Distributing leaflets	Offline promotion strategy	1. Increasing 15% gym members in 1 year 4. Having 500 web visits a month from the fourth month 5. Increasing awareness of the gym's brand in the municipality of Torrente
	9. Bring friends promotion	Market penetration strategy	1. Increasing 15% gym members in 1 year
	10. Loyalty card	Differentiation strategy Market penetration strategy	2. Retaining 80% of current clients 3. Getting a score of 90% in the quarterly customer satisfaction survey 6. Continual Service Improvement
	11. Cross promotion with local businesses	Market penetration strategy Offline promotion strategy	1. Increasing 15% gym members in 1 year 2. Retaining 80% of current clients 3. Getting a score of 90% in the quarterly customer satisfaction survey 5. Increasing awareness of the gym's brand in the municipality of Torrente 6. Continual Service Improvement.
	12. Creating a profile on Twitter	Online promotion strategy	1. Increasing 15% gym members in 1 year. 4. Having 500 web visits a month from the fourth month. 5. Increasing awareness of the gym's brand in the municipality of Torrente
	13. Raffle on Twitter	Online promotion strategy	2. Retaining 80% of current clients. 4. Having 500 web visits a month from the fourth month. 5. Increasing awareness of the gym's brand in the municipality of Torrente
	14. Promotional outdoor activities	Offline promotion strategy	1. Increasing 15% gym members in 1 year. 5. Increasing awareness of the gym's brand in the municipality of Torrente

Source: Own preparation

7.1 Service decisions

Suggested service decisions include:

1. Including X-dream bikes in the cardio and bodybuilding room

To broaden the range of services offered, distinguish Huga Sport's services from those of competitors and attract and retain a larger amount of members, the gym will acquire X-dream bikes. It is worth mentioning there are no other sports centres offering such a service in Torrente, therefore, Huga Sport shall differentiate its services by making these machines available to clients as they are cutting-edge. X-dream bikes combine fitness and virtual reality. They actually simulate the experience of driving a bike outdoors in multiple scenarios. X-dream bikes burn more calories than regular bikes; track information linked to the performance of every user; and have more than 400 different training sessions for different levels. By using this machine members will experience a much more enjoyable workout.

Figure. 7.1.1. X-dream bike



Source: Own preparation

2. Building a sauna and offering it as a complementary wellness service

With the objective of attracting a greater number of clients, give greater value to clients and widen the offer of relaxation and wellness services, Huga Sport will build a sauna in the gym. By catering for sauna services the business shall increase the satisfaction of those clients concerned about their health and wellness. The benefits of using a sauna are numerous and all are beneficial to the physical and mental state of the person. Eliminating toxins, boosting body's defences, reducing stress, improving cardiovascular health and lung function and reducing muscle pains are the main benefits. This new service will differentiate and make Huga Sport more attractive to potential clients as they will be the only gym offering this sort of service at the moment.

3. Multi-purpose room booking for groups

In order to attract a larger amount of clients the gym is going to target a new segment of clients consisting of associations, companies and educational institutions. Thus, this segment comprises client groups. Huga Sport will offer these clients the possibility of booking its multipurpose-rooms for organising different types of group activities in hours when these rooms are not currently in use. This introduction intends to utilise facilities that are currently under-used. Additionally, the sports centre is going to set special fees that will be negotiated directly with each client. It is worth highlighting Huga Sport will be the first gym in Torrente targeting such segment which is very convenient due to the large amount of members it can bring.

4. Setting a gym management software with an online booking system

Huga Sport will implement a gym management software in the cloud called Fit Cloud. This business management system includes many features for the running of sports centres with no need of using any additional computer programs. They include digital signatures, which saves on paper and ink; the possibility for clients to book group activities through the centre's website 24 hours a day; and an integrated accounting system or a customer relationship management system. By implementing this ERP system Huga Sport will increase the efficiency of the running of the business, improving both the customer service and customer satisfaction at the same time. This action shall contribute to enhance and differentiate the service, giving greater added value to clients.

5. Setting a suggestion box

With the intention of constantly improving the service from the point of view of clients, Huga Sport is going to set a suggestion box both in the gym and on the website. Consequently, members will be able to give comments regarding aspects to be improved.

7.2 Price decisions

Suggested price decisions are:

6. Setting quarterly, biannual and annual memberships with discounts

To attract a larger number of clients the gym is going to set quarterly, biannual and annual memberships with discounts of 5%, 10% and 15% respectively. Figure 7.2.2. shows prices for these memberships. They all include the mentioned discounts.

Figure. 7.2.2. Gym’s fees for different periods of time.

Fees	Monthly fee	Quarterly fee (5% off)	Biannual fee (10% off)	Annual fee (15% off)
Morning membership	€ 29	€ 82.65 (€ 27.55 per month)	€ 156.60 (€ 26.10 per month)	€ 295.80 (€ 24.65 per month)
All day membership	€ 40	€ 114 (€ 38 per month)	€ 216 (€ 36 per month)	€ 408 (€ 34 per month)

Source: Own preparation

7.3 Distribution decisions

Suggested distribution decisions include:

7. Building up a new E-commerce website

Huga Sport is going to make use of a new and alternative distribution channel to the point of sale consisting of an E-commerce website. As a result, clients will have the possibility of purchasing Huga Sport’s services in a more comfortable and quick manner since they will be able to do so anytime, anywhere, through computers, Tablets or Smartphones. What is more, the new Huga Sport’s website will be more attractive, more practical and easier to use and oriented to turn visits into sales. For greater convenience, clients will be able to pay the gym’s services by bank transfer, credit or debit card and PayPal. Besides, the website will be linked to the gym management system Fit Cloud, registering automatically all purchases and group activities bookings made by clients.

With this action the centre will improve its customer service as it enables clients purchasing services in a more comfortable and quickly way. By undertaking this action Huga Sport will differentiate its service as it will become the first gym in Torrente to use this distribution channel. Finally it also aims to attract larger amounts of clients.

7.4 Promotion decisions

Suggested promotion decisions are:

8. Distributing leaflets in Torrente

In order to promote its services, attract more members and increase brand awareness in Torrente, Huga Sport is going to distribute leaflets with information about the centre's services and special promotions around the city. In particular there will be leaflets distributed in January, March, September and November as shown later.

9. Bring friends promotion

Those members who bring friends to the centre will be able to benefit from a 40% discount in their next monthly membership. Besides their friends will also benefit from a discount of 40% in their first membership. This promotion is going to be available permanently for attracting a larger number of clients.

Figure. 7.4.1. Bring a friend promotion



Source: Own preparation

10. Loyalty card

This action aims to retain clients and encourage sports practice among members. Every time clients go to Huga Sport and swipe their card through the reader to access to the facilities, they will obtain points on their cards. Once they have got a certain amount of points they will be able to redeem their points for gifts or discounts. Some examples would include discounts of 50% in monthly membership fees, free massage and sauna sessions, free nutritional supplements, free sports products, and free Padel classes.

11. Cross promotion with local businesses

Huga Sport is going to get commercial agreements with specific businesses located in Torrente to cross promote their services. Thus, clients from these local companies will be able to get a 10% off in Huga Sport's services, while gym's members will be able to get 10% off in products and services of these businesses. Members are only required to show the Huga Sport's membership card. The businesses Huga Sport is interested in forming this type of agreement with will consist of beauty parlours, drugstores, sports clothing shops, health food shops and tanning salons. This action aims to attract and retain more clients.

12. Creating a profile on Twitter

The sports centre is going to create a profile on Twitter; posting interesting content to promote its service offer and increase its brand awareness. This will attract larger amounts of visits to the website which in turn will lead to new clients and increased sales. Therefore, Huga Sport is going to interact with users over the network, publish information about its services and timetables for its different activities and share special promotions. Publishing videos and photos of their clients and instructors when exercising, or sharing other interesting facts which could motivate people to exercise, are other examples of content which will be uploaded on Twitter. As shown below there will also be raffles organised through this social network.

13. Raffle on Twitter

A raffle will be carried out twice a year with the objective of increasing Huga Sport's brand awareness among Torrente's population, and also to attract and retain larger amounts of clients. As a consequence, people interested in this raffle will need to follow Huga

Sport on Twitter and write a tweet with hashtag #HugaSportContest and the name of three of their friends. A free monthly membership will be drawn.

Figure. 7.4.2. Huga Sport's contest.



Source: Own preparation

14. Promotional outdoors activities

In order to promote Huga Sport's services and increase brand awareness in Torrente, the centre will organise free outdoors group activities in March, May and September. So that citizens of Torrente will be able to experience the excellence of the service at first hand and for free. They will be able to attend these activities by registering at reception or through the website. These activities will be carried out one Saturday per month. Activities organised include Body Tonic, Zumba, Pilates and Kangoo Jump supervised activities of 45 minutes. The place chosen to organise these activities is the surroundings of the shopping mall, more specifically in Las Américas Avenue, beside the main entrance of the shopping centre. By this it is aimed to call the attention of pedestrians and create promotion by word of mouth. This action will intend therefore attract potential clients and increase awareness in Torrente.

For organising such activities the gym will have to apply for permission to occupy the public space at the Public Areas Office of Torrente City Council. This application will contain vital information like company identification details, organiser details, description of the event, place, date, timetable, number of attendees, assembly if it is needed and so on. Besides the company will have to submit a statement of responsibility, documentary evidence of public charges payment and photocopy of the third party liability insurance acquired previously. Such insurance will be acquired to cover any accident which might occur during the event.

8 Timeline

Next it is shown a timeframe for suggested marketing actions. Its period of time goes from January to December 2016.

Table 8.1. Timeframe for marketing actions

Action	1	2	3	4	5	6	7	8	9	10	11	12
1. Including X-dream bikes in the cardio and bodybuilding room	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
2. Building a sauna and offering it as a complementary wellness service	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
3. Multi-purpose room booking for groups	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
4. Setting a gym management software with an online booking system	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
5. Setting a suggestion box	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
6. Setting quarterly, biannual and annual memberships fees with discounts	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
7. Building up a new E-commerce website	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
8. Distributing leaflets	Implementation	Maintenance	Implementation	Maintenance	Maintenance	Implementation	Maintenance	Maintenance	Implementation	Maintenance	Maintenance	Maintenance
9. Bring friends promotion	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
10. Loyalty card	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
11. Cross promotion with local businesses	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
12. Creating a profile on Twitter	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
13. Raffle on Twitter	Maintenance	Maintenance	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Implementation	Maintenance	Maintenance	Maintenance
14. Promotional outdoor activities	Maintenance	Maintenance	Implementation	Maintenance	Implementation	Maintenance	Maintenance	Maintenance	Implementation	Maintenance	Maintenance	Maintenance

Implementation
 Maintenance

Source: Own preparation

9 Budget

First, table 9.1. displays information regarding budget for undertaking marketing actions. Such Budget amounts to €25,580.

Table 9.1. Budget

Action	Description	Budget
1. Including X-dream bikes in the cardio and bodybuilding room	Buying three X-dream bikes	€14,000
2. Building a sauna and offering it as a complementary wellness service	Building up a sauna	€8,000
3. Multi-purpose room booking for groups	Offering multi-purpose room booking for groups	€0
4. Setting a gym management software with an online booking system	Buying and implementing a gym management software	€1,500
5. Setting a suggestion box	Making a suggestion box available for clients	€10
6. Setting quarterly, biannual and annual memberships with discounts	Setting discounts for quarterly, biannual and annual memberships	€0
7. Building up a new E-commerce website	Hiring a web developer	€1,000
8. Distributing leaflets	Designing and printing out leaflets	€150 (€0,15 each leaflet)
9. Bring friends promotion	Setting this promotion	€0
10. Loyalty card	Designing and printing out loyalty cards	€270 (€0,30 each card)
11. Cross promotion with local businesses	Getting agreements with local businesses	€0
12. Creating a profile on Twitter	Creating a profile on Twitter	€0
13. Raffle on Twitter	Designing, organising and carrying out a raffle	€50
14. Promotional outdoor activities	Organising promotional outdoor activities Third party liability insurance Public charges	€600 (€200 each day)
Total budget		€25,580

Source: Own preparation

At the moment the gym has about 800 members. Bearing in mind Huga Sport's objective of increasing 15% clients, the gym expects to obtain 120 new members by the end of the following year. It is assumed this increase will be progressive, which means there will be a 5% increase in clients every quarter. Besides, it is necessary to mention average fee paid by clients amounts to €34,50. Bearing all this information in mind, the gym expects to obtain €1,380 for the first quarter, €2,760 for the second quarter and €4,140

for the last quarter. Consequently, it is estimated at the end of the year the gym will have made €33,120.

Furthermore, it is also expected 25% current clients to increase its spending on Huga Sport’s services after having undertaken all marketing actions. In particular, it is expected they will spend an average of €10 more. Taking this into account, Huga Sport expects to make €2,000 a month, which amounts to €24,000 at the end of the mentioned period.

In conclusion, it is expected to obtain €57,120 at the end of the period. Considering the budget needed to undertake suggested marketing actions is €25,580, the gym would make a profit of €31,540. Table 9.2. shows predicted revenue per month for the whole period of time while table 9.3. displays the total expected profit.

Table 9.2. Revenue

	1	2	3	4	5	6	7	8	9	10	11	12	Total
Revenues	€3,380	€3,380	€3,380	€3,380	€4,760	€4,760	€4,760	€4,760	€6,140	€6,140	€6,140	€6,140	€57,120

Source: Own preparation

Table 9.3. Profit

Revenue	€57,120
Budget	€25,580
Profit	€31,540

Source: Own preparation

10 Control

In this last section, table 10.1 shows monitoring methods to carry out over the referred period of time to make sure marketing objectives are accomplished. Such table includes information about people responsible for every task as well as the frequency of each monitoring method.

Table 10.1. Control

Objectives	Monitoring methods	Person responsible	Measuring frequency
1. Increasing 15% gym members in 1 year.	Checking out the number of registered new members	Manager	Monthly
2. Retaining 80% of current clients.	Checking the number of members that keep coming to the gym	Manager	Monthly
3. Getting a score of 90% in the quarterly customer satisfaction survey.	Checking out the results from the quarterly customer satisfaction survey	Manager	Quarterly
4. Having 500 web visits a month from the fourth month.	Analysing the number of web visits on Google Analytics	Administrative and manager	Monthly
5. Increasing awareness of the gym's brand in the municipality of Torrente.	Checking out the number of visits to events, participation in the social networks	Administrative and manager	Quarterly
6. Continual Service Improvement	Revising opinions clients drop in the suggestion box Monitoring spending on improvement Checking out the results from the quarterly customer satisfaction survey	Administrative and manager	Monthly

Source: Own preparation

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