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## **DREAMFIT MARKETING PLAN**

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**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 – FINAL DEGREE PROJECT**

**COURSE 2019-2020**

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## **1. EXECUTIVE SUMMARY**

The purpose of this end-of-degree work is to create a marketing plan for Dreamfit. This company is formed by a chain of gyms in Spain, since 2010, although this project is going to focus on the gym in Castellón located in the Valencian Community since 2014.

An analysis of the Dreamfit situation has been carried out, consisting of two parts: external and internal analysis. Firstly, an external analysis of the gymnasium sector has been carried out based on the macro and micro environment affecting the company's business activity. This analysis has allowed us to know the opportunities and threats of Dreamfit. Some of the opportunities obtained are expansion through "Location Intelligence" and innovation and technology. As for the threats, some of those found are: the COVID-19 pandemic and substitute products.

Secondly, an internal analysis has been carried out, where the mission and vision of the company have been set out and, on the other hand, the resources and capacities available to it in order to know what its strengths and weaknesses are. Some of its strengths are: solidarity in the face of events of serious urgency and benevolence towards customers in the face of factors external to the company. As for its weaknesses, we can observe: inefficient functionality of the reserves and lack of ventilation.

Taking into account this information, 7 objectives have been developed to be fulfilled by the company in a period of 1 year: increase the followers of its social networks by 10%, maintain 85% of existing customers, increase Dreamfit members by 20%, achieve a rating of 8 out of 10 in the six-monthly surveys, increase hygiene and ventilation, increase brand image and innovate and improve its service.

In order to achieve the objectives, a series of strategies have been established, these are a combination of differentiation and costs, market penetration and development, finally following a strategy of challenge against its competitors.

Next, 13 actions have been developed to make the established objectives effective and achievable (within 1 year), such as: installing humidity extractors, hiring a nutritionist for their clients, radio advertising and encouraging the incorporation of online partners.

Finally, a timeline has been developed which sets out the duration of the actions, a budget that is necessary to achieve them and, finally, control measures have been established to observe whether the objectives are being fulfilled correctly.

## **2. SITUATION ANALYSIS**

### **2.1. External analysis**

The external analysis consists of two parts, first the macro environment will be analyzed and then the micro environment.

#### **2.1.1. Macroenvironmental analysis**

In this first phase, the main factors affecting the macro-environment will be analyzed using the PESTEL method. These are: political-legal, economic, socio-demographic and cultural, technological and environmental factors. These are characterized as external factors that are uncontrollable by the gymnasium and that affect it directly and indirectly.

##### **2.1.1.1. Political and legal factors**

The political-legal factors affecting the company are:

- **Law 2/2011, of 22 March, of the Generalitat, on Sport and Physical Activity in the Valencian Community:** responsible for coordinating, promoting and regulating physical activity together with sport in the Valencian Community.
- **IV State Collective Agreement for Sports Facilities and Gyms:** the purpose of this agreement is to regulate the working conditions of any company whose purpose is physical activity. It is made up of 10 chapters, although the most relevant and most directly affecting them are the following:
  - **Chapter I: "General provisions".** It provides information on the functional, temporary, personal and territorial scope, the concurrence of agreements, compensation and absorption, personal guarantees, linkage to totality, joint commission and, finally, on the non-application clause.
  - **Chapter II: "Organization of work".** As its name suggests, this chapter provides information on the elements of work organization, i.e., management skills, geographical mobility and variability in the place of service.
  - **Chapter III: "Recruitment".** Indicates how it is carried out. More specifically, it provides information on the form of the contract, general conditions of entry, suitability, probation period and notice of voluntary departure, personal characteristics of contracts and staff, on the various contracts such as contracts for work or specific service. Finally, the subrogation of staff
  - **Chapter IV: "Days of rest, leave and holidays".** This chapter provides information on working hours, breaks, leaves, family reconciliation, etc.



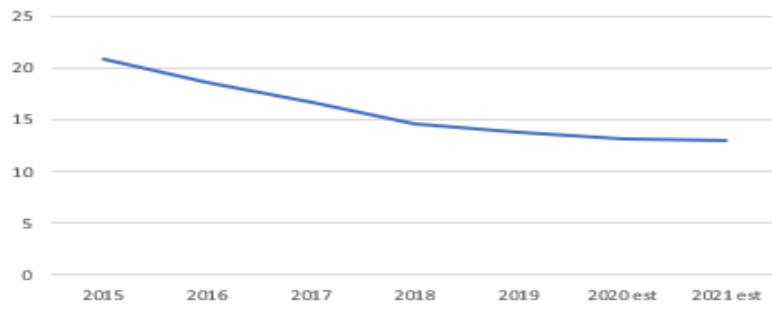
- **Chapter V: "Economic regime"**. It is made up of the salary, overtime, pay, night work, diets, transport allowance and mileage.
  - **Chapter VIII: "Training clauses"**. It is based on the training that the workers must follow and the rules to which they must adhere.
  - **Chapter X: "Occupational health and IT"**. It discusses how safe workers will be in their jobs, looking after their human rights and the rights they have in their jobs.
- **Organic Law 15/1999, of 13 December, on the Protection of Personal Data:** this law indicates how important it is to protect people's data and how this should be done, in order to have an appropriate conduct with them and give them full security. It consists of two chapters:
    - **Chapter I: "Publicly-owned files"**.
    - **Chapter II: "Privately owned files"**.
  - **Political instability:** due to the current political situation, possible gymnasium openings have been unstable. The delay in the creation of governments affects investment negatively. However, the creation of franchises in this sector is growing, and investors must anticipate events before they occur. This instability affects not only investors but others as well.
  - As for **VAT**, in many sectors it has now fallen from 21% to 10%, although this sector is at 21%. This creates a great stir among investors, as they consider that it should decrease mainly because of the positive impact it has on health, since the more users are involved in their physical activity, this means a saving of 2.9% (5,000 million euros), according to the Consejo Superior de Deportes (2019).
  - On the other hand, the **CSD** is currently seeking to introduce a draft law on sport in which there is full gender equality and no discrimination in physical activity.

### 2.1.1.2. Economic factors

- **Unemployment:** Unemployment has not ceased to be a major concern for the country. The unemployment rate in the last year has decreased slightly, by 0.8% with respect to 2018, standing at 13.7% as opposed to 14.5% in 2018. These data show us how unemployment is gradually decreasing and therefore more employment is being generated, although it is still a high rate. This slowdown is related to the slowdown of the GDP.

Relating these data to the gyms, the fact that the rate remains high has a negative effect. That is to say, as there are more unemployed people, their income decreases and therefore they give more importance to basic needs and not to secondary needs as it would be in this case to go to the gym, on the contrary, they would look for cheaper alternatives (e.g.: to go running). On the other hand, if unemployment decreases, even if it does not have a great variation as in this case, it has a positive influence since those people who continue working receive an income and can think and afford to go to a gymnasium. Therefore, we could say that it currently affects the sector in a positive way.

**Figure 1. Variation in unemployment Spain**



Source: INE

- **Economic development (GDP):** nowadays, more and more users are interested in fitness due to the social awareness of leading a healthy and active life on a daily basis. In the last year (2019), the GDP has varied increasingly by 2% compared to 2.4% in 2018, therefore, this means a slower increase in the economy (datosmacro.com, 2019).

The sport sector represents 1.4% of the Spanish annual GDP, this is due to the great investments that are made in this sector, especially football is the sport that moves more money in Spain, today it represents 1.37% of the GDP, practically the totality of the GDP in the sector. Although, within the 1.4% also enter the sales that are made in sports shops, events, gyms, which currently its facilities are growing by far. Finally, we must not forget the tourism that the sports sector promotes since due to all the events and activities that the number of tourists in the country increases, affecting the economy in a positive way.

**Figure 2. Annual GDP variation Spain**



*Source: Eurostat*

- **Consumer Price Index (CPI):** CPI data to December 2019 has been 0.8%, with a variation of 4 tenths more than in November (0.4%) according to the National Institute of Statistics (INE, 2019).

This variation is influenced by an increase in the price of fuel, which increased by 0.5% in the CPI, resulting in an increase in transport. While a drop in electricity prices has caused it to drop to 0.4%, resulting in a 5% drop in the housing rate (Expansión.com, 2020).

The CPI for leisure and culture has suffered a variation of 2% exclusively due to an increase in the prices of tourist packages.

Not only has the CPI increased, but also in 2019, wages have increased by 1.9% over the previous year. In other words, their purchasing power is maintained, so we could say that their consumption is also maintained. In our sector, consumption affects in the same way.

**Figure 3. Consumer Price Index 2019**



Source: INE

### **2.1.1.3. Socio-demographic and cultural factors**

Emphasizing the survey of "*sports habits in Spain 2015*" conducted by the CSD, during the year 2015, more men than women practiced sport weekly, 50.4% compared to 42.1%. It can be seen that the difference is not great, therefore, every year women are joining the world of sport considering it as a regular practice in their day to day. It should be added that, in terms of the cultural level of both women and men who practice sport, there is a higher percentage of people who have subsequent studies, 64.1% compared to 39.4% who have only primary and secondary education.

**Figure 4. % of weekly sport practice**

	2010	2015
<b>TOTAL</b>	37,0	46,2
<b>SEXO</b>		
Hombres	45,4	50,4
Mujeres	28,8	42,1
<b>EDAD</b>		
De 15 a 24 años	57,9	76,1
De 25 a 54 años	40,2	53,2
De 55 y más años	22,2	26,0
<b>NIVEL DE ESTUDIOS</b>		
Educación primaria, secundaria	33,2	39,4
Educación superior o equivalente	54,9	64,1

*Source: MCUD. Survey of sports habits in Spain 2015*

As for the age of the practitioners, the range where more people are between 15-24 years, of course, in those ages one looks more for him and for feeling good about himself, having the maximum energy and more time than the rest to be able to practice it as many times as he wants. On the contrary, the people who practice sport less are those who are 55 years old and older, in the same way as the previous range, they are already in a more mature age and therefore have other worries and tasks in which physical activity is in the background or perhaps they do it in their own way, going for a walk, for example.

Furthermore, taking into account the gymnasium sector, in the same year approximately 12% of the population practices sport in these facilities and this is expected to increase. To this end, more and more agreements are being made with the health sector, such as nutrition companies. These companies advise people, especially older people, to do physical activity in these centers as they have a very positive and rewarding influence on their metabolism. It should be added that in gyms there are many alternatives to exercise, from spinning, functional training, etc. to even yoga. Thanks to this, their attractiveness increases, and they do not only focus on strengthening the body and giving it a good image, but as I mentioned before it helps to improve the inner health.

Another aspect to emphasize is that nowadays there are many alternatives to be able to practice sport, in fact, when we go out to buy, work, do our things we don't stop seeing many people who are either going to walk or run. This may be due to the fact that we are opening our minds more and more and therefore our willingness to do other practices that do not have to depend on a federation where you are obliged to go on certain days and at a certain time. This is also being done because there are many people who are very busy in their daily lives and cannot depend on a schedule and therefore seek their own way of doing physical activity.

#### 2.1.1.4. Technological factors

Nowadays, due to the advances in technology, the so-called patents arise, referring to all those technological innovations that the inventor of the same ones develops giving him a reputation and recognition for it, promoting a progress in the society.

In the field of sport, patents or technological advances help to improve performance in practice and prevent possible injury and damage. In addition, a very important aspect to highlight are the various electronic devices and accessories that allow us to control different vital signs (pulse, heart rate, breathing, etc.), such as intelligent bracelets, such as the Garmin Vivosport, being the best rated bracelet in 2019 according to Gouforit (2020).

**Figure 5. Garmin Vivosport Smart Bracelet**



*Source: Gouforit*

Apart from sports accessories, technology is also present in the machines available in a gym, and they will increase and become more impressive. Thanks to them, you can perform the exercise with greater precision and, in addition, as in the intelligent bracelets, these machines report the calories burned, km performed and even provide you with a series of exercises to be able to follow them.

Many gyms already operate through virtual classes, these are based on a large screen so that students visualize the movements and rhythms can go at their own pace without pressure. This is an advantage for the student who does not have to depend on the monitor's schedule and there is a diversity of classes in one day. This implementation affects companies positively as it reduces personnel costs, but, on the contrary, it affects

employees negatively as they are unnecessary. Dreamfit gives some virtual classes such as virtual spinning, although the vast majority of its classes are with a monitor.

The technology allows the development of software that can store all the information of the clients and even allows training, diets, etc. personalized for each profile of person. Gyms are aware of this and most of them already have it included in their systems. Not only is it useful for the company, but customers can also check their web address and get the information they need (schedules, activities, news ...)

Based on this technology mentioned above, Dreamfit also makes use of it through some devices they have in their facilities where members can sign up for the activities they want and when they want.

#### **2.1.1.5. Environmental factors**

In recent years, the problem with the environment has been present day after day in our lives. We are seeing how our planet is deteriorating, how temperatures have changed and above all how harmful we humans are to it. Therefore, we have to start changing our point of view and start taking actions that will positively affect the environment and manage to stop this disaster in some way.

Companies are also affected by this problem in some way, so they have to adapt and renew their cultures and values accordingly. A very good way to ensure the sustainability that these follows is through the ISO 14001:2015, it works through an environmental management system. Through this system organizations can demonstrate their commitment to environmental protection, providing greater confidence to customers and therefore improving their image (Envira.es, 2018).

Finally, it should be noted that, thanks to new technologies, they allow some sports teams to generate their own energy by means of the movement made by the customer, such as the static bicycle. In this way, the cost of electricity is reduced and the gym itself becomes a generator for its own gym.

## **2.1.2. Microenvironmental analysis**

The analysis of the microenvironment will be based on the analysis of Porter's 5 forces and analysis of the gym sector in order to observe how the different internal factors affect the company.

### **2.1.2.1. Analysis of Porter's 5 forces**

Porter's 5 Forces analysis is a model created by economist Michael Porter. It is based on analyzing the competition of a sector and what its long-term viability will be, in this case the gymnasium sector, the company's resources will be analyzed with the 5 forces so that we can obtain its best strategies. It is made up of current competitors, potential competitors, negotiating power of customers, negotiating power of suppliers and substitute products.

#### **Current competitors**

Dreamfit's direct competitors are low-cost gyms, as this is one of them. It is very important to be clear about what this competition is so that you can do your best to cope with it. Currently, the number of low-cost franchises has shot up and there is a great rivalry between competitors, competing on price and with the philosophy of offering a good quality/price service. As most gyms are franchises with this concept, they are located in more than one city, even being present in the main Spanish cities. Dreamfit's competitors are: Keasyfit, Suma Fitness Club, Gran Vía Fitness, Gymnasium H2o Castellón, Dinamic Centre Esportiu and OKEYMAS Fitness.

#### **Potential competition**

When opening a business one has to think that at any moment new competitors can appear. The company has to be clear about its competitive advantage and its value compared to others. To do this, it has to provide a good service with the best possible quality and adopt the best of the technologies in its facilities, so that its customers feel at ease and can carry out their activity in a more bearable way. Once this is done the company has to carry out maintenance and maintain the value in their customers so that they are loyal, maintaining some contact through good marketing, especially direct marketing as it is present in most of us today, so they can express their opinions and provide suggestions for improvement to the company.

Potential competitors face many barriers to entry. In the fitness sector, one of the biggest barriers is the investment that the competitor has to make in order to set up a new gym, since it is not only the purchase of the premises that has to be taken into account, but



also the price of the land, its installation and the machinery that has to be installed in the gym, which has to be of the best quality and technology. Therefore, the investor has to be sure of this and previously he should carry out a good market study and see if the new business would really suit him.

Another strong barrier is the financing provided by the banks, as it is not easily obtained at present and good reasons for the investment have to be given in order for them to give in. Therefore, it can be seen that there are several barriers that could make them think twice before going into business. However, existing gyms should not be trusted and should continue their competitive strategy normally in differentiation and maintain and exceed customer expectations.

### **Negotiating power of customers**

The negotiation power of the clients is quite high, since, in the last years numerous gyms have been opened, mainly of low-cost type as in this case, this means that they have many options to choose and see which would be their best option, playing with the economic factor, affecting the companies that have higher prices than the competition making them think that maybe they should do something with their prices and lower them or maybe improve their quality.

The low-cost gymnasium boom represents 22% of the market share of the different types of gyms (private non-low-cost, electrostimulation, specific, 24h, concessional and women's), being the second highest behind the concessional gyms. Currently, there is a great demand for gyms, especially of this type, as customers are looking for a medium good service at an affordable price. Dreamfit takes full advantage of this boom and is positioned in 5th place in the ranking of low-cost gyms with 70,148 users in 2018 (cmdsport.com, 2018).

In addition, it should be added that gyms are characterized as seasonal (hablemosdeempresas.com, 2018) In addition, it should be added that gyms are characterized as seasonal (let's talk aboutempresas.com, 2018) because in September and January is when more users come to these services, mainly because people return to their daily habits, therefore, gyms should take advantage of these periods and launch offers, promotions such as, for example, a discount if the customer goes with a couple, in order to attract the attention of potential customers.

### **Negotiating power of suppliers**

The bargaining power of suppliers is low as they have a lot of competition in their sector, which means that the company has several options to choose from, as there is a wide range on offer. Dreamfit focuses on offering a service to the customer and not on producing, so it mainly needs suppliers of machinery, sports equipment and food for the vending machines.

There are many suppliers from different sectors that Dreamfit could go to, but finally some of those who supply you with their different products are Technogym (elliptical, rowing, selector, treadmills...), Evergy (dumbbells, discs, bars, punching bags, non-slip floors...), Lesmills (sports programs with different exercises, bodypump, bodycombat, grit, etc.), Keiser, etc...

As for the food sector, the suppliers that supply the vending machines are Nutrisport (protein foods, recoveries, etc., focused on different activities (resistance, bodybuilding, health...)) and Veraw. Finally, the supplier of everything that includes the changing rooms and their accessories is Thomas Wellness Group.

### **Threat of substitute products**

Substitute products, as the name suggests, are those capable of meeting the same customer needs, usually at a lower price and even improving quality through new technologies or given approaches. In this sector there are several substitute products which means that the attractiveness of the sector decreases and in addition the costs of changes do not exist or are quite reduced, therefore, the customer does not care and neither does it suppose any cost to change the service to another one that is more convenient and at a better price (Guerras, L.A. y Navas, J.E., 2015).

Gyms satisfy the need to get in shape and maintain a healthy life, therefore, they can be replaced mainly by the options of outdoor exercise (laopinion.com, 2019) such as parks, which many of them are equipped with a fitness area, the mountains, walks where you can go running and walking, or even get together with a group of friends and do more strenuous activities with your own resources. Of course, on days when the weather is not good, this option is not very good.

Another alternative to gyms is online videos of fitness training, which you can watch on the YouTube platform or on specialized websites, completely free of charge, although you can also pay for some courses online (laopinion.com, 2019). Public facilities such

as sports centers are another good option for exercising at a lower price. Another way of doing sports is through video games using consoles like the Wii, with the Wii Fit video game.

Similarly, to address this threat, the company must be committed to providing better and good service by exceeding customer expectations with various options other than just fitness service to give added value to the company. Dreamfit, apart from the fitness service, also includes a solarium, sauna and Turkish bath area within its service so that its clients can relax after a hard workout.

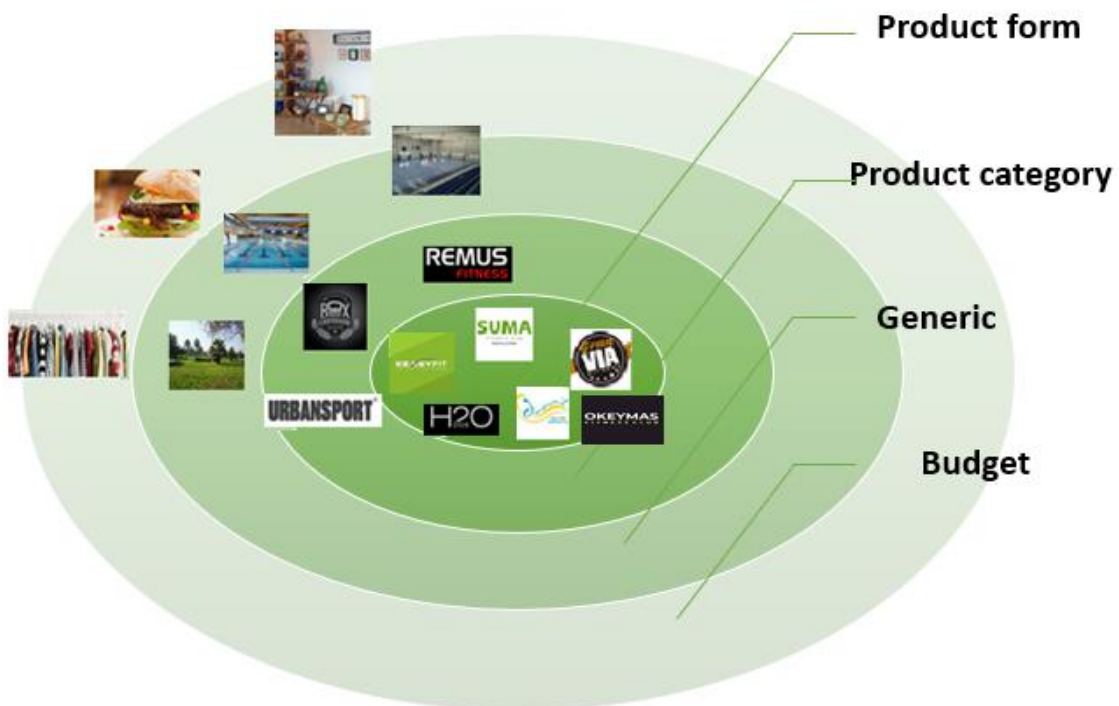
#### **2.1.2.2. Competition analysis**

After carrying out the analysis of Porter's 5 strengths, it is also advisable to carry out a further analysis of Dreamfit's competitors, for which purpose the competition is divided into levels taking into account the consumer's perspective, and, finally, using a table, competitors are compared taking into account the 4Ps of the marketing mix.

#### **Competence levels**

As mentioned above, Dreamfit's competition is made up of all those companies operating in the same sector, in this case the fitness sector. However, in this section we will analyze the competition from the consumer's perspective, dividing it into 4 levels, as can be seen in **Figure 6**:

Figure 6. Competence levels



Source: own preparation

- **Competition in the form of products:** this first level is made up of companies that offer the same service or satisfy the needs of consumers in the same way. This is where the greatest rivalry is to be found, as these are companies that offer practically the same product, the low-cost gymnasium modality with a good quality-price ratio. In this case it corresponds to the companies mentioned above (in the previous point), these are Keasyfit, Suma Fitness Club, Gran Vía Fitness, Gimnasio H2o Castellón, Dinamic centre Esportiu and OKEYMAS Fitness.
- **Product category competition:** this second level includes those companies that share similar attributes, but influence consumers differently. That is, in this case the companies mentioned below differ from Dreamfit in that they are not low-cost, require a higher standard of living and are not franchises. These are The Box, Remus Fitness and Urban Sport.
- **Generic competition:** this corresponds to the third level of competition, here are grouped those products and services that satisfy the same need that is to perform sport and feel good about yourself, but are completely different from the service offered by Dreamfit. In this case, it would be open spaces such as parks and mountains among others, swimming pools and sports centers.

- **Budget competition:** this last level includes all those products and services that can be obtained with the same budget from consumers when enjoying the service of the gym. The products that could be satisfied with a similar budget would be, among others, clothing, food and home accessories.

### **Main competitors**

Currently, as mentioned above, the fitness sector is growing, so the number of gyms each year is shooting up, and this for Dreamfit is a great competition. In spite of this, Dreamfit is a low-cost gym that offers a very good quality, differentiating itself from the others by its other services such as the solarium, sauna, and steam bath. In order to know more about its competitors, we are going to analyze the competition as a product, since they are the ones that have the same attributes as Dreamfit and are its biggest threat.

- **Gymnasium H2o Castellón**

The H2o Castellón gymnasium, apart from being a fitness centre, also has a SPA room and a swimming pool so that its clients can enjoy its facilities to the full. From his point of view, health and physical exercise go hand in hand to improve the quality of life of his clients. On the other hand, the company follows its own philosophy called WELLNESS, this means that they not only focus on the effort carried out in the gym, but also support and encourage physical activity outdoors, i.e. in the open air. To this end, they organize running races subsidized by the Caja Rural of Castellón and mountain races with the support of the Universidad Jaume I.

The schedule is from 7:00 to 22:00 from Monday to Friday and from 9:00 to 14:00 on Saturdays. In which you can perform both fitness and swimming pool activities. The price of the Fitness activities is 45 euros offering the option of free registration when going in a group. As for the prices of the swimming pool, they vary depending on the fortnight, so a fortnight would be 50 € and two fortnights 80 € with registration included.

The target audience of H2o is young people and adults in reference to fitness and also children in reference to the services of the swimming pool. The company has a website to address its audience by publishing information about its facilities and is also present on Facebook. Despite this, some information is quite limited, for example, regarding prices. Finally, not opening their facilities on Sundays is also a disadvantage for the sportier ones.

**Table 1. H2O gym services**

Services				
Fitness activities	Swimming activities	Ballroom dance activities	Outdoor activities	Facility
<ul style="list-style-type: none"> <li>✓ Gap</li> <li>✓ Step</li> <li>✓ Cycling</li> <li>✓ Pilates</li> <li>✓ Aquafitness</li> <li>✓ Circuit training</li> <li>✓ Running club</li> <li>✓ Personal training</li> </ul>	<ul style="list-style-type: none"> <li>✓ Baby school</li> <li>✓ Nursery school</li> <li>✓ School swimming</li> <li>✓ Swimming adults</li> <li>✓ Therapeutic swimming</li> </ul>	<ul style="list-style-type: none"> <li>✓ Initiation</li> <li>✓ Advanced</li> </ul>	<ul style="list-style-type: none"> <li>✓ Snow Trips</li> <li>✓ Multi-adventure trips, etc.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Spa</li> <li>✓ swimming pool</li> <li>✓ Towels</li> <li>✓ Laundry</li> <li>✓ Fitness Room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Activity room</li> </ul>

*Source: own preparation*

- **Gran Vía Fitness**

Gran Vía Fitness offers a large fitness room where its members can enjoy a wide range of machinery for their daily training. It also offers a series of activities for those who are not familiar with the fitness room.

The timetable of the gym is from 07:00 to 23:00 from Monday to Friday and from 9:00 to 14:00 on Saturdays. The gym is closed on Sundays. As mentioned above, it offers a variety of activities to its clients and free parking. As for its prices, these are: 27.90 €/month, 70 €/ 3 months, 99 €/ 5 months and 120 €/ 6 months. In addition, 35 € registration fee.

Its target audience is young people and adults with vitality, with a desire to lead a fit and caring life. In addition, Gran Vía is very present in social networks, where it publishes advice on food and sport. It has a wide variety of prices subject to promotions that include price discounts and some gifts.

**Table 2. Gran Vía Fitness services**

Services			
Cardio activities	Strength activities	Mind activities	Facility
<ul style="list-style-type: none"> <li>✓ Step</li> <li>✓ Ciclo</li> <li>✓ Zumba</li> <li>✓ Abs</li> <li>✓ Gap</li> </ul>	<ul style="list-style-type: none"> <li>✓ Body power</li> <li>✓ Military</li> <li>✓ Crosspartan</li> <li>✓ Hit extrem</li> <li>✓ Cardiokickbox</li> </ul>	<ul style="list-style-type: none"> <li>✓ Pilates</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fitness Room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Free parking</li> <li>✓ Activity room</li> </ul>

*Source: own preparation*

- **OKEYMAS Fitness**

OKEYMAS is a gymnasium belonging to the Grupo Deporocio. Its goal is to offer its clients the best sports facilities and services through research, personal development and technological innovation, considering itself a leader in its sector. Its values revolve around the needs of its clients, attending to them at all times and putting itself in their place.

The company's opening hours are from 7:00 to 22:00 on weekdays, Saturdays from 9:00 to 20:00 and, finally, Sundays from 9:00 to 14:00. In addition to the fitness services, the gym has a bar-restaurant, free parking and a games library for its members. It offers a price of 29.99 € per month. In addition, 30€ registration fee

Its target audience is young people over 13 years old (with the authorization of the father, mother or tutor) and adults. Regarding the marketing carried out by the company, it is present in social networks, specifically in Instagram and Facebook, where it publishes news and images about its facilities, as well as having a quite complete and well-designed website. The disadvantages found are that there is no information about prices and the scarcity of activities on weekends. On the other hand, a positive aspect is that the website has a suggestion box through which customers can express their needs.

**Table 3. OKEYMAS services**

Services			
Cardio activities	Strength activities	Mind activities	Facility
<ul style="list-style-type: none"> <li>✓ Fit hook</li> <li>✓ Ciclo indoor</li> <li>✓ Body pump</li> <li>✓ Gap</li> <li>✓ Zumba</li> <li>✓ Salsa</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fit up</li> </ul>	<ul style="list-style-type: none"> <li>✓ Pilates</li> <li>✓ Yoga</li> <li>✓ Fit axis</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fitness Room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Free parking</li> <li>✓ Playroom</li> <li>✓ Bar-Restaurant</li> <li>✓ Activity room</li> </ul>

*Source: own preparation*

- **Dinamic Centre Esportiu**

Dinamic is a small gym located near the University Jaume I, is consisting of a fitness room and directed classes, including martial arts classes for children. In addition, the gym offers an energy shake service for to perform the activities with more energy and finish them equally. On the other hand, offers a solarium service for anyone interested.

The gym is open from 7:30 a.m. to 9:30 p.m., Monday through Friday. The price per month is 35 € with a discount of 30 € for students of the UJI and retired and unemployed people, plus a registration fee of 20 € if you choose to pay monthly. The price includes diets and advice on supplementation and personalized training. Martial arts for children are 30 € per month.

Its target audience are children, young people and adults, offering them services adapted to each one. The company has a fairly basic but concise website and is present on social networks such as Facebook, Twitter and Google+. As for the drawbacks, it should be added that its presence in social networks is not entirely active and, therefore, the interaction with its customers is not efficient either.



**Table 4. Dinamic Centre Esportiu services**

Services			
Cardio activities	Strength activities	Martial arts activities	Facility
<ul style="list-style-type: none"> <li>✓ Cyclo dinamic</li> <li>✓ Step</li> <li>✓ Zumba</li> <li>✓ Gap</li> </ul>	<ul style="list-style-type: none"> <li>✓ Express Toning</li> </ul>	<ul style="list-style-type: none"> <li>✓ Kung-fu</li> <li>✓ Jiu-jitsu</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fitness Room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Bar</li> <li>✓ Solarium</li> <li>✓ Activity room</li> </ul>

*Source: own preparation*

- **SUMA Fitness Club**

SUMA is a gym belonging to Demmero Group 21 SL. Its purpose is to provide help to those people who really want to make an effort and obtain the best results both internally and externally. Its facilities offer the highest quality with the best technology and the best staff at the service of customers at all times. In addition, they also have a swimming pool in their facilities with its respective classes, just like the fitness part (machines and directed classes).

SUMA is open from 7:00 to 22:00 from Monday to Friday, on Saturdays from 8:00 to 14:00 and from 17:00 to 20:00, and finally on Sundays from 9:00 to 14:00. As far as fitness prices are concerned, the company offers a different range depending on each client: the individual rate of 36 €/month, even rate of 59 €/month, young people's rate (16-21 years) of 27€/month, golden age rate (+65 years) of 27€/month, functional diversity rate of 27€/month and, finally, morning rate of 27 €/month. Pool prices also vary depending on the requirement to be satisfied from 15 €/month to 38 €/month. As for the price for children both swimming and fitness varies depending on the age from 99.90 € to 150 € per quarter. In addition, if you register online the registration is free, the same as physically.

Its target audience are children, young people and adults, since it offers specialized services for each one. To reach and communicate with them follow the strategy of direct marketing. The company has a very well-designed website with the necessary information for customers and is also present in the most used social networks at present which are Facebook, Instagram and YouTube, where they publish informative and leisure content for the whole public. One of the drawbacks is that their customers do not

see well to close from 14:00 to 17:00 on Saturdays as there are several customers who for certain reasons could only enjoy the gym at those hours.

**Table 5. SUMA services**

Services					
Cardio activities	Strength activities	Martial arts activities	Children's activities	Swimming activities	Facility
<ul style="list-style-type: none"> <li>✓ Bodyenergy</li> <li>✓ Gap</li> <li>✓ Urban dances</li> <li>✓ Latinos</li> <li>✓ Running club</li> <li>✓ Spinning</li> <li>✓ Step</li> <li>✓ Zumba</li> <li>✓ Spinning virtual</li> </ul>	<ul style="list-style-type: none"> <li>✓ Bodycombat</li> <li>✓ Bodypower</li> <li>✓ Core 30'</li> <li>✓ Express 40'</li> <li>✓ Hiit</li> <li>✓ Radikal</li> <li>✓ Sinergy</li> </ul>	<ul style="list-style-type: none"> <li>✓ Balance</li> <li>✓ Hypopressives</li> <li>✓ Pilates</li> <li>✓ Tai chi</li> <li>✓ Yoga</li> <li>✓ Stretching</li> </ul>	<ul style="list-style-type: none"> <li>✓ Rhythmic Gymnastics</li> <li>✓ Mini zumba</li> <li>✓ Kidfit</li> <li>✓ Young fit</li> </ul>	<ul style="list-style-type: none"> <li>✓ Aquafitness</li> <li>✓ Golden Age Swimming</li> <li>✓ Swimming adults</li> <li>✓ Baby swimming</li> <li>✓ Therapeutic swimming</li> <li>✓ School swimming</li> <li>✓ Aquacombat</li> <li>✓ School summer course</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fitness Room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ swimming pool</li> <li>✓ Free parking</li> <li>✓ Activity room</li> <li>Spa</li> </ul>

Source: own preparation

- **KEASYFIT**

Keasyfit was created in 2018 with the idea of being the ideal gym for its clients with facilities full of machinery imported from Italy, to provide great efficiency to its customers and have greater comfort. The company offers only fitness room services.

The gym is open every day of the week from 6:00 to 1:00. Therefore, as you can see it is very flexible so that everyone can enjoy and carry out their sports routines. It offers an annual price of 169 € and free registration.

They are looking for partners who are ambitious to achieve their goals and who are focused on their body and mind. They have a high presence on Instagram and Facebook where they are up to date with publications. Offering a wealth of training tips and information. They also have a website where potential members can sign up for a free trial day.

**Table 6. KEASYFIT services**


Services	
Facility	
✓	Fitness Room
✓	Wardrobe
✓	Reception
✓	Free parking

Source: own preparation

Below, in **Table 7**, is a summary of the attributes of the above gyms according to the 4P's of the marketing mix:

**Table 7. Competence summary**

Competitors	Service line	Price	Communication	Distribution
	<ul style="list-style-type: none"> <li>✓ Activities</li> <li>✓ Spa</li> <li>✓ Swimming pool</li> <li>✓ Towels</li> <li>✓ Laundry</li> <li>✓ Fitness room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Activities room</li> </ul>	<ul style="list-style-type: none"> <li>✓ 45€: fitness + spa+running</li> <li>✓ 50€/fortnight: swimming pool</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Sales promotion:</b> discounts when paying for gym services</li> <li>✓ <b>Direct marketing:</b> website and Facebook</li> </ul>	<ul style="list-style-type: none"> <li>✓ Castellon</li> <li>✓ Retail business</li> <li>✓ Self-service</li> <li>✓ Professionals</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Activities</li> <li>✓ Fitness room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Free parking</li> <li>✓ Activities room</li> </ul>	<ul style="list-style-type: none"> <li>✓ 27.90€/month</li> <li>✓ 70€/3 months</li> <li>✓ 99€/ 5 months</li> <li>✓ 120€/ 6 months</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Sales promotion:</b> discounts + gifts</li> <li>✓ <b>Direct Marketing:</b> Instagram and Facebook</li> </ul>	<ul style="list-style-type: none"> <li>✓ Castellon</li> <li>✓ Self-service</li> <li>✓ Professionals</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Activities</li> <li>✓ Fitness room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Free parking</li> <li>✓ Playroom</li> <li>✓ Bar-Restaurant</li> <li>✓ Activities room</li> </ul>	<ul style="list-style-type: none"> <li>✓ 49€/month</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Direct marketing:</b> website, Instagram, Facebook</li> </ul>	<ul style="list-style-type: none"> <li>✓ Castellón, Huelva, Córdoba, Andújar, Algeciras, Ubrique, Las Salinas, Loja</li> <li>✓ Self-service</li> <li>✓ Professionals</li> </ul>

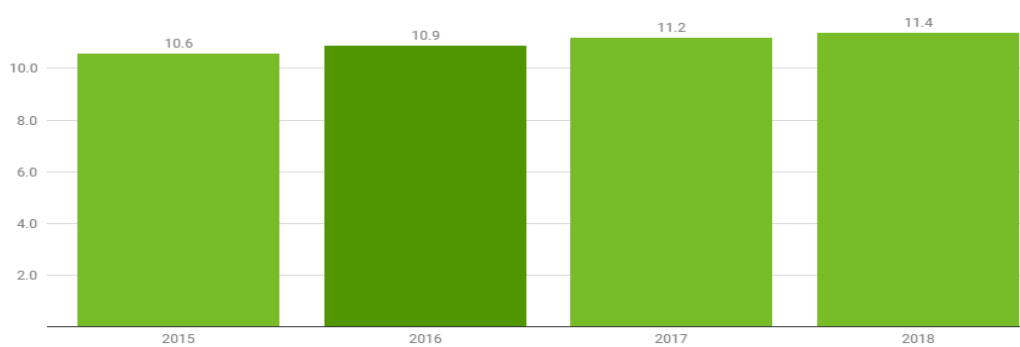
	<ul style="list-style-type: none"> <li>✓ Activities</li> <li>✓ Fitness room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Bar</li> <li>✓ Solarium</li> <li>✓ Activities room</li> </ul>	<ul style="list-style-type: none"> <li>✓ 35€/month+20 (registration fee)</li> <li>✓ 30€/month (martial arts)</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Direct marketing:</b> Facebook, Twitter, Google+, website</li> </ul>	<ul style="list-style-type: none"> <li>✓ Castellon</li> <li>✓ Self-service</li> <li>✓ Professionals</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Activities</li> <li>✓ Fitness room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Swimming pool</li> <li>✓ Free parking</li> <li>✓ Activities room</li> <li>✓ Spa</li> </ul>	<ul style="list-style-type: none"> <li>✓ 36€/month (individual)</li> <li>✓ 59€/month (couple)</li> <li>✓ 27€/month (youth, golden age, functional diversity and mornings)</li> <li>✓ 15€/month-38€/month (swimming pool)</li> <li>✓ 99.90€/month-150€/month (children's pool)</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Sales promotion</b> (online and physical discounts)</li> <li>✓ <b>Direct marketing:</b> website, Instagram, Facebook, YouTube</li> </ul>	<ul style="list-style-type: none"> <li>✓ Alfafar, Valencia</li> <li>✓ Patacona, Valencia</li> <li>✓ Castellon</li> <li>✓ Self-service</li> <li>✓ Professionals</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Fitness room</li> <li>✓ Wardrobe</li> <li>✓ Reception</li> <li>✓ Free parking</li> </ul>	<ul style="list-style-type: none"> <li>✓ 169€/year</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Promotion:</b> annual discount</li> <li>✓ <b>Direct marketing:</b> Instagram, Facebook, website</li> </ul>	<ul style="list-style-type: none"> <li>✓ Castellon</li> <li>✓ Valencia</li> <li>✓ Self-service</li> <li>✓ Professionals</li> </ul>

Source: own preparation

### 2.1.2.3. Analysis of the gym sector

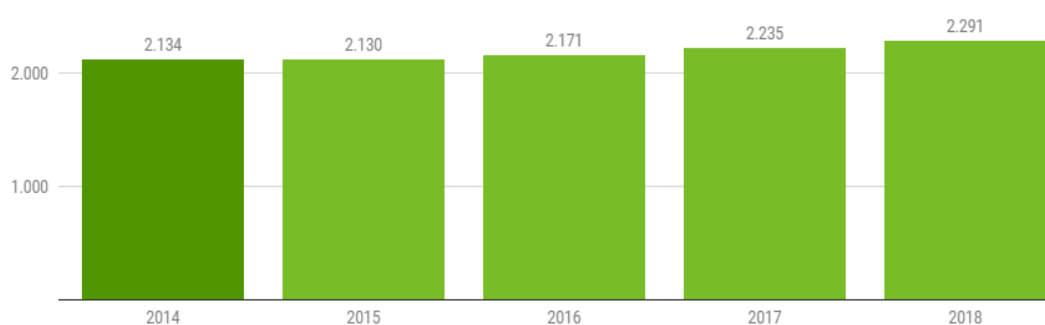
The fitness sector is growing year by year, being largely financed with private capital, in 2017 Spain had 5.2 million members, however, in 2018 this figure increased by 2.5% to 5.330 million members, with a penetration of 11.4% in the total population (**Figure 7**). 2,291 million, as shown in **Figure 8** (Europe Active and Deloitte, 2019). With these data, we can see how people are becoming more aware of their health care, both physical and mental, by making use of this service, and how the sector is growing.

**Figure 7. % penetration in the Fitness sector**



Source: *Europe Active y Deloitte*

**Figure 8. Turnover in the Fitness sector (millions of euros)**

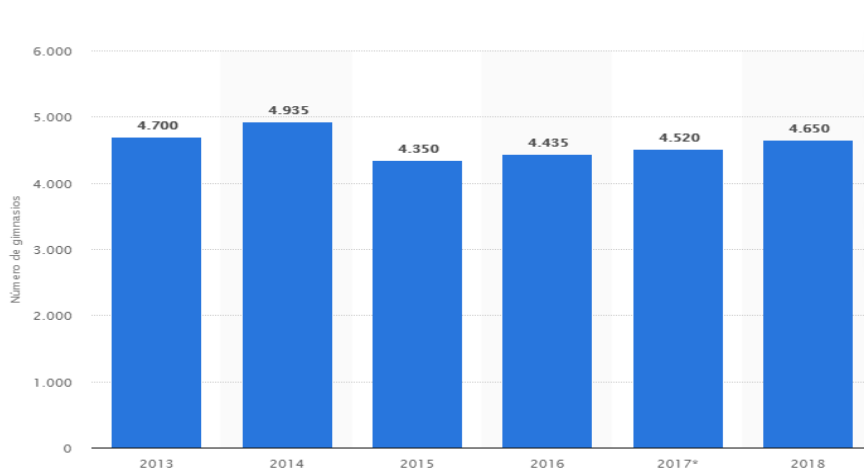


Source: *Europe Active y Deloitte*

The number of partners and turnover in the sector is increasing, as we have seen previously, but at the same time competition is also increasing, and in order for the already consolidated companies not to stagnate, so that they do not have to face up to them, they must grow, both in size and in technology, service, etc., increasing their competitiveness. With these advances, companies have to attract potential clients, especially the older population, as life expectancy is increasing and it is expected that in the future these will be very good clients of the gyms according to BDO (2019).

As can be seen in **Figure 9**, after a drop in the number of gyms in 2015, this was partly caused by the increase in VAT in the sector from 8% to 21%. From 2015 onwards, the number of gyms will increase by about 100 per year. Dreamfit has 17 gyms and they are increasing. As mentioned above, life expectancy in Spain is expected to grow even further to 85.5 years. Therefore, companies must know how to take advantage of it by promoting health improvement and maintenance of adults so they can reach that age (BDO, 2019).

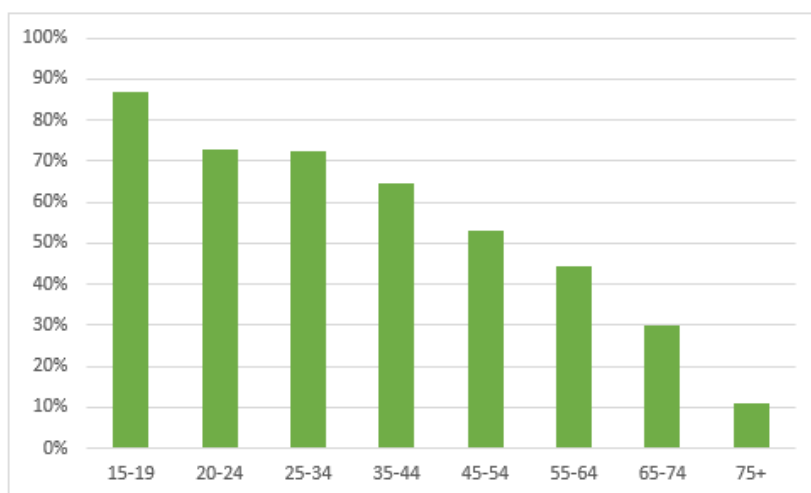
**Figure 9. Number of gyms**



Source: BDO

It is important to take into account the age of the people who go to the gyms, in order to provide a series of services adapted to each of them. In Spain, according to the Sports Habits Survey, carried out by the Ministry of Education, Culture and Sports (2015), the highest percentage of people who go to gyms corresponds to 15-19 years old with 87%, as they have better physical conditions and are more concerned about it. However, we should not ignore or disregard people from 55 years of age onwards, as there is a multitude of them and they are very keen to train to improve their health. Therefore, as previously mentioned, in order to meet the expectations and needs of all customers (taking into account all age ranges), it is necessary to adapt a series of activities to each group.

**Figure 10. Age of people who frequent the gym (percentage)**



Source: Ministry of Education, Culture and Sport. Sports Habits Survey

Finally, with regard to sex, there is a higher percentage of men than women who attend these centers, although there is not a great difference, this is 59.8% with respect to men and 47.5% with respect to women. The difference is 12.3%, and little by little it will be less. Most of these people have higher education.

## **2.2. Internal analysis**

The internal analysis of the company will then be carried out. It consists of the presentation of the company, its mission and vision, and finally, an analysis of the resources and capabilities available to it.

### **2.2.1. Company presentation**

Dreamfit is a franchise that was born in 2010 thanks to Rafael Cecilio, its first installation is located in Aluche, a neighborhood in Madrid. It was created with the idea of being a low-cost gym with a high quality and an affordable price, that's why its label "good quality-price" and of course having a good, wide, clean installation, etc... Dreamfit has also served as inspiration for other low-cost gym chains. The company is aimed at both young people and adults and currently has 17 gyms around Spain. In this case, the project will focus mainly on the Castellón installation, which opened in 2014.

It boasts a high quality, because specifically, in the gym of Castellón has an extra service thanks to a solarium, sauna and vapor bath. In addition to having the best machinery within a large space so that their customers can properly develop their training.

### **2.2.2. Mission**

Dreamfit is a company that focuses on offering the best facilities to provide its clients with unique experiences, enjoying sports to the fullest, even having fun. It is committed to improving the physical condition and health of all its clients.

### **2.2.3. Vision**

Dreamfit's vision is based on settling in the main Spanish cities offering a very good quality/price service. With the purpose of inspiring its professionals to give the best of themselves, carrying out their work efficiently and in constant innovation.

## 2.2.4. Company resources

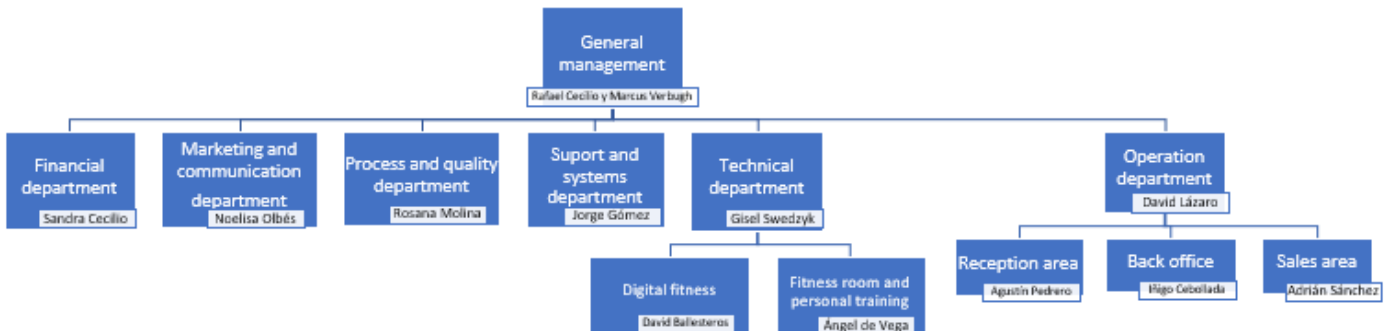
Next, the company's resources will be developed; these are formed by human resources, financial resources, physical resources and finally the marketing resources that the company has.

### 2.2.4.1. Human resources

Dreamfit is a consolidated company with 17 centers and is gradually becoming more digitized which means that the organization chart is broader and therefore with more departments. Dreamfit's structure is formed by the general management in the hands of Rafael Cecilio, its founder, and Marcus Verburgh, who joined the company in 2014. There are 6 departments in the company: the financial department led by Sandra Cecilio, the marketing and communication department led by Noelia Olbés, the process and quality department led by Rosana Molina, the support and systems department led by Jorge Gómez, the technical department led by Gisel Swedzyk, David Ballesteros the digital fitness director, Angel de Vega with the coordination of the fitness room and personal training and finally, the operations department under the direction of David Lazaro, Agustin Pedrero in charge of the reception area, Iñigo Cebollada of the back office and Adrian Sanchez with the sales area (Palco23. com, 2019). As can be seen in

**Figure 11:**

**Figure 11. Dreamfit Organization**



Source: Palco23



#### **2.2.4.2. Financial resources**

The first Dreamfit facility was built in Aluche in 2010, however, in Castellon it was installed on January 21, 2014 with a financial debt at the end of 2014 of 199,513 Euros. The following table 8 shows its operating income, ordinary results before taxes, profit for the year, total assets and equity, from 2014 to 2018.

**Table 8. Dreamfit financial situation**

<b>Financial situation</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Operating income</b>	260.103	864.698	898.231	914.493	902.894
<b>Ordinary results before taxes</b>	-153.662	71.432	113.963	-37	-7.098
<b>Profit for the year</b>	-130.613	71.432	113.963	-37	-7.098
<b>Total assets</b>	1.833.177	1.665.942	1.591.859	1.408.342	1.220.675
<b>Equity</b>	169.387	240.819	354.782	354.745	347.647

*Source: SABI*

#### **2.2.4.3. Physical resources**

As for physical resources, Dreamfit currently has 17 gyms around Spain. The gym is made up of quality machinery with updated technology, such as treadmills, complementary accessories that help their customers perform their activities better and effectively, such as dumbbells, furniture that is present inside the gym such as tables and lockers among others, vending machines, office equipment, in other words, everything tangible that is inside the company.

The gym has a surface of 3000 m<sup>2</sup>, it is clean, very wide and organized, nevertheless, the ventilation is not one of its strong points. It includes three rooms in which activities are carried out by its professionals, a room in which virtual spinning and Indoorwalking classes are held, a fitness room, a functional training area, a solarium, a sauna, a vapor bath, as well as changing rooms with their respective showers and lockers.

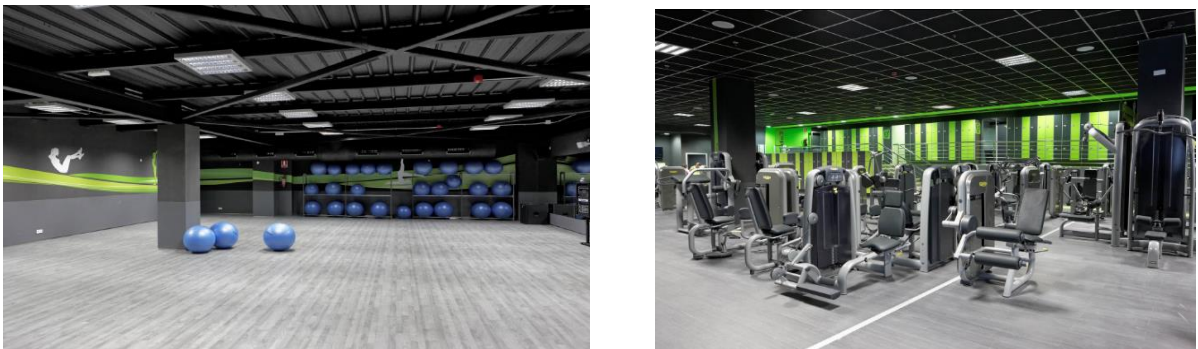
Dreamfit Castellón, is located in the Salera shopping center, therefore, this provides a great advantage when recruiting customers, since, the target audience of the mall is very large due to the various distractions they have such as shops, restaurants, supermarket, etc. It has free parking for all its customers. Furthermore, it is very well connected by public transport, specifically the bus, through lines 4,7,10,16.

Figure 12. Dreamfit



Source: Google Maps

Figure 13. Dreamfit Interior



Source: Dreamfit
















#### 2.2.4.4. Marketing resources

##### Service

- **Machinery:**

Dreamfit first of all has a wide variety of machinery in its fitness room to be able to exercise all parts of the body in the most effective way and always depending on your needs. This machinery is divided into three types: cardio equipment, strength equipment and functional training equipment. Around these there is a professional monitor who can provide assistance to customers if needed. In the following **Table 9** you can see the types of machines that there are of each.

**Table 9. Dreamfit equipment**

Cardio equipment	Strength equipment	Functional Training Equipment
 Treadmills	 Selectorised	 Functional training equipment
 Exercise bikes	 Plate loaded	 Stretching
 Cross trainers	 Multigyms	 Exercise tools
 Rowers	 Cable stations	
 Stair climbers	 Benches and racks	
 Upper body trainers	 Free weights and storage	

Source: Technogym

● **Activities:**

In Dreamfit, besides finding a large fitness room with a multitude of machinery, we can also find a variety of activities that are carried out in groups in the various rooms that have their installation. These activities are given by the monitors of the gym. It is worth adding that during the day many activities are programmed so that everyone has the opportunity to enjoy them, the schedules change every week. In order to attend the activities, Dreamfit clients can sign up online or at the computers inside the facility. It should be added that the gym offers members a bracelet with their fingerprints so that they can go inside, use the lockers and sign up for activities. The following **Table 10** shows the Dreamfit activities.

**Table 10. Activities**

Activities				
Cardio	Tonification	Dance	High intensity	Body and Mind
✓ Spinning	✓ Bodupump	✓ Zumba	✓ Functional training	✓ Yoga
✓ Indoorwalk	✓ GAP	✓ Latin rhythms	✓ Bodycombat	✓ Bodybalance
	✓ Maintenance	✓ Step	✓ GRIT series	✓ Pilates
	✓ ABS 20			✓ Stretches

Source: Dreamfit

In addition to these services, in Dreamfit customers can enjoy a relaxation area equipped with a solarium, sauna and a vapor bath. On the other hand, they offer the option of a personal trainer with which clients who opt for this service can enjoy special attention with exercises.

## Price

The second marketing element is price and it is very important at the time of purchase, i.e. it is decisive for the customer. The price of Dreamfit varies in terms of what customers require. Prices are set by means of a cost strategy, this is based on setting the price by applying a profit margin to all the costs the company has with respect to the service (rent, machinery, supplies, etc.), in addition, Dreamfit includes a registration fee of 25€.. In the following **Table 11** you can see the Dreamfit rates.

**Table 11. Dreamfit Rates**

Rates			
Gold	One	Senior	Personal trainer
✓ 30,90€/month ✓ To access all Dreamfit facilities every day (all gyms in Spain)	✓ 28,90€/month ✓ To access the registered facility every day	✓ 20,90€/month ✓ For people over 60 years old	✓ The trainer pays a Dreamfit fee of 60 € per month and their clients pay the One to Dreamfit fee + a percentage to the trainer

*Source: Dreamfit*

## Distribution

The distribution channel used by Dreamfit is the direct one, since it offers its service directly to the final clients in its own installation. Furthermore, as previously mentioned, the gym is located in the Salera shopping centre and therefore has a fairly large audience. It should be added that, because of its location, it has hardly any competitors, the only direct competitor being the Keasyfit gym which is located in the Estepark shopping centre which is practically next to the Salera. Dreamfit offers its services from 7:00 to 23:00 from Monday to Friday, from 9:00 to 21:00 on Saturdays and finally, from 9:00 to 15:00 on Sundays and holidays. Add that their clients can access the gym by bus, or any other option according to the client's preference, and they can also enjoy a free parking lot belonging to the shopping center. Finally, Dreamfit's potential customers can sign up for the gym online and physically in the facility itself.

## Promotion

The last element of marketing is promotion, and Dreamfit makes use of this tool basically to reinforce brand image and recognition. The company chooses a direct marketing strategy to reach and interact with its current and potential customers. More specifically, it focuses on social media and applications.

As far as social media is concerned, Dreamfit communicates through Facebook, Twitter, Instagram, LinkedIn and YouTube, where it is continuously interacting with its followers, publishing tips, activities, videos about sports routines, etc., and the other use it makes of these social networks is to be able to talk to its viewers and to be able to solve their doubts online and immediately. The following **Figure 14** shows the social network Instagram.

**Figure 14. Dreamfit Instagram**



*Source: Instagram*

On the other hand, it also has a web page, through which it publishes all the necessary information about schedules, activities, company information, etc., and it also includes a news section where it publishes more specific information about the company such as holidays or themes in the gym, for example, Valentine's Day (as can be seen in **Figure 15**), so that their customers are aware of the holiday and take it with humor.

**Figure 15. Valentine's Day spot**



*Source: Dreamfit*

Finally, Dreamfit offers its own application called "My Dreamfit" (as shown in **Figure 16**), this is compatible with both the Android system and Apple, and can be downloaded from Play Store and Apple Store. In My Dreamfit customers can enjoy a series of basic virtual trainings to be able to do sport at home or anywhere where their customers are, this is really useful in situations where there is no choice but to exercise at home as in the case of the COVID-19 confinement. This way customers are satisfied with the service even at home.

**Figure 16. My Dreamfit App**



*Source: My Dreamfit*

As for the sales promotion, they make use of the offers, depending on the month Dreamfit launches the free registration offer when new clients sign up at the gym. In the following **Figure 17** you can see this offer. In addition, depending on the season, they also offer gifts when customers sign up, such as towels, bottles, backpacks... with the Dreamfit logo.

**Figure 17. Dreamfit Promotion**



*Source: Dreamfit*

### **2.2.5. Capacities**

Dreamfit's capabilities are mainly based on providing a satisfactory service to the customer so as to guarantee its permanence over time. To this end, they not only focus on the fitness option but also emphasize the relaxation that their facilities can offer their customers and the comfort of being able to properly develop their activities. Providing various options according to the needs of each client. This excellent service is achieved thanks to all the professionals who form this company, responsible for exceeding customer expectations every day.



### 3. SWOT analysis

Once the company has been analyzed both externally and internally, the Dreamfit situation will be analyzed, that is, how the business is doing internally and externally. For this purpose, the SWOT tool will be used, with which positive and negative aspects can be emphasized, internally by means of strengths and weaknesses and externally by means of opportunities and threats.

Figure 18. SWOT



Source: own preparation



## Strengths

- 1. Solidarity in the context of serious emergencies:** the company makes its facilities available to the government at times when, due to unforeseen events such as the COVID-19, hospitals are left without space to supply people infected by it. So that hospitals can use Dreamfit spaces to attend all patients.
- 2. Benevolence towards clients in the face of external factors:** Dreamfit in the face of situations external to the company that affect both the company and the clients does everything possible to help them, putting itself in their place, maintaining satisfaction as much as possible. Continuing with the latest event (COVID-19), because the virus has spread so much, people have had to stay at home and therefore, Dreamfit to cooperate positively has not received payment of any fee and also for customers to continue with their routines offers the option of training from home through its application and YouTube.
- 3. Flexible schedule:** the schedule is a very valued aspect by the clients of a gym, Dreamfit knows how to satisfy its clients well since it has a quite flexible schedule opening every day of the week, even on holidays. The schedule is from 7:00 to 23:00 on weekdays, 9:00 to 21:00 on Saturdays and finally from 9:00 to 15:00 on Sundays and holidays.
- 4. Variety of activities:** that a gym has variety in its service increases the value making it more attractive, for this reason Dreamfit offers a multitude of activities appropriate for different types of customers, depending on their needs. From yoga, pilates..., to bodycombat, gap, etc.
- 5. Multipurpose professionals:** all the professional staff teach different activities with different requirements, in addition the monitors themselves also act as receptionists making rotations, so that everyone passes through. In this way, productivity is increased and workers are more efficient.
- 6. Good value for money:** one of the characteristics that make Dreamfit successful is good value for money. Since most people could access this service without problems. Furthermore, all the services that customers receive must be valued, not only a fitness room.
- 7. Good technology:** Dreamfit gyms are equipped with high technology machinery, being up to date with technological advances within fitness and thus, their customers perform the activities in a more comfortable, correct way and providing them with more information about their physical condition, such as calories, fat, etc.

## **Weaknesses**

- 1. Inefficient functionality of reservations:** Dreamfit allows customers to sign up through the website or physically in the gym through a few tabs to the activities to be performed. But this mode does not accept that customers can sign up for two activities in a row in terms of hours because there is no difference of 15 minutes between them.
- 2. Lack of ventilation:** focusing on the gym in Castellón, on days when the gym is practically full, there is not full ventilation, due to the crowds of people, breathing, sweating, etc. It should be added that it has air fresheners that neutralize the odors, but these make the situation worse. Therefore, Dreamfit should work on improving this issue especially when there are cases of flu.
- 3. High investment:** when opening a new facility, the company must pay a high amount of money because Dreamfit facilities require a very large place where they can perform their services properly. In addition to all the necessary machinery with the best technology, which requires a high budget.
- 4. App with deficiencies:** the application that the company makes available to customers on their mobiles has some problems, is quite incomplete and limited, that is, the application has been created with the intention that customers can continue with the training at home, but this training is very scarce and does not allow changing levels. If this works correctly, and it is possible to change levels to obtain other and more personalized training, the satisfaction of the clients will increase.
- 5. Seasonality:** one of the main problems that a gymnasium faces is the seasonality that occurs when summer arrives and when Christmas comes. People at these times of year are aware of other issues such as sharing time with family, for example. Therefore, Dreamfit must carry out an attractive campaign in order to avoid this seasonality through good promotions.

## Opportunities

- 1. Expansion through "Location Intelligence":** one of the objectives of Dreamfit is to expand the facilities, for this, thanks to technology has created the tool "Location Intelligence" that emerges from the Big Data. This tool, once the company has set its target audience, analyzes the places where the public to which the company wants to address is most concentrated and thus be able to settle there.
- 2. Innovation and technology:** More and more advances in technology are being made, so many companies are already innovating in their products and services including technology. Therefore, in Dreamfit, it is very important to take advantage of this technology in order to innovate in their service and give an added value to the customer. This not only refers to the machinery that Dreamfit already has but the digital world, that is, creating a good website, applications, social networks, through which you can interact anytime and anywhere with users.
- 3. Growth of fitness users:** the number of people who do sport in gyms increased by 2.5% in 2018 compared to the previous year. Therefore, this means that users are increasingly aware that they must exercise and also in a way that is bearable and fun, as is the service offered by gyms. It is necessary to take advantage of this growth and give more reasons to all those people who are not yet doing any physical activity to encourage them to exercise in the best possible way.
- 4. Inclusion of the fitness sector in health care:** Currently, agreements are being made by the health care sector with gyms and conversely, so that people who have some kind of injury, illness or simply because it is good for their health, can perform more physical activity in these centers. In this way, the value of the fitness sector is increased by giving another vision, not simply of being in shape but of having a healthy and active life.
- 5. Complementary products that provide added value:** in order for a company's customers to be satisfied with the service that the company itself is providing, it must advance and innovate. To this end, there are many companies that produce complementary products in the fitness sector such as protein bars, energy drinks, shakes, etc., so that the customer can enjoy different services that are being offered and so that the company can obtain more benefit.

## Threats

1. **Pandemic COVID-19:** one of the clear examples of external factors to companies that can seriously damage them is this one. Recently, the well-known coronavirus pandemic has wreaked worldwide havoc. Directly affecting the functionality of Dreamfit, since it has had to immediately close its facilities, this means that they do not receive any income from their users and hinders their ability to maintain their workers and the facilities themselves. This situation can seriously weaken Dreamfit's business.
2. **Increase in low-cost gyms:** the number of gyms with the low-cost category is increasing, as it is a very attractive modality for users who want to increase their physical activity, but in an economic way and with good service. In order to stand out among low-cost gyms, it is necessary to provide an additional and differentiating service from others, such as a swimming pool, tennis court, paddle tennis, relaxation areas, etc.
3. **Substitute products:** there are numerous alternatives for doing sports, even completely free of charge, such as parks, mountains, sports centers, home training, various sports, websites, etc. Moreover, it should be added, as biomedical science is working and analyzing new products that can make people feel good physically, such as anti-cellulite creams, anti-aging pills...
4. **Anabolic:** Anabolic steroids are widely used by users in the fitness industry because it stimulates muscle mass very quickly, helping them to increase their muscle mass in a very short time, much faster than simply exercising their own body without extra help. This, therefore, is a threat to gyms as these people do not stay in them for long, because they obtain results quickly and then no longer make use of these services.
5. **The comfort of the user:** due to the busy life that most people lead in their day to day, it makes that when they arrive home, they do not want to move to another place, take the car, change clothes, get dressed... This is the problem of people who are comfortable with themselves and who prefer to do some kind of physical activity in their own home.

## 4. SEGMENTATION AND POSITIONING

### 4.2. Segmentation

Dreamfit has to be clear about who it has to address, that is, who the target audience is, it therefore includes both young people and adults, from 16 years onwards, with vitality and desire to have fun, strengthening their body and mind. To do this, the market will be segmented into groups, depending on the characteristics and needs, so that the company can offer a service adapted to them. This allows the company to make efficient use of resources and focus marketing strategies on the target audience. These are:

- **People who are passionate about sports:** this group includes all those people who regularly go to the gym to do their daily sports activity. In addition to this, they like to enjoy sport in its different forms, that is, they wear sportswear, are interested in films where sport is present, magazines, newspapers, online articles, etc. They are middle class people and look for good quality gyms, with adequate machinery and good professionals, to be able to carry out their training properly.
- **People who lead a healthy life:** this group is made up of all those people who are conscious of taking care of their health, eating properly and exercising to strengthen their bodies. They are people who live with the philosophy of "healthy body healthy mind", that is, if the body is well strengthened and healthy, the mind will be too. They belong to the middle class, and usually make time to go to the gym. They are mainly interested in cardiovascular machinery and group activities.
- **People who need to do sport because of their health:** this last group includes those people, especially older people, who are recommended or practically obliged to do some physical activity. They also belong to the middle class and seek comfort and fun in their activities to make them more bearable, especially group activities. On the other hand, people who need rehabilitation would also enter and these would focus on a series of exercises on their own using the different machinery.

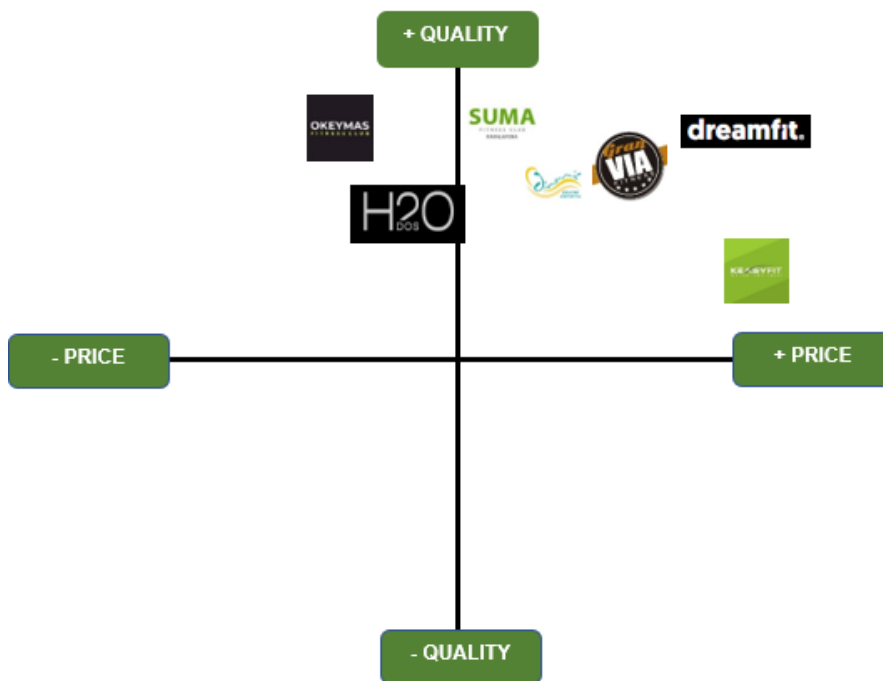
Dreamfit will take into account all three groups, providing them with a tailored service. Although, it will focus mainly on people who lead a healthy life, as it considers that the other two groups will make use of its facilities because of their health or passion for being in shape. However, the second group, even though they want to lead or really lead a healthy life, are only concerned with the way they eat, therefore, Dreamfit will be in charge of creating attractions for these people and being able to attract their attention

and increase their satisfaction, complementing the food with sport by leading a 100% healthy life.

### 4.3. Positioning

Regarding Dreamfit's positioning, the company wants to be present and give an image to current and potential clients of being a gym that transmits fun thanks to professionals, with quality machinery and a good price, as well as offering a wide service with a comfort zone. In the positioning map (**Figure 19**) you can see the comparison of the Dreamfit with the rest of the competitors mentioned above, depending on the price and quality of the services offered:

**Figure 19. Positioning map**



*Source: own preparation*

## **5. MARKETING OBJECTIVES**

At this point, the marketing objectives that the Dreamfit company will set within 1 year, in this case in 2020, will be established. They will go together with the ideals of the organization; it must be taken into account that the objectives will be divided into two types: quantitative and qualitative. Both types will contribute to increase brand recognition and thus image. These are:

### **Quantitative marketing objectives**

- 1. Increase social network followers by 10%:** with this goal in mind, we intend to increase the efficiency of each of the social networks (Instagram, Twitter, Facebook, YouTube and LinkedIn) by publishing good content to attract the attention of current and potential customers and thus interact with them.
- 2. Maintain 85% of existing customers:** thanks to this, Dreamfit can enjoy a loyal client base not only in the short term but also in the long term, of course, by rewarding all of them so that they can see that the company values them and influence their satisfaction by increasing it.
- 3. Increase Dreamfit members by 20%:** the main purpose of this objective is that, thanks to the increase in customers, the company's income and with it the profits, through a sales promotion campaign, will increase at the same time. On the other hand, as mentioned in the segmentation Dreamfit will emphasize the group of people who lead a healthy life in their daily lives by offering an attractive service.
- 4. Get a rating of 8 out of 10 in the biannual surveys:** the satisfaction surveys will be every six months (corresponds to 2 surveys), this is because in this way the members can enjoy and value the gym with a longer time, allowing them a greater subjectivity. This will help Dreamfit to observe the opinions of the customers in order to improve the service offered.

### **Qualitative marketing objectives**

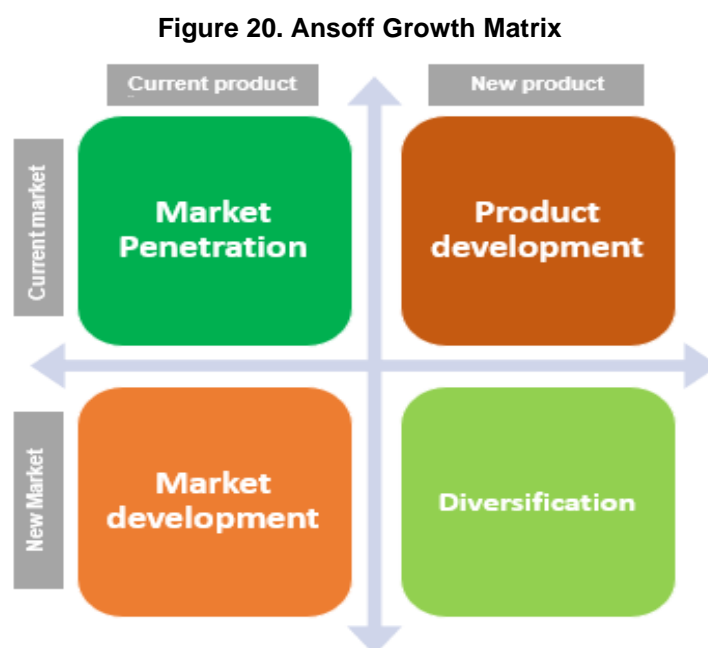
- 5. Increase hygiene and ventilation:** this objective focuses on customer satisfaction when using the Dreamfit installation, providing them with a well-ventilated and clean space, especially during times of flu and illness. In this way, customers feel more confident in carrying out their daily activities.

6. **Increase brand image:** it is directly related to the general objective mentioned above, it tries to increase the image Dreamfit provides to current and especially potential customers through an optimal and professional service. Once a good image is obtained, it will positively influence brand recognition, so that if a user thinks of joining a gym, the first one that comes to mind is this one.
7. **Innovate and improve the service:** that is, Dreamfit must offer a service that is continuously updated, in terms of technology, activities, etc. In this way increases expectations to their customers, feeling grateful and comfortable to improve their performance due to continuous improvements.

## 6. MARKETING STRATEGIES

Once the objectives have been set, Dreamfit has to establish the way to obtain them, that is, what strategies must be used to successfully achieve all the proposed objectives. These strategies must give a competitive advantage over the competence in some way. Therefore, the strategies to be followed by Dreamfit are:

Concerning Ansoff's growth strategies to be employed (as shown in **Figure 20**), a market penetration strategy is adapted in order to achieve a 10% increase in the number of followers in its networks, maintain 85% of its customers and increase hygiene and ventilation. On the other hand, the market development strategy is also adapted, in order to achieve a 20% increase in members and above all to attract potential customers belonging to the group of people who lead a healthy life in their daily lives. This will also increase the brand image.



*Source: own preparation*



As for the strategies that give him the competitive advantage to strengthen the company's image and thus the brand, it has been specified that he will share two strategies, both cost leadership and differentiation. This is so, because Dreamfit is a low-cost gym, offers affordable prices for customers, even lower than some of the competition, this will achieve a 20% increase in members, maintain 85% of current customers and in some ways, get a rating of 8 out of 10 in satisfaction surveys.

However, taking into account that the company boasts good quality and offers the best technology, it focuses on adapting the differentiation strategy in order to achieve the objectives of increasing followers by 10%, achieving a rating of 8 out of 10 in the surveys, increasing members by 20%, increasing the image and being in constant innovation and improvement.

Finally, the company adapts a challenging strategy to the competitors, since it will carry out the sales promotions and price reductions that it considers convenient in order to position itself above the competitors by means of "guerrilla" attacks. With this, it will be possible to achieve a 20% increase in customers.

All these strategies will be supported by marketing actions to make them effective and to achieve efficiently in the best way all the objectives previously set.

## 7. MARKETING MIX

In this section, the different marketing actions will be explained in detail, which will be adopted in order to make the established objectives effective, together with the marketing strategies. In the following **Table 12** the actions can be seen in a more summarized way together with the associated objectives and strategies.

**Table 12. Summary of Marketing Mix actions**

Marketing Mix	Actions	Strategies	Objectives
<b>Service</b>	1. Install humidity extractors	Penetration strategy Differentiation strategy	2. Maintain 85% of existing customers 4. Get a rating of 8 out of 10 in the biannual surveys 5. Increase hygiene and ventilation 6. Increasing the brand image
	2. Use of disinfection products	Penetration strategy Strategy of differentiation	2. Maintain 85% of existing customers 4. Get a rating of 8 out of 10 in the biannual surveys 5. Increase hygiene and ventilation 6. Increasing the brand image
	3. Increase the number of cleanings of the changing rooms per day	Penetration strategy Strategy of differentiation	2. Maintain 85% of existing customers 4. Get a rating of 8 out of 10 in the biannual surveys 5. Increase hygiene and ventilation 6. Increasing the brand image
	4. Include sanitary alcohol dispensers	Penetration strategy Strategy of differentiation	2. Maintain 85% of existing customers 4. Get a rating of 8 out of 10 in the biannual surveys 5. Increase hygiene and ventilation 6. Increasing the brand image
	5. Hire a nutritionist for clients	Penetration strategy Market development strategy Strategy of differentiation	2. Maintain 85% of existing customers 3. Increase Dreamfit members by 20%. 4. Get a rating of 8 out of 10 in the biannual surveys 6. Increasing the brand image 7. Innovate and improve service
	6. Making better use of the app	Penetration strategy Market development strategy Differentiation strategy	2. Maintain 85% of existing customers 3. Increase Dreamfit members by 20%. 4. Get a rating of 8 out of 10 in the biannual surveys 7. Innovate and improve service
	7. Incorporating the elliptical trainer with multiplayer function	Penetration strategy Market development strategy Differentiation strategy	2. Maintain 85% of existing customers 3. Increase Dreamfit members by 20%. 4. Get a rating of 8 out of 10 in the biannual surveys 7. Innovate and improve service
<b>Price</b>	8. Setting a biannual price	Cost leadership strategy Market development strategy	3. Increase Dreamfit members by 20%.
<b>Distribution</b>	9. Encourage the incorporation of online members	Market development strategy	1. Increase followers of social networks by 10% 3. Increase Dreamfit members by 20%.
<b>Promotion</b>	10. Interacting directly with users in networks	Penetration strategy Market development strategy Differentiation strategy	1. Increase followers of social networks by 10% 2. Maintain 85% of existing customers 3. Increase Dreamfit members by 20%. 4. Get a rating of 8 out of 10 in the biannual surveys 6. Increasing the brand image 7. Innovate and improve your service
	11. Make contests in some of the social networks	Penetration strategy Market development strategy Strategy of differentiation Challenging strategy	1. Increase followers of social networks by 10% 2. Maintain 85% of existing customers 3. Increase Dreamfit members by 20%. 4. Get a rating of 8 out of 10 in the biannual surveys 6. Increasing the brand image 7. Innovate and improve your service
	12. Radio advertising	Penetration strategy Market development strategy Differentiation strategy	3. Increase Dreamfit members by 20%. 6. Increasing the brand image
	13. Cross-promotion with companies	Penetration strategy Market development strategy Differentiation strategy Challenging strategy	3. Increase Dreamfit members by 20%. 6. Increasing the brand image

Source: own preparation

## 7.2. Services actions

### 1. Install humidity extractors.

As previously mentioned in the SWOT, one of the weaknesses of Dreamfit was ventilation. With the current situation of the COVID- 19, it is convenient that the gym improves ventilation and hygiene measures. To this end, 7 humidity extractors will be installed, which will be located in the areas with the highest concentration of clients: in the 2 studies of coordinated activities, one in each, 1 extractor in the spinning room, another extractor in the functional training area, 1 extractor in the bodybuilding room and finally 2 extractors, one in each wardrobe, with a power of 230V.

This ensures that members have better breathing when carrying out their activities, avoiding possible diseases such as lung problems, fungi, etc. Even when they are not forcing their body, such as in the wardrobe or when they are stretching. It is important to have clean air without humidity so that the members give 100% of themselves. These extractors will be in the corner of the ceilings of the rooms where they are installed and will be done by a dedicated professional. In this way it contributes to the fulfillment of having a good hygiene inside the installation.

In this way it will be possible to keep customers, get a good rating in satisfaction surveys and of course increase brand image.

**Figure 21. Humidity extractor**



*Source: electro ventas*

## **2. Use sanitary disinfection products.**

It is essential that the company be aware of the consequences of not carrying out a good disinfection of the entire installation. In view of the possible diseases, flu, etc., that can be transmitted when using the gym equipment by several people all day long, Dreamfit will increase the cleanliness of the equipment. Both machinery and accessories will be cleaned using a multipurpose disinfectant that each cleaning worker will have at his disposal.

Therefore, after each class given by a monitor all used products will be cleaned and with respect to the fitness room these will be cleaned every morning, and before closing the gym. In this way, a good hygiene is guaranteed in the gym and a great security is provided to the client.

Multi-purpose disinfectant will be used. In this way, optimal hygiene of the products used within the gym is achieved and also reinforces the company in hygiene measures in the event of a flu, virus, pandemic, etc., preventing members from being at risk.

In addition to achieving good hygiene, it will be possible to maintain existing members, achieve a good satisfaction rating and increase brand image. Achieving differentiation from the rest and penetrating the market.

## **3. Increase the number of cleanings of the wardrobes per day.**

Continuing with the hygiene measures, an important focus where several people are concentrated at the same time inside a gym is the well-known wardrobe. As such, they should give a good image of cleanliness and purity so that users feel comfortable. Cleaning of the changing rooms will be increased to 5 times a day, that is, 2 in the morning, 2 in the afternoon and the last one at night, before closing the gym.

Cleaning products such as bleach, mops, cloths and multi-purpose disinfectant should be used. This action is helping to eliminate any bacteria harmful to the health of the members, as well as diseases. Influencing the satisfaction of them.

As for the sauna and vapor bath, in times of high flu, virus or pandemic, they will remain closed. Therefore, this action will influence in managing to maintain the members, a good valuation of satisfaction and to increase his image of brand, managing to differentiate from the rest and to penetrate in the market.

#### **4. Include sanitary alcohol dispensers.**

The last action in reference to hygiene is aimed at sanitary alcohol dispensers. This is a great way to guarantee the client's safety from the impurities and bacteria available in unthinkable places and even more when the concentration of people in a closed place is maximum.

Moreover, this action also contributes to the hygiene measures adopted in the COVID-19, which includes almost mandatory alcohol cleaning, in order to kill any kind of bacteria. For this reason, Dreamfit will have 1 dispenser in each room (3), 2 dispensers at each end of the free and functional training room, one in the bodybuilding room and 1 dispenser in each changing room (2).

It should be noted that this measure is voluntary for gym members, as it is up to each one to make use of this health tool or not. The company will not force any of the clients to use it. Therefore, this action will have an influence on keeping the members, a good valuation of satisfaction and increase their brand image, achieving differentiation from the rest and penetrating the market.

#### **5. Hire a nutritionist for the clients.**

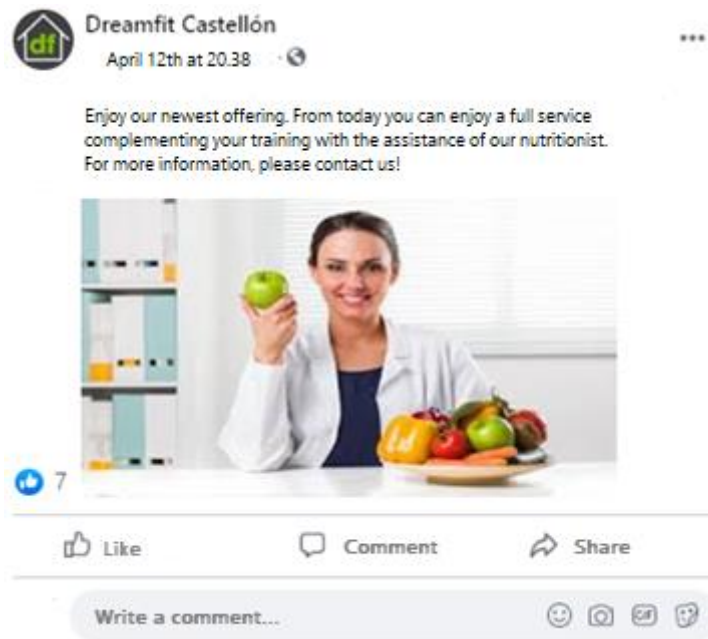
For people who are concerned about their physical and mental well-being, it is essential to lead a healthy life with a good diet, accompanied of course by good training, so that the results are optimal. In this way, a way to satisfy the clients, obtaining a good valuation in their surveys, to increase the image of brand, to maintain part of the clients and to increase them and of course to improve the service, is to put at the disposal of the partners a nutritionist.

This helps to complete the training routine, being able to advise and create diets customized for each one, depending on their characteristics (weight, height, fat, etc.). To do this, a specialized nutritionist will be hired, available to customers, both physically in the gym and online, which will be included in the biannual price totally free.

Previously, it has been mentioned that the company is going to emphasize on that segment of people who are leading a healthy life in their daily lives. Therefore, it is important to give them a reason to try out the gym and then become regular members.

The nutritionist will update every month the information of the members that want to enjoy this service, in order to obtain and visualize the evolution of the efforts of these. To ensure this improved service reaches the maximum possible audience, it will be promoted on some of the social networks, these will be Instagram, Facebook and Twitter. Next, in **Figure 22** you can see how the action is going to be promoted on Facebook:

**Figure 22. Nutritionist Facebook Post**



*Source: own preparation*

## **6. Make better use of the app.**

Dreamfit has an application for electronic devices (essentially, mobile and tablet) so that their users can interact with them in different ways. It offers the possibility to customers to incorporate some information about their physical situation and make some recommendations about health. Although it is not as optimal as it could be.

To encourage the use of the application, improve it and make it more attractive, a new training modality will be incorporated, customised to the characteristics of each client. In this way, customers will be able to enjoy their training even when they cannot physically go to the gym.

A series of exercises will be provided according to these characteristics and the evolution of the member, that is, if he or she needs more powerful exercises or, on the contrary.

As well as the parts that each one wants to train with more depth and intensity. These trainings will be carried out by the company's own professionals.

In order for it to work perfectly, each partner must incorporate their physical characteristics and according to these they are provided with a series of personalized circuits that the app itself develops (by means of intervals that are provided and from there a series of exercises are set for each one). The information on the measures that each partner must provide can even be provided by the nutritionist himself. In this way, we can provide an improved service, achieving a good evaluation and satisfaction of the clients, retaining and even increasing them.

### **7. Incorporate the elliptical bike with multiplayer function.**

Continuing with Dreamfit's vision, to offer training with the best possible enjoyment, maximize the performance with good innovation, and thus be able to increase the image of the company, improve the service, increase the number of members, maintaining the existing ones and obtain great satisfaction from them.

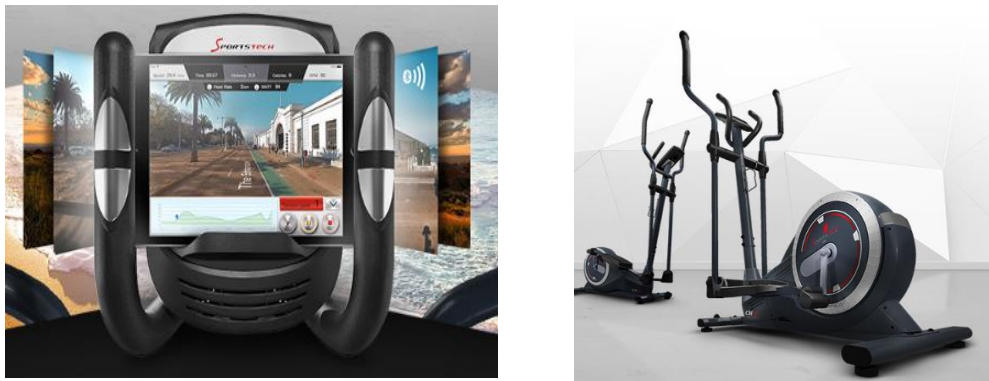
Dreamfit will incorporate machinery with the best technology so that the customer can enjoy their training to the fullest. Taking advantage of the characteristics of virtual reality, attracting full attention and curiosity of people who use it. The CW625 elliptical trainer, which includes the multiplayer function.

In other words, the user will be doing his training, imagining that he is in a virtual reality, in parallel to the current one, and will be projected on a tablet incorporated into the bike. Within this tablet, it is possible to visualize at any time the speed used, distance traveled, calories, level used, pulse, duration and the selected program.

Moreover, apart from all this information provided by the system. The user will be able to visualize different landscapes to choose from, such as running in the mountains, on the beach, on an athletic track, in the desert, etc. Getting differentiation from the rest of nearby gyms, penetrating and developing the market.



**Figure 23. Elliptical bike CW625**



*Source: Sportstech*

### **7.3. Price action**

#### **8. Set a biannual price.**

The company already offers a variety of prices depending on the needs of each person to choose from, but, in order to increase the number of existing customers, Dreamfit will incorporate into the prices that are monthly, the mode of paying biannually with a discount of 10% the 6 months, compared to the choice of monthly payment to reach the 6 months paid.

The goal for the new price to be biannual, is not simply to retain the customer, but goes beyond. Dreamfit aims to give a good reason and freedom to the member to continue enjoying his installation, from there comes the 6 months mentioned above, so that the customer himself decides whether it is really worth staying in the gym or not, and not having to stay for a whole year (in the case of an annual price). In the following **Table 13** are the Dreamfit prices including the biannual price with the discount:

**Table 13. New Dreamfit fees**

Subscription	Gold	One	Senior
Monthly price	30,95€	28,90€	20,90€
Biannual price	166,86€ (27,81€/month)	156,06€ (26,01€/month)	112,86€ (18,81€/month)

*Source: own preparation*

#### 7.4. Distribution action

##### 9. Encourage the incorporation of online members.

Currently, Dreamfit provides the physical and online option for the incorporation of members in the gym. Despite this, a large majority of customers choose to sign up in person, so it is advisable to encourage online membership.

To do this, the website will be improved by making it easier to pay and providing different and safer alternatives, to attract the attention of potential members. New customers will be able to process payment by credit card, debit card, PayPal, bank transfer and even bizum through a telephone number associated to the gym's bank account (which will be provided in a totally private way, by e-mail).

In order to increase the number of members and followers in the networks, a gift for each client will be added to the online incorporation, of a towel, bottle or T-shirt with the Dreamfit logo. Making the gym more attractive and rewarding to users.

Figure 24. Online subscription

The image shows a web form titled "Complete your personal information". It contains several input fields: "Name\*", "First surname\*", "Second surname\*", "ID\*", "Birth date\*" (with dropdown arrows), "Phone\*", "Gender\*" (with radio buttons for "Hombre" and "Mujer"), "E-mail\*", and "Validar E-mail\*". Below these fields is a yellow banner with the text "Save time and wait on your first visit by entering your IBAN account". Underneath is a grey banner with two checkboxes: "I accept the privacy policy\*" and "I accept the hiring policy\*".

Below the form is a section titled "When do you want to start?" with a date selector showing "July 1st, 2020".

The next section is "Registration payment", which has two tabs: "Now by card" (selected) and "In the gym". Under the "Now by card" tab, there are logos for "MasterCard", "VISA", "PayPal", and "BANK TRANSFER". Below these logos is the "bizum" logo.

Source: own preparation

## 7.5. Promotion actions

### 10. Interact directly with users on social networks.

In order to increase the number of followers in the networks, the satisfaction of the customers by improving their opinion about the installation, consequently increasing the image of the company by improving the service, the use of social networks is going to be encouraged, especially Instagram, Facebook and YouTube, since these allow direct interaction with the users through live and Streaming.

These live shows will include sports content, food, tips to strengthen different parts of the body, routines, etc. Those in charge of carrying them out will be the gym's own monitors, although they will have a help at the beginning of spring and summer the first month of each (coinciding with the programming of the following action) from the influencer Teresa Seco, who is governed by living a healthy life, with humor and above all being aware of fashion.

Being from Valencia, part of her followers will be from the Valencian Community, therefore, it is a great help to be able to increase those visits of followers mentioned above and to be able to differentiate the gym from many others in the community.

The option of choosing a sports character has been eliminated at the moment (although it is not discarded). Because not only will they look for sportsmen and women, but they will also try to attract the attention of those who are not, by means of a public character that is not famous for sports, recommending the facility, providing that attraction to the person who is viewing it. Generating that desire to try out the gym, which maybe the user did not have before.

Taking advantage of this way, the tools provided by technology and giving more benefit to these social networks. During the duration of the live videos, fans will be able to ask questions to the monitors about issues and doubts that arise. The advantage that this tool provides is that the monitor or the influencer who is doing it will be able to answer instantly to the members' doubts. Next, in the **Figure 25**, it is possible to observe the promotion of Teresa Seco in a live show of Instagram:

**Figure 25. Live Instagram Teresa Seco**



*Source: own preparation*

### **11. Make contests in some of the social networks.**

It is necessary to maximize the use of the networks (as mentioned above), leaving aside the simple option of publishing photos and videos and start innovate by making challenges, contests, use them as blogs, in a thousand ways. Improving in this way the digital marketing done in them.

The gym will take advantage of these tools, to increase the followers in the networks, the satisfaction of the clients, maintaining them, increasing the number, innovating the service, improving the image of the brand.

At the beginning of spring and summer (to end the seasonality generated in September and January), a contest based on physical activity will be held, in which everyone who wants can participate. These contests will vary, the first one will consist of doing 50 push-ups in 1 minute (in an accurate way). There will be 5 winners and they will enjoy 1 week free in the gym, plus a bottle and towel with the company logo as a gift.

As it has been emphasized, the contests will be held in those periods of time since one of the threats of Dreamfit is the seasonality that is almost unavoidable. Both contests are

totally legal and the winners will be decided by 3 professionals from the company, specialized in the different activities to be carried out.

Finally, the contest will be held only on Instagram and YouTube because they are the social network where more actions in this category are carried out and where they are more successful and perhaps where there are more young people to feel able to take up the challenge. Below, in **Figure 26**, it is possible to see the information about the contest carried out by Dreamfit together with the explanation on YouTube:

**Figure 26. YouTube contest**



*Source: own preparation*

## **12. Radio advertising.**

Dreamfit puts great emphasis on digital marketing but it is also important to promote the gym in other ways and in other formats, in order to reach many more people. The company is going to choose to add to his advertising audio format, which is the radio, in this way will be able to increase the number of members by increasing recognition nationally, in Castellón.

To do this, it is going to make a radio slot on the Europa FM and Muy Buena stations, in which the director of the gym will explain the advantages of the gym and the services it offers. These two big stations have been chosen, for the simple reason of being able to reach different groups of people. That is, young people in the Muy Buena, always from 16 years old and, moreover, in the older range, in Europa FM, since, it is a station with a great variety of musical genres.

This wedge will be included in the social network Twitter in Streaming, in order that the possible interested people can listen to it again or even in case they prefer this medium of communication. It is worth adding, the promotion of word of mouth that is going to be

encouraged among the inhabitants of Castellón, by penetrating the market in different ways. The wedge will be broadcast for 3 days every two weeks each month.

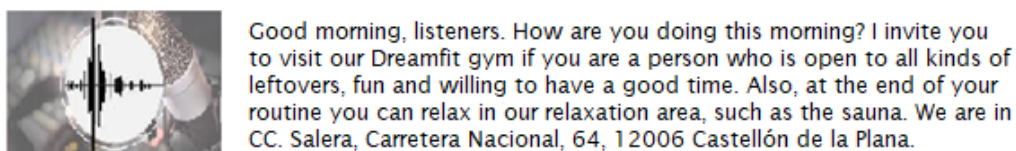
It is remarkable the choice of the social network Twitter as the one chosen for this purpose. Twitter is governed by being a network open to debate and where anyone can publish what they want and how they want. Therefore, taking this into account, it is appropriate that the wedge is published on this platform and thus be able to see people's reactions without censorship. In **Figure 27** it can be seen the publication in Twitter and then in **Figure 28** the radio wedge in the different stations:

**Figure 27. Twitter Advertising**



*Source: own preparation*

**Figure 28. Radio advertisement**



*Source: own preparation*

### **13. Cross-promotion with companies.**

As for sales promotion, to encourage the increase of members and obtain a better brand image and recognition, Dreamfit will opt for cross-promotion by making trade agreements with some companies.

The companies chosen to carry out these agreements will be: sports shops, specifically Decathlon, Sprinter and Décimas, and herbalist and naturist shops, such as the Navarre herbalist's shop in the city center. This choice has been made for the simple reason that the company forms part of the sports sector, therefore, the target public is interested in it and in taking care of their health. So, they are people who frequent in some way, more or less, these businesses.

Thanks to this promotion, customers of the sport and nutrition stores will be able to enjoy a 15% discount in Dreamfit when signing up for the gym (either online or physically) and, on the other hand, Dreamfit customers will enjoy a 15% discount on the purchase of the respective products in each store. The only condition is that Dreamfit users must show the gym bracelet together with the application on their mobile in order to enjoy it and avoid possible cheating.

## 8. TIME PLANNING

Next, it will be shown visually when the above actions will be carried out and how long they will last, corresponding to the year 2020.

**Table 14. Timeline**

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
1.Install humidity extractors	Fixing											
2.Use of sanitary disinfection products	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing
3.Increase the number of cleanings of the changing rooms per day	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing
4. Include sanitary alcohol dispensers	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing
5.Hire a nutritionist for your clients	Fixing	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration
6. Making better use of the app	Fixing	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration
7.Adding a multi-player elliptical bike	Fixing	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration	Duration
8.Setting a biannual price	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing
9.Encourage the incorporation of online partners	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing
10.Interact directly with users in networks	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing
11.Make contests in some of your social networks			Fixing			Fixing						
12.Radio advertising	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing
13.Cross promotion with companies	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing	Fixing

 Fixing
  Duration

*Source: own preparation*



## 9. BUDGET

In this section, the budget for implementing all the actions proposed above will be set out, and amounts to 41,644.11 €. The following **Table 15** shows it in more detail:

**Table 15. Budget actions**

ACCIONES	DESCRIPCIÓN	PRESUPUESTO
<b>1.Install humidity extractors</b>	Install 7 extractors + labor	495.99x7= <b>3.471,93€</b> (Equipment + labor)
<b>2.Use of sanitary disinfection products</b>	Disinfectant and wipe 1/day (5 cleaners) 1 cloth/day (5 cleaners)	14,39x365= 5.252,35€ Disinfectant 48,42x3 reels =145,26€ <b>Total=5.397,61€</b>
<b>3.Increase the number of cleanings of the changing rooms per day</b>	1/day of lye (2 cleaners) 1 mop/2 weeks (Wipes and disinfectant are included in the price above)	18€(25l) x15=270€ lye x 2 cleaners= 540€ 27x1,90=51.3€x2 cleaners= 102,6€ (53 weeks/year entre 2=27semanas) <b>Total=642,6€</b>
<b>4. Include sanitary alcohol dispensers</b>	Purchase of 7 dispensers + gel (2 weeks of 5l)	18,15x7=127,05€ 19,71x27 weeks =532,17€ x 7 dispensers = 3.725,19€ <b>Total= 4.258,07€</b>
<b>5.Hire a nutritionist for your clients</b>	Adding a nutritionist to the gym	1200x12 months= <b>14.400€</b> (employee's wages)
<b>6. Making better use of the app</b>	Perform specialized trainings	<b>0€</b>
<b>7.Adding a multi-player elliptical bike</b>	Purchase of 4 elliptical trainers + 4 tablets	649x4= 2.596€ bicycles 189x4= 756€ Tablet Samsung Tab A <b>Total= 3.352€</b>
<b>8.Setting a biannual price</b>	Offer a biannual price with a 10% discount on the monthly price	<b>0€</b>
<b>9.Encourage the incorporation of online partners</b>	Incorporate different payment options	<b>0€</b>
<b>10.Interact directly with users in networks</b>	Encourage Streaming and incorporate the service of an influencer	1000x2 times = <b>2000€</b> (price influencer)
<b>11.Make contests in some of your social networks</b>	Make 2 contests + gift bottle and T-shirt (5 winners)	5€x5=25€ x2=50€ (T-shirt) 7,99€x5=39,95€x2=79,9€ (bottle) <b>Total=129,9€</b>
<b>12.Radio advertising</b>	A radio advertisement is going to be broadcasted in Europe Fm and Muy Buena 3 days during 2 weeks, in Castellón	296€/3 days x27 weeks= <b>7992€</b> (20" advertisement)
<b>13.Cross promotion with companies</b>	Make agreements with companies in Castellón	<b>0€</b>
<b>OVERALL BUDGET</b>		<b>41.644,11€</b>

Source: own preparation

## 10. CONTROL

This last section is designed to control objectives, i.e. what methods will be used to control that these objectives are being successfully achieved within the set time period. On the other hand, it helps to identify possible failures that are occurring in the course of the objectives and to be able to correct them in time. In the following **Table 16** it can be seen the objectives to be achieved, together with the control methods to be used, the person responsible for controlling them and finally the frequency in which each method will be carried out.

**Table 16. Objective controls**

Objectives	Control method	Responsible	Control frequency
1. Increase social network followers by 10%	Analyze the number of new followers in social networks with the analytical options of each	Marketing and Communication Department	Monthly
2. Maintain 85% of existing customers	Verify the number of members who continue to come to the gym	Director	Monthly
3. Increase Dreamfit members by 20%	Check the number of new members who have joined the gym	Director	Monthly
4. Get a rating of 8 out of 10 in the biannual surveys	Verify the satisfaction rating of semi-annual member surveys	Marketing and Communication Department	Semi-annual
5. Increase hygiene and ventilation	Analyzing members answers to satisfaction surveys in the area of hygiene and ventilation	Director	Semi-annual
6. Increasing the brand image	Analyze the frequency of people who have visited the gym and have been interested in it, including social networks	Marketing and Communication Department	Monthly
7. Innovate and improve service	Verify partners' opinions in comments on social networks, including on the website and in half-yearly surveys	Director and department of marketing and communication	Monthly

*Source: own preparation*

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