

**UNIVERSITAT
JAUME·I**

COSTA AZAHAR CYCLING CLUB MARKETING PLAN

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1. EXECUTIVE SUMMARY

This plan analyses the environment and situation of the Costa Azahar Cycling Club in order to establish strategies and actions that will bring it closer to its mission and allow it to improve its service.

The development of this plan has been of interest because of the importance of physical activity in people's lives, and the need to promote it, as the Club Ciclista Costa Azahar does through cycling.

It is also of interest to improve a non-profit service of a school formed by cycling friends, in a highly competitive environment, both in terms of sporting activities, as there are a large number of options to practice sport, from running outdoors to join a gym, and extracurricular activities, as there is an increasing variety of them, with even robotics activities. This increased competition forces to improve, personalise or even specialise the service to gain a competitive advantage, and to stand out from the competition, which is difficult for a non-profit club.

In order to carry out this plan to improve the club's situation, an internal analysis of the club, a micro-environment analysis and a macro-environment analysis were carried out through various analysis models, using both internal and external information. In addition, primary information has been collected by conducting two market research studies.

The information gathered in these analyses has been collected in a SWOT to diagnose the company's situation, from which I have established a series of objectives to carry out a market segmentation in order to select a segment of interest for the club. Based on this, strategies and lines of action have been established to achieve the objectives with their corresponding budget, chronogram and control methods.

2. SITUATIONAL ANALYSIS

In this first section, we will conduct an exhaustive analysis of the club's internal and external aspects.

2.1. Internal analysis

2.1.1. Company's presentation

As defined by the director of the CC Costa Azahar, Óscar Ortells, in an interview (Ortells O, 2023).

The Club Ciclista Costa Azahar is a club formed in 2013 by a group of experienced cycling friends with the aim of promoting cycling in the town of Castellón de la Plana, as at that time there was no cycling school in the city. Its main activity is the basic cycling school, where they teach basic notions to children from 4 years old to advanced lessons up to 14 years old in all cycling disciplines. However, the club also has cadets,



juniors, and federated cyclists, but as a secondary activity, since the main activity of the club is the teaching of basic cycling.

Another of the objectives with which the cycling school was founded was to try to combat the deficiencies that existed at that time in cycling and its teaching in the area of Castellón.

It is a non-profit club, so once expenses are covered, the remaining income is used to improve the activities and even to support the pupils through activities such as meals or through free equipment or accessories for the children.

The director and founder of the school is Oscar Ortells, an experienced rider who also coaches other cycling clubs and teams with high performance and good positions at the national level.

The cycling club has participated in a large number of events such as the I Ciclocross Ciutat Moncada o, on the other hand, it has participated in competitions and has organised cycling events.

The club competes mainly at the regional level, although it has national-level coaches who coach other teams at the national level.

2.1.1.1. Mission

The mission of the Club Ciclista Costa Azahar is:

"To promote cycling in the town of Castellón and to fight against the deficiencies in cycling". (Ortells, 2023)

This mainly responds to the purpose for which the cycling school was founded, which is the lack of teaching and practice of cycling at the time it was founded, since there was no basic cycling education in the locality so the youngest could not learn cycling. On the other hand, it responds to the deficiencies that the initial founders of the club observed and suffered in their time as racers (Ortells, 2023).

2.1.1.2. Visión

According to what the director and founder of the school himself has told us, the vision of the club is as follows:

"To offer a reference cycling education in the Castellón area while maintaining fun and perseverance".

This is closely related to the values of the club, since it is a non-profit club, they seek to offer quality teaching and to improve it as much as possible, without neglecting the fun and enjoyment of the children.



2.1.1.3. Values

The following are the ones used by the club to carry out its activities:

- **Fun:** the main objective is for the children to have fun.
- **Perseverance:** at a certain age and level, the club tries to teach that perseverance is the key to a good sporting performance.
- **Mutual respect** between students and members
- **Integration:** the aim is to integrate the pupils through activities such as meals.
- **Commitment:** the coaches teach and demand a certain level of commitment from the students, especially the older ones, to help them in their sporting careers.
- **Friendship:** the club itself is founded by a group of friends, as it is not only about playing sports but also about making friends.

2.1.2. Company resources

2.1.2.1. Human Resources

The club does not have employees as such, as they do not receive a salary, since training sessions vary between 2 and 5 hours per week, and they receive a bonus of around €150.

This year 2023 the club has 7 experienced coaches who have been cyclists and are qualified to carry out this activity. They have trainers specialized in each modality, on the one hand, they have experienced MTB trainers, others dedicated to tracking training, and others dedicated to road.

The people in this club are of utmost importance, as it is the coaches themselves who provide their vehicles and, when necessary, even lend their bicycles to the students.

The management is carried out by the founder Oscar Ortells, who has been the president of the club since its foundation, although in other years the management has been in the hands of other members (Ortells, 2023).

2.1.2.2. Economic capacity

The club is not for profit, so it does not usually seek profit, but rather to improve the service and the teaching and entertainment of the children, however, it requires income to maintain its activity, as they have a number of expenses to cover:

- **Payment of coaches' bonuses**
- **Federation licenses:** federative licences are a type of licence that offers a civil liability insurance that covers personal and material damages, accident insurance, allows participation in races and competitions, and other advantages such as access to discounts and cycling content.



In 2023, the cost of a federative licence for a student of a cycling school is €74, so the total cost of federative licences would be €3,330.

- **Organization of sporting events:** the club organizes basic and cadet cycling events and even cycling at the senior level in order to promote training and make itself known.
- **Travelling:** the cost of fuel for outdoor activities and routes, as well as the cars accompanying the children on the routes.
- **Per diem:** Subsistence allowance for monitors when they carry out external activities or cycling outings.

These are the main costs borne by the club, so all income is reinvested in these items, and if there is any profit left over, it goes to the students, in the form of gifts or activities.

The main sources of income are the following:

Fees

The fees paid by the students are the main source of income for the cycling school. The price of the one-off fee is €350.

Subsidies

The club receives subsidies from entities such as the Diputación de Castellón and the Ayuntamiento de Castellón de la Plana in two ways: as an event organizer and as a cycling school.

However, it is an income that varies a lot, so the club tries to cover the main costs with the students' fees and, depending on the subsidies received, organize a different number of events and competitions.

With regard to subsidies, the cycling school has received subsidies in terms of the basic sports school, this year it has received 4,970€ and received 1,915€ for the organization of the I Open BTT CC Costa de Azahar Castellón. (Castellón Base, 2022; Diputació de Castelló, 2022).

Sponsors and partners

The school has many partners who provide them with equipment and accessories such as bibs, helmets, and other equipment, so this is not usually reflected in monetary terms.

The club's main partner is InBike, a cycling shop located in Castellón de la Plana, whose logo can be found on all the clothing used by the students and members of the school as can be seen in Figure 1.

Figure 1. Club Ciclista Costa de Azahar clothes with sponsorship



Source: CC Costa de Azahar Facebook (2023)

However, the club has other sponsors such as Nutrinovex, a health and personal care company, and ceramic companies such as Fabresa and Téncer, Osteofisio Castellón, Sumi Stock, and Mudanzas Sol. In Figure 2 we can see all the sponsors of the club.

Figure 2. Sponsorships of CC Costa Azahar.



Source: Own elaboration. Data: CC Costa Azahar Website (2023)

2.1.2.3. Financial Resources

As mentioned, the main sources of income are the fees paid by students for each season of €350, which this year will mean an income of €15,750, and grants, which are quite variable, but this season at least €6,880 of grants have already been received, which will allow the club to act with more room for manoeuvre and to hold more events and competitions.

A summary of the club's revenues, costs, and profits can be seen in the table below:

Table 1. Estimated results

Income	Expenditure
22.631,84€	15.750€
Result	
6.881,84€	

Source: Own elaboration Data: Ortells, 2023

2.1.2.4. Intangible Resources

Brand equity is one of the most important assets of a company or organization. Brand equity is defined as the "set of assets and liabilities linked to the brand, its name, and symbol, which incorporate or diminish the value provided by a product or service offered to customers" (Aaker, 1996; Cerviño, 2002).

According to these same authors, brand equity can be measured in terms of five factors:

- **Brand loyalty:** there is great cohesion among members and high participation, and there is high loyalty.
- **Name recognition:** name recognition is not very high at the provincial level, but it is at the level of cycling fans in the city of Castellón de la Plana.
- **Perceived quality:** as we will see in the market research, club members perceive the quality of the product to be very good, so perceived quality is high.
- **Associations with the brand:** the brand is associated with values of friendship, closeness, teamwork, and fun, as it is a very friendly club.
- **Other assets owned by the brand:** the brand has some relationships with sponsors such as INBIKE, a cycling accessories shop in Castellón de la Plana.

Except for recognition, we see that the company has a good brand value, which increases consumer satisfaction, offers security to the potential consumer, improves the efficiency and effectiveness of marketing programs, improves margins, strengthens loyalty, and offers a competitive advantage.

However, the value of the Club Ciclista Costa Azahar brand has not been estimated.

2.1.2.5. Tangible Resources

Facilities

The club does not have its own facilities, activities are carried out in the Castellón de la Plana cycling park, which is a municipal facility shared with other cycling and skating clubs, as well as other activities and training sessions in the mountains and on the road. (Ortells, 2023)

Vehicles

The club does not have its own vehicles either, as the coaches use their own cars, suitably prepared and equipped for each activity as shown in Figure 3. (Ortells, 2023)

Figure 3. Equipped vehicles of a CC Costa de Azahar trainer.



Source: CC Costa de Azahar Facebook (2023)

2.1.2.6. Marketing Resources

In terms of marketing resources, I will divide them into four types:

Price

The fee that students pay for each season is €350 per year, and this fee has two modes of payment:

- **Full payment:** €350 is paid at the beginning of the season.
- **Monthly payment:** €100 is paid at the beginning of the season and the remaining €250 is spread over the remaining months.

These fees are intended to cover the minimum costs so that the club's normal activities can be carried out with this income.

The club has a total of 45 children this year, so a total of €15,750 in revenue is expected from cycling school fees as shown in Table 2:

Table 2. Estimated income from pupil fees.

Number of pupils	Annual fee
45	350€
Estimated income	
15.750€	

Source: own elaboration Data: Oscar Ortells (2023)

Communication

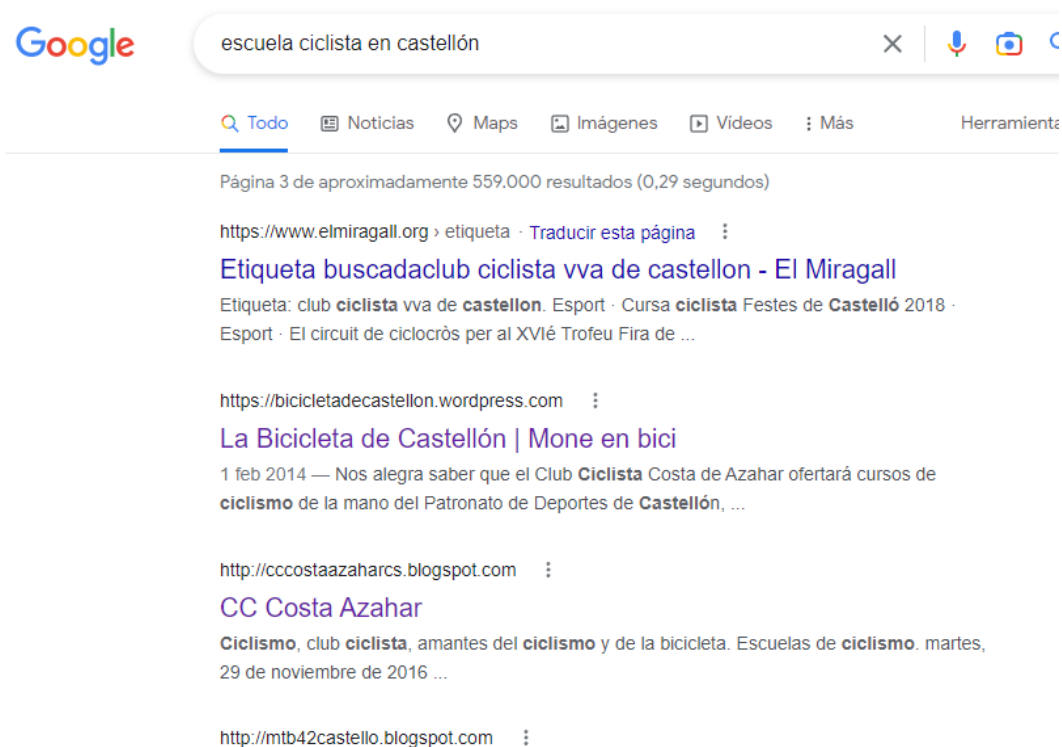
We can differentiate between different types of communication as follows:

Own online communication

The **company's website** is a bit outdated as it is made with Blogspot, which makes it very basic and flat, and it has not been updated since 2016, and it does not present a list of services or fees.

As for the SEO of the website, we see that the page is very poorly optimized if we search for some keywords such as "cycling club in Castellón", the website appears on the third page of Google results as we can see in Figure 4.

Figure 4. Positioning of the CC Costa Azahar website on Google

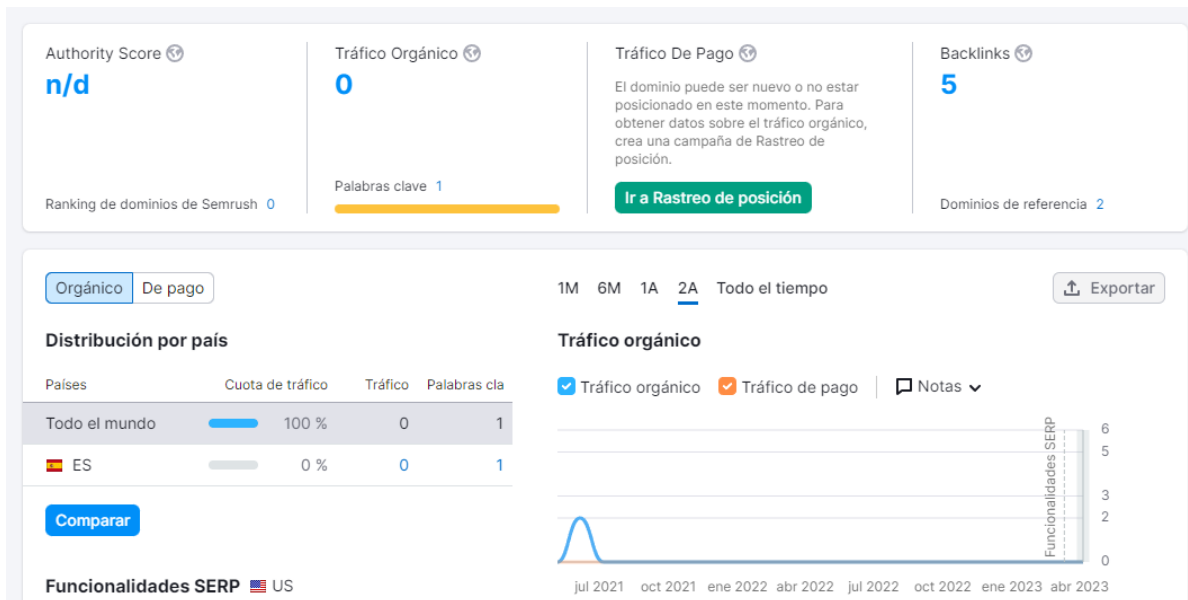


Source: Google (2023)



If we use some SEO tools, such as Semrush, it indicates that it has zero domain and web authority, and it also indicates that the monthly traffic is practically 0 visitors as shown in Figure 5.

Figure 5. Domain Authority and Webpage Authority of CC Costa Azahar



Source: Semrush & CC Costa Azahar Webpage (2023)

Facebook profile: the club also has a profile on Facebook, where it has more than a thousand followers and where it publishes periodically to announce events or other actions, publish tournament results, photos of club members and interact with its audiences. In Figure 6 we can see the profile.

Figure 6. Club Ciclista Costa de Azahar Facebook profile.



Source: Club Ciclista Costa de Azahar Facebook. (2023)



The club also has an **Instagram account** @cc_costa_azahar with 832 followers where they upload images of their members and students, as well as some announcements. In Figure 7 we can see the profile.

Figure 7. Club Ciclista Costa de Azahar Instagram profile.



Source: Club Ciclista Costa de Azahar Instagram (2023)

Twitter profile: they also have a Twitter account, with 207 followers, where they simply re-upload Instagram posts (Figure 8).

Figure 8. Club Ciclista Costa Azahar Twitter profile.



Source: Club Ciclista Costa Azahar Twitter. (2023)

Youtube channel: the club also has a Youtube channel with 8 subscribers where there is only one video posted from 3 years ago about a cycling club meeting.

Print advertising

Print media: Students and club members wear the club's logo on their equipment so that it is publicized at events, competitions, and outdoor training sessions, which serves to increase brand recognition as shown in Figure 9.

Figure 9. Club Ciclista Costa Azahar team.



Source: CC Costa Azahar Facebook. (2023)

In addition, the vehicles used for training and events are printed with the club's name, telephone number, and social networks, as shown in the figure below.

Figure 10. Printed media in a vehicle.



Source: Club Ciclista Costa Azahar Facebook. (2023)

Public relations

The club mainly relies on the appearance in newspapers and magazines for the organization or participation in events, as well as the organisation of cycling events, which help to deepen pupils' learning and to increase their impact, as we can see some examples below:



Figure 11. Appearance of the Club Ciclista Costa Azahar in CastellónPlaza

5/03/2021 - CASTELLÓ. Castelló ha abierto este viernes el Parque Ciclista para su uso por parte de los clubs de ciclismo, triatlón y patinaje de la ciudad, así como para el uso público de la ciudadanía. El parque, que consta de un circuito ciclista cerrado, otro de ciclismo de montaña y un espacio auxiliar para practicar ejercicios complementarios, es un proyecto financiado por los Presupuestos Participativos del Ayuntamiento y fue adjudicado por 490.583 euros más IVA.

El concejal de Deportes, **Omar Braina**, ha explicado que desde el Patronato Municipal de Deportes se ha estado gestionando estos días y coordinando los usos por parte de los cinco clubs de ciclismo, triatlón y patinaje de Castelló. “Desde este mismo viernes, los clubs ya pueden utilizar las pistas para entrenar, desde el Patronato nos hemos puesto en contacto con ellos para organizar el calendario de entrenamientos”, ha apuntado. Braina destaca la puesta en marcha de esta nueva instalación deportiva para la ciudad de Castelló.

Así, desde el Patronato se ha organizado el calendario para los entrenamientos de los dos clubs de ciclismo (Club Grup Dos Rodes y Club Ciclista Costa de Azahar), dos de triatlón (Club Triatlón Castellón y Club Tritrail) y un club de patinaje (Club Patí Castàlia). Los horarios de entrenamientos se reparten desde las 17.30 horas de la tarde hasta las 21.30 horas, aunque sin ocupar todo ese tramo según días y según pistas. El resto de personas aficionadas podrán

Source: CastellónPlaza (2023)

These media allow to gain visibility, especially at a regional level, and at a sporting level, as they are normally regional media at a local level, or sports publications.

Services

The Club Ciclista Costa Azahar offers one of the best cycling school services in the province.

The main service consists of teaching basic cycling to children between 4 and 14 years old, i.e. basic cycling, which consists of the basic teachings to lead to a cycling career, which includes teaching on track, road, and mountain bike. (Ortells, 2023).

The service includes training sessions on the municipal tracks of Castellón, as well as outdoor training sessions in the mountain and road areas guided by the coaches.

In terms of service lines, we can differentiate between several classifications, the first being according to the type of cycling taught:

- **Mountain biking:** outings are carried out to teach cycling in mountain areas.
- **Road cycling:** outings are also carried out with the students to teach them how to cycle on the road.
- **Cycling on the track:** students are taught how to cycle on the track in the Castellón de la Plana cycling park.

All this is included in the same service, as the same fee includes all these trainings.

In terms of level, we can also differentiate between several lines of service:

Promise: training for children from 4 to 8 years old.

Beginner: training for children from 9 to 10 years old.

Alevín: training for children from 11 to 12 years old.



Infantil: training for children from 13 to 14 years old.

It also includes participation in events and competitions both outside and organized by the club itself.

Moreover, the service includes other services and goods such as equipment, as well as the loan of the coaches' own bicycles, transport and meals, and other gifts given to the students when there are benefits. (Ortells, 2023)

Distribution

According to Jany (2005), the distribution of a service is the set of activities, processes, and strategies necessary to bring, perform or deliver a service so that it is available to the consumer.

Distribution is carried out through a direct B2C channel since the club generates the service, and it is offered directly to the students without any type of intermediary; they are the students who come to the place where the activity is carried out.

Being a direct distribution or zero channel allows them to have direct contact with parents and students, therefore, they can offer a more personalised and better service for students.

We can also consider distribution as the way in which the customer can obtain the service, in the same way, that if a person wants a product they go to buy it at the supermarket or buy it online, in the case of the club, it is done in a more informal way, through direct contact, either by telephone, by WhatsApp or by social networks, as they do not have online registration forms in a website but a separate register is filled in.

2.2. External analysis

2.2.1. Macro Environment (PESTEL Analysis)

2.2.1.1. Political and legal factors

The club is located in Castellón de La Plana, in Spain, a country with a system of government based on a constitutional Monarchy, whose current king is Felipe VI and whose government is made up of a coalition between several political parties including the Partido Socialista Obrero Español (PSOE) and Unidas Podemos, a government presided over by Pedro Sánchez. Pedro Sánchez's government.

Among the main objectives of this government is to consolidate economic growth and the creation of quality employment, which was truncated by the COVID-19 crisis, which broke out a few months after the start of the government, the improvement of working conditions and the increase in the minimum interprofessional wages, which according to the government itself has increased employment in 2022, with 5,147,700 people



joining the labor market and reaching 20.5 million employed, both men and women. One of the most important measures to this end has been the repeal of the 2012 labor reform which, according to the government, took away rights from employees, as well as the increase in the minimum inter-professional wage and the revision of the types of contracts.

In terms of objectives related to sports, are to define a model of sport and a Strategic Plan for sports that aims to promote sports at school age, promote university sports, support sports as a factor of integrity and equality, create campaigns on nutrition and healthy habits, and promote women's sport.

The government intends to regulate sports professions, with training and employment plans for sportspeople before, during, and after their occupation as sportspeople, as well as improving their inclusion. (Sánchez, & Iglesias, 2019).

To go deeper into the government's measures in the sports sector, we can see the different reforms and measures, for which the government estimates to invest 300 million euros. The government reforms for the sports sector are as follows (Gobierno de España, 2021):

- **New sports law:** to ensure gender equality in sports and the professionalization of women's sports.
- **Law on sports professions:** it aims to recognize, and provide legal security and access to jobs for sportsmen and other professionals in the sector.
- **National strategy for the promotion of sport against sedentary lifestyles and physical inactivity:** aims to increase physical and sporting activity in the population to reduce obesity and risk factors for diseases and mental disorders.

In terms of investments, three investments made by the government stand out:

- **Digitalization Plan for the Sports Sector:** development of computer applications to improve the digital structure of the sector and initiatives such as promoting and interconnecting the digitalization of sports and health centres to offer personalized health care.
- **Plan for the ecological transition of sports facilities:** aims to encourage sustainable sports tourism and promote the modernization of sports infrastructures in High-Performance Centers, as well as to increase physical activity in the rural world.
- **Social Plan for the Sports Sector:** this plan is aimed at internationalizing sports to host international sporting events and promote equality in sports.

(Gobierno de España, 2021)



The objectives of this government, especially those related to sport, encourage an active, sporty, and healthy lifestyle so that parents will be more aware and will direct children to more active and sporty activities, rather than less active activities such as music.

In terms of legislation, the sports sector is legislated at different regional levels. At the state level, according to the Spanish Consejo Superior de Deportes (2020), the following legislation is in force and must be complied with by all autonomous communities:

- Law 10/1990, of October 15, 1990, on Sports.
- Spanish Sports Federations: Royal Decree 1835/1991, of December 20, on Spanish Sports Federations and Registry of Sports Associations and Order ECD/2764/2015.
- Sports Corporations: Royal Decree 1251/1999, of July 16, 1999.
- Health protection and anti-doping regulations.
- Regulations by type of sport
- Royal Decree 971/2007, of July 13, 2007, on high-level and high-performance athletes.
- Royal Decree 1591/1992, of December 23, 1992, on Sports Discipline.

At the autonomous community level, the Valencian Community regulates sports activities through Law 2/2011, of March 22, on the sport and physical activity of the Valencian Community. (Díaz A. 2020)

At the club level, sports clubs are legislated with the following regulations at the autonomous community level:

- Law 2/2011, of March 22, of the Generalitat, of Sport and Physical Activity of the Valencian Community (DOGV no. 6487/24.03.2011).
- Decree 2/2018, of January 12, of the Consell, which regulates the sports entities of the Comunitat Valenciana (DOGV nº 8216/19.01.2018).

This legislation indicates that a sports club is understood as a private non-profit association with legal personality to promote and practice one or more sports modalities.

To apply for the registration of a sports club, the articles of incorporation, the statutes, and the certificate of the ascription of the club to the different sports reflected in its statutes are required. (Generalitat Valenciana, 2018).

2.2.1.2. Economic factors

The Spanish and global economic situation seemed to have recovered from the 2007 crisis when the COVID-19 pandemic broke out, bringing the economy to a standstill and causing a drop in consumption, as people were unable to leave their homes for

several months, coupled with a pessimistic and uncertain scenario that led to a fall in investment.

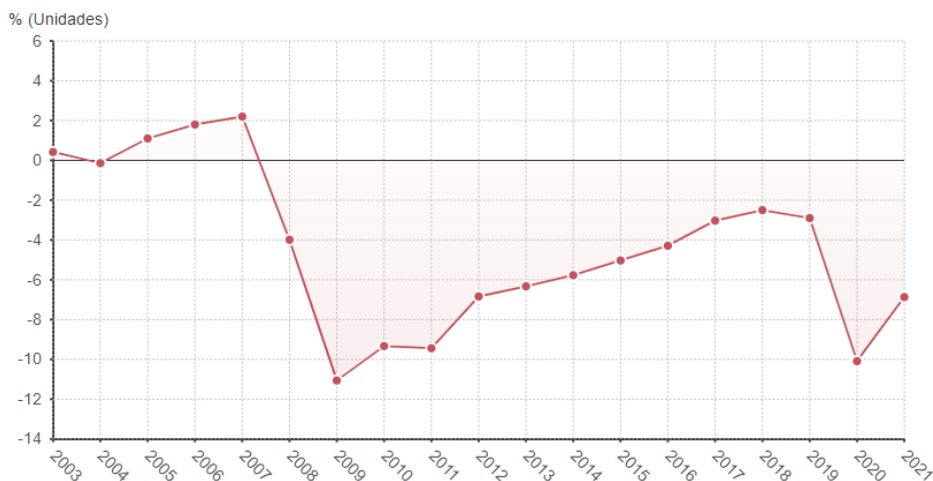
The public deficit stood at 2.02% in November 2022, a reduction of 62.3% compared to the same date in 2021 according to the Spanish government (2022).

In 2021, Spain was the sixth country with the highest debt in the entire euro area, closing 2021 with 6.9% of GDP and a public debt ratio of 118.4%, and all euro area countries recorded negative budget balances except Denmark and Luxembourg.

Within the European Union, Spain recorded the fifth-highest budget deficit (-6.9%), and the fourth-highest level of debt, at 118.4% of GDP (Europa Press, 2022).

As we can see in Graphic 1, the deficit had been decreasing since 2009, but in 2019, with the arrival of the COVID-19 pandemic, it increased from 2.5% to 10% of GDP, after that fall, 2020 it began to recover and in 2021 it stood at 6.9%.

Graphic 1. Evolution of the government deficit in Spain from 2003 to 2021

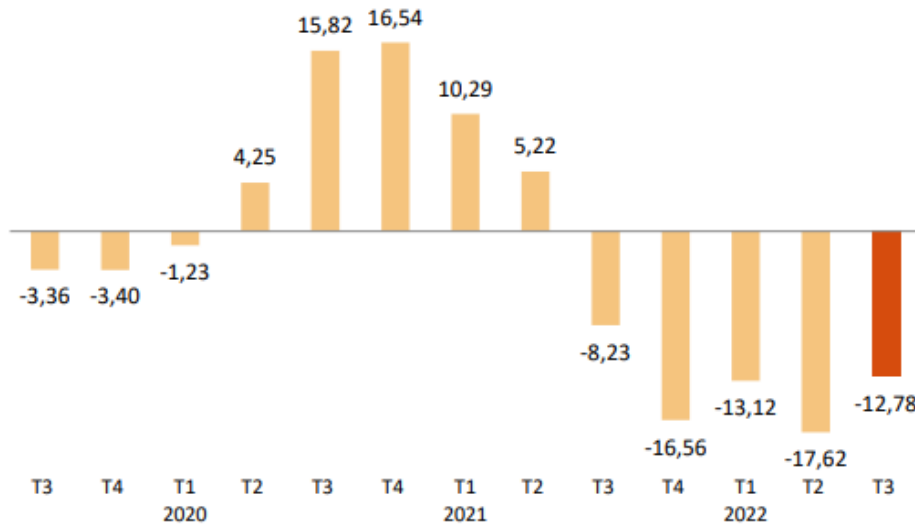


Source: Epdata and INE (2022)

The unemployment rate stood at 12.67% in the third quarter of 2022, 12.7% lower than in the same period of 2021, indicating that unemployment has fallen after the large increase caused by the pandemic. (INE, 2022).

As can be seen in Graphic 2, unemployment has been declining since the third quarter of 2021, the result of which is the 12.7% above reduction in unemployment.

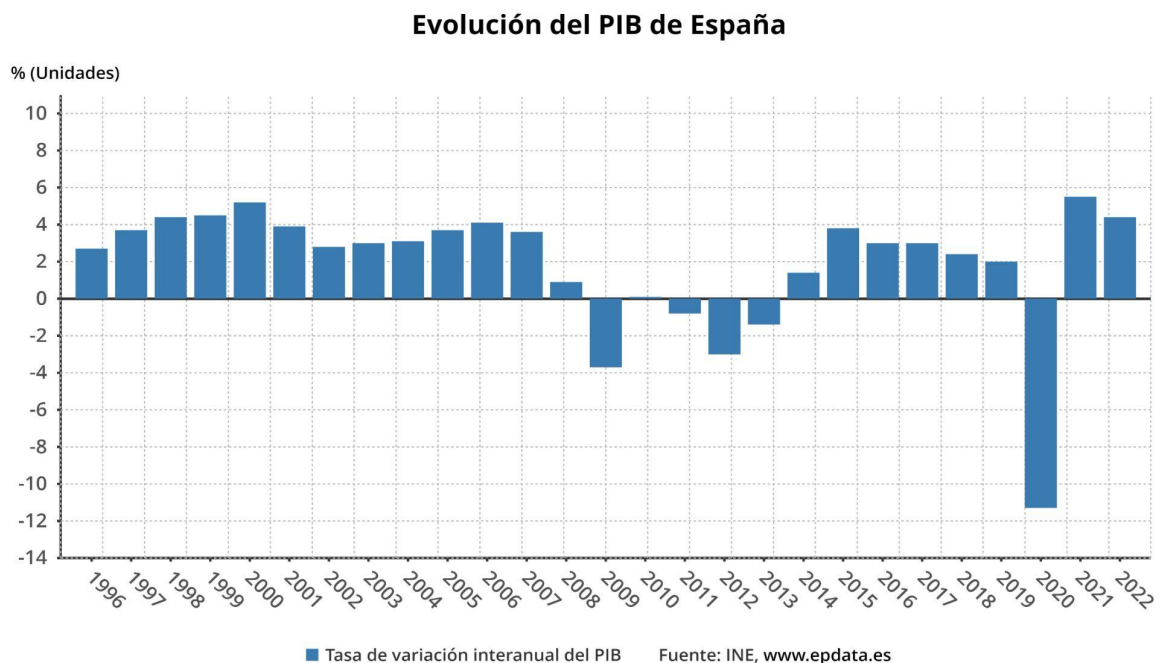
Graphic 2. The annual rate of change of unemployment as a percentage in Spain.



Source: INE (2022)

Spain's GDP was 332,044 million euros in 2022. Like debt and employment, GDP plummeted in 2020 with the COVID-19 pandemic, falling by 11.3%, but recovered in 2021, growing by 5.5%, and in 2022 this growth slowed slightly to 4.4% growth compared to 2021 as we can see in Graphic 3.

Graphic 3. GDP developments in Spain up to 2022.

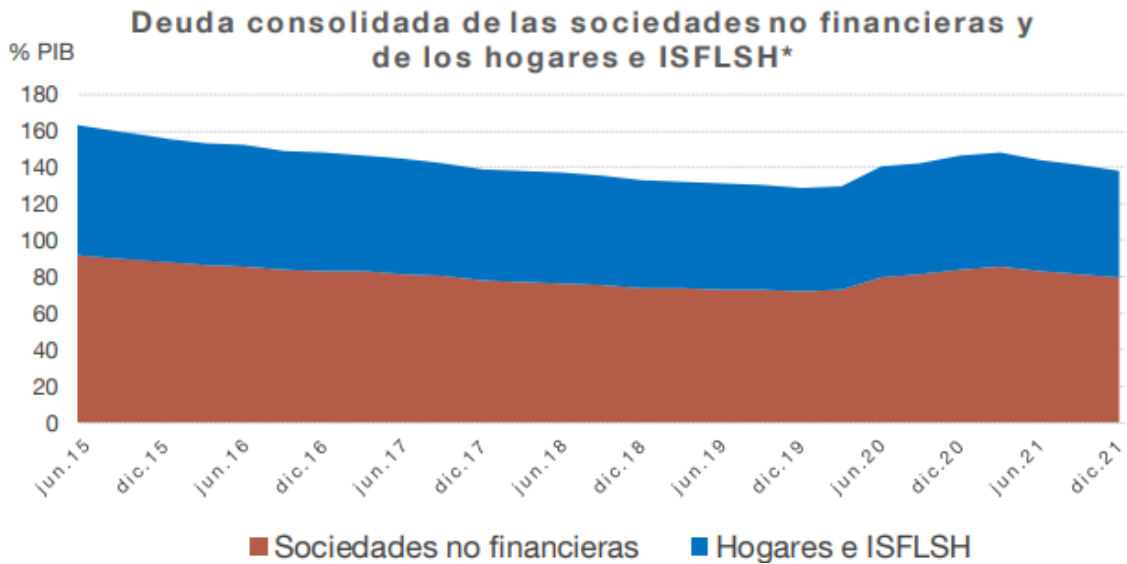


Source: INE and Epdata (2023)

As can be seen in Graphic 4, the debt of households and NPISHs stood at 58.4% of GDP in December 2021, down from 62.4% in 2020, and the debt ratio of non-financial

corporations reached 79.8% of GDP, down from the same period last year (84.1% of GDP).

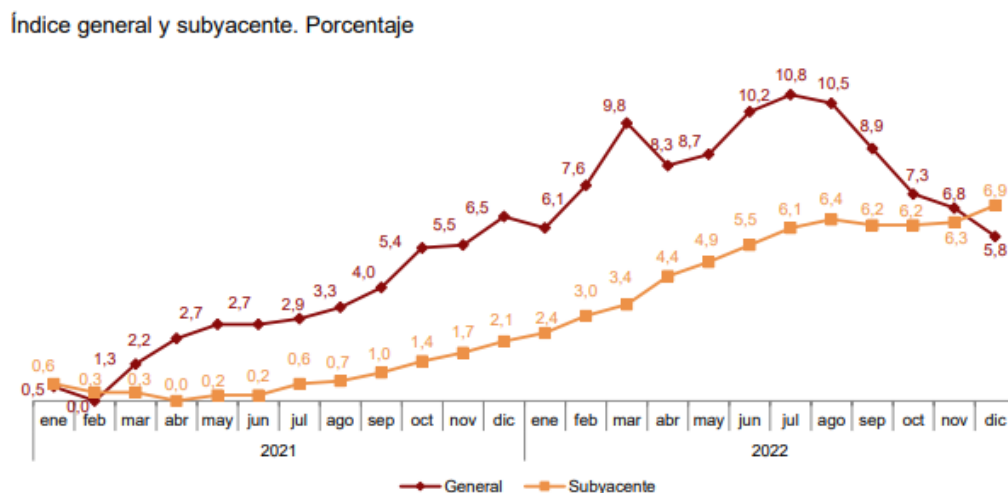
Graphic 4. The consolidated debt of non-financial corporations and households and NPISHs.



Source: Banco de España (2022)

The CPI has been growing for years, and in 2021 and 2022 it has grown at a high rate as a consequence of the increases in electricity prices and some products, and the consequences of these price increases, however, this inflation growth slowed down in the second half of 2022 as we can see in graph 5, and the INE approximates the December 2022 inflation of 5.8%.

Graphic 5. Annual and monthly CPI trends



¹ El último dato se refiere al indicador adelantado

Source: INE (2023)



The GDP of the Valencian Community in 2021 was 112,603 million euros, which implies that it is the fourth autonomous community with the highest activity in Spain, and increased by 5.6% over the previous year. (Datosmacro, & Expansión, 2022)

As for sports activities, jobs related to sports activities represent 1.1% of Spanish employment, and this figure continues to rise, as in 2021 it increased by 10.4% compared to 2020 despite the pandemic, and represents one of the most egalitarian sectors, with women accounting for 44% of the total number of employees in the sector.

On the other hand, the number of companies dedicated to sports in Spain increased by 1.2%.

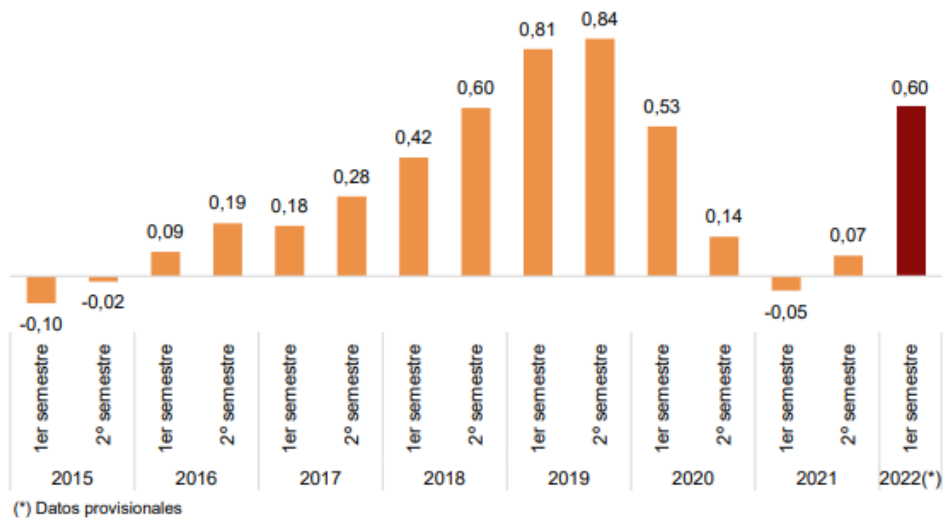
The most recent major event that affects the world economy, the War in Ukraine, has created great uncertainty in the financial market and has increased many prices as a result of supply cuts and lack of energy resources, since Russia it provides a large part of the world with energy resources, which has caused high inflation and reduced the purchasing power of families.

In conclusion, there are a number of factors that reduce the purchasing power of the population, such as inflation, debt, and the recent economic crises caused by Covid-19 and the Ukrainian war. This results in potential consumers not being able to afford the equipment, bicycles and high cycling school fees. For this reason, the club may see its demand reduced. On the other hand, inflation increases the costs that a cycling club has to bear.

2.2.1.3. Sociocultural factors

The demographic situation is noteworthy. According to INE (2022), Spain's population increased by 182,141 people during the first half of 2022, mainly as a result of the positive migratory balance, since the vegetative balance was negative. In general, the Spanish population has increased since 2016, except in the first half of 2021 as shown in graphic 6.

Graphic 6. Annual growth of the population of Spain by half-years (percentage)



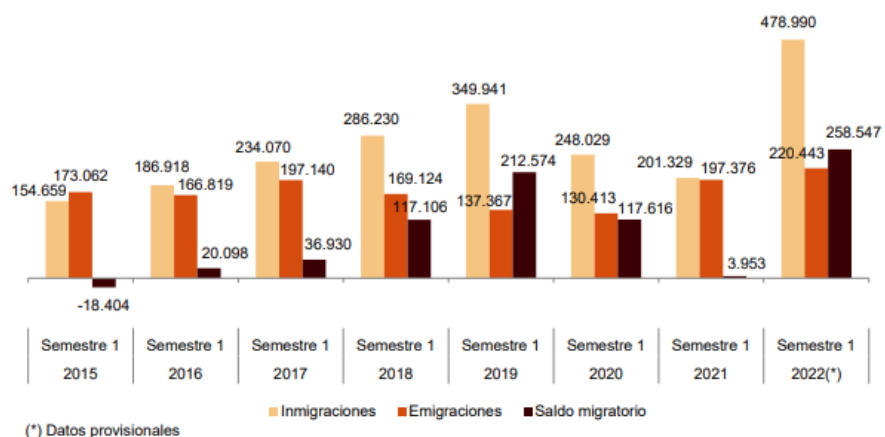
Source: INE (2022)

This growth is mainly due to immigration, during the first half of 2022 the number of foreigners increased by 172,456 persons to a total of 5,579,947 persons, and the population of Spanish nationality increased by 9,685 persons.

As for the data by Autonomous Community, the population has continued to grow in 14 Autonomous Communities and decreased in Extremadura, Asturias, and Castilla y León in the last six months on record.

As mentioned, Spain's migration balance abroad was positive, and 258,547 people in the first half of 2022, much higher than in 2020 and 2021 as a result of COVID-19, with 2022 being one of the years with the highest immigration since 2015, as shown in graphic 7.

Graphic 7. Outward migration during the first half of each year



Source: INE (2022)

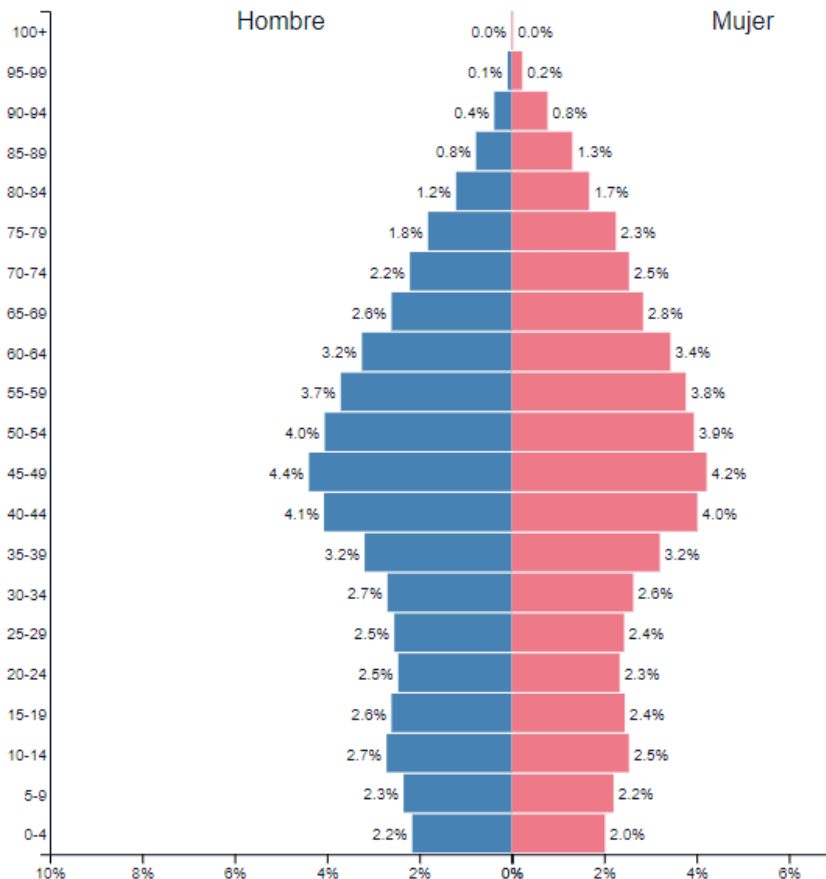
As for the Valencian Community, it is the third community with the best foreign migratory balance, with a total of 39,494 people.

One of the most important and worrying trends is the aging of the population. According to the CSIC (2010), in 2050 people over 65 years of age will represent 30% of the population as a result of longer life expectancy and a lower birth rate, with the average number of children born to a fertile woman being 1.2. This leads to a large increase in the number of older people, and in Spain, this phenomenon is even more accelerated than in the rest of Europe.

Other studies are even more pessimistic, such as the study carried out by the UN in 2009, which places Spain as the most ageing country in the world in 2050, with 40% of the population over 60 years of age.

As we can see in graphic 8, people over 65 years of age will account for almost 20% of the population in 2022, the population pyramid is becoming increasingly flatter as the base decreases and the top increases.

Graphic 8. Spain's population pyramid in 2022

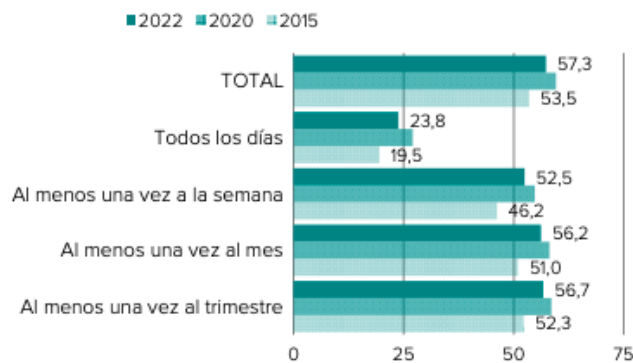


Source: Population pyramid (2023)

In relation to sports, the Survey of Sporting Habits in Spain 2022 conducted by the Ministry of Culture and Sport together with the Spanish National Sports Council, reveals that 6 out of 10 people aged 15 overplayed sports in the last year, 57.3% of the population, a higher figure than in 2015, but lower than in 2020, possibly as a result of the pandemic, and the fact that many people played sport during the pandemic (Valgo, 2022).

As we can see in Graphic 9, among those who do sport, 23.8% do it daily and 52.5% at least once a week.

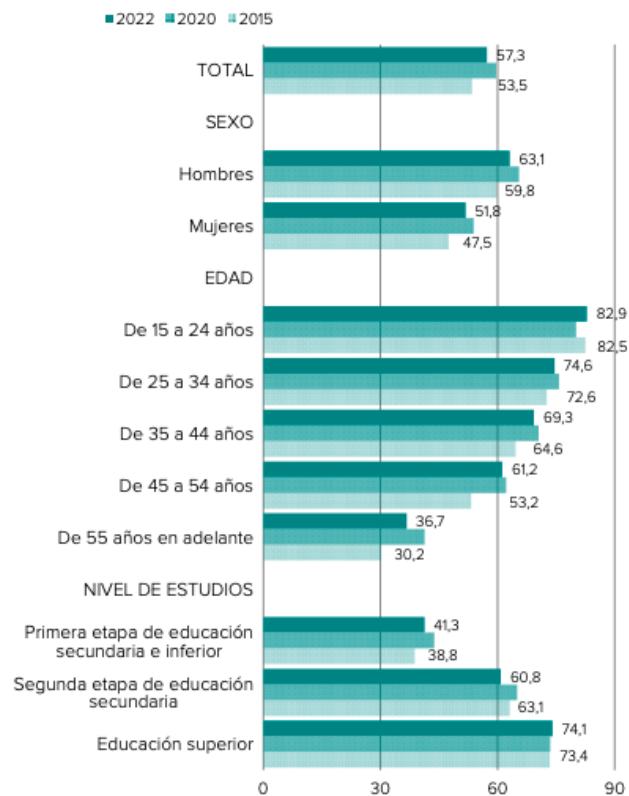
Graphic 9. Persons who practised sport in the last year according to frequency.



Source: Valgo (2022)

As for the profiles, men practice more sports than women, 63.1% of men and 51.8% of women, and the age groups that practice more sports are young people between 15 and 24 years old, having increased compared to 2020, and the level of studies, those who practice more sports are those who have higher education as we can see in Graphic 10.

Graphic 10. People who practised sports in 2022 by age, sex, and educational level.



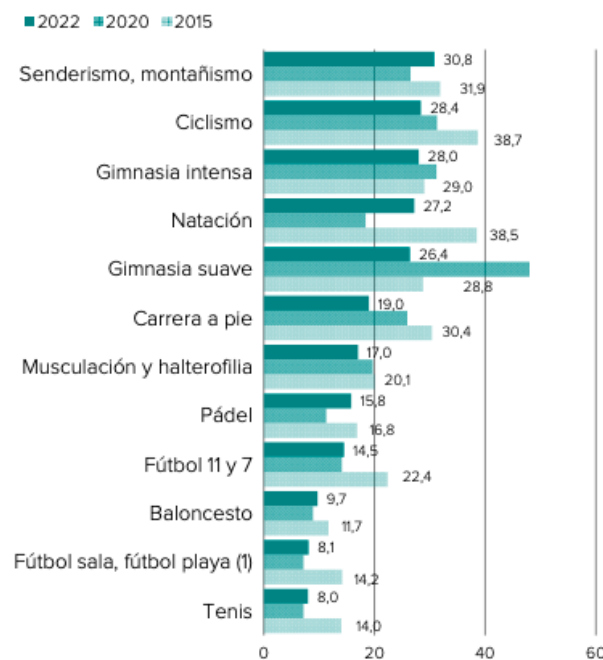
Source: Valgo (2022)

In addition, the survey reveals that 15.8% of the population who practice sports do so in an educational centre, such as a cycling club, 27.4% do so at home, and 69.7% in other places.

As for the reasons for doing sports, the main reasons are fitness, entertainment, and health, and the main barriers to practising sports are lack of time and lack of interest. (Valgo, 2022).

As for cycling, it was the second most practised sport only behind hiking, being practised by 28.4% of the sporting population in 2022 as we can see in Graphic 11.

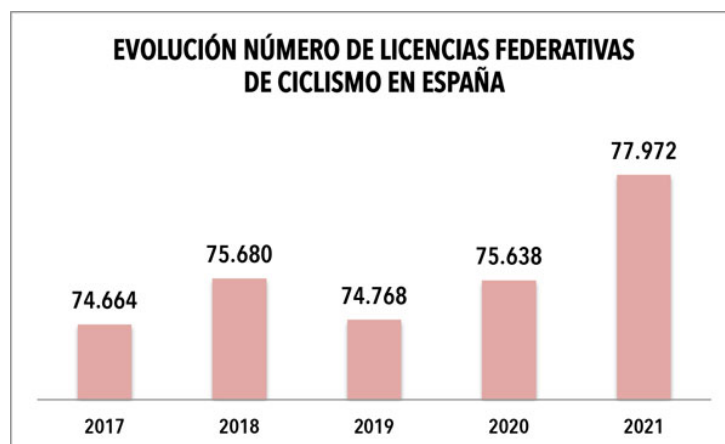
Graphic 11. People who practised sports in the last year according to the most frequent modalities.



Source: Valgo (2022)

As regards federated cycling licenses, in Spain 77,972 licenses were reached in 2021, a large growth compared to previous years as shown in Graphic 12.

Graphic 12. Evolution of the number of cycling federation licenses in Spain



Source: CMDSPORT (2022)

Finally, the Valencian Community was the sixth autonomous community with the highest expenditure per person in 2020, reaching a waste of 90 euros per person (MCUD, 2022).

2.2.1.4. Technological factors

The application of technology in a cycling club can make it possible to manage the sports structure, through a history of data from the different sections, categories, cyclists, and the rest of the sports staff to optimize the staff using objective data.

Technology in sports is also closely linked to the health of athletes, as it allows them to better exploit their potential thanks to the indicators they offer, from heart rate, overexertion, or physical fitness, as well as the development of clothing fibres that improve performance and breathability.

In addition, technology allows sports to reach more people, as an element of accessibility, through the internet, social networks, or live broadcasts.

There is a large amount of software that allows improving the management of a sports club and customer relations and services, such as Clupik, an app that allows you to have your website and a customized app for your club and incorporate modules, as well as connect all the agents involved in the club (physical trainers, coaches, members...), or Interpro, which focuses on club management and integrates the club's information to help in the management of its assets. However, Club Ciclista Costa Azahar does not use any software of this kind. (Beñat, 2021)

On the other hand, smartwatches and cycling computers allow the detection and monitoring of various indicators in sports, especially in cycling and running. In addition, technology is increasingly advancing in manufacturing bicycles, which are becoming lighter and more comfortable.

Moreover, technology is adding safety to cycling with illuminated signs, helmets with lights, and safe and quiet route planning apps.

Finally, a technology that is managing used in sports clubs is Customer Relationship Management (CRM), which allows for proving collaborative work, segmenting customers, selecting the best customers, managing customer information, and tracking and personalize the experience of each customer, to improve their satisfaction and loyalty, which can also be added in the sports field, injuries, the best brands of each partner and different indicators.

We should also mention the recent boom in artificial intelligence, especially with the well-known GPT Chat, which has unveiled some of the potential capabilities of artificial intelligence to help with tasks ranging from dieting and exercise routines to business management and online marketing and SEO.

2.2.1.5. Ecological factors

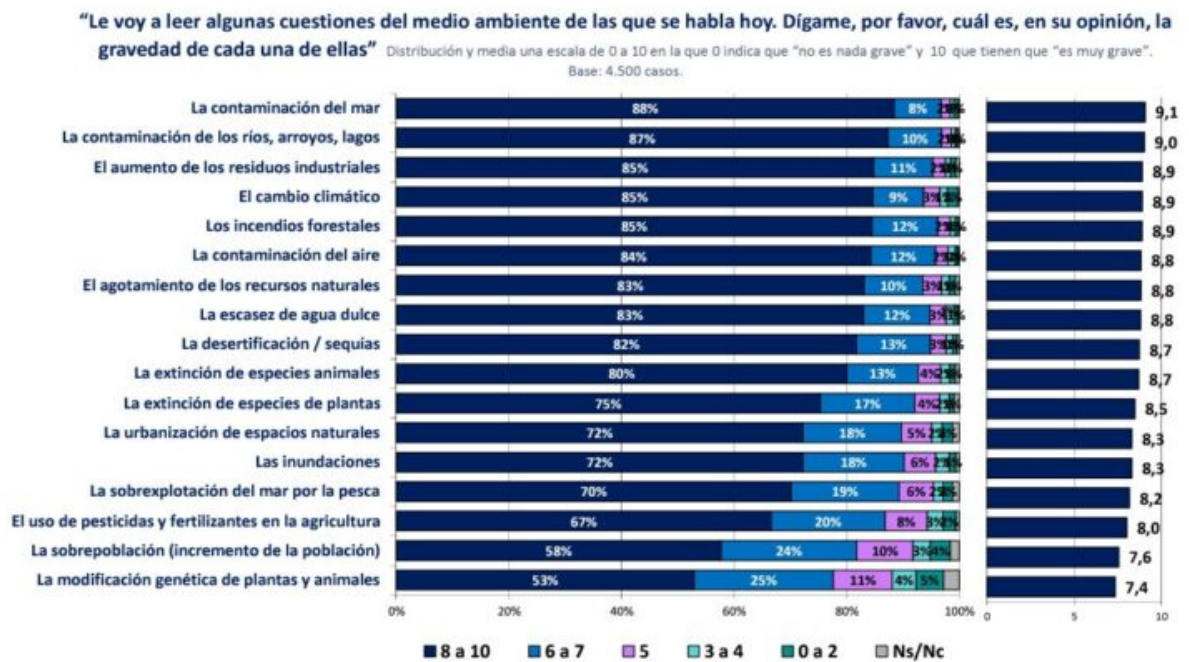
Pollution and environmental problems are not the priority of most of the population. Almost half of the world's population, 49%, do nothing for the environment, i.e. they are not concerned about the impact of their consumption or activity on the environment, and young people are among the least involved. (Bigas Formatjé N, 2021).

Nevertheless, environmental awareness is increasing, with 81% of Spaniards declaring that they have made some effort to contribute to the fight against climate change. Forty-two per cent of respondents say the best option would be to give up air travel. (González E, 2021).

According to the BBVA Foundation's study "Values, attitudes and environmental behaviour of Spaniards" (2022), six out of 10 people have a good understanding of environmental, ecological, and climate change problems. The vast majority of the population (84%) consider that climate change is a reality, 78% consider that it is having consequences in Spain, and 55% think that although climate change is irreversible, its effects can be alleviated.

On the other hand, the study reveals that the environmental problems that most concern Spanish citizens are the pollution of the sea, the pollution of rivers, streams, and lakes, the increase in industrial waste, climate change, and forest fires, as can be seen in the graphic below. (Íñigo P, 2022)

Graphic 13. Opinion on the seriousness of each environmental issue.



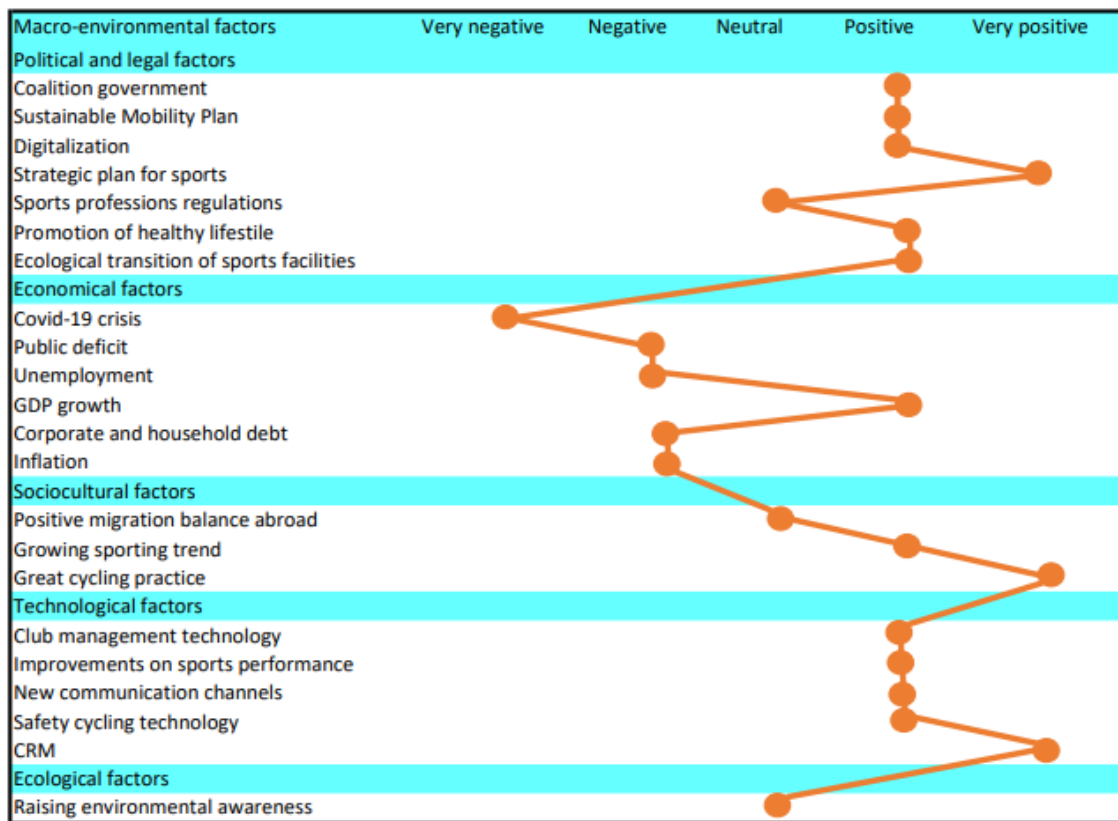
Source: Íñigo P (2022)

Bicycle transport is considered a sustainable transport, as it does not produce emissions or require fuels, and can also be used as a sustainable tourism activity.

In conclusion, environmental problems are increasing, but awareness has grown a lot in recent years, so it is expected that more and more environmentally sustainable activities will be carried out.

Finally, in Figure 12, we can see a strategic profile of the influence of the general environment as a summary of this analysis.

Figure 12. Strategic profile of the general environment

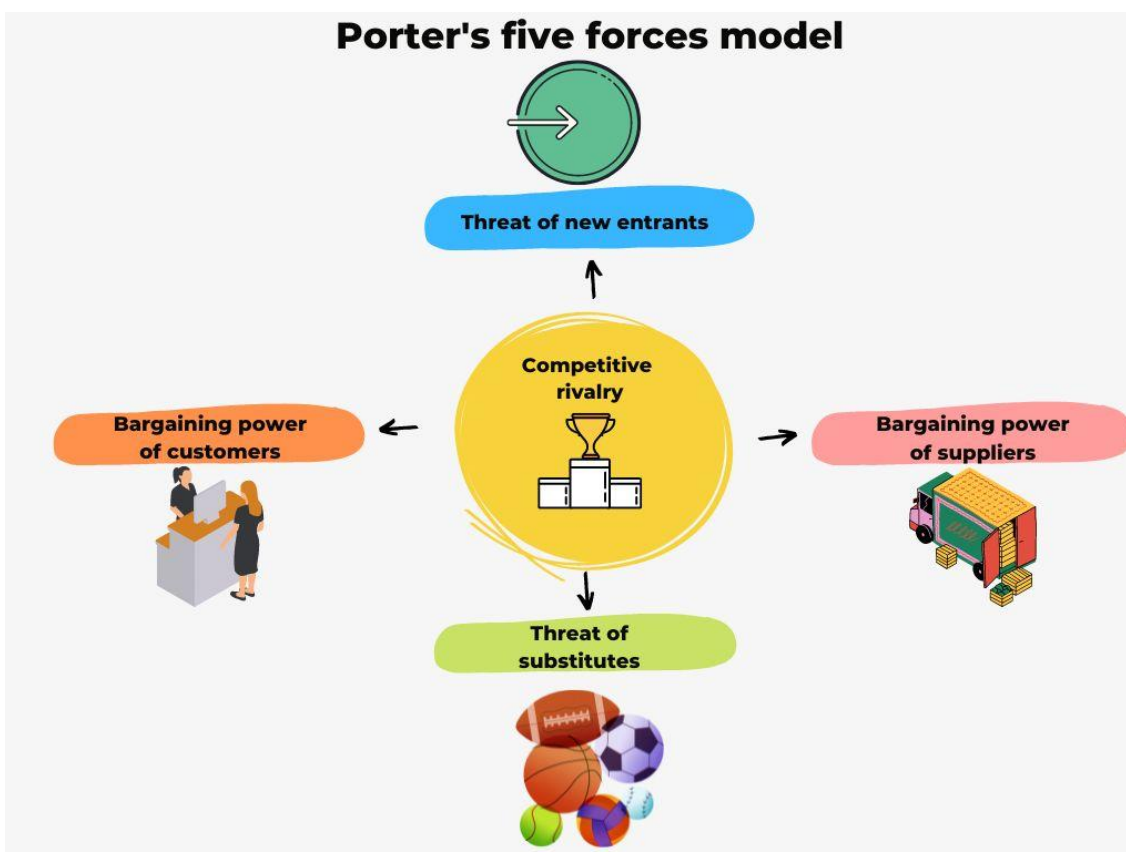


Source: Own elaboration

2.2.2. Microenvironment (PORTER Analysis)

In this section we will analyze the level of competition in the sector using the model developed by the engineer and professor Michael Eugene Porter, who defined 5 forces that indicate the degree of competitiveness of a sector. Figure 13 shows an outline of this model.

Figure 13. Porter's five forces model



Source: own elaboration

2.2.2.1. Bargaining power of customers

The bargaining power of the club's clients, is high, since they have other alternatives in the city and surrounding areas, such as the 2Rodes school, which offers very similar services, as well as other schools in surrounding municipalities and many other activities to sign up their children for, as many other sports activities.

On the other hand, they have high bargaining power, since being part of a school or club, they relate to each other more than customers in a supermarket and other types of services do, so, if necessary, they will tend to join together as a group to negotiate with the club, which would give them a lot of bargaining power in a negotiation.



One factor that makes it difficult for clients to change schools and reduces their bargaining power is the integration of pupils with other members of the school, as children usually establish friendships, making it more difficult for parents to change schools, as well as for adults who are part of the club, who establish bonds with their peers, and are more reluctant to change clubs.

As for the possibility for customers to create their own club, which would be a vertical integration upwards, it is relatively easy to create a cycling school or club, so this empowers customers, as they can respond to negotiation with vertical integration.

2.2.2.2. Bargaining power of suppliers

The main suppliers are the sponsors, as the collaboration is not usually in monetary terms, but rather in accessories and clothing for the children, and the main collaborator is InBike, with whom the club has a good relationship.

Since there is only one other cycling school in the locality, and there are many other cycling accessory shops in the locality and in the area, we consider that they do not have great bargaining power, since the club offers great visibility to the shop.

On the other hand, with other types of suppliers that are not cycling shops and are also sponsors of the club, being from other sectors such as removals or ceramics, they do not necessarily require visibility from a cycling club or a cycling school, so they would have more negotiating power in this case.

In addition, there would also be a possibility of vertical integration downward, of a supplier setting up its own cycling club or school, as in the case of Ciclos Faustin, which is a cycling shop that has also set up a cycling school, so we see this as a simple thing to do and a significant threat.

2.2.2.3. Threat of new entrants

In terms of the threat of new entrants, we will consider the requirements for setting up a cycling school.

Generally speaking, the requirements for the creation of a sports school are the signing of a founding act before a notary. In addition, a statute must also be drawn up. This can be done very easily through online procedures, although some people prefer to rely on legal advice.

From the bureaucratic point of view, it is very easy to set up a cycling club, but entering the market is not so simple, as it is necessary to gain access to students, members, and sponsors and to create brand recognition. (Porcar Galán J, 2021).



2.2.2.4. Threat of substitute products

In terms of substitute products, we could consider any type of sports after-school activity that a child can be enrolled in, such as football, basketball, athletics, or other sports.

According to Silvia Díaz (2018), Spaniards spend between 50 and 100 euros per month on after-school activities per child per activity. 97.4% of parents consider it essential to learn a second language outside school hours, and 67.8% decide to enrol their children in an academy to learn it.

Among the families who decide to have their children take part in after-school sports activities, 46% practice football, 45.4% swimming, and in third place basketball, with 17.8%, followed by martial arts (17.4%), dance (11.8%) and tennis (11.6%).

The main function that we include in this type of activity is the difficulty that families have nowadays to reconcile family life with work schedules, so many parents cannot take care of their children and sign them up for these activities. On the other hand, after-school activities help children to develop themselves, both culturally and in terms of sports.

According to Observatorio Cetelem (2022), 34% of bicycle sales in 2022 were for children, up from 22% in 2021, so we can say that cycling is becoming more and more popular among children.

In conclusion, we can see that there are a large number of substitute products, as there is an increasing variety of after-school activities and sports that can be practised by children.

2.2.2.5. The rivalry between competitors

This factor is the result of the previous four and is defined by the number and power of competitors, and whether they have fixed costs, although it also depends on other factors.

We can see direct competition, in which we find the main competitor of the club, the 2Rodes school, which shares the municipal facilities with the club and the same tariff, moreover, their services are very similar. On the other hand, we find several cycling schools, but in nearby municipalities, such as the Ciclos Faustin school or the Benicàssim Cycling Club. However, the main competitor is the 2Rodes cycling school.

Moreover, there are other more indirect competitors or those who satisfy the same need in another way, such as gyms, football clubs, tennis, paddle tennis, athletics, martial arts, or other sports activities for children, which are abundant in the town, especially athletics and tennis clubs.



In conclusion, the only direct competition is the 2Rodes school, but there are a lot of sporting activities that can result in indirect competition.

Final conclusions

The competitiveness of the sector is high, mainly due to the great bargaining power of customers, suppliers, and the existence of very direct competition from which the club does not stand out, in addition to the existence of a large number of substitute services and activities in the locality.

2.2.3. Competitive Analysis

2.2.3.1. Levels of competition

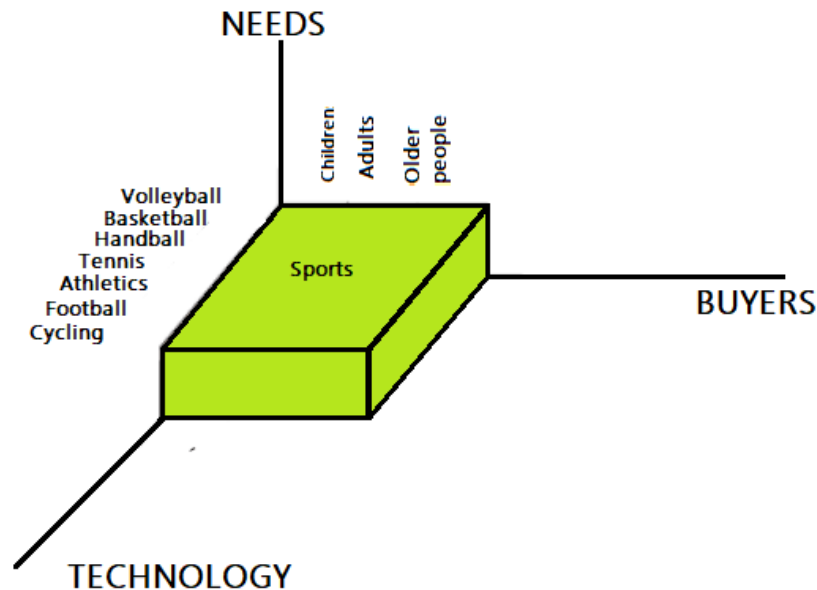
There are four levels of competition, in terms of the needs they satisfy and the way they do it.

The main need covered by the cycling school is to develop children's physical and sporting abilities, in other terms, practising sports.

But before defining the levels of competition, I will define the relevant market, which is the set of technological alternatives (products or services) offered to a set of buyers or users to satisfy the same need.

The relevant market would be the one that tries to satisfy the need to practice sport through a series of technological alternatives such as gyms, sports clubs of different types (athletics, football, cycling, triathlon, basketball, volleyball, handball, etc.), sports schools, sports equipment, sports courts, etc... to a set of potential users such as children, adults, and elderly people. Figure 14 shows the relevant market.

Figure 14. Relevant market



Source: own elaboration

Competitors will be more direct to the extent that they satisfy the same need, target the same consumers, and offer more similar technological alternatives.

Based on the above, we observe four levels of competence:

- **Competition at the budget level:** This is where the different items of expenditure that share the budget come in, which would be the budget for the development of children in different areas, such as sports, physical, social, cultural, knowledge, or languages.

At this level, we find different types of competition, such as remedial classes, like the ESTUDI academy, the ABC Academy of Studies, or the Guálix magazine, items for the development of children, such as books, video games, encyclopedias or private tutors, after-school sports, cultural or language activities, toys, whims, or money for social activities.

- **Generic competence:** we find the different activities that help children to develop their physical and sporting abilities.

Here we find various types of activities such as tennis and paddle tennis schools (Tennis Drive Castellón, Castellón Tennis Club), football clubs (CD Castellón), athletics clubs (Running Castelló, Run Addiction Athletics Club), and other types of activities and sports schools for children.

- **Product category competition:** this refers to activities that satisfy a need in the same way, in the case of products, they are the same product, but with

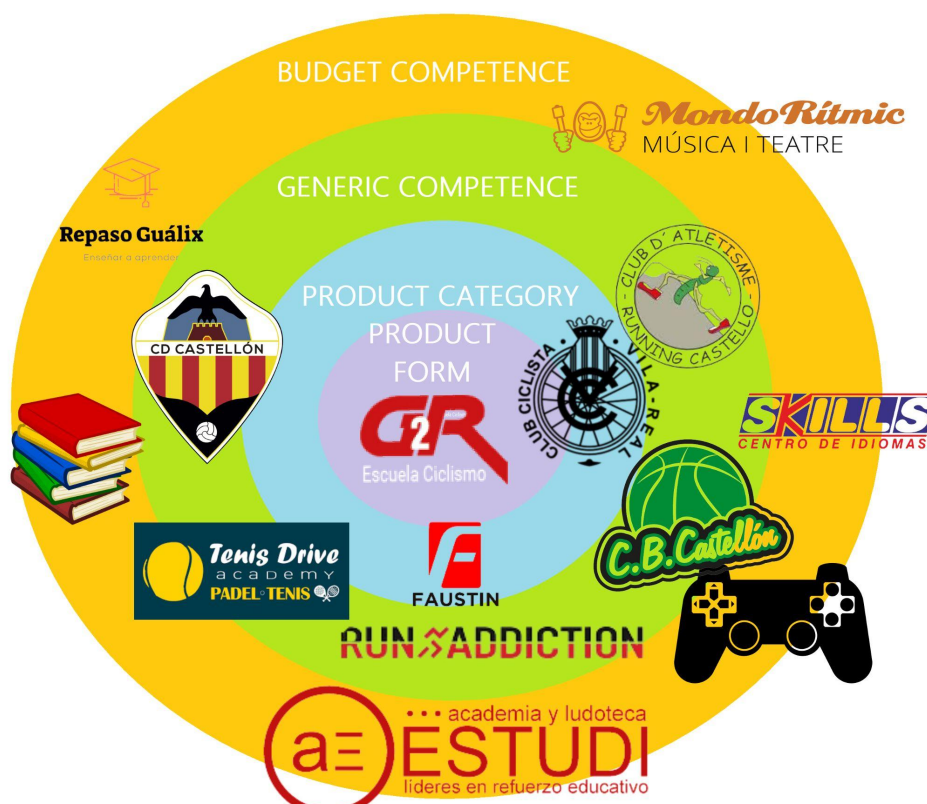
different characteristics, and in the case of service, they can be different ways of satisfying a need with a service, such as cycling clubs and cycling schools.

At this level, we find some cycling clubs such as Almuerzos Bike Castelló CC, Alt Maestrat Rodant Prop del C, Cycles AB Castelló, CC, or Ciclos Faustin CC.

- **Product form competition:** In this level, we find those services that carry out the same activity and level of service. In the city, we only find the 2Rodes cycling school, which offers cycling classes for children, and even uses the same facilities as the Costa Azahar cycling club.

Figure 15 below shows a summary diagram of the different levels of competence.

Figure 15. Competence levels



Source: own elaboration.

2.2.3.2 Main competitors

We understand the main competitors as those that satisfy the same need, in the same segment and through similar products or services, so the main competitors of Club Ciclista Costa Azahar are the cycling schools for children in the town of Castellón de La Plana and surrounding areas.

We find several similar competitors:

Escuela 2rodes

The 2rodes cycling school offers both theoretical and practical knowledge in all types of cycling. They offer comprehensive cycling training adapted to the possibilities of each child focusing on fun and enjoyment of the activity by the students.

This school teaches children between 6 and 14 years of age. They offer training two days a week for an hour and a half Tuesday and Thursday from 18:30h to 20:00h, and they train at the Parque Ciclista Castellón. (Escuela2Rodes, 2023)

The fee for the 2Rodes school is 235€ per year and includes a federation licence, full equipment, cycling shorts, cycling jersey, gloves and 2 pairs of socks. But in both cases, they receive subsidies and grants that enable them to earn higher incomes.

The 2rodes school focuses on teaching children. Its main weakness is that it does not do mountain bike training, which explains the lower fees, as federation licences, in this case, are more affordable. The main advantages compared to Club Ciclista Costa Azahar are their website, which is more updated and elaborated as can be seen in Figure 16, and their capacity, as they seem to be part of a larger group, so they have more resources than Club Ciclista Costa Azahar.

Figure 16. Escuela 2 Rodes Webpage



Source: Escuela 2 Rodes webpage

Since there are only two cycling schools in the town of Castellón de la Plana, we will also analyze the two most relevant cycling schools in the surrounding towns.

Ciclos Faustin Cycling School

The Ciclos Faustin cycling school is in the town of Vila-Real and is part of the CD Ciclos Faustin, which is also a cycling shop, so it has more resources.




In its case, it has a website only dedicated to the sale of bicycles and accessories and profiles on social networks that are very outdated, but it also has grants and subsidies. It has not been possible to find the school's tuition and enrolment fees.

Benicàssim Cycling School

The Benicàssim cycling school is part of the Peña Ciclista de Benicàssim, but it is little known and has few means of communication, and its prices are unknown.

Below is a comparison with some data from the two leading cycling schools with the Club Ciclista Costa Azahar, to see their main differences.

Figure 17. Comparative table of cycling schools

			
Organization	Club Ciclista Costa de Azahar	2 Rodes cycling school	Ciclos Faustin shop
Presence	Autonomic	Autonomic	Autonomic
Services	Training of cycling	Training of cycling	Training of cycling
Cycling club?	Yes	Yes	Yes
Public	Adults and kids (4-14 years old)	Kids (6-14 years old)	Adults and kids
Price	350 €/year	235 €/year	unknown
Place	Castellón de la Plana	Castellón de la Plana	Vila-real
Discounts	No	Free month for new pupils	No
Events	<ul style="list-style-type: none"> Night cycling route Open BBT 	<ul style="list-style-type: none"> III Clinic of inclusive cycling 	Unknown
Social networks	<ul style="list-style-type: none"> Twitter Youtube Facebook Instagram Webpage 	<ul style="list-style-type: none"> Twitter Instagram Facebook Webpage Youtube 	<ul style="list-style-type: none"> Instagram Facebook Youtube
Strengths	<ul style="list-style-type: none"> Subsidies 	<ul style="list-style-type: none"> Low price Subsidies Website updated 	<ul style="list-style-type: none"> The only cycling school in their city Cycling shop support
Weakness	<ul style="list-style-type: none"> Outdated website 	<ul style="list-style-type: none"> They do not offer MTB lessons 	<ul style="list-style-type: none"> Without website

Source: own elaboration

2.3. Market, Sector and demand Analysis

2.3.1. Market and sector Analysis

The Spanish population is increasingly practising sports, which reflects the fact that the demand for sport-related products and services is also increasing.

In 2020, the Spanish population spent 1% of its expenditure on sport-related goods and services, which amounts to 1.2% in the Valencian Community, with the average expenditure per household in Spain being 182.2€.

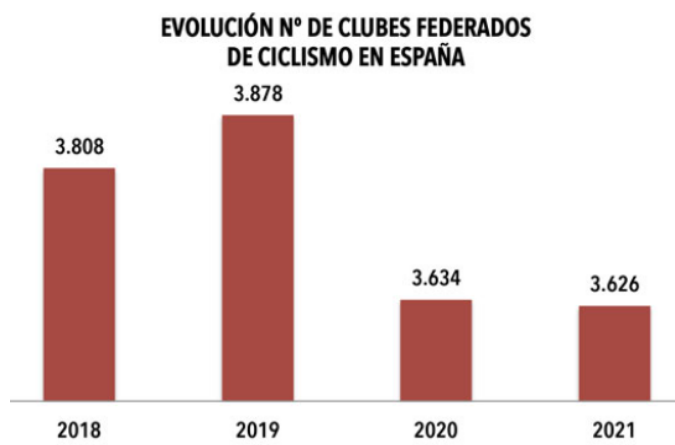
In total, spending on sports in 2020 was €5,804.4 million, and €729.8 million in the Valencian Community.

10.3% of spending on sports was spent on the purchase of bicycles in 2020. On the other hand, total spending on participation in sporting services and events was 1998.6 million euros, a figure reduced as a result of the pandemic, so perhaps more relevant is the 2019 figure of 3,937.3 million euros, which represented 67.8% of spending on the sport. In the Valencian Community, this figure reached 559.9 million euros in 2019.

In municipalities with more than 100,000 inhabitants, such as Castellón de la Plana, the average expenditure on sport was the 1% of the total. In this type of municipality, the average expenditure on sports services was 4502.7 million euros, and the average expenditure per person was 112.7 euros. (MCUD, 2022).

As for cycling clubs, in Spain, there were 2021 a total of 3,626 federated cycling clubs as we can see in Graphic 14, of which 368 are located in the autonomous community. Furthermore, in 2021 there were a total of 77,972 federated cycling licenses. (Ministerio de Cultura y Deporte, 2022).

Graphic 14. Evolution of the number of federated cycling clubs in Spain

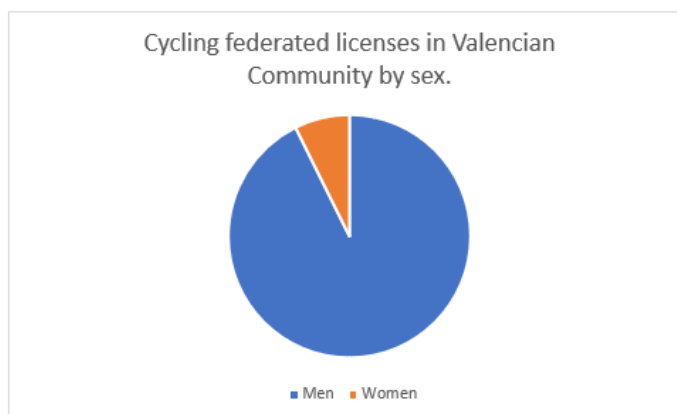


Source: CMDSport

As for the differences by gender, as we can see in graph 15, more than 90% of the federated cyclists are men, as there are very few women federated in cycling in the Valencian Community.

Graphic 15. Cycling federated licenses for sex in Valencian Community

Cycling federated licenses for sex in Valencian Community		
Men	Women	TOTAL
7100	563	7663



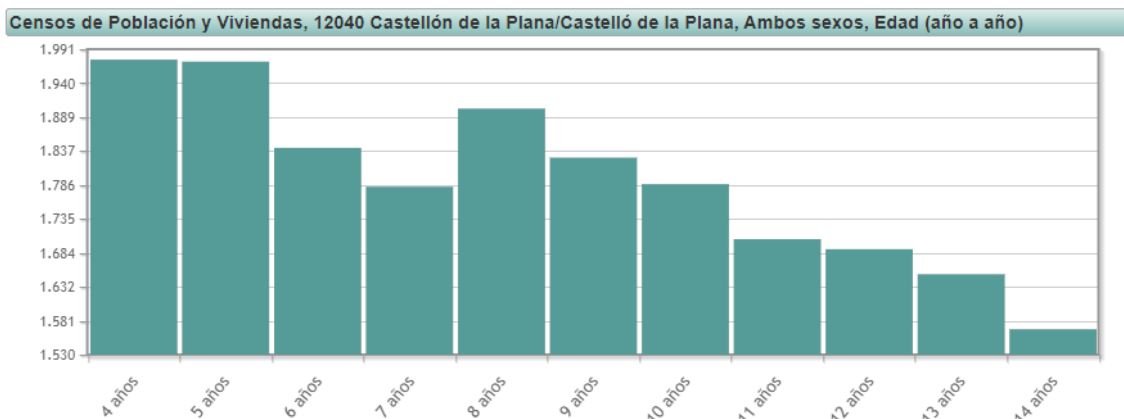
Source: own elaboration. Data: Ministerio de Cultura y Deporte (2022)

2.3.2. Potential demand

To calculate the potential demand for students in the cycling school, since the Cycling Club is focused on children between 4 and 14 years of age approximately, I have proceeded to look for the population in that age range in the municipality of Castellón de la Plana.

According to the INE, as we can see in Graphic 16, the total population of children between 4 and 14 years old in Castellón de la Plana is 12,124 children, so we could say that the potential demand of the Club Ciclista Costa de Azahar is 12,124 places.

Graphic 16. Population between 4 and 14 years old in Castellón de la Plana



Source: INE (2022)



As we will see below in one of the market researches carried out, 7% of the children in the city cycle according to the results, so we can obtain the potential demand with this percentage.

If we look at the 32% of children who practice sports activities in Castellón de la Plana, we could say that the potential customers would be 32% of 19,699, which would be therefore the potential demand in this sense would be 6,303 children who practice sports, and if we multiply it by 350€ of fees, we would obtain a potential demand of 2,206,050€.

If we multiply these 19,699 children by 7%, we get a total of approximately 1,370 children, which if we multiply by the rate of €350 we get a potential demand of €479,500.

2.3.3. Consumer Analysis

To analyze the profile of consumers, we will again turn to the Sports Habits Survey, produced by the Ministry of Culture and Sport in 2022, which is the most reliable and recent study.

The survey reveals that men do more sport than women, with 57.5% of men doing sport at least once a week in 2022 and 47.7% of women. On the other hand, the number of women cycling is even lower, as the study reveals that only 10% of women cycled in 2022, while for men this figure reached 22.9%. Therefore, we can say that the consumer is mainly male.

Since the school is aimed at children between 8 and 14 years old, this will be the age of the pupil. As for the age of the member, the survey reveals that age is increasingly indifferent, as between 15 and 24 years of age 77.8% of people practice sport, and between 25 and 54 years of age 61%, and even with more than 55 years of age, 34% of people practice sport, so the age of a member could be between 15 and 60 years perfectly.

Turning again to children, 40% of young people who play sports have a parent who plays or has played sports.

Other data to be taken into account is that 9.6% of the population has at least one sports license in force, with the percentage of men outnumbering that of women by more than three times.

The main motivations for practicing sports are the following, in order of importance:

- Being fit
- Health reasons
- Entertainment
- Relaxation



- Likes sport
- Socializing
- Self-improvement
- To compete
- For profession

Moreover, the main barriers to the practice of sport are the following, in order of frequency:

- Lack of time
- Lack of interest
- Health reasons
- Age
- Financial reasons
- Lack of facilities
- Unaccompanied

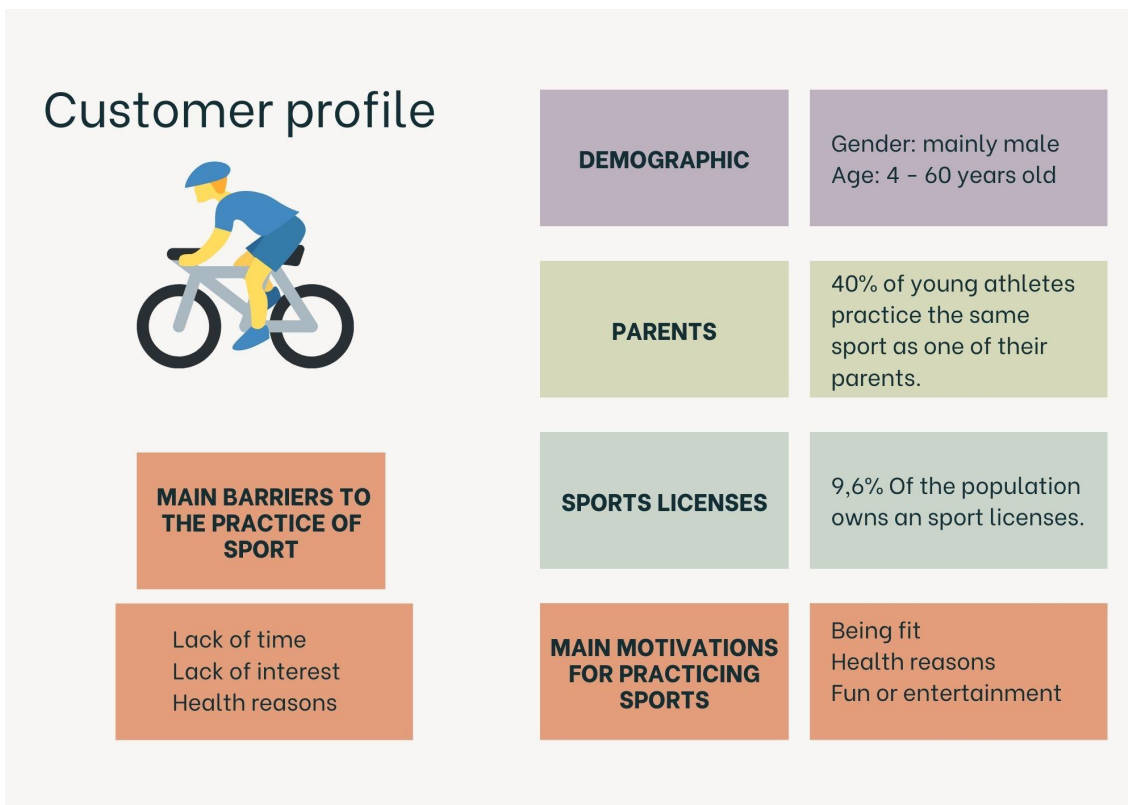
Finally, the main motivations for joining a sports club according to Marc Cornet (2018) are the following:

- Professional advice and counselling
- Training plans
- Group activities
- Socialization
- Personal responsibility and self-discipline
- Training
- Discounts

In terms of consumer roles, the end users are the children, who receive the lessons and participate in the activities, but the final decision-makers and fee-payers are the parents, so it is interesting to take both into account.

Below we can see the summary of the consumer profile in Figure 18.

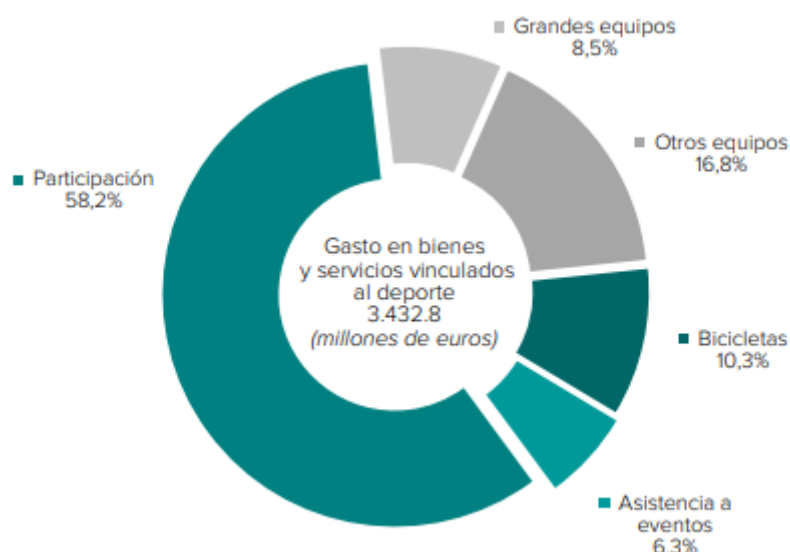
Figure 18. Customer profile



Source: Own elaboration, Data: MCUD.

In terms of spending, household spending on sports goods and services fell significantly in 2020, from almost €6 billion to less than €3.5 billion. Of this expenditure, as we can see in Graphic 17, 58.2% of the expenditure was for participation in sports, and 10.3% for bicycles (MCUD, 2022).

Graphic 17. Household expenditure linked to the sport by type of goods and services in 2020.



Source: MCUD (2021)

However, mainly because of the pandemic, the average expenditure per household on sports was considerably reduced, by 40% in 2021 compared to 2020, but public expenditure on sports increased, being 182 million euros by the General State Administration, 370 million the autonomous spending and 1,379 million the 2,269 million by the local administration. (EuropaPress, 2022).

2.4. Internal Market Research

We will carry out market research to find out more about the profile of the current users and their level of satisfaction.

In order to obtain information about the club's members or pupils, we have carried out research in order to obtain preliminary information about the profile of the users, their level of satisfaction, the main factors that affect this result, and other factors to take into account such as whether they practice other sports or if their children have been part of another cycling club or school. This survey can be found in [Annex 1](#).

On the other hand, a brief survey has also been carried out on the practice of after-school activities in Castellón de la Plana. This survey can also be found in [Annex 2](#).

2.4.1. Survey of club members and students

The first survey, was carried out among the club's members and parents of pupils in order to find out their profile, establish relationships of factors and find out their assessment of the club.

2.4.1.1. Research objectives

The survey is conducted in order to achieve the following information-gathering objectives:

Knowledge of the profile of pupils and parents:

- Demographic profile of the parents and the children
- Socio-economic profile (sports practice)
- Consumer profile:
 - Reason for choosing the cycling school
 - Where did you hear about the school?
 - Has been enrolled in another cycling school or club?
 - How many clubs have you been to?
 - Known another cycling school
 - Relationship with the club (member, parent of student).

Knowledge of the degree of satisfaction:

- Degree of satisfaction with the club
- Factor that most influence your satisfaction
- Rating of the instructors
- Rating of the facilities
- Rating of the timetables
- Determine whether you think the price is right

2.4.1.2. Methodology

This study will be carried out via Google online forms, i.e. telematic surveys, and will be sent to as many parents of students or club members as possible.

This will be done in order to obtain quantitative information on the degree of customer satisfaction with different aspects of the school and relate this to different qualitative and quantitative data on the profile of the users and other aspects through an ANOVA analysis in order to obtain information on the competitive advantage of the cycling school and other weaknesses and strengths.

However, the response rate in this survey has been low, despite the fact that the outreach has been total, i.e. all parents of pupils have been reached.

Research design

Figure 19. Technical specifications of the market research

Universe	Parents or pupils of the cycling school (45 people)
Data collection method	Online survey
Scope of study	Satisfaction of parents and pupils with the services offered by the club
Location of the sample	Castelló de la Plana
Sample size	10 surveys (22,22%)
Questionnaire typology	Semi-structured questionnaire: 34 questions, of which 31 closed-ended and 3 open-ended.
Significance level	0,05
Date of survey	13/02/2023 to 20/02/2023

Source: own elaboration

Survey design

The questionnaire consists of an ad-hoc survey used to obtain information that meets the objectives mentioned above, namely profile information and satisfaction with the cycling school service.

This survey is considered semi-structured, as it has both open-ended and closed-ended questions, but mostly closed-ended questions, varying from yes/no questions, Likert scale questions (from 1 to 5), and multi-choice and multi-response questions.

Sample selection

I have tried to obtain information from the different pupils, either through the pupils themselves, or through their parents, in the case of the youngest pupils, so the universe is the total number of current pupils at the school, which has a total of 45 pupils.

Once the questionnaire was launched, we managed to reach 10 pupils or parents, so we obtained a sample of 22.22% of the total universe.

Data collection

The information was obtained by means of an online questionnaire launched on 13 February 2023 and closed on 20 February 2023. The survey and the responses obtained can be found in [Annex 1](#).

Measured variables

Socio-economic information is collected from the pupil and the parent, e.g. age, gender, information on sport and other activities, and place of residence, in order to obtain a pupil or client profile.

This is followed by questions on how the pupil found out about the club, who proposed cycling, and the factors that made them choose the club, as well as the purpose for which they joined the cycling school.

Then, it follows by asking about general satisfaction, as well as satisfaction related to various factors such as instructors, facilities, timetables, treatment of children, and other factors, in order to be able to isolate some decisions.

2.4.1.3. Analysis of results

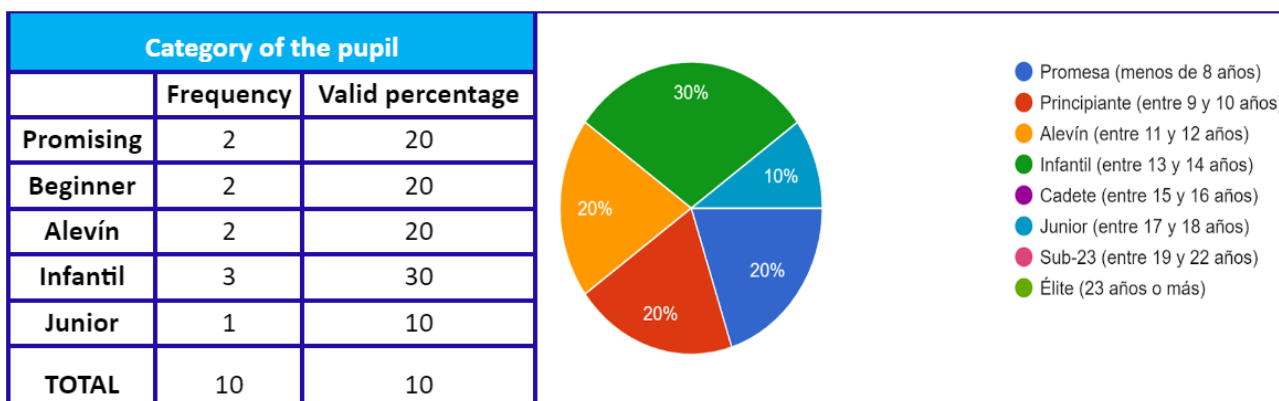
An analysis of the different objectives and questions will then be carried out by means of a frequency analysis, accompanied by graphs and tables to make it more visual.

Objective 1: Knowledge of the profile of pupils and parents

Student's age/level

As Table 3 shows, the most important age groups are Infantil, Promises, Beginners, and Alevines, with the largest group being the Infantil group.

Table 3. Category/age of the pupil



Source: own elaboration through IBM SPSS

Gender

As can be seen in Table 4 all respondents are boys, i.e. according to the survey, the vast majority, if not all pupils, are boys and there would be no girls or other non-binary genders.

Table 4. Gender of the pupil's

Gender of the pupil		
	Frequency	Valid percentage
Boy	10	100
Girl	0	0
Other	0	0
TOTAL	10	100

Source: own elaboration through IBM SPSS

Location

As shown in Table 5, 30% of those surveyed live in the town of Borriol, and the majority (70%) are in Castellón de la Plana.

Table 5. Place of residence

Place of residence		
	Frequency	Valid percentage
Castelló de la Plana	7	70
Borriol	3	30
TOTAL	10	100

Source: own elaboration through IBM SPSS

Sports practice

As we can see in Table 6, 100% of the respondents declare that the student practices between 2 and 4 hours of cycling during the week, so we could say that they do not practice cycling beyond that practised in the cycling school.

Table 6. How often he/she cycle

How often does the pupil cycle?		
	Frequency	Valid percentage
Less than two hours per week	0	0
2-4 hours per week	10	100
4-6 hours per week	0	0
6-8 hours per week	0	0
8-10 hours per week	0	0
TOTAL	10	100

Source: own elaboration through IBM SPSS

Regarding the practice of other sports, as Table 7 shows, 60% of the respondents highlighted that they practice other sports and from that, went to the gym in 50% of the cases, and in the other 50% of the cases, they practised other sports beyond the main sports.

Table 7. Practise of other sports

Practise of other sports		
	Frequency	Valid percentage
Other	3	30
No	4	40
Gym	3	30
TOTAL	10	100

Source: own elaboration through IBM SPSS

Another significant piece of data is the number of hours per week spent by the student on sports, which shows disparate data between 3 and 7 hours per week, whose average is 4.4 hours of which, as seen in previous questions, between 2 and 4 hours are spent on cycling, as shown in Table 8.

Table 8. Hours spent on sports



Source: own elaboration through IBM SPSS

The students were asked about the types of bicycles they had, and as we can see in Table 9, the majority (80%) had road and mountain bikes, and 30% had a BMX.

Table 9. Does the pupil have a BMX?

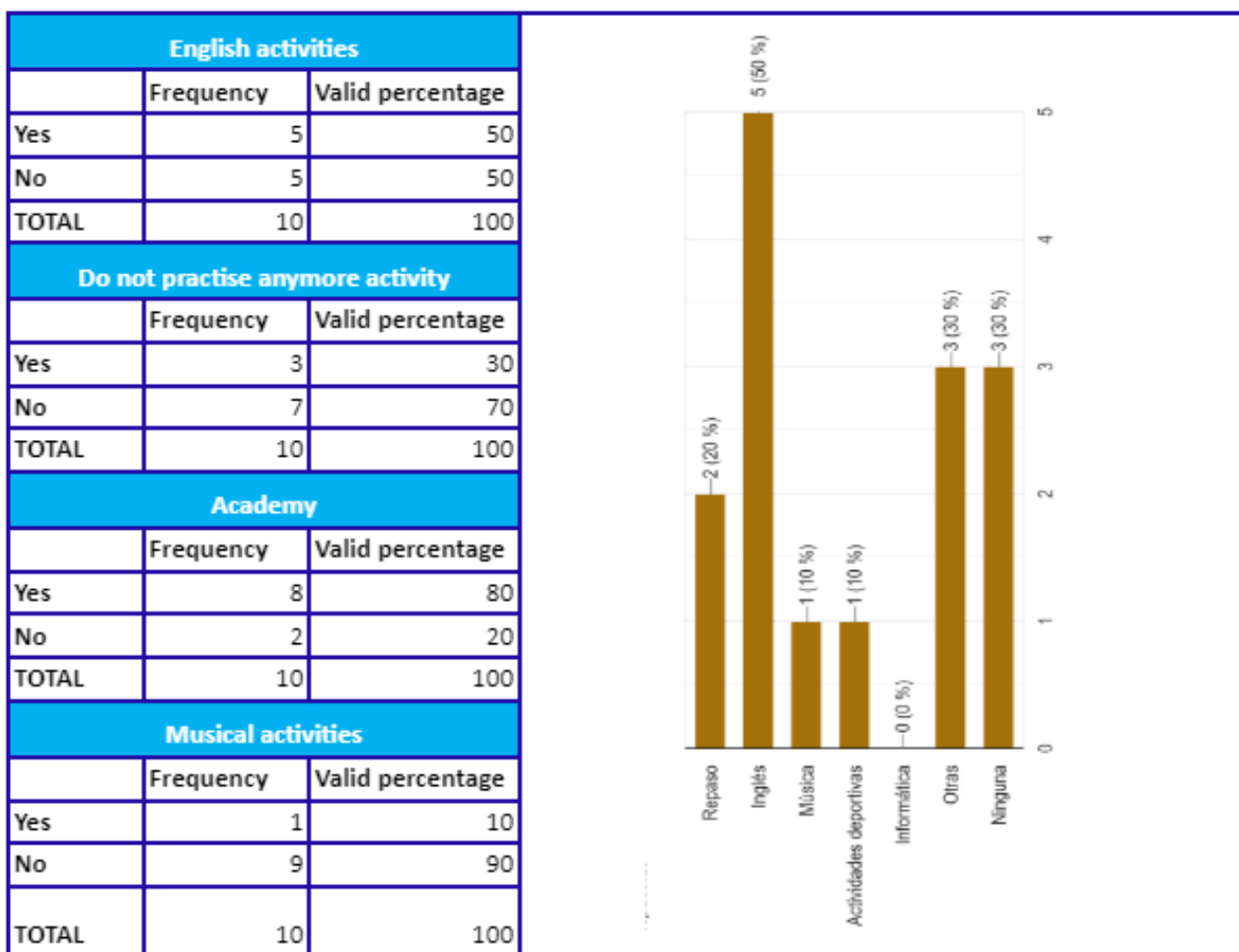
Does the pupil have a BMX?		
	Frequency	Valid percentage
Yes	3	30
No	7	70
TOTAL	10	100
Does the pupil have a Mountain bike?		
	Frequency	Valid percentage
Yes	8	80
No	2	20
TOTAL	10	100
Does the pupil have a road bike?		
	Frequency	Valid percentage
Yes	8	80
No	2	20
TOTAL	10	100

Source: own elaboration through IBM SPSS

Extracurricular activities

As we can see in Table 10, 50% of the respondents attend English academies, 30% indicate that they do not practice other activities, 20% of pupils go to an academy and 10% of pupils practise musical activities.

Table 10. Statistics on the practice of activities

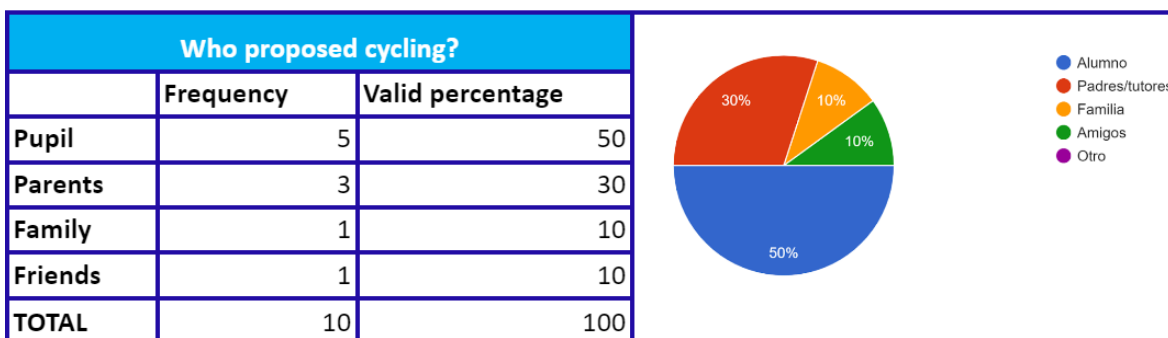


Source: own elaboration through IBM SPSS

Introduction to cycling

As we can see in Table 11, 50% of the pupils proposed cycling by themselves, in 30% of the cases it was a parent, and in 10% of the cases it was relatives or acquaintances in another 10%.

Table 11. Who proposed cycling?

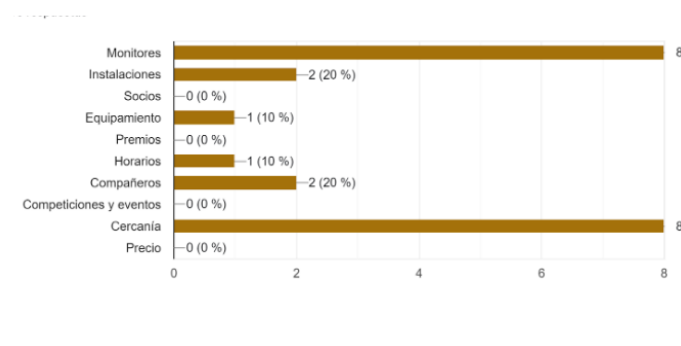


Source: own elaboration through IBM SPSS

As for the factor that made them choose the cycling school, as we can see in Table 12, we can see that the main factors that influence the choice of the Club Ciclista Costa Azahar as the cycling school for the children are the instructors and the proximity, i.e. parents tend to enrol their children in this school either because they trust the instructors or because the activity is close to their home.

Table 12. Factors that influence the club choice

Factors that influence the club choice		
	Frequency	Valid percentage
Proximity	8	80
Partners	2	20
Monitors	8	80
Equipment	1	10
Facilities	2	20
Timetables	1	10

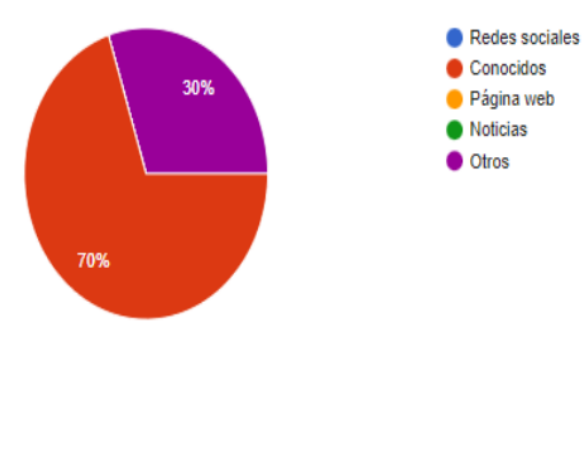


Source: own elaboration through IBM SPSS

Table 13 shows that 70% of the respondents found out about the club through acquaintances, and the rest through other, non-website means. So we can see the low recognition of the club in this means.

Table 13. How did you know about the club?

How did you know about the club?		
	Frequency	Valid percentage
Acquaintance	7	70
Social Media	0	0
News	0	0
Webpage	0	0
Other menas	3	30
TOTAL	10	100




Source: own elaboration through IBM SPSS

As we can see in the following table, we observe that 80% of the children were enrolled in the cycling school in order to develop their sports skills and the remaining 20% for entertainment purposes.

Table 14. Why did you enrol in the club?

Why did you enrol in the club?		
	Frequency	Valid percentage
Entertainment	2	20
Sport development	8	80
Improving physical fitness	0	0
Work-life balance	0	0
Socialising	0	0
TOTAL	10	100



Source: own elaboration through IBM SPSS

Participation in other schools and clubs

With regard to the next question, we can observe that only 10% of the students have been enrolled in another cycling school, as we can see in Table 15.

Table 15. Has ever been to another cycling school?

Has ever been to another cycling school?		
	Frequency	Valid percentage
Yes	1	10
No	9	90
TOTAL	10	100

Source: own elaboration through IBM SPSS

On the other hand, as Table 16 shows, 50% of the parents have participated in another cycling club. This shows that many of the parents who have their children enrolled in the school are part of, or have been part of the club or other clubs.

Table 16. Has he ever been to another cycling club?

Has ever been to another cycling club?		
	Frequency	Valid percentage
Yes	5	50
No	5	50
TOTAL	10	100

Source: own elaboration through IBM SPSS

As for the knowledge of other cycling schools, Table 17 shows that only 10% of the respondents claim to know another cycling school, which coincides with the 10% of students who have been enrolled in another cycling school, so we can deduce that competing schools do not have much recognition either.

Table 17. Does he know another cycling school?

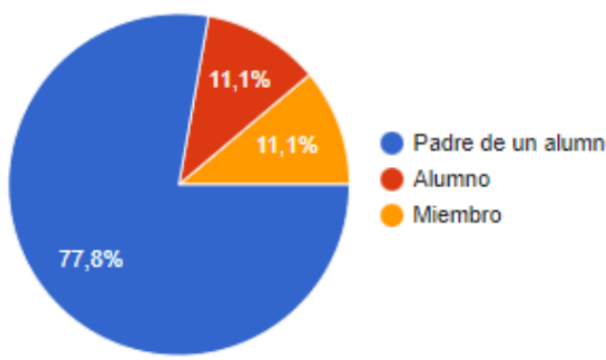
Does he know another cycling school?		
	Frequency	Valid percentage
Yes	9	90
No	1	10
TOTAL	10	100

Source: own elaboration through IBM SPSS

Regarding the relationship with the club, as shown in the table below, 80% of the respondents are parents of a pupil, 10% are pupils, and the remaining 10% are members of the club. The main responses are from parents of pupils, who are the main decision-makers.

Table 18. Relationship with the club

Relationship with the club		
	Frequency	Valid percentage
Parent of a pupil	8	80
Pupil	1	10
Member	1	10
TOTAL	10	100



Source: own elaboration through IBM SPSS

Parental involvement

Finally, the last three profile questions refer to the level of parental involvement.

To begin with, as we can see in Table 19, we can see that only 10% of the parents of the students in the survey do not cycle.

Table 19. Does any parent practise cycling?

Does any parent practise cycling?		
	Frequency	Valid percentage
Yes	9	90
No	1	10
Member	10	100

Source: own elaboration through IBM SPSS

Specifically, 50% of the parents practise mountain biking 80% road cycling, and 20% cyclo-cross. This shows that parents have a great influence on their children's sports practice.

In Table 20, we can see that parents, who were asked about their level of involvement on a scale of 1 to 5, have a high level of involvement with the pupil's sport, with 20% of the cases being 4 out of 5 and 80% is 5 out of 5 in terms of involvement.

Table 20. Level of involvement with the pupil's sport

Level of involvement with the pupil's sport	
Minimum	4
Maximum	5
Average	4,8

Source: own elaboration through IBM SPSS

Finally, Table 21 shows that parents also share a liking for cycling, with 60% of them having a level of liking of 5 out of 5, 30% having a level of 3 out of 5, and only 10% having a level of liking of 2 out of 5.

Table 21. Parents' level of cycling interest

Parents' level of cycling interest	
Minimum	2
Maximum	5
Average	4,1

Source: own elaboration through IBM SPSS

Objective 2. To find out the level of satisfaction with the club.

As can be seen in Table 22, the level of appreciation of the club's services is high, with an average of 4.8 out of 5.

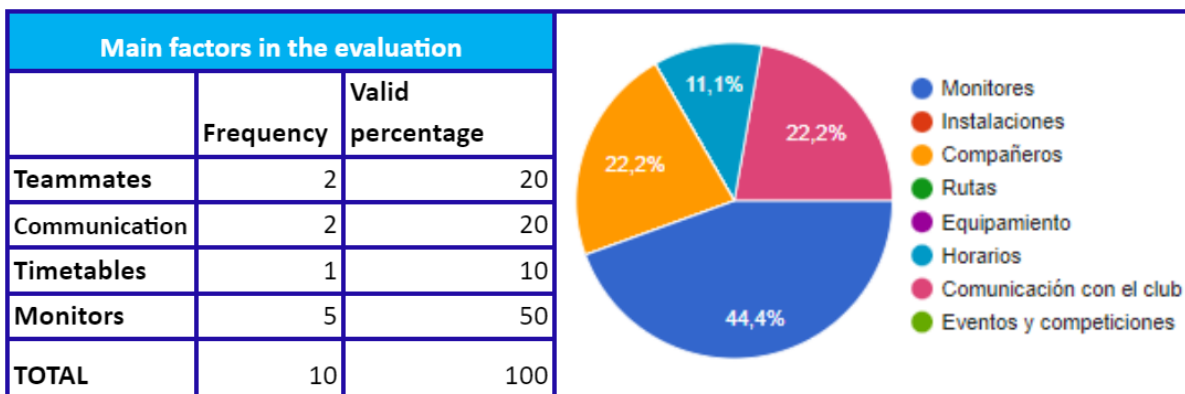
Table 22. Evaluation of the CC Costa Azahar services

Evaluation of the CC Costa Azahar services	
Minimum	4
Maximum	5
Average	4,8

Source: own elaboration through IBM SPSS

In the following table, we can see that the 4.8 is mainly due to the monitors, followed by the communication offered by the club and school colleagues and, finally, the timetables.

Table 23. Main factors in the previous evaluation



Source: own elaboration through IBM SPSS

Club instructors

The club's instructors are rated 5 out of 5 by all respondents, so we could say that they are the most valued part of the school.

Price

As for the level of price satisfaction, the overall rating is 4.4 out of 5, which is less than the overall rating, reflecting the fact that the price is higher than the main competitor.

As for the service-price ratio, 70% of respondents gave a score of 5 out of 5, 20% a score of 4 and 10% a score of 3, with an average of 4.6 out of 5.

As for the valuation of prices in relation to training hours, the average valuation is 4.5 out of 5, with 50% having voted 5 and the other 50% voting 4.

Facilities

The facilities are not very well rated, with an average rating of 4 out of 5, which is the lowest valuation.

Timetables

As for the timetables, the average rating is 4.3 out of 5, which is one of the lowest valuations.

Competitions and events

As for the competitions and events organised by the club, pupils and parents are satisfied in this respect, with an average rating of 4.6 out of 5.

And as for external competitions in which the club participates, there is also a very positive evaluation, 4.6 out of 5.

The outings organised with the children at weekends are highly valued by the pupils, with an average rating of 4.56 out of 5. Table 24 shows the data for the different assessments.

Table 24. User satisfaction in various aspects

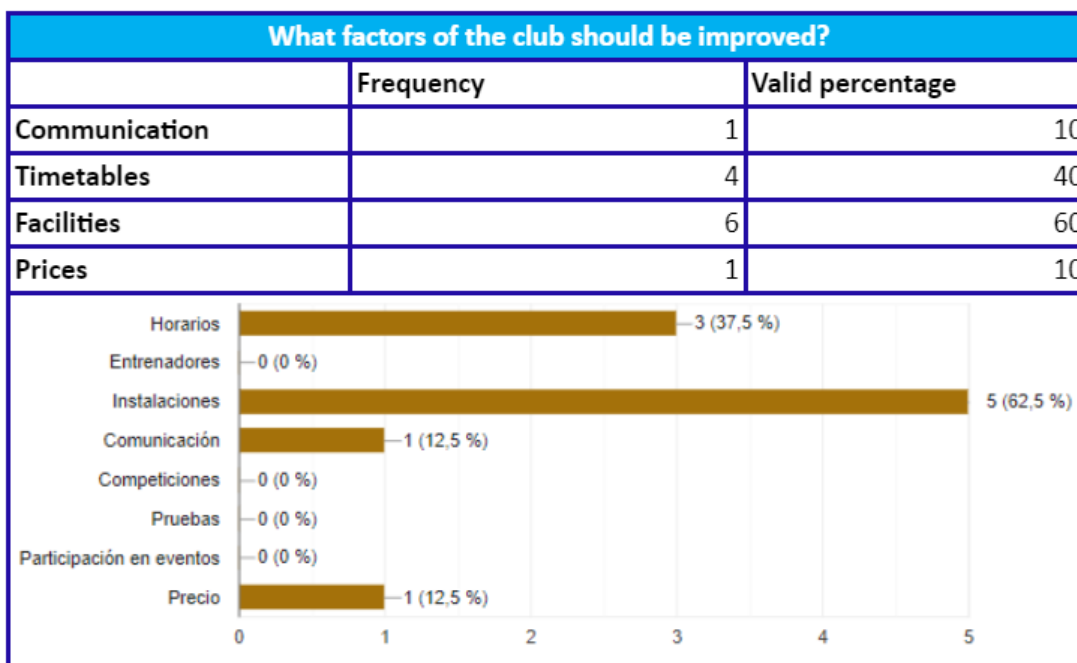
Evaluation of the monitors	
Minimum	5
Maximum	5
Average	5
Evaluation of the price	
Minimum	3
Maximum	5
Average	4,4
Evaluation of the service-price ratio	
Minimum	3
Maximum	5
Average	4,6
Evaluation of the hours-price ratio	
Minimum	4
Maximum	5
Average	4,5
Evaluation of the facilities	
Minimum	2
Maximum	5
Average	4
Evaluation of the timetables	
Minimum	3
Maximum	5
Average	4,3
Evaluation of the competitions and events	
Minimum	3
Maximum	5
Average	4,6
Evaluation of the participation external in competitions	
Minimum	4
Maximum	5
Average	4,6
Outings satisfaction level	
Minimum	4
Maximum	5
Average	4,56

Source: own elaboration through IBM SPSS

General satisfaction

In Table 25 we observe another type of response, the aspects in which the club could improve, the main factor being the facilities, and the second the timetables.

Table 25. What factors of the club should be improved?



Source: own elaboration through IBM SPSS

Competitive expectations

Finally, in terms of competitive expectations of the club, as we can see in tables 26 and 27, the respondents do not have very high expectations at the club level, with competitive expectations of 4 out of 5, and at the student level of 3.8.

Table 26. Competitive expectations in the club

What are your expectations of the club at a competitive level?	
Minimum	3
Maximum	5
Average	4

Source: own elaboration through IBM SPSS

Table 27. Competitive expectations of the pupil

What are your expectations of the pupil at a competitive level?	
Minimum	3
Maximum	5
Average	3,8

Source: own elaboration through IBM SPSS

2.4.1.4. ANOVA Analysis

Next, we will use a method to establish relationships between the different variables that have resulted from the investigation, we will use the ANOVA analysis to analyze the relationship between a continuous variable and a discrete one.

ANOVA analysis is based on an analysis of variance obtained on two different variables to determine whether the variation in one is due to the other, i.e. whether there is a correlation between the two, which could also help us in subsequent segmentation.

The variables that we have considered relevant when establishing relationships are the following:

Relationship between whether the parent is involved in cycling and the level of sporting involvement with the pupil.

As Table 28 shows, there is a significant relationship, at a significance level of 5%, between the fact that the parent practices cycling, and has a high degree of involvement with his son's sports practice.

Table 28. Relationship between degree of involvement with son sports practice and if the parent practices cycling.

	Aspect covered	Group	N	Average	Sig
P.17	¿Does the parent practise cycling?	YES	9	4,89	0,035
		NO	1	4	
		TOTAL	10	4,8	

Source: Own elaboration through IBM SPSS

Relationship between the category or age of the student and whether they own a mountain bike

On the other hand, there is a significant difference in the possession of a mountain bike depending on the category of the pupil, as we can see in Table 29, it seems that the youngest categories do not own a mountain bike, but practice more on the track.

Table 29. Relationship between the category or age of the student and whether they own a mountain bike

	Aspect covered	Group	N	Average	Sig
P.7.2	¿Does the pupil own a mountain bike?	YES	8	2,5	0,033
		NO	2	5	
		TOTAL	10	3	

Source: Own elaboration through IBM SPSS

Relationship between who proposed cycling and whether the parent cycles.

As we can see in Table 30, there is a significant relationship between the fact that a parent practises cycling and that it was the same father who proposed cycling to the pupil.

Table 30. Relationship between who proposed cycling and whether the father cycles.

	Aspect covered	Groups	N	Average	Sig
P.17	¿Does the parent cycle?	YES	8	2,5	0,013
		NO	2	5	
		TOTAL	10	3	

Source: own elaboration through IBM SPSS

Relationship between the level of sports involvement with your child and whether he/she is involved in any other after-school activities.

Table 31 shows that there is a significant relationship between whether a parent reports a high level of involvement in sports with their child and whether the child engages in other after-school activities; in particular, parents who are more involved in sports seem to be more involved in their children's involvement in other activities.

Table 31. Relationship between the level of sports involvement with your child and whether he/she is involved in any other after-school activities.

	Aspect covered	Group	N	Average	Sig
P.8	¿Is the child involved in any other after-school activity?	YES	7	5	0,01
		NO	3	4,33	
		TOTAL	10	4,8	

Source: own elaboration though IBM SPSS

Relationship between the place of residence and father's level of involvement in the sport played by the pupil.

As we can see in Table 32 below, there is a significant relationship between the level of involvement of parents in their children's sport and their place of residence, which is logical, as residents of Borriol who enrol their children in a cycling school in another city are travelling and assume more economic costs for their children to practise sport.

Table 32. Relationship between the place of residence and father's level of involvement in the sport played by the pupil.

	Aspect covered	Group	N	Average	Sig
P.3	¿Does the child live in Castelló de la Plana?	YES	7	4,41	0,0375
		NO	3	5	
		TOTAL	10	4,8	

Source: own elaboration through IBM SPSS

2.4.1.5. General conclusions of the investigation

To conclude the analysis of the research carried out, we can draw some conclusions.

The members of the club show a very high general satisfaction, with the most valued aspect being the club's instructors and coaches, and the least valued being the facilities, followed by the timetables, which are the aspects on which the club has the least influence, since they train in the municipal cycle park, and the timetables and facilities are established by the Castellón de la Plana Town Council, and not by the



club. On the other hand, members see the prices as adequate, both in relation to the training hours and the service offered by the club.

Another aspect to take into account is that most of the club members found out about the club through acquaintances or other media, so the effect of social networks, websites and news is not very high, which may imply a weakness.

As for the profile of the pupils, most of the pupils are boys. In terms of age, they range from 6 to 14 years old. The main place of residence of the pupils is Castellón de la Plana, and the second is Borriol.

As for their sporting profile, they all practise sport between 3 and 10 hours a week, of which between 2 and 4 are cycling, which they do at the club. Most of the students have a mountain bike and a road bike.

As far as other after-school activities are concerned, 50% of the pupils take part in English after-school activities, 20% go to a revision academy, 10% take part in musical activities, and 30% do not take part in any other activities apart from cycling.

Other interesting factors in this aspect are that 80% of the pupils joined the club with the aim of developing their sporting skills and abilities and the next one for entertainment, in addition, 10% of the pupils have been enrolled in another cycling school and 50% of the parents have been in a cycling club outside the CC Costa Azahar.

We have seen a great general influence on the part of parents in the sporting practice of their children, 90% of the parents of the students surveyed practise cycling, and highlight an average level of interest in cycling of 4.1 out of 5, which is significant, and a level of involvement with the sport of their children of 4.8 out of 5.

Finally, we have detected some relationships that will be useful for the segmentation to be carried out in later sections.

We have found a relationship between the degree of involvement in the student's sport and the father's involvement in cycling. On the other hand, there is a relationship between the category of the pupil and whether he/she owns a mountain bike, which suggests that mountain biking is only practised above a certain age, as well as the fact that the father practises cycling and that he/she has a mountain bike.

This high level of parental involvement coupled with the fact that parents are the buyers, even though the service is provided to pupils, we can see that in terms of purchasing behaviour, decisions are largely made by parents, but taking into account the tastes of the pupil, so the school should be attractive to parents as well.



2.4.2. Research on the practice of after-school activities in Castellón de la Plana.

This second survey was carried out with parents of children in Castellón de la Plana to find out about the practice of after-school activities, cycling and knowledge about the club in the city.

2.4.2.1 Research objectives

The main objectives that have led to this research are the following:

Information on the practice of after-school activities:

- Most practised after-school activities.
- Hours and days devoted to the practice of after-school activities.
- Types of sports activities practised

To know the children's sports information:

- Sports practised.
- Time spent practising sport.

Information on the recognition of the CC Costa Azahar:

- How many parents know the CC Costa Azahar.

2.4.2.2. Research design

Figure 20. Technical specifications of the market research

Universe	Parents or children between 6 to 12 years old.
Data collection method	Personal survey
Scope of study	Practice of after-school and sporting activities and knowledge of the club.
Location of the sample	Castelló de la Plana
Sample size	84 surveys (0,66%)
Questionnaire typology	Semi-structured questionnaire: 8 closed-ended questions
Significance level	0,05
Date of survey	20/02/2023 to 25/02/2023

Source: own elaboration

Survey design

The questionnaire consists of an ad hoc survey used to obtain information that fulfils the above-mentioned objectives, i.e. information on the profile and satisfaction with the before mentioned objectives, i.e. information on the practice of after-school activities and on the knowledge of the CC Costa Azahar.

This survey is considered semi-structured, as it has both open-ended and closed questions, but mainly open and closed questions, but mostly closed questions, varying between yes/no, yes/no, and multi-response questions.

Sample selection

As for the selection of the sample, since we were mainly interested in the data on children, we went to ask the schools, so we chose a random sample among the parents of the schools, and we managed to reach 82 parents. We could say that the universe is all parents of children between 6 and 12 years old in Castellón de la Plana.

Data collection

The data were collected by personal interview, schools were visited at peak times to ask parents personally, as it would not be very appropriate to ask the children, and an attempt was made to disseminate the survey among groups of parents of the same age through acquaintances in order to reach more people. In both cases, the Google Forms tool was used for its capacity to analyse and collect information.

Measured variables

This survey is very brief, and simply seeks to measure some numerical variables such as the number of hours and days spent doing after-school activities and sports, the locality where they are done, and the types of activities done. Finally, we also want to know the percentage of parents who know the club.

2.4.2.3. Analysis of the results

We will then analyse the results obtained in the research using tables and numerical analysis to draw conclusions.

Objective 1. Information on the practice of after-school activities

As we can see in Table 33, 85% of the children practice some after-school activity, and only 14% do not practice any.

Table 33. Practice of after-school activities

Practice of after-school activities		
	Frequency	Valid percentage
Yes	72,00	85,70
No	12,00	14,30
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

As for academic reinforcement activities, as we can see in Table 34, 30% of those surveyed carry out this type of activity.

Table 34. Participation in academies.

Academies		
	Frequency	Valid percentage
Yes	26,00	31,00
No	58,00	69,00
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

Regarding the practice of after-school sports activities, as we can see in Table 35, 32% of the children practice after-school sports activities, without counting in this case the sport they practice at home or at school.

Table 35. Practice of sports after-school activities

Sports activities		
	Frequency	Valid percentage
Yes	28,00	33,33
No	56,00	66,70
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

As we can see in Table 36, 38% of the children go to an English language academy, making it the most performed activity.

Table 36. English activities practice

English academy		
	Frequency	Valid percentage
Yes	32,00	38,10
No	52,00	61,90
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

As can be seen in Table 37, only 9,5% of the children practise a dance after-school activity.

Table 37. Dancing activities practice

Dancing activities		
	Frequency	Valid percentage
Yes	8,00	9,50
No	76,00	90,50
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

On the other hand, the practise of music activities percentage has been the same as the dancing activities, as can be seen in Table 38, 9,5% of the children practise musical activities.

Table 38. Musical activities practice

Music activities		
	Frequency	Valid percentage
Yes	8,00	9,50
No	76,00	90,50
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

In another sense, the average number of days per week devoted to after-school activities is 2.55 days, which is very low considering the hours required for some activities, but makes sense considering that there are students who do not practice any activity and others who only practice one. Table 39 shows this result.

Table 39. Average number of days spent on after-school activities.

Number of days spent on after-school activities	
Minimum	0
Maximum	5
Average	2,55

Source: own elaboration through IBM SPSS

As we can see in Table 40, 19% of the children spend between 1 and 3 hours per week on after-school activities, 45.2% between 3 and 5, 11.9% between 5 and 7, 4.8% between 7 and 10 hours per week, and 19% spend less than one hour per week.

Table 40. Hours per week spent on after-school activities.

Hours per week spent on after-school activities		
	Frequency	Valid percentage
1 to 3 hours per week	16,00	19,00
3 to 5 hours per week	38,00	45,20
5 to 7 hours per week	10,00	11,90
7 to 10 hours per week	4,00	4,80
Less than an hour per week	16,00	19,00
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

Objective 2: To know the children's sports information

Regarding the number of hours spent cycling, as we can see in Table 41, 57.1% of the children only practise sport between 1 and 3 hours per week, 28.6% between 3 and 5 hours and 9.5% between 5 and 7 hours, but only 4.8% of the children practise sport less than one hour per week.

Table 41. Hours spent per week on practising sports.

Hours per week spent on Practising sports		
	Frequency	Valid percentage
1 to 3 hours per week	48,00	57,10
3 to 5 hours per week	24,00	28,60
5 to 7 hours per week	8,00	9,50
Less than an hour per week	4,00	4,80
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

On the other hand, as we can see in Table 42, 44.2% of the children play football, either in a club or outside. But, only 7% of the children cycle, which is a very low percentage. Looking at this percentage we could see from another point of view the market demand, being 7% of children for these ages.

As for playing tennis, only 2.3% of respondents say that their child plays tennis, as for paddle tennis, 4.7% of the children practice it.

And as shown in the table 9.3% of the children practice running. Table 42 shows these statistics.

Table 42. Sports statistics

Percentage of children who cycle		
	Frequency	Valid percentage
Yes	6,00	7,14
No	78,00	92,86
TOTAL	84,00	100,00
Percentage of children who play football		
	Frequency	Valid percentage
Yes	38,00	45,24
No	46,00	54,76
TOTAL	84,00	100,00
Percentage of children who play tennis		
	Frequency	Valid percentage
Yes	2,00	2,38
No	82,00	97,62
TOTAL	84,00	100,00
Percentage of children who play paddle tennis		
	Frequency	Valid percentage
Yes	2,00	2,38
No	82,00	97,62
TOTAL	84,00	100,00
Percentage of children who run		
	Frequency	Valid percentage
Yes	8,00	9,52
No	76,00	90,48
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS

Objective 3: Information on the recognition of the CC Costa Azahar

Regarding the recognition of the CC Costa Azahar, as we can see in Table 43, 90% of the respondents say that they do not know the club, which shows the low recognition.

Table 43. Percentage of the parents who know the CC Costa Azahar

Do you know Club Ciclista Costa Azahar?		
	Frequency	Valid percentage
Yes	8,00	9,52
No	76,00	90,48
TOTAL	84,00	100,00

Source: own elaboration through IBM SPSS



2.4.2.4. Analysis of the results

As for the final conclusions, we have observed that most of the children practice after-school activities, the most practised being academic reinforcement classes, followed by English academies, and sports activities, which would include a cycling school.

On the other hand, we have observed that the sport most practised by children of these ages is soccer, which they dedicate between 1 and 3 hours to practice sports. The second most practised sport is running, without being strict as to whether it is simply running or athletics and the third is cycling, with 7% of positive responses, which gives us an idea of the market demand.

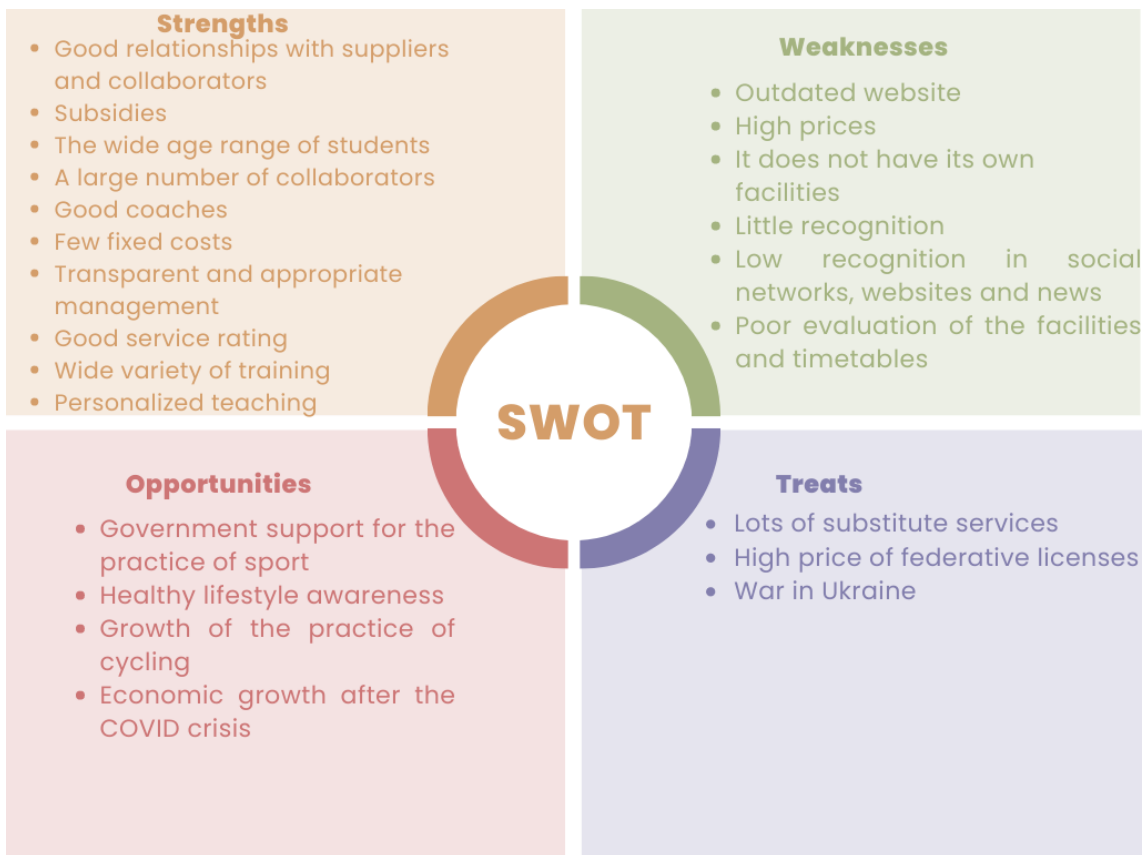
Finally, we have observed that barely 10% of those surveyed said they were aware of the existence of the Club Ciclista Costa de Azahar, which is worrying in terms of recognition in the town itself.

3. SWOT ANALYSIS

We will now summarise the points analysed in the previous sections by means of a SWOT diagnosis, in which we will see which of these factors translate into Weaknesses, Strengths, Opportunities, and Threats for the Costa Azahar Cycling Club.

In the following figure, we can see the SWOT analysis of the company.

Figure 21. SWOT analysis



Source: own elaboration

We will now take a more in-depth look at each aspect

3.1. Strengths

Good relationship with suppliers and collaborators: the club has a close relationship with its main sponsors who are also its suppliers, especially with InBike

Subsidies: The club receives subsidies as a cycling school and as an event organiser, which enables it to organise events and sporting competitions.

The wide age range of students: the CC Costa de Azahar cycling school teaches from the age of 4 to 14.

A large number of collaborators: the club has had a total of 8 collaborators in recent years, which allows it to obtain resources to carry out its activity.

Low fixed costs: The club's fixed costs are very low, as it has no fixed assets, so these costs are minimal.

Wide variety of training: the school offers a wide range of training, from basic training, to track, road and mountain bike.



Valuable human resources: the club does not have employees, but coaches who are part of the club and all are or have been cyclists, with experience.

Good coaches: the school's coaches are very reputable and are all former cyclists, and have received a rating of 5 out of 5 in the survey.

Transparent and appropriate management: the management or direction of the club is carried out by the club members themselves, normally its founder, Óscar Ortells, so the club is run with its mission and values as a priority, prioritizing learning, fun, and the wellbeing of the children.

Good word-of-mouth communication: most club members have heard about the club from acquaintances or friends.

Good service rating: the services and teaching offered by the Costa Azahar cycling club are highly valued by club members, with a rating of 4.8 out of 5.

Personalized teaching: the informal nature of the cycling school and the fact that there are few instructors means that the children are well known and their weaknesses and strengths are known to optimize their training.

3.2. Weaknesses

Obsolete website: as we analysed above, the cycling club's website is made with a provider that offers few options, does not offer a domain, and has not been updated for years.

High prices: a student's annual fee is significantly higher than that of its main competitor, and the services they offer are similar.

It has no facilities of its own: the club has no office or sports facilities but trains on the track in the municipal cycling park, which it shares with other cycling and skating schools. This implies a dependence on these facilities and if one day they are not available, they have no other alternative for track training.

Little recognition: the club is little known outside its municipality and among non-cyclists, so it will find it difficult to compete with other substitute services such as music schools for example. The survey revealed that less than 10% of parents said they were aware of the local club.

Low recognition in social networks, websites, and news: most members and students have learned about the club through acquaintances, so it is observed that these media offer little visibility to the club.



Poor evaluation of the facilities and timetables: the timetables and facilities of the cycling school, which are the ones that offer the sports service in Castellón de la Plana, are not very well valued by the members of the club.

3.3. Opportunities

Government encouragement of sport: One of the aims of the current government has been to promote sport as a way of creating a healthier lifestyle, so part of the public funds have been used to improve municipal facilities, organise events and offer subsidies.

Awareness of healthy lifestyles: nowadays people are becoming more aware of the need to do sport, and more and more people are leaving sedentary lifestyles behind and taking up sports.

Growth in cycling: the number of people cycling is gradually increasing, so the demand is greater, as there may be parents who want their children to cycle and/or children who want to cycle.

Economic growth after the COVID crisis: despite the economic crisis brought about by the recent pandemic and the ongoing war in Ukraine, growth is on the horizon and economic forecasts are beginning to rise.

3.4. Threats

A large number of substitute services: a cycling school for children competes on a budget level with a large number of activities from other sports activities to cultural or language activities, so it is complex to compete with so many types of companies.

The high price of the federative licences: the federative licences are the highest variable cost that the club has to assume, as it is a sport that is practised outdoors, it has higher costs for civil liability insurance and in other areas.

War in Ukraine: the war between Russia and Ukraine that began in 2022 produced great uncertainty and made a large number of products and supplies more expensive, which has reduced the budget of families and suppliers are forced to increase their prices.

4. SEGMENTATION STRATEGY, TARGET AND POSITIONING

4.1. Segmentation strategy

The segmentation process refers to the process of identifying groups within the product-market with homogeneous preferences in themselves, but heterogeneous among themselves, the product-market being a division of the market defined by a set



of customers, who satisfy the same need through the same technological alternative (Vallet, 2015).

To identify these groups or segments within the product-market, we will use various criteria, from consumer behaviour, to personal characteristics, benefit sought and psychographic characteristics that are relevant to this case.

4.1.1. Purchasing behaviour criteria

In this case, we are not talking about purchasing behaviour, but rather about cycling practice or hobby. We talk about the level of frequency that consumers spend cycling, but everyone practices approximately the same hours of the sport, so it would be more convenient to talk about loyalty to the club as a criterion for purchasing behaviour.

As far as this criterion is concerned, we could differentiate between two levels, those who are loyal to the club, who have made friends in the club and have a group feeling, so they would not change club even if they had a better offer, and those who are in the club for convenience, price, service, or simply do not know any other cycling school.

4.1.2. Personal characteristics

In terms of personal characteristics, we can differentiate between several criteria:

4.1.2.1. Demographic criteria

Here we can distinguish several different characteristics that allow us to obtain a demographic profile:

Age

In general, those who practice cycling do so from the age of 4, so we could differentiate by categories:

- Promises: from 4 to 8 years old
- Beginners: 9 to 10 years old
- Alevin: 11 to 12 years old
- Infantil: from 13 to 14 years old
- Cadet: 15 to 16 years old
- Junior: 17 to 18 years old
- Under 23: 19 to 22 years old
- Elite: from 23 to 29 years old
- Master: from 30 to 69 years old

There are a lot of categories, especially among the younger ones, as each category has a learning level, and in the higher categories this learning is supposed to be over.



4.1.2.2. Geographical criteria

In general, students within this market will be located in Castellón de la Plana, since they normally sign up for a cycling school in their place of residence or where they go to school, however, there may be exceptions for children who can enroll to school and reside in other surrounding towns, either for reasons of convenience or because there is no cycling school in their town, or because of preferences for our school.

We could talk about pupils from outside Castellón de la Plana and the locality, as there are probably pupils who do not live in another locality; this could also be related to loyalty to the club, as there are pupils who prefer to travel to do activities at the club rather than doing them in their own locality.

4.1.2.3. Socio-economic criteria

In this case, the purchasing power of the pupils' parents would not have a direct impact on whether or not they can afford to pay the fee, but rather on the equipment they can afford, so perhaps a lower-middle-class person cannot afford to buy an 800 euro bicycle or to have several types of bicycles, so we could differentiate three groups depending on whether or not they can afford to pay the fee.

- **Lower class:** people whose income is less than 30% of the average income, i.e. whose annual income is less than 12,943 euros.
- **Middle class:** people whose income is higher than 30% of the average income and lower than 150% of it, i.e. those whose annual income is between 12,943 euros and 46,225 euros.
- **Upper class:** people whose income is above 150% of the average income, i.e. those with an annual income of more than 46,225 euros. (Colón de Carvajal C., 2022)

In this case, it does not give much importance to purchasing power, but a lower class person may have a much higher price-demand elasticity, since they will give more importance to price than a middle class or an upper class person, so they may not choose the club because the main competitor offers lower rates.

4.1.3. Benefit sought criteria

4.1.3.1. Benefit sought

In terms of the benefit sought, as we saw in the market research, the main benefits sought in children's cycling are entertainment and sports development, however, we are now talking about the segment in general, so we see more benefits from which we can get several groups:

- Developing social skills

- Making friends
- Improving children's lifestyles by making them healthier
- Learning to work as a team
- Entertainment
- Gain flexibility with working hours: some parents work in the evening and need to sign their children up for activities in order to be able to go to work.

4.1.4. Psychographic criteria

In terms of psychographic criteria, we can differentiate lifestyles according to the level of sporting activity they perform and we could even differentiate several groups according to activity levels based on Orlando Osorio's (2022) classification of lifestyles as follows:

- **Compliant:** those who make a basic level of activity for health.
- **Passionate about sport:** those who are very active and do a wide range of sports, one of which is cycling.
- **Passionate cyclists:** those people who do not do sport in general, but who like cycling and do it for many hours, even if they are part of a club or school and do it individually for a longer period of time.
- **Sedentary:** those who do not do much sport, although when they do do some sport they cycle.
- **Competitive cyclists:** are those who reach a sufficient level to be able to compete in different events and competitions at different levels.

4.1.5. Resulting segments

Depending on the above criteria, and giving different importance to each one, we can differentiate several segments:

Young beginners: these are children between 4 and 8 years old whose parents have enrolled them in a cycling school because the parent or the children likes cycling, want them to develop their sport, or simply the parent has to work, and they learn the basics of cycling.

Young amateurs: children between 8 and 12 years old who are keen on cycling, know the basic notions, and are starting to do more races and even some competitions, and are enrolled in a club or school as a hobby rather than for their parents.

Promising cyclists: young people between 13 and 18 years of age who are cycling at a higher level and are very keen on cycling and are therefore considering a cycling career.

Junior cyclists: young people between 15 and 17 years of age who are cycling at a higher level and mainly preparing for professional cycling.



Under 21: young people between 18 and 21 years of age who cycle at a very high level, but without reaching professional cycling in terms of age or level.

Professional cyclists: those who are professionally engaged in cycling and have a high competitive level. Their age is generally between 20 and 40 years old.

Veterans: those who cycled professionally in their youth and now cycle more as a hobby.

Non-professional amateurs: those who like cycling, but not at a professional level, but as a leisure activity.

Casual cyclists: people who cycle from time to time, either because they do little sport or because they do a wide variety of sports.

4.1.6. Evaluation of the segments

To assess the segments defined in the previous section, we will base our assessment on several criteria that may be of interest to the club, such as segment size, benefit sought, behaviour towards a club, demographic characteristics, and purchasing decisions.

As we can see in Table 44, the segments that may be of most interest to the club are the young beginners, young amateurs and promising cyclists, as they are medium-sized segments, with a loyal behaviour to a club, as in these age groups they seek to socialise and make many friends in this type of activity, On the other hand, they have a similar purchasing decision behaviour, since in these cases, as they are minors or children, decisions are largely made by their parents.

Table 44. Evaluation of the segments

Segment	Segment size	Benefit sought	Behaviour	Demographic characteristics	Purchasing decision
Young beginners	Medium	Sports development	Temporary or not yet loyal	Children between 4 and 8 years old	Mainly parents
Young amateurs	Medium	Sports development	Temporary or not yet loyal.	Children between 8 and 12 years old	Mainly parents
Promising cyclists	Medium	Sports development	Loyal to a club	Young people between 13 and 14 years old	Both parents an user
Junior cyclists	Medium	Sports development	Loyal to a club	Young people between 15 and 18 years old	Mainly users
Under 21	Small	Sports development or professional sports development	Loyal to a club	Young people between 18 and 21 years old	Member's own decision
Professional cyclists	Small	Competition	Loyal to a club	People between 20 and 45 years old.	Member's own decision
Veterans	Small	Entertainment	Loyal to a club	Over 45 years of age	Member's own decision
Máster	Small	Competition or entertainment.	Loyal to a club	People between 35 and 69 years old.	Member's own decision
Non-professional amateurs	Big	Entertainment or sport development	Temporary or non-club users	Any age or gender.	Member's own decision
Casual cyclists	Big	Entertainment or sport development	Non-club users	Any age or gender.	Member's own decision

Source: own elaboration data: INE



These segments fulfil several characteristics that are of interest to the club:

- **Adequate size:** can involve significant revenues.
- **Measurability:** as we saw in potential demand, these segments can be approximated with a fair degree of certainty.
- **Accessibility:** the club can carry out a single marketing programme to access this group of segments, as they have similar needs and preferences.

Finally, these segments are also more in line with the club's mission, which is to ensure that cycling in the area is not lost and to pass it on, so teaching children is better suited to this mission.

4.2. Target

In terms of segmentation strategy, as we can see, the company offers a similar service, although adapted to the capabilities and level of each segment, to different segments, so we are talking about a **strategy of expansion to several segments** since it offers a cycling education service to different age and/or level groups.

The target is that part of the product market that a company is addressing, i.e., those segments that it is trying to reach or satisfy within the product market.

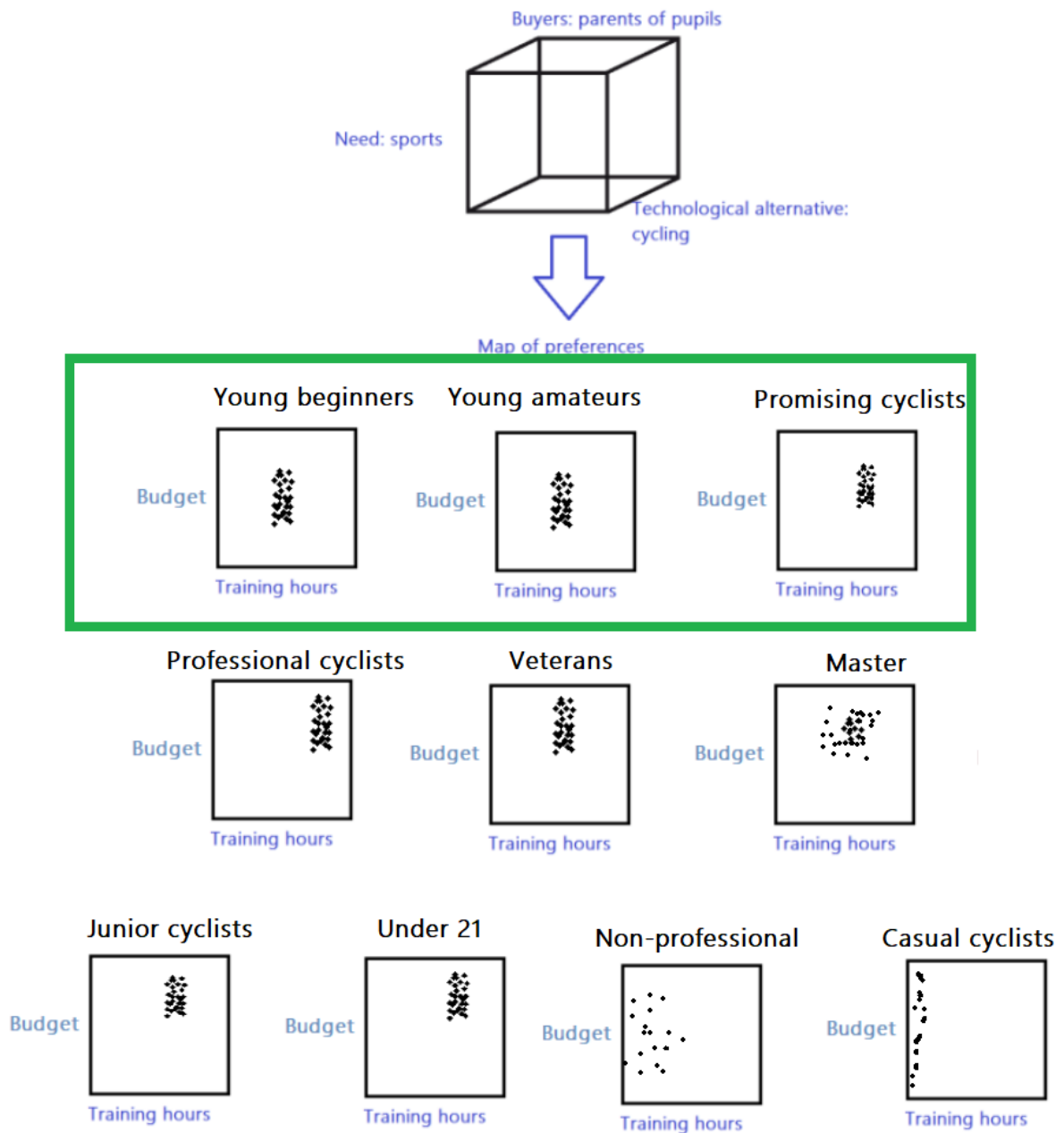
We could say that the club's target audience covers young beginners, young amateurs and promising cyclists, and within these, we could also include mountain bikers and road cyclists.

In conclusion, we can say that the target group of the CC Costa Azahar are children between 4 and 14 years old in the area of Castellón de la Plana and its surroundings.

In this case, we will look for different homogeneous groups in the product market formed by parents or children seeking to satisfy the need to do sport through cycling.

Regarding the product-market defined, we can define the preferences in terms of fees and training hours, which are generally the same in all schools, because the preferences in terms of training hours are similar, and the budgets of the families allocated to these activities are similar, generally around between 100 and 400 euros per year., so we can say that the preferences are homogeneous in terms of training hours but not in terms of budget allocated to these activities as we can see in Figure 22.

Figure 22. Product-market and preference map



Source: own elaboration

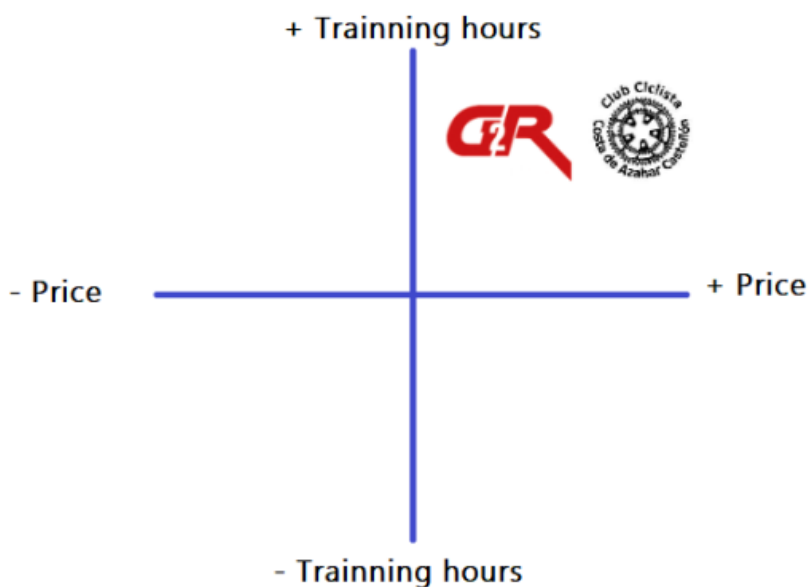
4.3. Positioning

Positioning is described as the image that the company creates or wants to create in the consumer's mind, that is, what the company is like according to the consumer (Vallet et al., 2015). This can be done by means of several variables, such as price, service, competitiveness, quality of training, etc.

In this case, we can make several positioning maps to compare the positioning of the CC Costa Azahar cycling school with its two main competitors previously analysed. For this, we will use the variable price, which will refer to whether the fees to be paid for registration and enrolment are high, and other variables such as training hours or level of service provided.

Regarding the first variable, training hours, as can be seen in Figure 23, the price is much higher than its main competitor, the 2Rodes school, but the number of hours is the same, so in this sense, the positioning is not very positive.

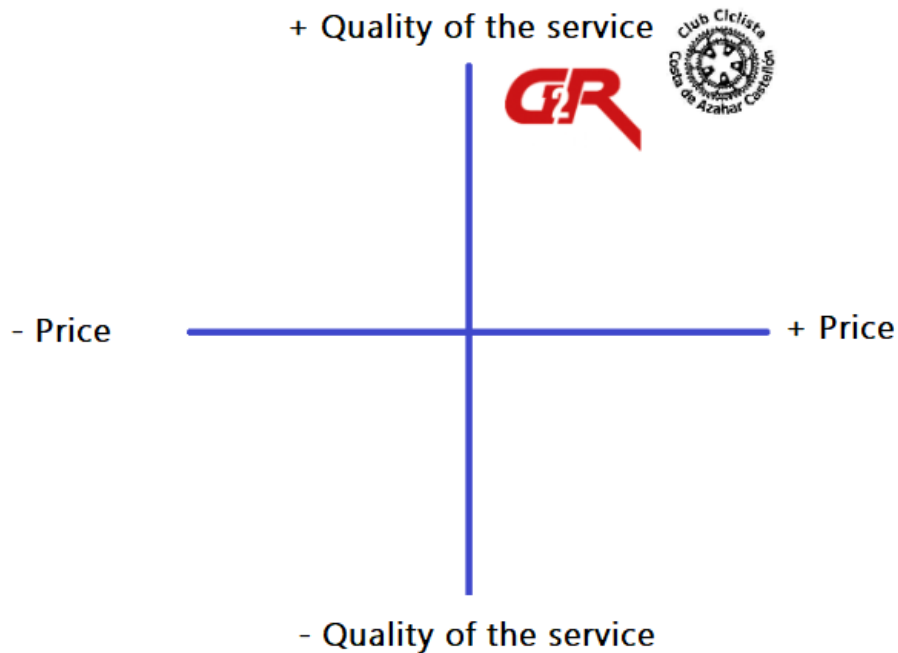
Figure 23. Positioning map training hours-price



Source: own elaboration

In terms of quality of service, as we saw in the survey, teaching is very well perceived by parents and students, while the competitor is also well positioned in this respect, as we can see in Figure 24.

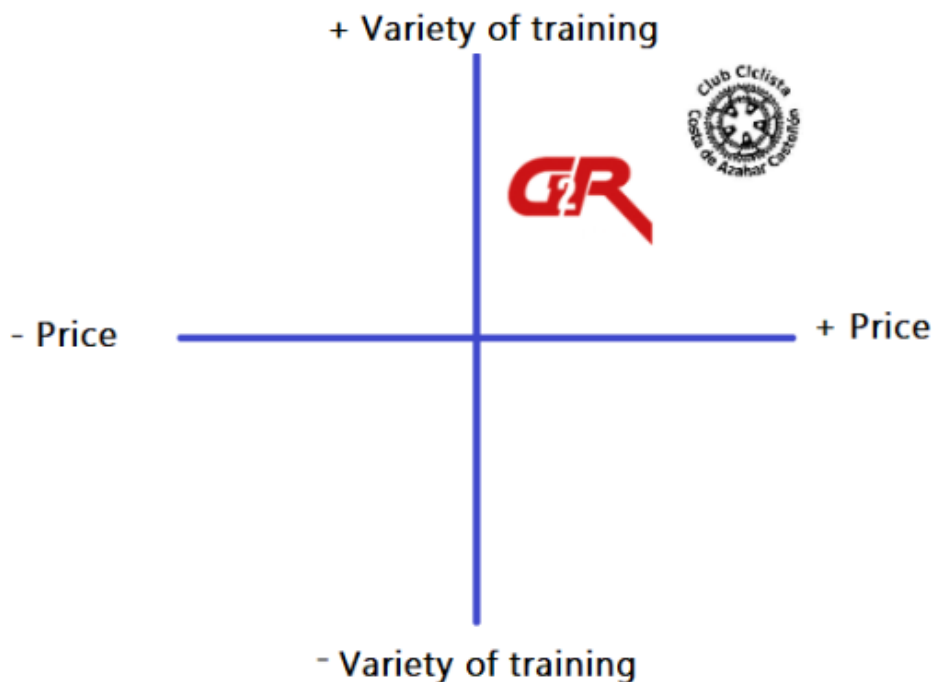
Figure 24. Positioning map Quality of the service-price



Source: own elaboration

Another variable to take into account is the variety of trainings, since the school carries out mountain bike trainings, on track, base and road, which can be a good advantage for the club, since the main competitor, as we can see in Figure 25, the positioning in this variable is very positive, since the main competitor does not carry out mountain bike trainings.

Figure 25. Positioning map Variety of training-price



Source: own elaboration

In terms of quality of service, it has a good positioning, but the price worsens its positioning, as the rates are higher than those of its competitors, in terms of quality-price we can say that it is equal, as the effect of the higher quality compensates for the higher price, but as the training hours are the same, the positioning of training hours-price is not so positive.

As for the positioning strategy, we can see that it could be a **strategy based on use or the purpose**, as it offers a wide variety of training, unlike its main competitor, which is more focused on the competitive level, so it seeks to specialise more, if we look at the values of the club, the aim is for children to have fun, as we can see that the CC Costa Azahar cycling school is shown as a place where children spend time, exercise and have fun.

5. OBJECTIVES

Once the weaknesses, threats, strengths, and opportunities have been detected, and the segmentation and positioning strategy has been defined, the objectives will be defined in order to carry out the club's mission and vision, exploiting the opportunities and strengths and correcting or defending against the weaknesses and strengths.

As stated in the initial sections, the club's mission is: "to promote cycling in Castellón and to eliminate the deficiencies suffered in cycling". In order to achieve this mission, some long-term objectives will be defined in Table 45.

Each long-term objective is decomposed in short-term objectives, whose duration is less than 12 months, they will be necessary in order to achieve the long-term objectives. These short-term objectives are divided into commercial, relationships and financial objectives.

Table 45. Objectives

LONG-TERM GOALS	To be the cycling school with more members in the province of Castelló.		
SHORT-TERM GOALS	O1	Relationships	Increase the number of pupils by 20% (9 pupils) in the next 6 months.
	O2	Relationships	Increase the number of adult members by 20% in one year.
LONG-TERM GOALS	To be the best rated cycling school in Castellón		
SHORT-TERM GOALS	O3	Relations (Customer satisfaction)	Increase the club's item rating to 4.8 out of 5 in the coming year.

LONG-TERM GOALS	To be the most recognised cycling club in the province of Castellón.		
SHORT-TERM GOALS	O4	Commercial (brand recognition)	Increase followers on all social networks by 100 in one year
	O5	Commercial (brand recognition)	To increase monthly website traffic by 40 visitors in one year.
	O6	Commercial (brand recognition)	Appear in 10 local or regional news stories over the next year.
LONG-TERM GOALS	Improve the economic capacity of the club		
SHORT-TERM GOALS	O7	Financial (Profitability)	Increase the number of sponsors by 2 in the next year.
	O8	Financial (Profitability)	Increase government grants received by 20% over the next year.

Source: Own elaboration.

6. MARKETING STRATEGY

This section will define the strategies proposed to be followed by the Costa Azahar Cycling Club in order to achieve the different objectives defined in the previous section.

To do so, we will draw on several authors such as Porter (1985), Miles and Snows (1978), Kotler (2008), and Ansoff (1957), in order to take advantage of different points of view in the strategic approach.

6.1. Growth strategy

Development strategies are those by which a company or business tries to improve its market share and were defined in the "Ansoff Matrix", which differentiated four strategies according to whether the company develops new products or targets new customers. (Vallet et Al, 2015)

In this sense, the strategy to be carried out should be **market penetration**, since the same or improved service will be offered to the same market, carrying out actions to



increase sales (new students) such as improving communication or the quality of the service.

On the other hand, we could say that this strategy is combined with a market development strategy since it would be about reaching a new segment, the parents of children, so that they become part of the club, since, as we have seen, parents have a great influence on the participation of children in schools, so it would be a way of attracting children to the school and members to the club.

6.2. Strategy in relation to the environment

In this section we will define strategies in relation to how a company adapts to the changing environment as defined by Miles and Snow (1978).

In this case, we will carry out an **analytical strategy**, because the club's main business is the cycling school for children and it does not have sufficient room for manoeuvre to have other main businesses or to assume many risks, but we will not neglect the analysis of possible opportunities that are feasible for the club, and that could bring it closer to its mission and allow it to adapt to new developments and trends and not fall behind the competition.

6.3. Strategy in relation to competition

In this case, we are talking about more competitive strategies, referring to the position of the company or the club in this case in the market, and the actions it takes to improve or maintain this position. According to Kotler (1992), this type of strategy indicates a company's options in relation to its position in the market.

There are two clear leaders with a similar market share, so we could speak of leader or challenger strategies. In this case, the strategy to follow will be to **expand market share**, i.e. to try to increase the number of students, either among potential customers or the competition.

6.4. Competitive strategy

In this section we will discuss competitive strategies or competitive advantage, which generally refers to the three general strategies defined by Porter (1982); differentiation, price leadership and focus.

In this sense, there is no doubt that the cycling school opts for a differentiation based on children's entertainment and training variety, since prices are not cheap in relation to the competition, nor can it reduce them as a consequence of the federation licences, and it does not carry out a focus, because it targets several segments.

In this sense, we will continue along the lines of improving the service and promoting fun for children, so we will talk about a **differentiation strategy based on services**,



since we will try to maximise the fun and entertainment of children, while teaching them, on people, since the monitors will be key to this end, and the image, since we will try to link the image of the club to a space of fun and entertainment for children.

7. ACTION PROGRAMS

The following Table 46 shows the actions that will be carried out to achieve the objectives once the strategies have been established:

Table 46. Actions

Actions		Goals	
1	Enhance existing social networks and create a Tiktok channel and a Google Business account.	O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.
		O2	Increase the number of adult members by 20% in one year.
		O4	Increase followers on all social networks by 100
		O5	To increase monthly website traffic by 40 visitors in one year.
2	Direct communication with potential sponsors	O7	Increase the number of sponsors by 2 in the next year.
3	Rebranding - corporate image change	O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.
		O2	Increase the number of adult members by 20% in one year.
		O4	Increase followers on all social networks by 100
		O5	To increase monthly website traffic by 40 visitors in one year.
		O7	Increase the number of sponsors by 2 in the next year
4	Improving communication with pupils' parents	O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months
		O2	Increase the number of adult members by 20% in one year.
		O3	Increase the club's items rating to 4.8 out to 5 in the coming year

5	Offer a bicycle repair service.	O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.
		O2	Increase the number of adult members by 20% in one year.
		O3	Increase the club's item rating to 4.8 out of 5 in the coming year.
		O5	To increase monthly website traffic by 40 visitors in one year.
6	Include bicycle maintenance and repair classes and rent a place to store the bicycles	O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.
		O3	Increase the club's item rating to 4.8 out of 5 in the coming year.
		O5	To increase monthly website traffic by 40 visitors in one year.
7	Organisation of charity races.	O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.
		O2	Increase the number of adult members by 20% in one year.
		O4	Increase followers on all social networks by 100
		O5	To increase monthly website traffic by 40 visitors in one year.
		O6	Appear in 10 local or regional news stories over the next year.
		O7	Increase the number of sponsors by 2 in the next year
		O8	Increase government grants received by 20% over the next year.
8	Parent and child enrolment promotion	O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.
		O2	Increase the number of adult members by 20% in one year.
		O4	Increase followers on all social networks by 100
		O5	To increase monthly website traffic by 40 visitors in one year.

Source: Own elaboration

Action 1. Enhance existing social networks and create a TikTok channel and a Google Business account.

Table 47. Enhance existing social networks and create a TikTok channel and a Google Business account.

O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.	
O2	Increase the number of adult members by 20% in one year.	
O4	Increase followers on all social networks by 100	
O5	To increase monthly website traffic by 40 visitors in one year.	
Implementation time		June
Budget		No additional cost

Source: own elaboration

As was seen in the weaknesses, the club has little visibility on social networks, and if we add to this the fact that it does not have two of the most important social networks that a company can have, such as Tiktok, one of the networks that currently generates the most visibility and engagement, and Google Business, which is usually one of the most used to search for a service, as is the case here, we see that a very necessary action is to act on this weakness.

Social media is very important, not only to communicate with members, parents, and students, but also to make yourself known, and it is the most effective free tool a business or organisation can have today.

To begin with, a Google Business account should be created so that the club appears on Google Maps and appears in the first Google search results when the name of the club itself or a related search such as "Cycling club in Castellón" or "Cycling school in Castellón" is searched for. Reviews, information of interest to potential customers, contact methods and valuable content should be added to this account.

On the other hand, a Tiktok account should be created, as this social network is the one that generates more visibility as a result of its short video format, so you can take advantage of this application to generate great visibility through tips, routes, training or other content that may be of interest to people in the cycling world to make themselves known. All of this can be linked to the rest of the club's social networks to generate organic traffic to the rest of the networks and even to the website. This would allow the club to gain visibility and recognition.

As for the rest of the social networks, the main problem is the lack of constancy and continuity in the uploading of content, as well as the lack of interest of the target



audience, so the following are activities to be carried out to promote the rest of the social networks by the club:

- **Instagram:** as for Instagram, the recommendations for the club would be similar to those of Tiktok, uploading content in the form of short videos, which is currently the most attractive, which in the app is called "Reel", you could even reuse the aforementioned Tiktok content (routes around the area, tips, explanations, etc.). ..), in general, you should create content that interests the cycling community and that brings them something new, as well as that shows the knowledge of the club's instructors and pushes them to want to know more or to deepen that knowledge, such as signing up for the school. As the target group is children or young people, the teachings will be at these levels and above all focused on training children, so that they are attractive to children and parents.

On the other hand, older formats of the application such as stories or images can be used to upload photos of competitions, events and training with the children to show complicity with the students and improve communication with them.

- **Facebook:** Facebook has a slightly different positioning than Instagram, first because its general audience is larger, so the content should be oriented more to the parents of the students, either through photos of training sessions, competitions or activities in which parents may find it interesting for their children to participate.

On the other hand, Facebook allows a more local and deeper communication, in the sense that you interact with more local users, so it is a good option to interact with other clubs, potential sponsors, event organizers and with local or regional activities, and even more informal communications with parents of students.

Finally, the social network has also integrated the short video format, so that short videos from Tiktok and Instagram could also be reused in this application to give them greater visibility.

- **Twitter:** Twitter stands out for the great visibility that can reach a publication, in this sense, cycling events and others that are of interest to sports or educational level, and that can generate some engagement and visibility to the club could be commented, however, it is not the social network to which a cycling school can get more benefit.

The best way to do this would be to exploit the virality it offers, commenting and reacting to news and viral events, but at the same time are of interest to the public and are related to cycling, education or sport.



- **Youtube:** youtube can be a great opportunity for the club, as it is a tool widely used by those who are interested in something like cycling and want to know something or how to teach something to their children, as its long video format allows more complete teachings.

On this website, the club can upload videos of cycling teachings that show the knowledge of the instructors, generate quality content and value, and attract people interested in cycling, either parents of students who can sign up their children or the students themselves interested in further deepening these teachings.

In these videos, the cover image of the video, the tags and descriptions, and the titles of the video should be worked in more detail to generate positioning in the search engine.

From these medium-long format videos, fragments can be extracted to be reused in short video format, either on Facebook, Instagram Reels, Youtube Shorts or Tiktok, to take advantage of the high visibility offered by this format.

These actions would not require a budget, as they can be carried out by the club's own managers learning some basic notions, or you can hire someone who knows more about the subject.

Communication

Communication refers to getting a message to a specific audience, such as a potential consumer, a sponsor or a supplier.

In this case, this action refers exclusively to the communication mix, since it seeks to improve or enhance the club's existing communication tools in order to reach a wider audience and, on the other hand, to use other tools that can be very useful. In this sense, the aim is for the club's messages to reach a larger audience, but without going beyond the target audience, and to improve the quality and value of the messages in order to generate more interest and visibility.

We would be talking about public relations, viral marketing, especially in the case of Tiktok and Twitter and self-advertising, since the club would use its own media to communicate.

Action 2. Direct communication with potential sponsors

Table 48. Direct communication with potential sponsors

O7	Increase the number of sponsors by 2 in the next year.	
	Implementation time	June
	Budget	No additional cost

Source: own elaboration

Regarding this option, it is about looking for potential sponsors, and initiate communication campaigns, preferably direct to them.

As for potential sponsors, mainly local companies would be interested in sponsoring a cycling club, in this sense we have thought of communicating with extracurricular activities, as they have a similar target audience and may be of interest to them, as well as local stores or companies, such as some ceramics, consultancies, agricultural cooperatives or other local stores or producers.

Since there is already a cycling store among the main sponsors, we do not think it is convenient to communicate with another competing store.

To carry out the communication with the sponsors, the most appropriate option would be direct communication, since it is more formal, mainly by email, where the possible considerations and offers of the sponsorship relationship are written.

To persuade sponsors, sponsorship contracts will be offered through the following:

- **Signs on vehicles** to give brand visibility for cycling trips with pupils. No stickers or paint will be used because the vehicles belong to the monitors themselves and not to the club, posters will be used as in the example in the illustration.

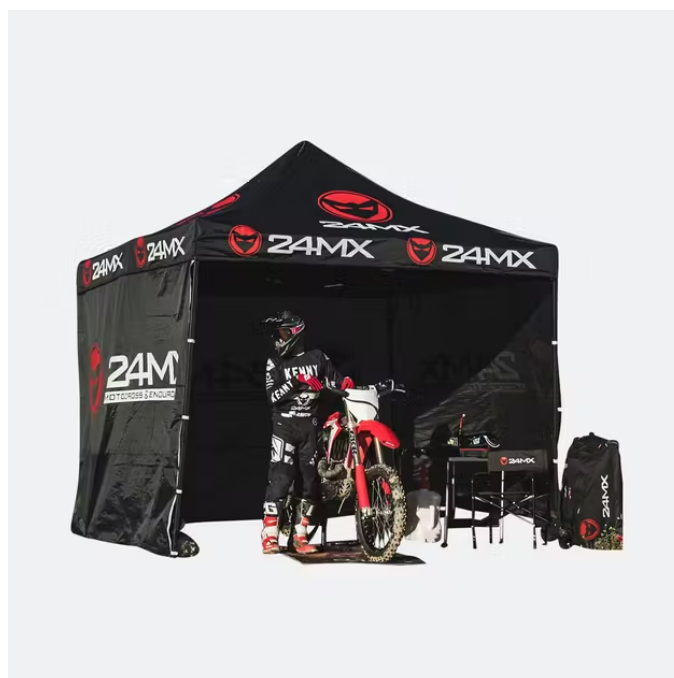
Figure 26. Support vehicle with advertising



Source: Romero G. (2021)

- **Advertising on the kits** of children and club members at competitions and outings as we saw in the marketing resources.
- **Advertising on elements of events** if they support funding and in the portable tents that the different clubs bring to the competitions as a meeting place, which at the moment is not advertised. In Figure 27, we can see an example of advertising in a portable tent.

Figure 27. Advertising in a portable tent.



Source: 24mx (2023)



- **Social media promotions:** recommendations and mentions, or appearances of products or logos depending on each sponsor, will be made in the publications of the cycling school on social networks and on the website.

This is what will be offered to potential sponsors, and actions aimed at improving the club's recognition and expected results will be communicated to show the potential brand communication they can get from the club. In addition, as some of these methods were not used previously, the sponsorship agreement with some of the current sponsors can be renegotiated to improve the terms and conditions of the sponsors.

In exchange for this communication, the aim is to obtain either equipment for the club, financial support to improve services and carry out other actions, or support for events such as the one that will be seen in later actions.

Communication

In this case, we are also only talking about the communication mix, since it is about communicating a message or offer to a series of potential sponsors, in this case using direct communication via email.

Action 3. Rebranding - Corporate image change

Table 49. Rebranding - Corporate image change

O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.	
O2	Increase the number of adult members by 20% in one year.	
O4	Increase followers on all social networks by 100	
O5	To increase monthly website traffic by 40 visitors in one year.	
O7	Intrease the number of sponsors by 2 in the next year	
	Implementation time	June-July
	Budget	1.500€

Source: own elaboration

Since we are looking for a fun-oriented positioning, the club's communication is very competition-oriented, one proposal will be to rebrand the club, i.e. to change the corporate image, to give it a fun image, and an attractive image for children and parents.



To do this, we will make changes to the club's images such as the logo, social networks and other places where the club's image can be seen, to give a fresher, youthful and leisure touch.

For the redesign of the website we will acquire a hosting and a domain hosted in Wordpress, as it is one of the best tools to design websites with little knowledge, and we will use bright colours and a fluid, comfortable and simple navigation. This hosting would cost 40€ per year, which would include a domain, such as "clubciclistacostazahar.es", "clubciclistacostaazahar.com", hosting, and the use of Wordpress. (Hostinger, 2023). The possible design of the website could be as shown in [Annex 3](#).

As for the logo design, we have created a simpler and more attractive proposal for children and parents as shown in Figure 28.

Figure 28. CC Costa Azahar new logo design



Source: own elaboration.

These changes should be noticeable and visible in all sections of the club's communication, from the social networks, where the profiles will be changed to adapt them to this new corporate image, to the children's and adults' kits, which will not change so much their main design, as they carry the colour and design of their main sponsor, but will change the club's crest for the current logo.

In the images below we see a sketch of how these changes will be applied.



Figure 29. CC Costa Azahar possible Instagram profile



Source: Own elaboration

Figure 30. CC Costa Azahar possible Facebook profile



Source: own elaboration

Figure 31. Possible new kit design



Source: own elaboration

Communication

In terms of communication, the website will be redesigned in order to increase the positioning in search engines with keywords such as "Club ciclista", "Escuela ciclista", "Escuela ciclista en Castellón de la Plana", "Escuela ciclista para niños", in order to reach a larger number of people, since, as was seen in the analysis, the traffic to the website is very low, if not non-existent.

This redesign will in turn link the club's social networks and establish direct communication with potential users through forms, telephone and email.

On the other hand, the club can also create a blog on the website that will offer more earned media and visibility and link it to a newsletter to improve relationship marketing with your students.

Moreover, the new logo will improve the first image of the club in all its communication, as it will be more modern and attractive for parents and children.

Publications will be made on social networks to publicise the new designs and corporate image, in addition, the profiles on social networks will be changed, including profile descriptions as seen before, and all communication will be oriented to the new positioning, fun and enjoyment of children.

Distribution

This action will try to improve communication by improving the means of contacting potential users or parents of students through contact forms and communication via email and telephone, as well as offering the possibility of filling in online registration forms.

Taking into account the redesigns of the logo, clothing and website, a budget of €1,500 will be allocated.

Action 4. Improving communication with pupils' parents

Table 50. Improving communication with pupils' parents

O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months	
O2	Increase the number of adult members by 20% in one year.	
O3	Increase the club's items rating to 4.8 out to 5 in the coming year	
	Implementation time	September
	Budget	No additional cost

Source: own elaboration

In order to exploit some strengths such as the transparency of the club, and the quality of the service, this action consists of creating a more fluid communication with the parents of the students, although there is already a communication via Whatsapp which is very fluid, the action consists of the parents being able to constantly know the results and observations of the training sessions of their children because, as was seen in the survey carried out with the members of the club, a large part of the parents of the students are cycling enthusiasts, therefore, they may be interested in knowing the statistics, marks and observations of their child.

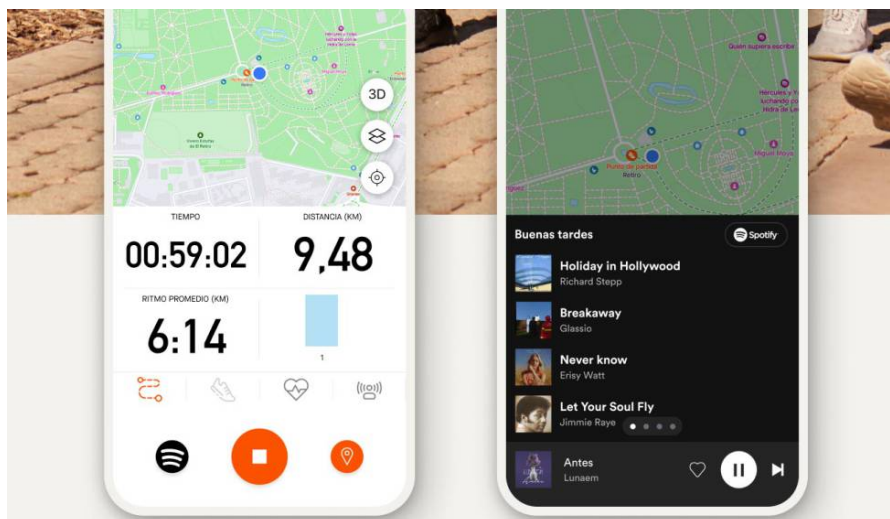
On the one hand, the monitors will carry out continuous evaluations of the training, marks, fitness levels, physical well-being and other aspects of the pupils, so that parents interested in this can find out how the children's sporting development is progressing.

These evaluations will be compiled in reports that will be sent to the parents of the pupils on a regular basis, for example, weekly, so that at the end of each week or at the beginning of the following week, the parents will receive information from the club about the progress and key points of their children's training.

The communication channel for this information will be a cycling application that allows the recording of marks, notes, times and routes, such as Strava, so that parents have

access to the information with their user profile, and with a simple, fluid and attractive interface. In the figure below we can see what the Strava application looks like.

Figure 32. Strava application



Source: Martín Barbero I. (2023)

In order to implement this system, it will be necessary for students to have a compatible mobile phone, so that all these indicators can be recorded.

The use of these applications can also enhance lessons in different ways, for example, by creating playlists to liven up routes and activities with music and increasing safety by geolocating pupils.

On the other hand, information of interest can be shared with parents and students through weekly publications of interest, related to training, the world of cycling, sport, or the area, which may be of interest to parents, students or members, and which they can receive directly by email if they are subscribed to the Newsletter of the website.

Product

The change in the service is that the monitor evaluates the student's statistics and records them, and then uploads them into a database available to the student's parent, this can easily be done using applications such as Strava, which students or parents can use to track their child's progress.

On the other hand, an alternative would be the drafting of weekly reports to be shared with the parents of the students so that they have updated and fluid information with them, including marks, recommendations, possible injuries or discomfort, or other items that may be of interest.



And finally, a bulletin board or a newsletter, which could be integrated into the newsletter of the previous action, in which news about what happened in training, competitions, activities and cycling outings are written.

Communication

In this case, we would speak of direct communication if we refer to sending weekly reports or linking to applications such as Strava, and permissive communication in the case of using a bulletin board or newsletter, as it is more open and requires the user's permission.

The budget for these actions would be 0€, since most applications of this type are free and offer very complete free plans, the sending of reports is free, and the bulletin board can be done on the website without increasing its cost through Wordpress plugins.

Distribution

As we saw earlier, distribution in service is about getting the service to the customer, and this action aims to make the service closer and more accessible to pupils and parents.

The distribution of the reports and information on the performance of the children will be done via WhatsApp, every week, a report will be sent to the parent of the pupil on various items of the result of their child's training, but without being too demanding, but rather with the aim of improving and learning, given that the main purpose is fun, these reports will also include possible discomfort or risks of injury.

On the other hand, Strava user accounts can be linked to having access to the student's data in a synchronised and updated way.

Action 5. Offer a bicycle repair service.

Table 51. Offer a bicycle repair service

O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.	
O3	Increase the number of adult members by 20% in one year.	
O3	Increase the club's item rating to 4.8 out of 5 in the coming year.	
O5	To increase monthly website traffic by 40 visitors in one year.	
	Implementation time	June
	Budget	480€

Source: own elaboration

Taking advantage of the good relationship that the club has with its main sponsor, InBike, a bicycle and cycling shop, which also has a repair shop, an agreement could be reached in which, in exchange for a monthly payment such as €40, the shop would offer a free or very reduced repair service to club members, without taking into account the cost of the parts, which would be paid for by the member or student and provided by the shop. In this agreement, all parties benefit since the club can expand its service and improve it to increase the satisfaction of its members, and the shop can earn extra monthly income, gain visibility, and sell more parts and spare parts to the cycling club's customers.

This arrangement is more suitable than an in-house workshop because the club does not have its own facilities, and renting a workshop or a place to carry out such repairs would be more expensive. Inbike's facilities are better, of higher quality, and probably their repair service as well.

A budget of 480€ will be allocated, given that it is estimated to pay around 40€ per month to the sponsor, because the sponsor will get benefits from this agreement, and because of the good relationship with the club and its members.

Figure 33 shows the InBike repair workshop.

Figure 33. InBike repair workshop.



Source: InBike Facebook profile.

Service

In this case, it will be on the one hand an extension of the service, since for a very low price, students and members will get their bicycles repaired, and even for free if it is a simple matter of inflating a wheel or greasing a chain, in order to improve the service offered.



The service will consist of repairing bicycles in the workshop of InBike, the club's main sponsor., the price will not include the necessary parts, which will be obtained from InBike.

Price

The price will consist of a member tariff, the repair service will cost €5 plus the cost of the parts, and €0 if it is a simple task.

Distribution

The distribution will take place at the workshop of the InBike shop, which has bike repair facilities, as in addition to selling bicycles and cycling equipment, it also offers a bike repair service.

Communication

To begin with, direct communication will be made via email or Whatsapp communicating the conditions of the agreement, indicating the benefits of the agreement to the sponsor (480 euros per year and an increase in sales of parts and spare parts), as well as the services and limitations of the same.

In terms of communication with customers, we will use our own media such as social networks to announce the new service, the Newsletter on the website, and the website will include this service as part of the school's enrolment fee.

It can also be agreed that the InBike shop can communicate this tariff in its own media such as social networks and website to promote its benefits in this action.

Action 6. Include bicycle maintenance and repair lessons and rent a place to store the bicycles

Table 52. Include bicycle maintenance and repair classes and rent a place to store the bicycles

O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.
O3	Increase the club's item rating to 4.8 out of 5 in the coming year.
O5	To increase monthly website traffic by 40 visitors in one year.
Implementation time	
September	
Budget	
2.100€	

Source: own elaboration



This action will consist of including one hour a week of teaching on bicycle maintenance and repair, so that the students acquire the necessary knowledge to repair their own bicycles and to solve specific problems such as getting stuck halfway. This will be done to improve the club's service, and to improve the relationship with the pupils' parents, as this is an action that has been requested by some members as can be seen in the survey carried out for the market study that can be seen in Annex 1.

The content of the bike maintenance and repair lessons will be according to the categories of the students.

In the alevin category, a basic mechanics course will be given, consisting of the following points:

- Basic bicycle adjustments
- Repairing breakdowns on the road
- Repairing punctures
- Transmission lubrication
- Repairing broken chains
- Adjusting gears and brakes
- Knowledge about the posture on the bike.

As for the children's category (13-14 years old), knowledge of advanced mechanics will be offered, consisting of the following aspects:

- Necessary bicycle maintenance
- Dismantling, cleaning and greasing of wheel axles.
- Disassembly, cleaning and greasing of bottom bracket axles
- Dismantling, cleaning and greasing of the steering system
- Complete replacement of all drivetrain components.

In addition, a room will be rented so that repair classes requiring more equipment can be held there, and the room will be offered to all pupils so that they can store their bicycles so that they do not have to carry them every day and to improve parents' satisfaction with the school's service.

These lessons will take place in the cycle park and in a hired place, where various types of lessons are usually held and will be carried out with a mobile workshop.

The lessons will be given by the club's own instructors, who already have advanced knowledge of bicycle maintenance and repair, and will receive an extra bonus for doing these classes.



Product

This action will extend the service offered by the club, including one hour a week of teaching on bicycle maintenance and repair in a course, in this case, it will be a basic course, as it can be complicated for very young children, and unnecessary or lacking in hours for older children, therefore, this teaching would be included for students in the alevin category (10-11 years), and a more advanced course in the infant category (12-13) years.

It will be given on a normal training day, to which one hour will be added so that the rewards for the monitors involved will have to be increased.

Price

As the action is to improve the service, the only change to the price will be an increase of 10€ in the annual fee because the main objective of this action is to improve the service.

In case the pupil or his tutor does not want to take these new classes, the price will be the same as before.

Distribution

The distribution will be the same as the one used until now, since it will be done after the usual classes, so the distribution will be the same as the one used to give the classes.

Communication

As for communication, it will be carried out through the media in which the cycling school service is usually announced, a section will be included on the website where this new teaching included in the regular classes will be explained, publications will be made in the different social networks announcing the new service and its details, through a publication in each social network, and in the description of the school's profile in which it will explain all its services.

On the other hand, direct communication will be made to all members of the school via Whatsapp, which is the main current means of communication, and through the Newsletter proposed in previous actions.

The budget for this action will be 300 euros, as an extra 250 euros per year bonus will be given to the monitor in charge of carrying out these classes, and 50 euros will be allocated for a bicycle repair kit to teach. If we see the objectives, taking into account that this is something very popular with parents, if we assume that at least 30 pupils apply for these classes, we will get this 300€. On the other hand, the rent of the premises will require €150 per month, so the budget will be €1,800.

Action 7. Organisation of charity races

Table 53. Organisation of charity races

O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.	
O2	Increase the number of adult members by 20% in one year.	
O4	Increase followers on all social networks by 100	
O5	To increase monthly website traffic by 40 visitors in one year.	
O6	Appear in 10 local or regional news stories over the next year.	
O7	Increase the number of sponsors by 2 in the next year.	
O8	Increase government grants received by 20% over the next year.	
	Implementation time	October 2023 and May 2024
	Budget	3.000€

Source: own elaboration

This action will consist of organising sporting events for children for charitable purposes, in order to support some causes, fulfil the club's corporate responsibility, and gain some notoriety, as we saw in the SWOT, the club's notoriety is very low, as, if well promoted, such events are often part of the local and even regional news.

The events will consist of two charity races over the course of the following season, and we will try to cover the costs with grants, sponsorships and registrations, and once the costs have been covered, donate all the remaining income to a cause of interest.

To help finance this event, a grant will be requested from Castellón de la Plana City Council, which is offered to all sports organisations that carry out a sporting activity or event in the city in 2023, which is why it will also be requested in 2024, given that one will be held in 2023 and another in 2024, with the aim of obtaining the greatest possible help given that it is a charity event and the aim is to allocate the maximum possible benefit to the causes supported. Figure 34 shows the call for the grant offered by the city council of Castellón de la Plana (Ayuntamiento de Castellón, 2023).

Figure 34. Call for the grant offered for sports events



CONVOCATORIA Y BASES ESPECÍFICAS PARA LA CONCESIÓN DE SUBVENCIONES POR PARTE DEL PATRONATO MUNICIPAL DE DEPORTES DE CASTELLÓ DE LA PLANA, DESTINADAS A LA ORGANIZACIÓN DE ACTIVIDADES O EVENTOS DEPORTIVOS REALIZADOS EN LA CIUDAD DE CASTELLÓ, EJERCICIO 2023.

1ª.- OBJETO Y FINALIDAD

Esta convocatoria tiene por objeto regular la concesión de subvenciones por parte del Patronato Municipal de Deportes, en régimen de concurrencia competitiva, de conformidad con los artículos 2 y 10 de la Ordenanza General Reguladora de la Concesión de Subvenciones del Ayuntamiento de Castelló de la Plana, aprobada en sesión plenaria de 5 de febrero de 2009 y publicada en el BOP nº 61, de fecha 19 de mayo de 2009, teniendo como finalidad fomentar aquellas iniciativas que se desarrollen en la ciudad de Castelló respecto a "Organización de actividades o eventos deportivos", ejercicio 2023.

Source: Ayuntamiento de Castellón (2023)

The race circuit will consist of an urban route between Castellón de la Plana and Benicássim, running along the seafront promenade. It is a safe and simple route, adapted for children, as it is only 29 km long, and with a starting point accessible by public transport, the Castellón de la Plana train station, which will be the start and finish of the route. Figure 35 shows the route.

Figure 35. Race route



Source: Komoot

To register for the event, the website will be used, where the user will register with their details and make the payment, obtaining in return a QR code that must be presented to obtain their corresponding T-shirt and runner number.



Product

In this case, the service of the cycling club will not be affected, but we could say that a service will be created, which will be included in the participation in the event.

This service will include participation, access to drinks and an official t-shirt of the event, with the logos of the sponsors, and will also include medical assistance if necessary, and insurance for what may happen during the event.

Price

The registration fee will be a bit high, as there will be a limitation of about 200 cyclists, so it will be around 20€ per person, and all the proceeds will be donated to a charitable cause.

Distribution

As for the distribution, registrations will be made through the company's website, where the corresponding fee will be paid online and a qr code will be received.

Once the day of the competition has arrived, there will be a ticket office where the QR code will be used by the participant to obtain their bib number and T-shirt, and at the start and finish of the race, as well as at various stops, there will be access to bottles of water for the participants.

Communication

First, the communication of the competition to the participants, will be done via social networks, and through the club's website and newsletter, where several publications will be made where the information about the race, the registration and the race will be promoted as it approaches.

On the other hand, direct communications will be made via email with local media to make them aware of the existence of this sporting event and encourage the creation of publications about it, in general, will be of interest to local and regional media, especially those related to the field of sport, some media of interest may be the following:

- Castellón Plaza
- El Periódico Mediterráneo
- Levante EMV
- El Periodic
- Ciclo 21
- Castellón Base
- Valencia Plaza
- High cycling
- Diario del Triatlón

Finally, direct communication via email to potential sponsors should be taken into account, starting with the club's current sponsors, who may be interested in sponsoring the event, as it would offer them great visibility, but other potential sponsors should also be contacted, such as children's activity centres, sports centres, shops, local companies, or other types of companies that may be interested.

As for the budget, taking into account that the cost of organising a Master race is around 3,000 euros, because we have to invest in ambulance, doctor and ATS (400 euros), judges and timing (400 euros), fees (50 euros), liability insurance for the director and the person responsible for road safety (200 euros), trophies (100 euros), bibs and posters (250 euros), support staff and vehicles (500 euros), which would make a total of 1,900 euros being optimistic, so at least 3,000 euros will be allocated for possible unforeseen events.

If we add to this the fact that two competitions will be held, a budget of 6,000 euros will be allocated.

The expected income is around €1,000 in subsidies, probably from the City Council of Castellón de la Plana and, since it is expected to cover the 200 registrations, €4,000 would be obtained from them, to which would be added what would be obtained by sponsors. Of this income, only what is necessary to cover the 3,000 euros of expenses would be used for non-charitable purposes.

The first race would be held at the beginning of the new season, around October 2023, and the second in spring, around May 2024.

Action 8. Parent and child enrolment promotion

Table 54. Parent and child enrolment promotion

O1	Increase the number of pupils by 20% (9 pupils) in the next 6 months.	
O2	Increase the number of adult members by 20% in one year.	
O4	Increase followers on all social networks by 100	
O5	To increase monthly website traffic by 40 visitors in one year.	
	Implementation time	August 2023
	Budget	750 €

Source: own elaboration

Since, as we have seen in the initial market research carried out on the club members, most of the parents are part of the club, so we can see that by attracting parents to the



club, we can also attract students, and to enhance this domino effect, we are going to carry out a promotion, a registration pack, in which a discounted price of the registration will be made if the parent registers to the club together with the child who would register to the cycling school.

This will be done in order to attract more potential customers as well as competitors, as cycling parents often want their children to follow their path and practice cycling, so, in order to promote this, this promotion can be done.

The promotion will consist of offering a joint price on the annual club membership fee for both of them that is lower than the separate fees, i.e. if the school membership costs 350 euros, the pack could be 300 euros for the first year plus the adult registration fee, thus reducing the child's registration fee by 50 euros.

This will increase the number of members and students, as well as gaining word-of-mouth communication by having more members and students.

The promotion will start in September 2023, with the start of the new season, and the communication of the promotion will start in August, in order to make it known earlier and attract more customers.

In terms of budget, if we estimate that at least 10 more people will sign up to the club with this promotion, and being optimistic, around 30, between parents and children, we will allocate a budget of €750, which would be the total discount for 15 parents and 15 children.

Product

In this case, the service would not be affected, as the same service would be maintained but with a different price, so there is no change in this mix.

Price

The price will be reduced if the promotion is applied, so we could highlight the following price discrimination:

- **Individual enrolment of one student:** a fee of 350€.
- **Registration of a pupil together with his/her parent:** a fee of 300€ plus the adult's fee.

This promotion applies regardless of whether you pay in cash or in instalments.

Distribution

The distribution of the service will change as it will offer a double registration option, in a section of the website, which will include the details of the parent and the pupil, and the price will be reduced by 50€ when filling in both forms, so a new section will be included in the registrations on the website.

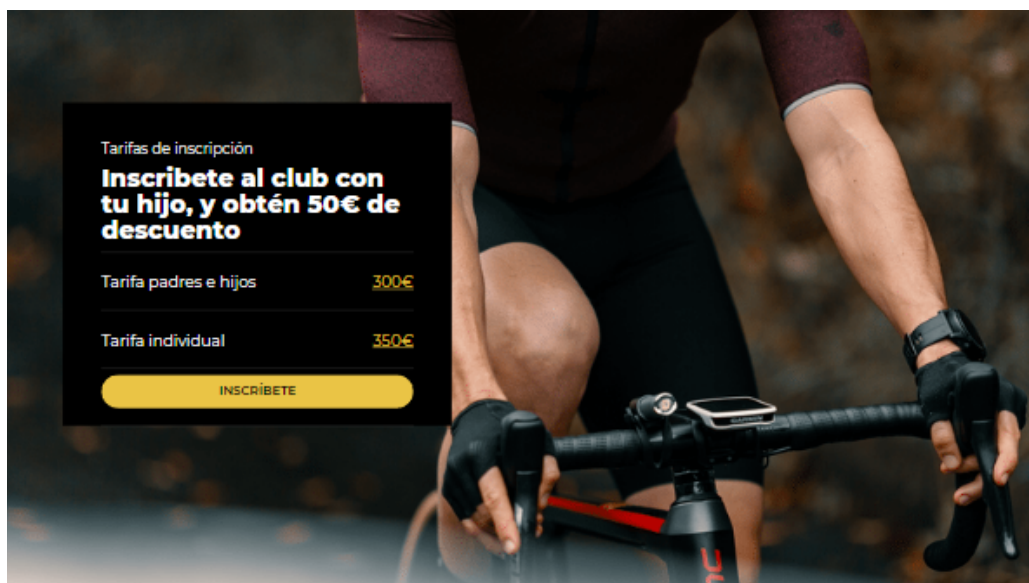
Communication

As for communication, this tool will be the most affected by this action.

First, the promotion itself is a way to reach new customers, but it must be made known to potential customers, for this, we will use some media such as the following:

- **Social networks:** social networks will be used to make known to followers and potential users who can see it, both on Facebook, Instagram, Twitter, and Tiktok. It would be very appropriate to include this promotion in the profile descriptions and in fixed publications, to give it more visibility.
- **Newsletter:** a publication in the club's newsletter would be very appropriate to reach parents of students or children of members who are not yet enrolled.
- **Website:** the promotion should be publicized on the website so that everyone who enters the website is aware of the promotion, along with a call to action that leads to the registration form.

Figure 36. Call to the action in website



Source: own elaboration

These communication actions will be carried out during the month of August, in order to publicize the promotion before its launch.

8. TIMELINE AND BUDGET

Table 55. Timeline of the actions

Actions	2023							2024				
	June	July	August	September	October	November	December	January	February	March	April	May
Action 1. Enhance existing social networks and create a Tiktok channel and a Google Business account.	X											
Action 2. Direct communication with potential sponsors	X											
Action 3. Rebranding - Corporate image change	X											
Action 4. Improving communication with pupils' parents				X								
Action 5. Offer a bicycle repair service	X											
Action 6. Include bicycle maintenance and repair classes and hire a place to store the bicycles				X								
Action 7. Organisation of charity races				X							X	
Action 8. Parent and child enrolment promotion			X									

Source: own elaboration

Table 56. Budget of the actions

Action 1. Enhance existing social networks and create a Tiktok channel and a Google Business account.	-
Action 2. Direct communication with potential sponsors	-
Action 3. Rebranding - Corporate image change	1.500 €
Action 4. Improving communication with pupils' parents	-
Action 5. Offer a bicycle repair service	480 €
Action 6. Include bicycle maintenance and repair classes and rent a place to store the bicycles	2.100 €
Action 7. Organisation of charity races	3.000 €
Action 8. Parent and child enrolment promotion	750€
TOTAL	7.830 €

Source: own elaboration

* The budget doesn't take into account the possible subsidies for the charity races or other events.

9. CONTROL

Table 57. Control methods, frequency and responsible people

Objective		Measuring frequency	Control method	Responsible of the control
O1	Increase the number of pupils by 20% in the next 6 months	Every two months	Through a database of pupils and members	Oscar Ortells (Club Director)
O2	Increase the number of adult members by 20% in one year.	Every four months	Through a database of pupils and members	Oscar Ortells (Club Director)
O3	Increase the club's items rating to 4.8 out of 5 in the coming year	Every three months	Through evaluation surveys	Oscar Ortells (Club Director)
O4	Increase followers on all social networks by 100	Every month	Through followers on social networks	Oscar Ortells (Club Director)
O5	Increase monthly website traffic by 40 visitors in one year	Every month	Through Google Search Console engine	Oscar Ortells (Club Director)
O6	Appear in 10 local or regional news stories over the next year	Every three months	Through media researches	Oscar Ortells (Club Director)
O7	Increase the number of sponsors by 2 in the next year	Every six months	Through a sponsors database	Oscar Ortells (Club Director)
O8	Increase government grants received by 20% over the next year.	Every six months	Through a revenue account	Oscar Ortells (Club Director)

Source: own elaboration



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11. ANNEXED

Annex 1. Online club survey

Click here

<https://forms.gle/abxwCP4ibRKzW9NQA>

Annex 2. Online parents survey

Click here



<https://forms.gle/M6LYZ7S1sXkZ4Y9q9>

Annex 3. Design proposal for the website

Click here

https://drive.google.com/file/d/1NGy5tZDNMJX1NCox5XouRZqBONArwoZ/view?usp=share_link

