

Digital Marketing Report of SATS

This case was prepared by Group Number 9 comprising of Ayushi Shah, Md Bakibillah Sarker, Hitesh Sharma, Nagasudeep Vemula and Naimul Khair under the direction of Associate Prof. Mana Farshid, KTH Royal Institute of Technology. It was compiled from published sources and is intended to be used as a basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation.



[\[https://www.facebook.com/pg/satssverige/photos/?ref=page_internal\]](https://www.facebook.com/pg/satssverige/photos/?ref=page_internal)

Abstract:

Founded in 1995 in Norway, SATS is the leading fitness training group in Nordic countries, with a collective vision of influencing the health and in turn the quality of life of its members and society. For the project, we have decided to analyze the steps taken by this dynamic chain as it grew in an industry filled with competitors and ever-changing customer expectations. The SATS Group includes 250 centers in Norway, Sweden, Finland and Denmark with 700,000 members and 10,000 employees, of which approximately 2,000 full-time. Our report follows the SOSTAC+3M's analysis of the brand. We will be generating a Digital Marketing model based on an analysis of the current model being implemented by the brand.



[\[https://satsgroup.com/\]](https://satsgroup.com/)

Company Background:

SATS (Sport Aerobic Training Center) is a gym training company that was founded in 1995 in Norway. It has its headquarters in Sweden, Norway, Finland, and Denmark. The company offers training activities categorized into 4 main domains, which are the strength, group training, spinning (includes cycling) and personal training (includes yoga). SATS Group is owned by, among others, Altor and TryghedsGruppen. SATS Group consists of SATS, ELIXIA, Fresh Fitness, HiYoga, and Balance. The SATS Group includes 250 centers in Norway, Sweden, Finland and Denmark with 700,000 members and 10,000 employees, of which approximately 2,000 work full-time. The largest market of SATS is Norway and the smallest in Denmark.

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1. Situation Analysis

1.1. Existing Scenario

SATS is one of the most established fitness training brands over the nordic region. They are doing exceptionally well in the countries it is operating. Although, in Denmark being the youngest market, they are trying for the improvements. In order to analyze the current situation of SATS we have focused on the following areas:

1. Customer Analysis
2. SWOT

Customer Analysis

Target Customers include those who are committed to having a healthy lifestyle and have long term fitness goals. The major customer segment is those above the age group of 16. However, in order to cater to kids and elders, they have come up with unique training programs. Customers have a strong loyalty to the brand and are at the top of the pyramid model as they most resonate with the group's values and word of mouth marketing has given SATS a major boost in reputation. Engagement levels are very high with the narrative strongly aligning with customer values. SATS has created a strong image of a brand revolving around one culture and one passion.



[<https://satsgroup.com/>]

Stakeholders

The stakeholders of the brand are mentioned in the following table. We have displayed it to show the entities with vested interests in the development of the brand and who has how much shares, we feel it is important information in the context of understanding their current situation.

Last updated 30 November 2019

Shareholder	Number of Ordinary Shares	Ownership Percentage
Sats Group AS	105 088 024	61.8%
Canica AS	16 983 000	9.9%
Sats Management Invest AS	9 376 376	5.5%
Catella Hedgefond	3 212 500	1.9%
SEB Prime Solutions Sissener Canop	3 100 000	1.8%
The Bank of New York Mellon SA/NV	2 282 742	1.3%
Verdipapirfondet First Generator	1 535 000	0.9%
Verdipapirfondet Delphi Norge	1 350 000	0.8%
BNP Paribas Securities Services	1 350 000	0.8%
Hansemgruppen Holding AS	1 323 168	0.8%
Other	24 399 190	14.3%
Total	170 000 000	100%

Table 1: Stakeholders of SATS [1]



[<https://www.nexightgroup.com/wp-content/uploads/2015/05/SWOT-analysis.png>]

Strengths

SATS has a strong brand value with an established presence in the Nordics countries like Norway, Sweden, Finland and the newest appearance in Denmark. Over the years it has become a leading provider of fitness training in the region. It has got the highest control in the industry in Norway and the second highest is in Sweden. SATS focuses on the customer's needs and according to that, the personalized fitness packages have been developed for each customer so that members are feeling that they are given prioritized importance by the SATS. SATS another major strength is the skilled and experienced trainer from all around the globe. Additionally, the culture of constantly researching trends and coming up with innovations to cater to changing needs. Through blogs, challenges, and apps the brand has created a very engaging culture for its customers.

Weaknesses

Although SATS is an established company in Norway, Sweden, and Finland. But unfortunately, they are unable to replicate its success in other countries like Denmark this is the main weakness so far we have found. Secondly, they are having higher pricing model in comparison to its competitors like Fitness24Seven or Nordic Wellness. Additionally, the regional website is not fully-fledged (like In Sweden, the SATS website is only in Swedish) which can be given a low priority during this digital era. Also, the translation of the web content seems not that promising to the readers. This can be seen in the fact that there are not too many followers engaging in content and discussions on social media channels, despite the brand has been around for a while.

Opportunities

SATS has already renewed interest in fitness trends in society with many new-age workouts and diets. If SATS develops expertise in the same and can adapt then they can increase their reach greatly. As we see that Millenials are more focused on fitness as compared to others,

considering this fact, every year thousands of students from all around the world come to Europe for studies. The age group of the students is 20-35 years. This is one of the prime groups who are willing to go to the fitness centers. The main problem for these students is getting the proper information in English. SATS focus on their advertising in the respective Nordic languages which is a problem for the students. The number of students is quite big. For instance, the number of students has been granted a visa by the Swedish migration agency has been given below: On an average 4000 students have been granted every year. [2] Targeting these students might help to create brand value all over the globe.

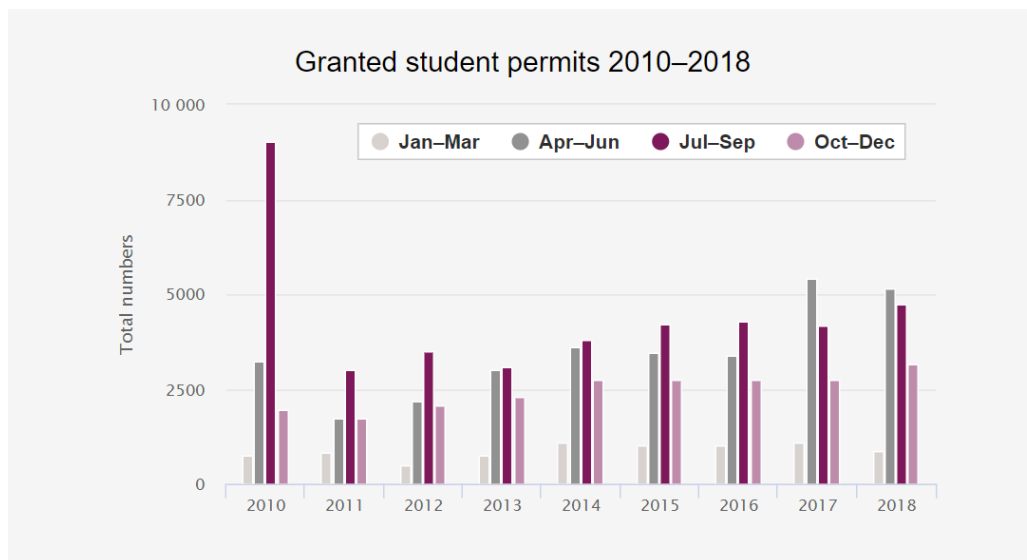


Fig: Granted student permits by the Swedish Migration Agency between 2010-2018 [2]

Threats

Stiff competition from low price players and niche clubs. SATS generally has a higher pricing structure which cannot be changed due to its high bottom line for the number of employees it has on the payroll and the constant innovations in its programs and approach. However, this can make it harder for students and even new entrants into the fitness scene to consider SATS when competitor fitness centers are giving cheaper options.

1.2. Our Proposal: Based on the SWOT Analysis

(i) Incentives for Regular Customer Base

Based on the above situation analysis the brand must play to its strength of being the leading fitness provider in the Nordics. Its inability to reduce its pricing model has been a large area of concern and to counter this it can tap into its largely loyal customer base by offering them discounts as a reward for their commitment. This can largely prevent customer churn and also give an incentive to those who have invested their money and efforts into SATS by making them feel valued.

(ii) Collaborations with opinion leaders/influencers

Another problem seen was that despite the size of the brand and its number of followers there have not been many signs of an engagement or scaling in existing and upcoming digital channels. For this, we propose collaborations with fitness experts and influencers in the field who can incentivize their followers/network to join the SATS family. This would not need a very large investment and can help scale organically and rapidly.

(iii) Digital Solutions to Denmark

They have not been so successful in Denmark despite being leaders with an established presence in the Nordics. They would need more expertise in this segment and to get the general pulse of the local population they can either do a buyout of local fitness players that have a successful business model or hire locally for marketing talent in order to build the narrative.

2. Objectives

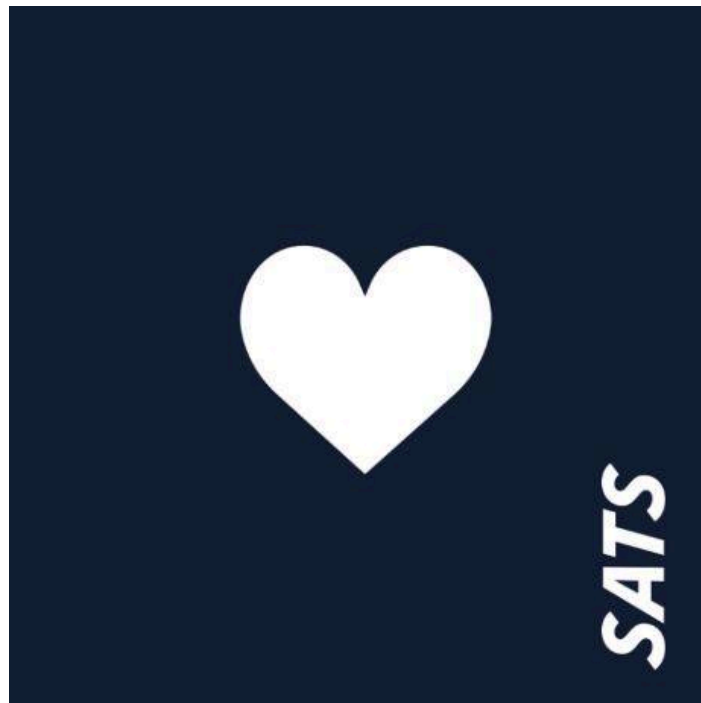
2.1 Current Objectives

“We make people healthier and happier!”. SATS is founded on the vision of making people healthier and happier. They are dedicated to helping their members achieve their fitness goals by training regularly. They have the widest network of physical clubs and industry-leading digital offerings. Also, they have the most competent, dedicated and inspiring coaches and a broad category of training to offer.

Values of the company

- Members First
- Accountability for what the company does
- Professional
- Being Extraordinary

The foundation of SATS is based on One Company motto. This means that the company works collaboratively to be a training center with one passion and one culture operated by one operational model. Moreover, SATS focuses on the atmosphere of its training centers and clubs. The employees of SATS are dedicated to creating a joyful environment for their members, this way they try to help their members stay active.



[\[https://www.facebook.com/satssverige/photos/a.404284493804/10156114564938805/?type=3&theater\]](https://www.facebook.com/satssverige/photos/a.404284493804/10156114564938805/?type=3&theater)

2.2 Proposed Objectives

The objectives are discussed later for the digital medium, borrowing the values they have used in the traditional mix. With the motto of making people healthier and happier, the objective can be to analyze each user's data very closely and provide a customised solution. This way the company would be more customer-centric. Furthermore, it can be gamified with some gaming challenges and levels.

3. Strategy

3.1 Current Strategy

Alike other Nordic countries SATS tries to get the best human resources to handle the challenging situation of the time. They focus on recruiting experienced professionals for a country who previously worked in that country. This strategy practically led the business growing faster than ever in the fitness industry. For instance, SATS recruited Emmy Häggkvist as a new marketing manager for Sweden during the final quarter of 2019 who will mainly focus on digital marketing. Although she will be also be emphasizing on traditional marketing as well. The first statement supporting SATS ultimate aim "We will make people healthier and happier", something that I will be proud to contribute to. I am very much looking forward to strengthening the SATS brand digitally and being part of the company's future development, "says Emmy Häggkvist as her first statement which was published on the web.[3]

Motivating to live a healthy and happy life

They explore a lot at digital medium and their approach of creating a series of connecting stories for the members so that they feel happy and lead a healthy life. One of the major contributions of SATS for the nordic countries is improving public health. For the reason that they create awareness, it motivates people to be active in the exercise which eventually improves health and happiness. This is the greatest way of creating brand value among the crowd. They have already become well known by smartly engaging people in social debates of workout for health with the brand, created a sustainable position to the customers. They have concentrated on social media especially on youtube to grasp the customer's attention. The film "made to move[4]" is one of the great examples of how they are becoming a luxury brand in the fitness industry. The series of blogs such as "strength training"[5], "how to get time for training"[6] and "how training can make us live longer"[7] as promoting health and fitness adds the beauty of indirect marketing through value creation.

"We at SATS are behind this, but we want to note that this does not have to be long workouts, but rather that you try to get shorter activities than nothing at all. If you learn to see the opportunities in everyday life, it will not be long before you have created a healthy routine that you suddenly cannot be without", says Marianne Orderud, Director of Marketing & Communication, SATS.[8]



[\[https://www.facebook.com/satssverige/photos/a.10151922366738805/10157670665578805/?type=3&theater\]](https://www.facebook.com/satssverige/photos/a.10151922366738805/10157670665578805/?type=3&theater)

3.2 Proposed Strategies

Incorporating Technology in Personal Training Sessions

The current strategies of the company are extremely impressive. To add up to these we would like to leverage the increasingly wide range of devices such as Fitbit and tracking apps in such a way that the user can monitor their performance in every workout and get constant feedback in the process. In addition to this, they SATS can benefit by involving more effective Personal Training where trainers can assess this data (some sharing mechanism) and guide the users better on which area they need improvement in thereby making the workout more targeted and effective.

Digital Campaigns to highlight SATS inclusivity for Disabled and Injured

Despite its high pricing model SATS has also taken up many good initiatives and following on this trend we would like to propose digital campaigns highlighting the brand's efforts for inclusivity. The current generation tends to lean towards brands that are conscientious in their approach and by providing a platform for those who are disabled or have been injured and can't workout anymore the brand value can be boosted. In addition to this, the campaigns can easily be aligned with the core values thereby making the narrative easier.

Affiliate Marketing

Many big brands tend to use affiliate marketing models to ensure a steady stream of revenue by utilizing their website's traffic, SATS can do the same given the plethora of brands and products in the fitness industry. It can help advertise on its website and apps for brands dealing with nutritional supplements, equipment, clothing lines, and even sports competitions or sporting event bookings. With more brands signing on this can be a good way of increasing visibility too.

4. Tactics

4.1 Current Tactics

SATS is a company which does care about their customers and their lifestyles. As the company has experience in health club services, it introduced a new strategic framework with four pillars. According to the company, these four pillars will benefit their committed customers to achieve a healthier and happier life by doing exercise. The four pillars of the framework are People, Product, Presence, and Promise [9].

People

In total, the SATS family consists of more than 10000 dedicated staff [9]. SATS always try to attract highly qualified individuals to serve its members. This way the company wants to make sure that its members get proper treatment in their way of becoming happier and healthier. From the beginning of its establishment, SATS believe in fitness as a career. As a result, the company

invests in the training of the employees to unlock their full potential. Besides, the company environment allows the employee to develop professionally throughout their career.

Product

SATS provides different training options for different customer segments. The company always try to analyze the data of its members to develop its training system. Besides, they provide flexible membership offers according to the analyzed data. As technology is developing rapidly, nowadays SATS is focusing more on digital training platforms. SATS is providing digital tools like apps that are helping its customers to improve their training. Besides, both on apps and official website, SATS offer online training, training class, and fitness studio access.

Presence

One of the key tactics of SATS is to be present in the most prime locations around the Nordic countries. SATS club is present in all of its training centers. This way the company assured that its member can access clubs close to their location. Also, SATS allows its members to use multiple clubs if they want.

Promise

SATS is creating an ecosystem for its members and besides training, the company wants to provide suggestions about nutrition, lifestyle, health care, rehabilitation, treatment insurance, travel, and much more to its members. SATS also plays a role in some social activities. The company doesn't just want to take care of its members rather than it wants to make its mark on public health sectors and sustainability projects. Like in 2019, the company engaged them in a breast cancer campaign known as Pink Ribbon.

Digital Platforms

SATS has brilliantly used different digital platforms to spread brand awareness. It has a public playlist 'sats.music' on Spotify, which has a collection of songs that best suits the gyming activities and inspires people to work out. The company also makes sure that it is maintaining constant communication with the customers by putting up informative content on Facebook and Instagram. It has around 1.5 million followers on Facebook and around 60000 followers on Instagram.

Web design is a root of the website

They have a very high functioning, easily navigable website which makes it easy for customers to find their required fitness plans and coaches. User-Friendly website design is a tactic for the company's increased sales, visibility, and growth.

Innovative Labs

At the SATS innovation lab, the employees within the company, members and external creators present their ideas on new training courses and classes.

4.2 Proposed Tactics

Website Design Improvement- rich dynamic content to be added

The website which is the digital face of the brand will need many improvements in terms of the content being specified. The current setup is a bit drab and they could use images of trainers working out, put success stories of those who have accomplished their fitness goals or gone ahead to complete impressive challenges and milestones with the help of SATS. There can be videos of the movies they have shot and also sections with goofy pictures and bloopers of customers working out which can be really funny. Affiliate marketing can also be implemented on the site in a manner where the design is minimally obstructed. This can be one way of increasing traffic to the site and get more PPC's (Pay per Clicks).

Gamification

Gamifying the workout experience with the help of fitness trackers installed into the equipment. This gives the user access to all their fitness stats and they can be pitted against their friends and other groups to compare stats and challenge each other. There can be the implementation of rankings and leaderboards and this will motivate the customers to give it their best. The workouts are very susceptible to monotony and with additional challenges and badges for workouts completed, calories burned with the winners getting membership benefits or a SATS gear/ clothing as a reward.

Creation of a Forum

Making facebook, twitter pages more interactive asking for new ideas from customers like what they want more in their gym, what they love giving them a platform to interact with instructors and management.

Collaborations with Brands and Opinion Leaders

Tie-ups with opinion leaders/ Influencers on the communication channels can help the brand to tap into the right segment of customers with minimal effort on their part and even the price of investment would not be as high as a targeted market campaign. Similarly, with affiliate marketing, they can form partnerships with many everyday brands and even those in the fitness industry relevant to the customer base that SATS already has.

Additionally, they could advertise the instructor's skills and promote them on digital media to get more trust of the customer before coming to the fitness centers. Also, brand ambassadors like Rock can be introduced at the advertisements to attract more and more customers.

5. Actions

5.1 Current Actions

Digital Marketing Campaigns

Yoga Challenge for 20 Days[10]: Their initiative of making people involved with the brand on youtube for a 20 days yoga challenge works very well. Through the campaign, even nonmembers were being able to test 5-10 minutes long yoga sessions in a series of 20 days.

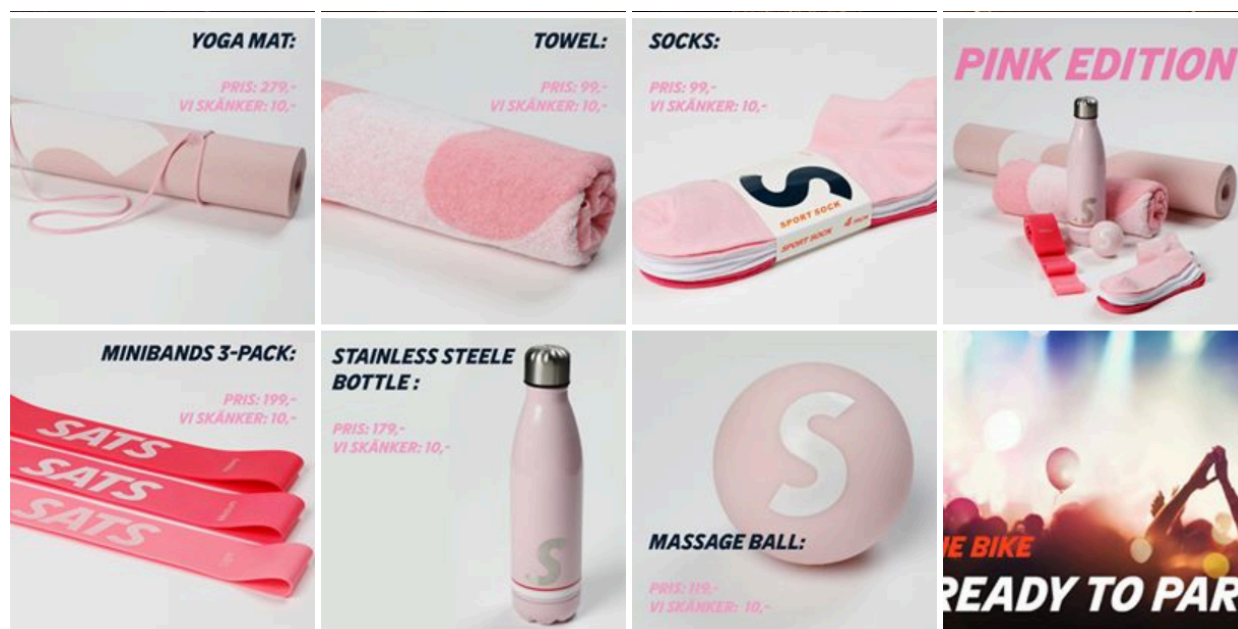
Access to Online Training: Once you are adapted in a habit, you will do it on a regular basis. SATS opens up a link for online training every Sunday for especially targeting the non-members who later converted as a member of SATS and this conversion rate is much higher.

Building Brand Value through Corporate Social Responsibility

Collaboration with the Cancer Foundation: 2.5 hours workout in a week will significantly reduce the risk of cancer. They promote this scientifically proven truth for the betterment of public health as well as increasing the number of SATS. During the Cancer Foundation's Pink Band campaign SATS initiates a number of activities throughout October 2019.

Event Name	Platform	Activity	Participant	SATS Donation
Squat challenge	Social media	Upload photo or video with #satsmotcancer	Members and Nonmembers	10 SEK for each upload
Miles turn into crowns	Rosa treadmill	Running on pink treadmill installed on SATS Odenplan	Members and Nonmembers	10 SEK for 1 km run
Crosstraining classes	Rosa Band	Heart rate-increasing workouts every day	Members	5 SEK for each crosstraining
Pink training products	SATS	Pink rubber bands, exercise bag, and water bottle	Members	10 SEK for each sale

Table 2: Corporate Social Responsibility[11]



[https://www.facebook.com/pg/satssverige/photos/?ref=page_internal]

Simple solutions to improve fitness with the help of digital platforms

SATS Sweden's Facebook page has recently posted a video that says 'Small things make a difference'[12]. It is trying to convey the message that it's not necessary to rigorously exercise to be fit but to change small habits like choosing the stairs instead of escalators. Also, it encourages its followers to post their ideas and feedback on the initiatives taken by the company.

Innovations

Strong & Flexible[13] group training class with a combination of strength, flexibility and balance exercises that will challenge the participant in strength, flexibility, and balance with the help of his own body weight. The initiative 'Strong and flexible' is the result of the SAT's annual innovation process. "The high level of commitment we see among our employees and members is something we want to take advantage of. SATS wants to present training news that is in line with our members' demand and training trends from the rest of the world. Strong & Flexible meet the demand we have from members who want to exercise varied and efficient by combining different types of training in one and the same class. It will be a fantastic complement to our current classes," says Alexander Brochmann Myers, Product Director, SATS.

Another innovation was 'Summer training from home with Online Training'[14]. The goal of this initiative is to bring the concept of online courses for the customers to keep up and continue with the workout routines even during the hot summers. In this program, SATS has launched nine new training classes from Running Motivation to love2dance, each program containing online classes based on the level the practitioner wants. By broadening the training opportunities the company keeps up its motives to inspire everyone to keep going.

5.2 Proposed Actions

Sourcing strong technical talent

In order to follow up on the proposed strategies and tactics of improving website design and gamifying the workout experience, some strong tech talent is needed either one that has to be built from scratch by the hiring of an in-house team or outsource this task to a company adept at this. The tech talent can be used for constant updates to the websites and for creating the interface required so that the app can be used to store data generated by wearables and equipment.

Digital campaigns for Inclusivity

The digital campaigns for inclusivity will need faces who represent the struggles and adversity of such people. So the faces of the campaigns can be paralympic athletes and ex-athletic personalities who had to cut short their fitness lifestyle or career due to injuries and disabilities. Workouts can be tailor-made by brainstorming with the above collaborators and inspirational campaign videos can be shot too. For every new member joining SATS they can be prompted to make donations online with the proceeds going towards helping this target group achieve their fitness goals.

Pay Per Click and SEO

With affiliate marketing strategies in place, there needs to be an action plan on how much revenue can logically be generated from this and that would involve calculations regarding the pay per click model. This can be computed in relation to the traffic being brought in by a particular brand and the pricing can be dynamic with respect to their consistency and not just clicks. In addition to this, it should be ensured that users of the site/ mobile application are not bogged down by the number of advertisements and still have a seamless experience. Search Engine Optimization can also be done in addition to the help of the affiliates to ensure that SATS's page can be reached now through multiple avenues.

6. Control

6.1 Resources 3M's Men, Money, Minutes

SATS has grown significantly over the years. According to the quarterly report by the CEO Sondre Gravir, by the Q3, 2019 SATS reached a milestone of 99000 members. In Denmark, the total number of members is 31000. The growth rate is 6% over the Nordic region. "We delivered another very solid quarter, continuing the journey with our new strategy."- CEO, Sondre Gravir during the Q3 presentation. It is clear that the company is heading towards the target.

In SATS apart from the organised structure of a corporate having HR, IT, Sales, Marketing, Payroll etc in place. They have a diverse set of instructors too. Specialized personal trainers specialized in different skillset like training for pregnant women, people with special abilities, etc. Apart from this, they have many group fitness sessions running that is about 10-12 classes on

an average in a centre. These are a mix of LesMills, Zumba and other in-house sessions. All instructors are well certified and trained thoroughly before they actually start taking sessions. These trainers have to undergo mandatory assessment criteria like auditions and some prerequisite training to work at SATS. SATS does take care of its instructors and other employees' growth and learning by providing them with a mix of online and offline training. After All, its employees represent SATS and SATS want its premium image intact so they never compromise here.

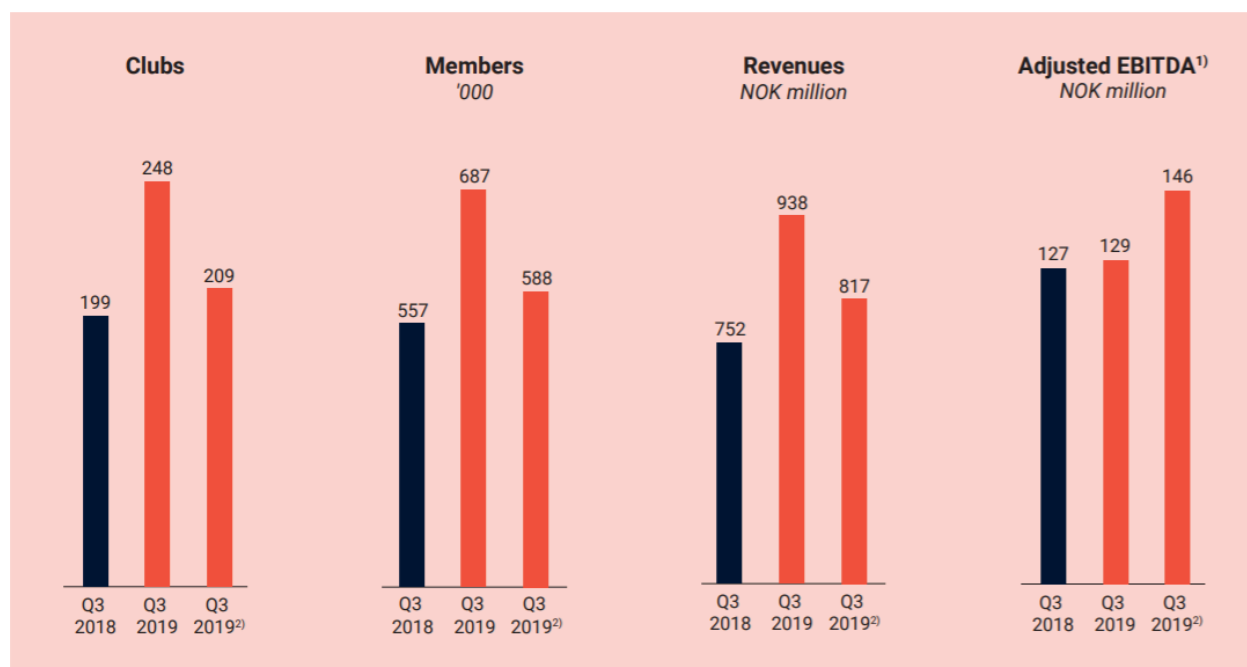


Fig ref: Third Quarter Highlights [15]

The following Figure illustrates the key financial figures of SATS in Sweden which is the second-largest operating country. The total revenue in just Q3 is 306 million NOK and it was 277 million NOK in Q3 of 2018. The total revenue for 2018 was 1225 million.

Key Financial Figures

<i>Amounts in NOK million (unless otherwise stated)</i>	Q3 2019	Q3 2018	YTD 2019	YTD 2018	Year 2018
Total revenues	306	277	962	898	1 225
EBITDA	134	125	395	359	491
Operating profit	69	62	193	177	230
Margin (%)	23%	23%	20%	20%	19%
Profit/loss for the period	45	38	125	114	146

Key Financial Figures and Alternative Performance Measures (APM)

<i>Amounts in NOK million (unless otherwise stated)</i>	Q3 2019	Q3 2018	YTD 2019	YTD 2018	Year 2018
Membership revenue	253	230	757	712	962
Other revenues	52	46	206	186	264
Total revenues	306	277	962	898	1 225
Adjusted Country EBITDA before impact of IFRS 16	96	85	270	248	318
Margin (%)	32%	31%	28%	28%	26%
Adjusted EBITDA before impact of IFRS 16	69	59	191	174	222
Margin (%)	23%	21%	20%	19%	18%
Members ('000)	228	214	228	214	223
ARPM (NOK/month)	447	431	474	466	477

Fig: Key Financial Figures [15]

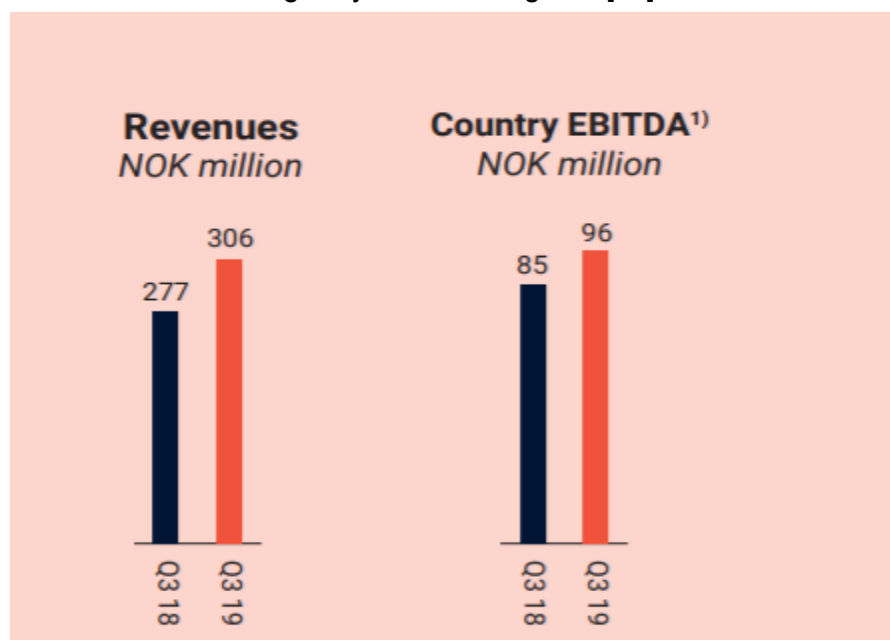


Fig: Revenues in Norway[15]

6.2 Proposed Control

As the leading fitness provider in the Nordics SATS cannot afford to have any complacency and in turn, must monitor the right metrics to ensure growth for the coming years, in order to do this we have some options:-

i) Monitoring of customer retention over the years: This can be done through the database that is used for checking loyal customers year after year who can avail loyalty bonuses. This metric can be used to see what is it that brings these users back and also help find the reasons for churned users.

ii) Customer Satisfaction: With all the forums and communities present on the social media channels for the users there is a bunch of feedback that can be analyzed. Using text analysis tools the positive feedback from customers can be assessed to find out what it is that SATS is doing right. This would be even more useful in the case when one region has a much higher percentage of satisfied customers, the things that they are doing right for that region can be isolated from this analysis and applied to their struggling centers. In addition, building some web analytics capabilities over this can help in monitoring the number of engaged users.

iii) Web Analytics for Site Stickiness and Visit duration: Existing web analytics tools can be used to collect data on how long are visitors staying on the site, frequency of visits. In addition to this rough user profiles can be built on the basis of the behavior and this will give data points as to which segments of users are more active on the digital platform.

iv) Marketing Spend and ROI: Last but not least, this is the most crucial KPI to be considered. It should be seen by analyzing year on year increments that with the increased spend in marketing strategies if the returns are beneficial. The traditional to digital marketing ration must also be analyzed at least on a half-yearly basis to ensure that they are not caught lagging in any aspect.

7. Conclusion

As the largest provider in the Nordics, SATS has so far made the right moves in its strategies and campaigns of the past. However, in the rapidly evolving digital marketing landscape, it is very easy to get caught unawares and even a year can change fortunes. The brand has a strong foundation in its core values and loyal user group. Together they have effectively created a narrative that enables brand image and brings in a lot of new users without even putting the marketing effort. We have made recommendations on the basis of upcoming trends to scale for newer generations and increase engagement with the existing user group. We have also tried to address areas of concern for the group such as its pricing models, differentiating itself from competitors. It was truly an eye-opening and sharp learning curve to learn about this leading fitness brand and in turn, get insights about the nature of what it takes to become a leader in this industry. We thank SATS management to allow us to prepare this marketing plan.

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