

Development of a Marketing Plan for the Sporting Cristal Social and Sports Club Located In the City of Bogotá

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SUMMARY: A market study is a research that allows to anticipate the response of potential customers and competition to a particular product or service, from the time of its launch to its repositioning in the market, for the case study it was found appropriate to conduct market research in a particular group of the community, the current participants of the Social and Sports Club Sporting Cristal Soccer Academy, who were the main beneficiaries of this, since as a result of the study it was possible to maximize the utility and improve the capital of the company by offering a service that guarantees higher quality in the market compared to other sports schools. [20]

The above, taking into account that the Sporting Cristal sports school is oriented to a child audience, therefore it is not only due to the investment or profit of the company, but also to the future of the country, through sports training and the integral development of its students, reason why it reaches and enhances the positive social relationship that allows strengthening cognitive, emotional, physical, social and cultural skills and abilities, thus stimulating the favorable conditions of the individual to implement in their environment and throughout their lives. It is important to mention that this diagnosis was made through surveys applied to internal and external staff of the institution, which facilitated the analysis of the so-called P's of marketing and then the key strategies that can be implemented by the Sporting Cristal Club, in order to improve the customer experience when being part of the institution, thus delivering a marketing plan that will improve its financial system and its sustainability. [1]

KEY WORDS - Marketing, sports education, soccer, services, quality.

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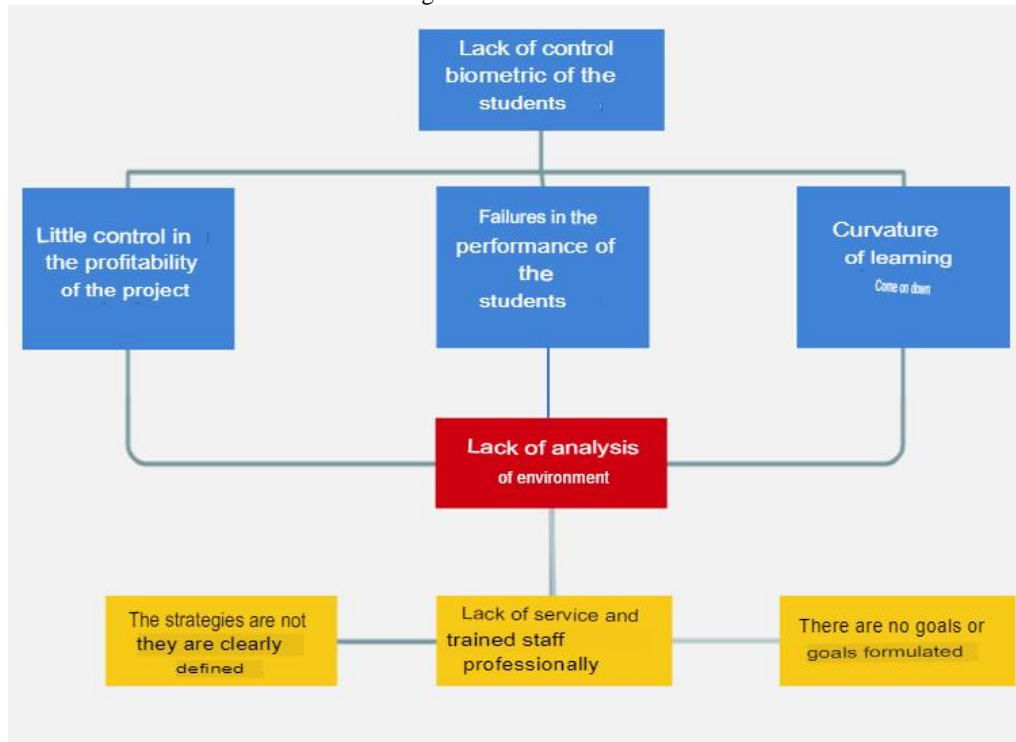
I. INTRODUCTION

The main objective of the Sporting Cristal sports school lies in the integral formation of its students through sports education focused on motor and cognitive processes that allow them to acquire skills to implement in cultural, technical and social aspects in order to contribute to society with competitive, critical, empathetic and integral beings, allowing the academy and the school experiences to transform not only the individual but also the surrounding environment. [13]

In order to fulfill this mission, the club has planned to impact the community and its target audience, however, the service provided by the club has great competitors in the sector and little impact on the communications made, therefore, an analysis of the club's environment and the target audience that it wishes to attract and retain, in order to develop various strategies that will result in providing a service with differential values and communication strategies that cause a positive impact in accordance with the mission and objectives of the Club. [2]

For the development of this marketing plan, initially a diagnosis was made in order to identify possible problems or causes that are hindering the attraction of new students, for this we started from the hypothesis that if a soccer player of the Sporting Cristal Social and Sports Club is potentiated, it is through personal motivation or demand by the leaders of the academy. To understand the current situation, a detailed problem tree is developed and presented in Figure 1, which shows that the low knowledge of the environment to be impacted through social networks is the main problem that the Club currently faces to achieve its objectives and so this study focuses mainly on profiling the target audience and generate specific communication strategies according to the needs and characteristics, in addition to impacting the product offered by providing more added value. [4]

Figure 1. Problem tree



Source: Authors, 2023

II. METHODOLOGY

Knowing the market and the diagnosis involves carrying out descriptive and evidentiary research, because it is about expanding the field of knowledge in marketing as this acts as a benchmark for the company, in the case of the Sports Club and the type of service and products it offers, it was necessary to conduct an analysis, with which users were profiled by age, interest, satisfaction levels, levels of satisfaction in addition to obtaining feedback on the services provided, with which the weaknesses, strengths, opportunities and threats were defined to describe and explore the current situation in the market, in order to design and implement a marketing plan, based on what has been found and outlining a sequence of strategies and activities to achieve a series of marketing and economic objectives that impact the profitability of the Club. [21]

To understand what the Club is looking for, it is necessary to know the mission and objectives it has defined, since the marketing plan must be in the same direction as the strategic planning, so that the analysis of the 10 p's can be structured.

MISSION

To collaborate in the complete and soccer development of individuals, through improved methodological procedures, focused on the improvement of physical, technical, tactical and psychological skills. This aims to strengthen the personality and character, guiding them towards optimal sports performance and promoting the integral formation of fundamental values in students. All this is done with the goal of achieving a healthy and dignified life that has an impact on both a personal and collective level. [8]

MARKETING OBJECTIVE

- Increase Sporting Cristal soccer school enrollment by 20% over the next 12 months, achieving brand awareness for the promotion of quality training programs.
- Increase visibility and brand recognition by at least 10% in the first month by implementing a social media marketing and local advertising campaign that highlights the soccer school's presence and accomplishments in the capital city
- Boost student enrollment by taking advantage of the school's 40th anniversary during the vacation season (June/July and November/December) to promote the high quality training programs by offering discounts

or special incentives for enrollments of incoming or current children and youth who bring a friend.

- Diversify the target audience, identifying different age groups, sending quarterly calls through social networks and groups for children and young people who wish not only to train but also to compete locally and nationally with the institution.

ECONOMIC OBJECTIVE

- Increase annual revenue through new student enrollment, additional programs, events, sponsorships, and other revenue streams
 - Increase profitability by improving operating efficiency, reducing raw material costs on a monthly basis every 3 months
 - Improve revenue streams by developing customized training programs, sporting goods store, summer camps and extra activities that will be publicized every 4 months.
 - Maintain a reserve fund for unforeseen situations or for future investments in infrastructure, equipment or expansion, reviewing weekly the payments made and leaving a percentage of 5% of the profit.
- Once the 10 P's have been defined, the marketing strategies that are the combination of the different P's are proposed. Subsequently, the financial analysis is made, so that the commercial and financial viability of the plan can be established.

Finally, the marketing plan is consolidated and a contingency plan is generated, which makes it possible to foresee possible failures and activities that seek to give continuity to the business and ensure that the objectives set are met.

III. RESULTS

In this sense, an early and adequate intervention contributes to enhance the integral development of a human being, this allows to envision in the future that today's customers are maintained through the generations, considering that the payment made would justify the income in the long term, but the main contribution is to provide the necessary strategies to distribute and market the service, expanding the capacity of impact by increasing potential customers, sales, reducing inventories and reducing costs, generating a good marketing that allows differentiation from the competition, identifying advantages and using them as an added value. [3]

At the beginning of the project, it was decided to conduct a survey of internal and external personnel of the institution, being the parents and soccer coaches of Engativá, respectively, the target audience for these samples.

Based on the survey, the following policies were determined to be appropriate for the Club:

Pricing policy, discounts and conditions

The pricing policy, discounts and conditions, are subject to rules and regular channels established by the president and the administrative board of the club, it is important to note that for the application to a new or old member of the club will be decided by the administrative board of the same and is validated by the signature of the president of the Sports Club to apply such discounts or changes in prices.

Currently and being the fortieth anniversary of the school, during the high seasons of the year (June and July, December) the promotion of enrollment was managed, where a high impact on enrollment was achieved, fulfilling the objective. [10]

Distribution policy

Develop marketing strategies that include social media advertising, website, local media, community events and email marketing campaigns to encourage local community participation through events and promotional activities.

Promotion policy

The promotion policies will be oriented by the administrative board of the club, as strategies and actions that can be implemented to publicize the products and benefits that are within the same, in order to generate interest in public to promote sports participation of the same.

The results are analyzed and engineering tools are applied to contextualize the current situation of the marketing of sports schools, then the analysis of the 10 p's is made, some of them are presented below (See table 1).

P PRICE

The following is an explanation of the prices for competitions, implements and sports registrations for the year 2023, explaining what is included in each of them:

Table 1. Prices Club Deportivo Sporting Cristal 2023

Competency Kit	Registration	Monthly fee
2 tournaments 2 uniforms 1 briefcase 1 jacket 1 all risk insurance	Uniform (2 jerseys, shorts), socks, tula and identification card belonging to the Club.	Training 4 times per week of 2 hours each (Tuesdays, Thursdays, Saturdays and Sundays).
\$750.000	\$200.000	\$130.000

Source: Authors, 2023

There is a hierarchy and organization that adapts to the target audience, which includes personal data and the use of forms that allow to establish the students who are in good standing for the delivery of sports equipment, thus not affecting the annual inventory that the Club has, in the same way all the supports of the tournaments are archived. In addition, different forms of payment are offered: cash, bank accounts or installments, but fixed prices are always managed, unlike other sports schools where the price varies, this aspect has little influence since the quality of service is notorious and during the year the school's customers are maintained and increased.

Figure 2 shows the institutional ID card, which is a fundamental part of the process, as it often helps with accreditation to attend tournaments, and the back of the card can be used to keep track of each student's finances.

Figure 2. Front and back of the Club's Institutional Card



Source: Authors, 2023

P PRODUCT

To provide a learning service in the sports, cultural and family environment through a fully professional and trained team for each of the categories of the soccer team, with a training curve that varies according to the level and characteristics of each of the students.

One of the pillars of the club is that students have special experiences and moments as part of the Cristalina family, in addition to the services provided to customers such as birthdays of players, family members and managers (quarterly), family day, children's day and year-end farewells, among others, are part of the added value and differentiator compared to the competition.

Similarly, a collective accompaniment is given and if it is the case or the client acquires a personalized one to enhance the capacity and motor skills of each student, classes prepared in advance and if the category competes, they are prepared for each match.

The characteristic colors of the Club are white, red and green, which for almost 40 years have represented the crystalline soul of one of the first schools in the capital.

Each of the teachers are constantly trained because the market tends to change due to so much competition, in addition to being professionals, they are looking for people who support and motivate their students every day because the great motto will always be "Being a person before being a soccer player" (phrase of the director Rafael Lesmes Morales). Figure 3 shows the award event of the year 2023.

Figure 3. 2023 Farewell/ Award Ceremony



Source: Authors, 2023

P PROMOTION

It refers to the use of all media to fully highlight the service, allow the target audience to understand the product offered and which markets to reach, at the same time, it implements different communication channels to follow the new era that seeks the digitization of the process. [20]

Since this is a well-known club in the capital, it is used to deal personally and directly with each client, where voice to voice influences more than anything else, there are cases where students from several years ago already bring their children or grandchildren to be part of this family. Figure 4 shows one of the advertising posters.

Figure 4. Matricula promotion posted on the official Instagram of Club Social y Deportivo Sporting Cristal.



Source: Authors, 2023

P PLACE MARKETING

Determine an effective route, which allows us to establish logistical guidelines, define human resources and the adapted solutions, in order to bring the product to the target population; such as E-Commerce, whose purpose allows a distribution and recognition of the product from a digital environment.

As the only venue and where the Club has always made its presence felt, it is located in the Unidad Deportiva El Salitre, not only for its good location and large spaces, but also for its wide variety of sports for the whole family.

Figure 5. Location according to Google Maps Club's Main Headquarters



Source: Authors, 2023

Similarly, each training session is divided by year of birth, the first half hour of warm up is together with all categories, but after it is distributed according to the group. In addition, the facilities are kept clean and safe, as this depends solely and exclusively on the surveillance of the park, in the warehouses it is guaranteed that the uniforms and sports equipment meet quality standards for the optimal development of each activity proposed by the Club's coaches.

P. PEOPLE MARKETING

Human talent is fundamental because it is in direct contact with the target group, a real link between the final and marketable product. Student participation is encouraged in classes and pedagogical events, creating an inclusive and motivating learning environment, celebrating special dates and strengthening belonging to the Cristalina family.

Something as important as hiring and training coaches who are highly qualified and passionate, love to belong to the Club as the popular saying "Sweat the shirt" because this provides excellent customer service and personalized attention to parents and students who by the example they see and having so many big mirrors and named in National Leagues dream of a soccer and personal future that without solid foundations is impossible to build. [16]

The most significant thing to find in the Club is good people and professionals, who give example and motivation to each person who passes through it, with different pedagogy when handling a child of 5 years compared to one of 15 years, always demanding from love and patience because not everyone is born with that soccer vein that rarely explodes quickly, which is why a planning of each training session is requested to the teachers of the institution. The teachers of each category are asked to design training programs that are adapted to the specific needs of the students, including technical, tactical and physical sessions, where integral development programs are offered that include values such as teamwork, leadership and respect. Figure 6 shows the entire crystalline family of the year 2000.

Figure 6. Crystalline Family year 2000



Source: Authors, 2023

P PROCESS IN MARKETING

We work on the creation of the product and/or service, its uses and needs, until its purchase, during this process the customer must be involved and interact through different channels (social networks, website, commercials, vos a vos, etc) that are meticulously analyzed to obtain greater visibility in the market.

Subsequently, initiatives are established to help reduce the conflicts that occur during the aforementioned process, which would be avoided at the end of the purchase.

Through the different channels, each customer will be able to know and identify the potential and opportunities of the Club in order to be able to make a purchase. [5]

P PHYSICAL EVIDENCE

"P" for Physical Evidence refers to all the evidence that supports the quality of the product, including testimonials, customer reviews and even specific mentions. This dimension becomes crucial in digital environments, such as the online sales site or social media, as it encompasses everything that customers can observe and learn about the product. In the figure 7 shows an example of this process.



P FOR PARTNERSHIP

It refers to alliances, which are all collaborations to be established with other companies in order to increase the visibility of the product (or service). This cooperation has the goal of joint, mutual and complementary development. [6]

The last and most striking for the Club, was the collaboration with Win Sports and "Una cancha llamada Colombia" where the ex-professional and former member of Club Deportivo Sporting Cristal, Francisco Najera, paidtribute not only to the school but also to the Founder Rafael Lesmes. [7]

This year the TV Channel Win Sports and the program "A court called Colombia" contacted the director Rafael Lesmes to conduct an exclusive interview about the school where the professional player Francisco Najera was born, a sports article that was presented on October 29, 2023, opening a great gap for the Club and thus reaching more homes in the Capital. In the figure 8 shows images of the interview conducted.

Figure 8. Interview with the Club by the program "Una cancha llamada Colombia", with the participation of Francisco Najera, former player of the Club in 1992.



P FOR POURPRE COW IN THE MARKETING MIX

There is a notion that it is essential to distinguish the product or service in question from others, without a distinguishing feature, it could be lost among the wide variety of consumer services present in today's society; in the case of the Club, emphasis is placed on highlighting the most recognized Colombian festivities, as can be seen in its active participation in social networks during such events. [7]. In the figure 9 shows an informative flyer.

Figure 9. Slogan information sheet 2023



Source: Authors, 2023

Decisions will be made that will benefit the Sports Club at the strategic, operational and organizational level to achieve the dreamed goal, but with a contingency plan that guarantees the continuity of the Club, in such a way that different alternatives will be offered to users who do not want to continue their sports training.

With the above analysis, weaknesses and opportunities for improvement were identified in the actions currently carried out by the Club for customer loyalty, where the different strategies that led to a correct development of the marketing plan were proposed, these are:

Marketing strategy Main Strategic lines

The marketing strategy seeks to build on the induction exchange to develop cooperative problems and provide an opportunity to attract children and adolescents from low-income backgrounds. [9]

Differential value

- It has been more than 30 years since the inauguration of the soccer school where we have many years of experience with a team fully trained to provide sporting excellence to the players.
- Application of infrared thermography to prevent sports injuries in terms of technology application.
- Soccer 4.0 focused on digital renovation and the application of artificial intelligence technologies to the department for the improvement of sports performance
- Agreements with different schools and institutions so that children and adolescents have the opportunity to attend training sessions and championships at a lower cost.

The idea in the consumer's mind

The Sporting cristal school is not just a name, it is the identification behind it, we want our customers to have an unparalleled experience.

The following highlights some of the words that a client who decided to hire the services of the school for his or her child might have:

- What a great choice!
- I like the quality
- Trained, friendly and respectful professionals

One of the many positive thoughts that a person who hires the services of the institution is required to have through a great experience and this is the psychology that you want to get to the consumer.

Customer benefits

- Strategic alliances with other sports entities and discounts for being part of the sports club
- To promote the player in sporting events to improve his visibility and strengthen his image.
- Generation of positive emotions and experiences
- Personalized training

Branding

The objective when developing a corporate branding is to expand the brand in the market to be impacted, to position itself as the #1 reference in the choices that potential consumers want to choose.

By differentiating the significant colors of each company that characterize the corporate image and identity, standards emerge that are used in the organization's communication.

They become actions that influence the value that the market determines for each brand, a distinct and differential impact highlighted by the passage of time and the trajectory that is built. [14]

Some of the actions mentioned above include some elements that help build what would become the Club's slogan:

- Corporate Positioning
- Brand Loyalty
- Brand architecture

Product strategy

The product strategy is carried out in order to provide the consumer with a high quality service by offering a different experience, with better quality at a lower cost, making known the different categories and opportunities that the school has at national and international level, it has been 40 years in the sports market and as the particular strategy of the Club will be the years of dedication to students and families combined with the experience it has in the field. [11] [12]. In the figure 10 shows the uniforms used by the school.

Figure 10. Competition uniform 2016, Category 2006 Champions Military Tournament.



Source: Authors, 2023

Customer strategy

At the Sporting Cristal school, a strategic plan is being built, which has the following areas:

- Selective recruitment:** Scientific methodology combining different disciplines such as geography and statistics where the market is subsequently analyzed in order to determine potential customers in the field of sports.
- Cross-selling:** Also called cross-selling, which offers customers products or services that they previously consumed, in this case offering a high-quality service to give a more significant value to the company, either with promotions or sports products.
- Customer loyalty:** Make the customer feel how significant it is to belong to the great crystalline family, to feel unique and proud to be part of one of the first Clubs in the history of Bogota.

d. Customer retention: Many companies focus their commercial strategies on attracting new customers, but little focus on the real responsibility that is to keep the customer who is already within the company, that is why in Sporting Cristal the strategic objective is also to be able to retain them, that they are not weighed down by "Putting on the shirt" not becoming a single saying but a source of pride to replicate in friends or acquaintances. [15]

Break-even point

The economic income of the Club Deportivo is equal to its fixed expenses, the variables are very minimal, the entry of new players to the club helps to accurately cover the club's expenses during the year.

Key points of the action plan

- Exchange of ideas: The proposal is to generate new projects to be carried out with each member of the Sports Club in the short, medium and long term.
- Participation: It is essential that the Club promotes the active participation of each of its members.
- Recognition of individual differences: The Sports Club will achieve greater success by taking advantage of the strengths of each individual, whether temperamental, cultural or knowledge, generating enriching situations in teamwork.
- Highlight the team's achievements: The club must change the negative tendency to focus only on the difficulties and highlight what was not achieved, focusing instead on highlighting the successes and goals achieved. [22]

Contingency plan

Understanding that the Club's priority is to maintain a minimum number of students that allows them to support the structure of expenses and costs of the same, a contingency plan has been designed that outlines a series of actions to prevent a student from abandoning their sports training, for it is first required to maintain a continuous control of their attendance to classes and scheduled events, so that it is possible to quickly identify those whose commitment to training is decreasing and thus not to reach the final withdrawal; Instead, preventive actions such as a talk with the parents and the student or offering an incentive or motivation to continue with the classes such as participation in a recognized sporting event or some recognition for performance and attendance that promotes healthy competition can be implemented.

Similarly, it should be understood that the retention and loyalty of a student within the Club depends on multiple variables, including the family environment of each child, so many of the marketing strategies proposed in this project encourage continuous communication with both students and their guardians, additionally, as a contingency plan, it is proposed to provide psychological support for parents and children, Since in the course of the Club's years of experience it has been identified that an important variable in sports training is the economic and emotional support that students receive from their homes, however, there are a large number of personal variables that may affect the support they require, with which a guide and an accompaniment that strengthens the emotional well-being of the family that decides to be part of the Sporting Cristal community is given.

Finally, taking into account that a large number of students abandon their sports training due to economic difficulties, the Club has decided that in those cases where the commitment of parents and students to continue and advance in their classes is evident, they will be offered a financing plan where the monthly payment to be paid can be settled in several payments which will be agreed with those responsible or guardians and which will be signed so that the parties are committed both economically and educationally, This action must require the approval of the administration before being offered to the student, since it will not be available to everyone because the economic objectives of the school is to continue growing and increasing its profitability and this financing plan may affect the monthly cash flow of the Club, which would not be favorable for the financial statements of the same.

IV. DISCUSSION

In general, when offering the provision of a service there are always failures in terms of supply because the goal should be why your service adds a value proposition and is a better alternative to the competition that exists in the market, where the importance of providing a contextualization to the customer to help you make your decision is evident, that said different points of view and factors that interfere on the competition at the capital level for soccer schools are presented, some of them are listed below.

Lack of adequate sports infrastructure: In many regions of Colombia, soccer schools face the challenge of having adequate sports facilities. This includes training fields in poor condition, lack of adequate lighting for night training sessions, and a lack of gymnasiums and physiotherapy areas. The lack of infrastructure can limit the quality of training and increase the risk of injury.

Limited financial resources: Most soccer schools operate on tight budgets, making it difficult to invest in

improvements. This can lead to the acquisition of inferior coaching equipment, the inability to hire experienced coaches, and a lack of resources for development programs.

Intense competition: The market for soccer schools in Colombia is saturated. Competition to attract talented students and sponsors is intense, which can make it difficult to differentiate and retain students.

Lack of professionalization: Despite the passion for soccer in Colombia, some schools may lack coaches with the necessary training and experience. This can negatively affect the quality of the training they offer, as not all coaches can provide high-level technical and tactical instruction.

Dependence on economic fluctuations: The willingness of families to invest in sports training can be affected by economic conditions. In times of economic downturn, households may reduce spending on extracurricular activities, which impacts the demand for soccer school enrollment.

Passion for soccer: Colombia is known for its passion for soccer, which creates a high demand for soccer training programs. This passion can be used to attract students and promote interest in soccer schools.

Natural soccer talent: The country has a rich history of producing natural soccer talent, such as renowned professional soccer players. This provides opportunities to identify and develop promising young local talent and attract students with aspirations of becoming professional soccer players.

Digital expansion: Soccer schools can leverage technology to reach a wider audience, including offering online courses, streaming live training sessions, and using social media platforms to promote their programs and attract students from across the country.

Sports development programs: The Colombian government and sports organizations can offer support and funding programs for the development of soccer schools. This includes grants, scholarships, and technical advice to improve the quality of training. [17] The Colombian government and sports organizations can offer support and funding programs for the development of soccer schools.

Strategic partnerships: Collaborations with local soccer clubs or academies can strengthen the reputation and opportunities for soccer schools. This can include transfer agreements for young players and joint promotion of sporting events.

History in soccer: Colombia has a history of producing outstanding soccer talent, which can attract young people with aspirations of becoming professional soccer players. The presence of local coaches and former professional players can increase the credibility of soccer schools.

Passion for soccer: The large number of soccer fans in Colombia can drive attendance and participation in soccer schools. Local and national sporting events generate a high level of interest in soccer among families.

Natural talent: The country has a natural talent base in soccer, which can be an advantage for schools that can identify and develop promising young players. Colombia's soccer culture can inspire young people to participate in soccer schools from an early age.

Strategic partnerships: Partnerships with local soccer clubs or academies can strengthen the reputation and opportunities for soccer schools. Students can benefit from exposure to high-level training and competitive environments.

Unfair competition: In a highly competitive market, some schools may resort to unfair or questionable business practices to attract students, which can negatively affect the image of the industry as a whole. This includes misleading offers and false advertising.

Economic instability: Economic fluctuations and financial crises can impact families' ability to invest in their children's sports education. Enrollment may decline in times of economic hardship.

Government regulations: Changes in government regulations related to the sport may impact the operation of soccer schools. This includes safety requirements, licensing and tax regulations.

Injuries and Public Health: Public health issues, such as the COVID-19 pandemic, may limit participation in sporting activities and raise safety concerns. Social distancing measures and travel restrictions may affect the scheduling of sporting events and training sessions.

Changes in public preferences: Changes in the preferences of parents and students may affect the demand for soccer training services. This may include an increase in demand for alternative sports or extracurricular activities.

Now, Mullin (1985), in his book *Sports Marketing* explains that the objective of marketing consists of "All strategies and activities designed to meet the needs and shortcomings of primary customers such as athletes, secondary participants such as managers, referees, among others, and tertiary participants"; therefore, it is essential to consider all those involved in the sports field, since their contribution is of vital importance for the promotion and advertising of this sport from their role. [18]

It is important to mention that, although in Colombia there are sports companies that have found in sports marketing an efficient tool to promote enrollment in sports schools and increase the interest of potential investors, it is necessary to take into consideration advertising their schools from both a commercial and educational perspective, this can be evidenced in different sports brands that show great how the practice of soccer sows and reinforces values such as discipline, teamwork, confidence, perseverance and character.

Regarding the previously mentioned idea, sports marketing in Colombia has taken great strength thanks to the movement of this in social networks, as these new technologies provide greater access to information about this sport, thus promoting its practice. On the other hand, the success of sports marketing can be seen in events such as national or international championships that make it possible to publicize players, teams, and the quality of the soccer clubs and the members that make up their teams organized by leagues and brands worldwide is highlighted, since these tournaments create and strengthen the relationship between the brand or service (soccer) and the consumer (fans and supporters) given the participation, passion and commitment that this sport generates, which is a great differential compared to other links between product and user that are generally found in the market. [22]

From the above, it is possible to conclude that "sports marketing can be considered a multidimensional concept that encompasses all the fundamental activities of companies, institutions and their brands, giving them a sense of belonging and unity of orientation" (Patiño, 2016) and although in Colombia there are positive and negative factors for it, sports schools must continue to develop marketing strategies that allow them to attract more potential customers, taking into account that initially the consumer's need must be identified in order to give way to the realization of the market study, in order to plan the strategies and the route of action to be implemented in the organization, thus achieving to improve the positioning of the sports school against the competition and thus making visible its differentiator in the market. [19]

V. CONCLUSIONS

In order for the Club to meet the marketing and economic objectives outlined in this work, it is necessary to start executing some of the proposed marketing strategies, i.e., before increasing the value of tuition, the weaknesses and threats identified in the SWOT analysis and in the survey conducted must be addressed, improving the quality of the service provided and strengthening the Club's social networks, This will not only add more value to the current service offered, which will retain current students but also attract new students, which translates into maintaining the Club's profitability margins and increasing monthly income without impacting the prices offered per product, once the students' perception of the services provided reaches a high level of satisfaction it would be possible to increase the value of tuition.

Similarly, to achieve the goal of diversifying the target audience, identifying more age groups and thus compete at local and national levels, it is recommended to increase the generation of valuable content on social networks, in addition, conducting a market study allowed to identify which trends or topics are of greatest interest to those users who want to impact, so as to create a digital community of parents and students who see in the Club's social networks a channel of communication and interaction with people with common interests, Finally, it is recommended to strengthen marketing strategies in schools, making visits or courtesy classes because many children, depending on their age, do not have access to social networks or cell phones, but may be strongly attracted to a sports class when they learn about the methodology.

According to the analyses carried out for the Club, it is financially possible to invest in projects or initiatives that allow for growth; however, priority should be given to those activities and strategies that generate a representative increase in the attraction of students in the short and medium term, so that activities such as the development of the mobile application for monitoring the student's training process could be developed over a horizon of one to two years, while more time and investment is dedicated to the planning of integration events or communication campaigns.

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