SATS

STRATEGY and MARKETING in DENMARK

BY

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15.12.2008

Word Count:

Characters with spaces: 165.219

Normal pages: 73

This case the story about SATS - the largest fitness provider in the Nordic countries. This thesis outlines how SATS should sustain and prosper even in today's very dynamic and demanding markets. The analysis focus on main critical elements in developing a new strategy for SATS Denmark which takes the cultural differences into consideration.

Executive summary

Within the last twenty years the fitness industry has grown from basement facilities to large commercial centres. During this development fitness chains has risen and fall. Now the market is highly competitive and is lead by three major chains namely Fitnessdk, Fitnessworld and SATS. Eventhough the market for fitness in Denmark is growing SATS does not seem to gain new costumers; they barely keep the ones they have. While the competitors are doubling their number of members the focus of this master thesis is thus to look into SATS as an organisation to develop a new strategy for the Danish market. The main question in the problem statement is therefore:

- ***What strategic measures should SATS Denmark undertake to successfully create and leverage a brand positioning strategy to keep and gain costumers?***

For the purpose of the analysis Porters value chain has been used to achieve an overview of the organisation to detect strength and weaknesses.

Here obstacles in cultural differences between the countries were discovered, which make the Danish organisation quite inert. Because of the strict control from the Swedish headquarters the Danish organisation seems as only a puppet with no real influence on the strategy developed for the Danish market. This is partly because the Swedish business has a quite different approach to strategy development than Danish business.

To analyse the market Porters Five Forces coupled with cultural branding and experience economy theory has been applied to emphasis special focus on costumers bargaining power.

The market for fitness in Denmark is subject to perfect competition, and therefore it is very important to develop a strategy, that will make SATS visible to the consumer. In Denmark the fitness chains are very similar, and therefore it is the location, that until now has been the main factor in choosing a fitness center. Since the strategy for SATS as a whole is service and better educated personnel, it is strange, that the questionnaire showed that only a small part of the consumers knew anything about SATS.

The market has a large potential of consumers in the targeted group (late thirties – mid forties). This also makes it difficult to understand, that SATS is only situated in two cities in Denmark. The focus should thus be on expansion and cultural branding towards the consumers lifeprojects in constant interaction with the consumers trough dialogue and guided transformations helping them to reach their personal goal while retaining them to SATS.

SATS and the strategy in Denmark

1. Introduction

SATS is a chain of Fitness Clubs within the Nordic countries (Sweden, Norway, Finland and Denmark). SATS in Denmark was previously known as Form & Fitness and was bought by SATS Nordic in 2003 and changed its name to SATS Denmark (www.sats.com).

SATS as a whole was recently bought by Trygfonden which is an independent institution from Denmark that also owns the Insurance company TrygVesta (www.trygfonden.dk). Tryg in Denmark's main purpose is to own and evolve companies within the areas of safety, health and security within the Nordic countries (www.trygidanmark.dk)

The chain SATS is run from the Swedish head office and has regional offices which are directed from the Swedish main head office in relation to the overall strategy (www.sats.com).

SATS currently operates with an overall focus on the 'young and trendy' market in Norway and Sweden where they are positioned as market leader. Corporate strategy sets an overall strategic focus, but each country management has some degree of autonomy, allowing them to modify the approaches of strategic implementation.

SATS Denmark went from being the largest player in the market in 2003 when it was taken over by Trygfonden, to sharing the position as number two with Fitnessworld. This occured because of the aggressive expansion of Fitness.dk as well as Fitnessworld with new centers in every major city followed by aggressive marketing campaigns (Boersen, 2006 A). Fitness.dk achieved their increase in size by acquiring Fin Form and Hardwork studios. The fusion with Hardwork studios mainly strengthened their position in the Copenhagen area (Idan, 2005 A).

Fitnessworld's strategy entail aggressive expansion with new centres offering the lowest prices on the market. The recent acquisition of Sportsclub ensures their presence in some centers with a strategically good location. (Boersen, 2008 A).

SATS and Fitnessworld each have about 30.000 members in Denmark while Fitness.dk accounts for approximately 100.000 members (Kierkegaard, 2007). While SATS has over 200.000 members in the four above mentioned countries (Boersen, 2006 A) only 30.000 of these are signed up in Denmark where the numbers have decreased for some time. Therefore, a new strategy which fits the situation on the Danish market seems to be needed.

1.1 Problem/Motivation

While studying International Marketing and Management to complete my cand.merc. degree the idea of studying the fitness industry and especially SATS emerged as this is a subject that so far has been the focus of very little academic attention.
An interesting case to look into for an insider like me who works within SATS as an instructor which have given me a high interest in the subject. Because of the many problem fields to investigate and analyze SATS was chosen as the case study for this master thesis.

There is an ongoing price competition in the fitness market and SATS is struggling to differentiate the product of fitness. I believe that SATS has a great product in Denmark but is unable to communicate this to potential costumers to a sufficient degree. Existing costumers are very satisfied and SATS should be able to benefit from this. Through my position as a personal trainer in SATS I have thought of several ideas generated from interaction with members of SATS which I found worthwhile to test against a background of strategic development, both on the marketing as well as the management side.
The marketing does not seem to work efficiently, which is apparently because the potential costumers do not seem to know what SATS stands for and what kind of product they offer, including how they differ from the competitors in the market that benefited from more potent advertising and had been doing so for a while before SATS woke up and realised the severity of the situation.

As an employee in SATS Denmark it is frustrating to witness that the communication from the top management to the floor employee works in such an unsatisfactory way. Two years of observation as an employee made me want to look at the SATS organisation and see what could be done differently. I wondered why all the good energy that flourished and enthusiasm brought in by new general managers disappeared after a while and let them to leave the organisation after a short time. In one year the SATS center on Vesterbro had four different General Managers who seemed like they where swimming up stream.
It seemed very difficult to change anything in the organisation, because everything had to be cleared with top management and sometimes even the Swedish management group; and the process was lengthy and time consuming resulting in when a final ‘go’ was given the opportunity had often vanished and it was no longer possible to execute the idea or initiative.

It's a dictatorship…it is people from Sweden with no insight in fitness and work out in Denmark who have only been in the centre two or three times that make the decisions. Anonymous former General Manager

The full time employees always seemed one step behind, not reaching their sales goals and not performing well enough. The general question was how the employees where supposed to sell all the required new memberships when SATS was not visible in Denmark and did not go out and proclaim what they stood for. While the market kept getting more and more competitive in Copenhagen which is the primary location of SATS' centers and the competitors had heavy marketing campaigns SATS tried to match these with half solutions and loads of extra work for the centre personnel, One example being a price reduction which should be entered manually in the system causing total chaos. It is very frustrating to have a good product in a highly price oriented market and not being able to tell potential costumers about it.
Another thing that made it hard to sell memberships in some of the centres such as Vesterbro was the location and the condition of the premises which had not been renovated or renewed for a long time. SATS Vesterbro was in good functional order but well worn and when competitors opened in new locations featuring new equipment and services at the same or even cheaper rates in the same area it proved hard to sell memberships. This in spite of a good atmosphere and the satisfaction of current members with this particular centre. The location hidden inside a shopping arcade did not make the quest for this particular center any easier.

On comparison of the homepages from the three different fitness providers in the Vesterbro area it is not clear either why you should choose SATS over the other Fitness centres. When you sit at home trying to decide on the internet what to choose or which providers to visit the possibility to be able to buy your membership on the internet makes it convenient for you as a consumer because you can purchase it at your own ease. Being able to view a presentational video from the centres also gives a good impression of what you are buying. None of this is possible on the SATS homepage.
I sat at my computer and said to my self if I where a normal costumer I would not choose SATS when I saw their homepage and their add campaigns. I would go where it seemed I got most value for money.

But as an employee and having been in many other centres recently before starting to write this thesis SATS would be my choice. What is the reason for this discrepancy and how can it be bridged?
At first I thought that marketing and branding where the largest problems. But while digging deeper into the issue realizing that the problems of the organization were more severe than first thought and deeper rooted in the organization more aspects and nuances became apparent and the scope of this Masters thesis started to materialize.

The interest in the fitness industry and SATS' position did not diminish after reading about the history of commercial fitness in Denmark and how the industry came from small local weight lifting clubs and slowly evolved to becoming more and more commercialised and open to the general public. A development driven primarily by Hans Henrik Palm who is the founder of Form&Fitness which is now SATS Danmark. What gave Form&Fitness the edge in the nineties, why is this position now taken over by Fitnessdk and what can be done to get SATS back in the loop ?
I discovered that over the last couple of years SATS Denmark has faced more hostile market conditions and as a result competition on price has intensified significantly. Through the book about the Danish commercial fitness sector I gathered information about the history and evolution which is the background to the current market situation on the Danish fitness market (Kierkegaard; 2007, A).
This lead me to contact Idrættens Analyse Institut (IDAN) to look further into the recent changes on the fitness market. The discovery that made the case even more interesting was that while the competitors' member numbers had gone up SATS Denmark had stagnating member numbers (Appendix A).

Market stability is disrupted by the disloyalty from costumers and from the similarity between the products on the market. SATS Denmark and its competitors have primarily been competing on price. This creates the implications of higher price sensitivity, shorter product life cycle and shorter customer relationships.
Competition in highly competitive markets requires that a company makes use of any and all available advantages it might have. The inconsistency of the marketing effort from SATS and the poor communication of why things where executed in a certain way created such a bad work place

atmosphere that made me decide to use six months and a lot of energy to look into the reasons and how it could be done different and perhaps better in the future.
The presumption was that it requires a consistent strategy to create a distinguished profile for SATS Denmark on the market. Brands within the service industry such as Hilton and Marriot are a couple of examples where it has been possible for service minded organisations to distinguish themselves from a highly competitive market with a specific strategy creating a strong brand position. Although SATS Denmark has a long history under the name of Form&Fitness and a rebranding campaign was undertaken when SATS bought Form&Fitness, the SATS name has unfortunately not reached recognition levels equal to those of the organization when it was run under the Form&Fitness name. Recent business trends have illustrated that a strong brand is among the influential advantages available to an organization. Of particular interest in this context is whether or not the brand has an influence on where costumers choose to work out and if an experience/transformation economy angle (Pine & Gilmore; 1999) can help SATS and its future strategy.

1.2 Problem Statement

The main research question addressed by this thesis is:
What strategic measures should SATS Denmark undertake to successfully create and leverage a brand positioning strategy to keep and gain costumers?

- *What is the current organisational structure now in SATS, and where is the value added?*

In order to answer this; a value chain analysis on the Danish part of SATS will be conducted and pertinent points compared with Swedish conditions.

- *How should SATS brand itself differently in Denmark?*

This question is answered by analysing responses from questionnaires from existing as well as potential costumers. Through the use of cultural branding theory (McCracken) and the new transformation economy theory (Pine & Gilmore; 1999) can make the value of SATS Denmark and their product more clearly to the costumer.
Through an analysis of the current competitive situation on the market on the basis of a Porters Five Forces extended with some cultural branding theory and Experience Economy theory on the consumer part (McCracken; 1986, 2005, 2006, Pine & Gilmore; 1999).

1.3 What is SATS?

SATS is the largest fitness chain within the Nordic countries with over 140 fitness centres in Norway, Sweden, Finland and Denmark. Most of these centres, around 106 of them, are fully owned by SATS. The rest is run on a franchise and license basis. All together SATS is present in approximately 30 larger cities in Norway, Sweden, Finland and Denmark.
When SATS opened the first centre in Norway in 1995 the concept was a revolution to the way a fitness centre was run at that time. The idea was to make fitness more common to ordinary people and create an including social environment with safe surroundings. The dress code was changed to a more formal one for the employees as well as for the members. The idea was to create an environment with high competences and service with the aim of creating workout satisfaction and happiness.[1]
The first SATS centre opened in 1995 and the marketing supporting the new centre was displaying a voluptuous sensual women stating: *SATS is something completely different.* In one year the chain grew to consist of 12 centres in Norway. The growth rate continued and at the end of 1996 the chain consisted of 22 centres, while SATS also launched its own clothes brand *SATS Sports* which has new collections two times a year. Through cash injection from new owners the growth continued and SATS' marketing strategy was still focused on *fitness for everyone through small steps*. An advertisement with a Norwegian television celebrity stated: *It is not necessary with that much workout to be able to play horse with your children- just two times a week.*

Three years after opening the first center SATS consisted of 49 centres in Norway and four in Sweden. SATS was sold to the American owner of *24 hour fitness*. SATS continued to grow and in the year 2000 could count over 100 centres covering Scandinavia. SATS continued the marketing effort with a little skinny guy who outdoes three bodybuilders on the beach with his creative use of special work out equipment. But the year after the marketing suddenly changed to be the same as in the United States with Cindy Crawford as the celebrity showing that you can be fit in spite of your age. This commercial gets huge publicity in the Scandinavian media and is compared to the old commercials with the large sensual woman – the picture of Cindy Crawford is a good image of what SATS has become under the American ownership, namely a large impersonal money machine

[1] http://www.sats.com/dk/Start/10-Om-SATS/SATS-historik-/

with no connection to the regional context. Under the ownership of *24 hour fitness* all of their control systems have been implemented with a focus on measuring everything that generates cash. When the Scandinavian part of SATS was bought back by the original Norwegian owners the course is reset to focus more on service and positive experiences, mystery shoppers is introduced to measure the environment and service level. The strategy was set to retain existing members by upgrading the locations, having more and differentiated group classes and improving the service level (Ritzaus Bureau, 2002).

This generated new results and the costumers became more satisfied. 2003 is the year when the Danish part of SATS changes its name from Form&Fitness to SATS Denmark. In this process SATS starts to produce its own concept classes such as SATSyoga and Corepuls which are very popular along with the newly launched concept classes the members that work out two times a week are rewarded and the program is a success. In 2006 SATS is bought by the capital fond Tryg I Danmark smba[2] at that time the chain consisted of over a hundred fully owned clubs with more than 200.000 members in the four countries Norway, Sweden, Finland and Denmark. New products for kids were launched supporting the idea of being the family oriented place to work out.

Today SATS has 290.000 members including the numbers in the franchise and licensed centres. SATS provides group training and individual training and other services such as child care and personal guidance during training. SATS has around 220.000 hours of group training each year and every year new classes are launched representing the new trends overall within the industry. There is variation in the difficulty of the classes, the intensity and which kind of training is in focus. The average member of SATS is 35 years old and the largest group of members is between 25-46 years old. In 2007 SATS had a turnover of 343 million SEK (243,6 million DKK)[3] and has a total of 4522 employees. The turnover is divided between the countries as the graph shows.

[2] Cooperation with limited responsibility
[3] www.xe.com

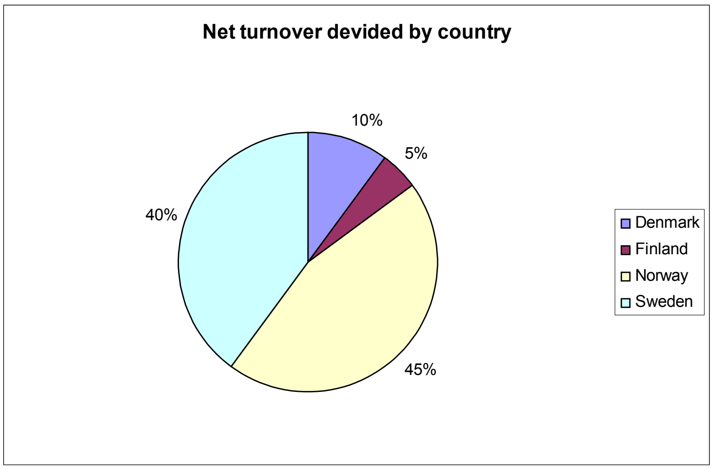


Figure I[4]

The Finnish market is very new for SATS which the turnover reflects, whereas the Danish share of only 10 % is caused by the fierce competition on the market and the ensuing price competition. The effect is that SATS Denmark has difficulties delivering the high standard product that SATS wants to supply to its costumers.

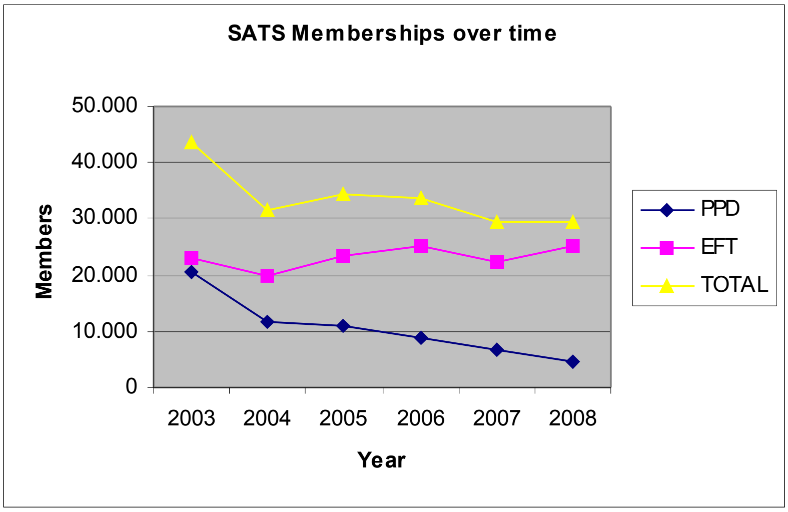


Figure II[5]

Even though the fitness industry has been growing rapidly in Denmark it has not been possible for SATS to maintain its position in the market (Boersen; 2006 B). The prepaid memberships (PPD) is falling because of the increased price competition so even though the Electronic Funds Transfer

[4] http://www.sats.com/PageFiles/2655/SATS_AR2007_SE_web.pdf
[5] PPD means prepaid and EFT means economic funds transfer.

(EFT) memberships are going up a little the overall picture is negative or stagnation resulting in a less predictable cash flow.

Recent numbers show that SATS is no longer on a shared second place in the fitness market but has been remoted to third place. Over the last six months Fitnessworld has reached 65.000 members with their price dumping tactics (Appendix A). In spite of the negative tendencies visualized above SATS Danmark has been able to create profit since they where bought from *24 Hour Fitness* in 2002 (www.sats.com)

In the context of the Danish society SATS Denmark is navigating their strategy and marketing efforts in a market that has become increasingly competitive over the years with large revenues to follow. The quick pace in the growth of the industry did not demand complex strategies since in the early days the public embraced SATS Denmark as the one who set the standard on the Danish market. Form&Fitness (which now is SATS Denmark) was in many years known as the only hip place to work out (Berlingske Tidende, 2004 A). Through the years the different locations in the major cities around Denmark have been worn down or devaluated by competition from new and better locations with more to offer. The signs have been there for quite some time but the response from SATS has been slow, as so far no new strategy has been implemented to differentiate SATS Denmark from the other players on the market. The need for more luxury in the products has been overlooked without focus on other initiatives which could position SATS Denmark more clearly as a serious player on the Danish fitness market (Berlingske Tidende, 2004 A).

The context demands a good product and a clear strategy with a focused marketing and branding initiative if costumers are to consider using their money in SATS instead of at the competitors from Fitness.dk, Fitnessworld and Equinox.

1.4 Background and Context

The market for fitness has a lot of growth potential in Denmark with a total of approximately 260.000 commercial users only within the three largest chains (appendix A) which indicates that there is a lot of potential costumers on the Danish market. According to figure III this is also the case compared to the other Nordic countries where SATS is present. Compared to Sweden with 480 commercial centres with 900.000 members which is 10 percent of the Swedish population the Danish market has growth potential.

Overview of the Nordic fitness sector	Norway	Sweden	Denmark	Finland
Number of commercial fitness centres	230	480	334	400
Non-commercial fitness centres	?	20	225	170
Number of members in commercial fitness centres	500000	900000	380000	370000
Percentage of the population	11%	10%	7%	7%
Average number of costumers in commercial centres	2195	1800	1281	650
Source: IHRSA 2006				

Figure III

The market is still in growth and yet there has been almost no focus on the Danish fitness industry from an academic point of view. The industry is young and still struggling to be taken seriously as a serious business player. Even though a thorough investigation of existing databases containing academic texts was conducted, the results of hours of investigation showed that the volume of scientific work on this topic is very meagre. This makes it all the more interesting to look into what this industry is struggling with in Denmark in particular, however; ultimately the findings of my analyses can be applied across boarders as long as the culture is taken into consideration.
SATS' struggle to be taken seriously in the business sector has until recently restricted investments because of the business structure, that hurdle is now overcome.
The fitness industry is an interesting case combining theory from many different areas. The strategy is very important when manoeuvring on a highly competitive market as the Danish fitness market but Experience Economy and Cultural branding also seems highly relevant for this specific area of business.
The lack of an overall branch organisation representing the fitness sector is perhaps an explanation of why until recently the industry had problems being taken seriously. The Danish branch organisation covering the fitness industry was established in 2006. Until then, the fitness industry had been a scattered bunch. According to IDAN, the goal of the new organisation named DFHO is to: *aid a general professionalizing process of the Danish fitness sector* (Idan; 2006, A).
Research on the issue coupled with collection of previous studies is necessary, both empirically and theoretically.
The interest is what other companies have done to diversify their strategy and marketing efforts to bridge the strategy diversifications between countries and how their lessons could be applied in the case of SATS Denmark.

In this paragraph an insight into the change of strategy and the redefining of fitness clubs will be conducted on the basis of Kufahl's (2004) research who is the only researcher available within this subject.
To redefine the market you have to know exactly which segment should be targeted this article states.
The constant reformulation of fitness clubs all depends on the market the specific club is in. In general changes in the market will be the major driver of a redefinition. The external factors are the driver of a redefinition according to Rick Caro president of management vision (Kufahl, 2004). These could be dropping sales numbers, demographic changes or a major competitor entering the market. To redefine the club it is important first to investigate what is already being served well in the market place. Then determine who is not being served at all or as well as possible. When competition increases it is important to focus on market segmentation, and the fitness industry has little history of true segmentation (Kufahl, 2004). Proper definition of the target market is a prerequisite for marketing orientation and general orientation of the club.
The general empirical assumptions derived by Kufahl (2004) may also apply for SATS and their strategy process it is the closest I have come to find anything scientific written about the subject of strategizing across boarders for SATS.

To shed light on the subject the text entitled 'Extending the scope of organisational culture' by MacIntosh and Doherty 2007 is useful: The external perception of an internal phenomenon is used, even though the text focuses on organisational culture and not on the strategy process as such. The text has a scientific base and is touching upon some critical points when forming a strategy for SATS.
Culture is the building block that forms the organisation and enables the employees to interact and show the right values when meeting with the members/costumers (MacIntosh & Doherty, 2007; 49). All of these general corporate values (performance, communication, innovation, peak attitude, fitness integrity and trust) were tested to see which ones have significant influence on the members' satisfaction and intention to leave the organisation. Only performance did not give the members any intention to leave if not fulfilled (MacIntosh & Doherty, 2007; 55). This indicates that the strategy needs to be founded in the organisation if it is to be successful and that the service level needs to be in place.

The importance of social bonding and loyalty has been investigated in the United Kingdom with focus on relationship marketing the research came up with important points regarding the retention of costumers. Their ambition is to create unpaid ambassadors for the fitness club among the members by creating social bonds and through these social bonds to prevent the member to shift supplier (Cambell et al. 2006, 56) Their findings show that dialogue with the members have a positive effect on retention and that the surroundings are critical and should be a place where the member feels comfortable and valued (Cambell et al. 2006, 58). Furthermore the *social bonds are the greatest explanatory variable effecting loyalty* (Cambell et al. 2006, 67) and emphasis should be put on marketing creating focus on sustaining social bonding by creating activities that bond the members together (Cambell et al. 2006, 69)
Both these texts also touch upon some of the points that this thesis will investigate.
The conclusion of the investigation of written texts on the subject of SATS and its strategy must be that no scientific or empirical text has been written on this thesis' specific field of interest.
But the question of developing a strategy to meet different cultures and attitudes within the fitness industry remains relevant and unstudied. Therefore a cross-cultural strategy research to determine what strategy is feasible across boarders for SATS in particular should be valuable for the whole fitness community.

1.5 Delimitation

The scope of this thesis is limited to Denmark and Sweden, since the two markets are quite similar. The resemblance and differences between these two markets will be established by the use of Hofstede (1983) with his four dimensions: Individualism/collectivism, large/small power distance, strong/weak uncertainty avoidance and masculinity/femininity.
Hofstedes view will by supplemented by the view of Scrhamm-Nielsen et al. (2004) to underline some critical points in the analysis specific to the Scandinavian countries.

This thesis will focus on the business-to-consumer market (B2C) as the main costumer group for SATS Denmark is the normal Danish consumer. The interrelation between the business and the consumer is the area of interest along with the organisation and its challenges; which inflicts on the consumer relations and the corporate image.

1.6 Scientific orientation

SATS was chosen to be the case company in this Master Thesis with the task of investigating the possibilities for launching a new strategy to sell more memberships in Denmark.
Relevant theories will be utilized when needed to spread light on the strategic development for SATS Denmark.
In order to develop an insight in the Scandinavian market and the culture and business culture abroad in Sweden as well as here in Denmark, traditional models and analytical tools will be utilised throughout the Thesis. This is done to make sure that the strategy is targeted as much as possible to the cultural context.
The Thesis will be based on theories which in some cases will be coupled to help explain the complex strategic situation. SATS Denmark is facing a situation in which they are in need of radical strategic changes to be able to successfully establish a market position of their own.
The project emphasises the challenges that SATS faces when manoeuvring on the highly competitive Danish market.

The aim of this project is to provide SATS and SATS Denmark in particular with recommendations with cause, results and solutions – not in terms of general ideas – but instead the conclusion of the Thesis will be a more concrete plan for changes relevant for SATS Denmark. In the ongoing process of strategy and increasing costumer numbers the thesis should be able to support SATS in their ongoing strategy process and enable them to make the right choices.

1.6.2 Method

The social constructivism is the applied view in this thesis. To describe social constructivism Wenneberg (2002) is used.
It evolves around perceptions of reality and describes a way to see the world we live in. The idea is that we all are participating observers in the world we live in and that it is a miracle that we individually can manage to create a similar picture of the universe. The question is if a reality exists which is independent of our perception of the reality? The most used description is: does this table exist, in case we do not feel, hear, smell and see it? The question is very interesting and relevant but unfortunately also improvable. But the idea is that the table is not taken for granted in social

contructivistic view instead the underlying values supporting the idea that this is a table is de-masked and seeked revealed (Wenneberg; 2002 A, 13).
The assumption thus is that reality only exists as a product of our perception of this reality (Wenneberg; 2002 A, 17). This means that our reality only exists as a product of our individual and collective consciousness. The general idea is that there are multiple views on everything and nothing has only one true meaning.
The Critical Perspective is the most common way of viewing constructivism and is also the way it is used in this thesis. From this point of view that the author is critical in relation to things which are taken for granted and all that seems natural and obvious (Wenneberg; 2002 B, 8). The basic idea behind this point of view is that it is crucial to look behind the surface to reveal the original facts before conclusions are drawn (Wenneberg; 2002 B, 8).

The data which this thesis is based upon, is both desk and field research. Some of the primary data is collected within SATS in order to achieve a deeper understanding of the company's organization and ways of doing business as well as by contact to the costumers of SATS and the costumers of competitors.
Some of the data is from a focus group set up by SATS Denmark in order to get input to their own strategy work which started after the decision to write this thesis.
The data collection from the Swedish part of SATS has proved to be very difficult because of administrative barriers and other cultural differences which give a good picture of the power distance and the way of running a business in Sweden compared to Denmark. The data from Sweden is secondary (Homepages, advertisements and branch publications) and considered the same type and revealing the necessary information to conduct the analysis.
The contact proved to be very difficult even considering that I am a student writing my master thesis – which could have been expected to ease the willingness of the Swedish part of SATS to help out. However I was forced to take different approaches and to rewrite my problem statement in order to be able to write a meaningful assignment.
My data could be argued to be more reliable because of my close relation to the company and my insight into the everyday structure. It makes it easier for me to get valuable information.

1.6.2.1 SW-OT

The SWOT analysis is applied with the notion that it lacks specific underpinnings which results in shallow misleading results (Valentin, 2001). Thus integrating other strategic management theories into SWOT is used to gain a more penetrating strategic insight. It is used on a product level as well as a company level to generally determine where the weakness is and where the company is strong. To give the product analysis more underlying value a combination of the Boston matrix and the PLC model is applied (Iip and Koo, 2004). This is done to see for which Flocks[6] attention is needed (McCracken, 2006). The Strengths and Weakness part is applied on the internal part of SATS and the Opportunities and Threats on the external. SWOT is used as a systematic framework enabling an efficient analysis of all relevant aspects of the current situation concerning SATS Denmark and their future strategy. This is done by applying it on the part-conclusions as a framework to locate where focus should be in the future.

1.6.3 Epistemology

The knowledge in this Master Thesis is created on the basis of my own observations in the organisation which was the original reason that the topic of SATS' strategy was chosen. The information gathering started out with an interview with the now former Director of SATS Denmark Mr. Søren Steffensen (Appendix H) which was a semi structured interview build on a Value Chain skeleton to guide the questions. The knowledge and insight into the organisation and the problems within it made it possible to construct a survey which was tested on 10 persons before it was distributed to a larger amount of people. The goal with this questionnaire was to see which trends and tendencies were predominant in the cultural context related to Fitness Centres and SATS in particular.

Together with the written sources from IDAN describing the history of fitness in Denmark and the different webpages containing useful information and my own observations knowledge is created and analysed through the use of the chosen theories.

[6] *Flock* is defined as groups of consumers moving through a flow (McCracken; 2006, 15)

1.6.4 My role in the empiric setup

It is important to be aware of one's role in the setup chosen for investigation and information gathering.

Before embarking on this study of SATS with the focus on SATS Denmark my view was already coloured. Ideas and assumptions about what was wrong were present in my mind and created a subjective state of mind towards SATS. But through the data collection process more objective views became apparent and altered the problems visible to me when looking at SATS and its context. The assumption was in the beginning that the problem concerning SATS was based on marketing and branding this was altered along the way to a notion of deeper strategic issues which caused the marketing problems and lack of brand recognition in the Danish society.

The dual role in the setup where I both act as an employee and a student studying IMM has the effect that the two roles mix up in one person. The positive aspect of the close relation to SATS is that the information gathering process is made easier by the direct access to information and that helps produce a more valid picture of the organisation.

But on the other hand my inside knowledge can have the effect that my questions are a bit biased and that some observations are not described in detail because they do not seem relevant or are too obvious to me and thus not described thoroughly enough.

Then again inside information is sometimes gathered without any effort by being present in the work environment. Discussions with former general managers and informal bathroom conversations overheard can spread interesting light on the case and produce a more correct picture of the current situation in SATS. The many unwilling cultural observations concerning Swedish and Danish mentality also conveyed thoughts and new ideas when the management group rushed through the Vesterbro SATS gymnasium leaving nothing but frustration behind.

My role in all of this commotion is to produce a scientific thesis about the chosen empirical setup, while being able to keep the scientific view in mind, in order not to produce a consultancy report.

1.6.5 Validity and reliability

When an interview is conducted it can always be questioned how valid and reliable the answers are. The interview conducted as empirical background for this thesis has been face-to-face. The conducted interview is considered as both reflecting objective and subjective considerations.

Mr. Søren Steffensen (Director of SATS Denmark at that time) gave a positive impression of what is happening within the organization. It is not possible to verify the information articulated – thus it is even more important to keep the tone and findings of this thesis as objective as possible.
Within the term of validity is the consideration of relevance (Andersen; 2003, 119). It has been stressed that the questions asked are based on theoretical considerations in order to be able to apply the data to the analysis. This has been done by using the framework from the Value Chain (Porter; 1985) to build the semi-structured questions up around in order to enable the answers to shed light on the organisational process within SATS Denmark. The questions also reflect an offset in branding and cultural branding theory in particular (McCracken; 1986, 2005, 2006).
The questionnaire was formed on the basis of the answers from the interview to reveal what is of importance to the consumers and how SATS was perceived.
The questions in the questionnaire were tested in a pilot study to rectify any misleading questions and formulations before it was distributed on a larger scale. Both members an none members were asked questions about SATS to give a better picture.
Observations have been made in the workplace which is a benefit for the result of the analysis but with the risk of being coloured by my assumptions and personal involvement in SATS as an employee. The situation that I am both a student writing his thesis and an employee in SATS can be a problem sometimes. Because of difficulties with determining when I am a student and when I am an employee in SATS. But I am aware of the possible complications and am taking them into consideration constantly while writing this thesis. The benefit is a unique opportunity to gather insightful information but with the downside of lack of objectivity.

1.6.6 Validity and reliability – primary empirical findings

The reliability measure ensures that there is precision in the results we get when we gather information or measure something. The idea is to make sure that material gathered is as close to the truth as possible. It is important that the registration of the questionnaire is done correctly and that the values are not entered inaccurately when they are interpreted (Andersen; 2002, 120).
Valid data is as a result of the reliability described above data which is gathered on the basis of the theoretical framework which is intended to interpret the information/data. This ensures the reliability in turn and enables the data to be closer to the truth (Andersen; 2002, 120).

It is a point of criticism that the interview conducted with Mr. Steffensen, Director of SATS Denmark was conducted in Danish and afterwards translated into English when referred to. However, it was natural to speak Danish in the interview situation as we are both Danes. The crucial point here is when translating the interview into English to avoid that implied understandings may be lost – still it is almost impossible to avoid misinterpretations and losses (Andersen; 2002). Mr. Steffensen is naturally perceived to be subjective in his view on SATS Denmark but his view is not considered to be overly enthusiastic. The explanations were often substantiated by visual graphs showing what he meant.

The aim has been to be as specific as possible in order not to loose any meaning from the information obtained. The fact that I work for SATS Denmark and might be basing some of my questions on tacit knowledge that I can not put in writing but which shapes the direction of the interview should also be considered.

The questionnaire was built on the framework of the interview and was primarily conducted to investigate what the consumer thought of SATS Denmark, including what value SATS generated for them and how it could be done better. The answers from a population of a total of 500 persons with a reply percentage of those who completed the survey on 83.4 percent is considered a low discontinuation percentage (Andersen; 2002, 222).

1.6.7 Source criticism – secondary data

Some of the literature on which this project is based may seem old and basic, however it is estimated that the conclusions drawn are still applicable in today's world and for the context of this project. To create an image of the context which SATS operates in the basic models where found to be efficient and facilitate a correct picture of the market.

Furthermore some data may be biased in order to appear as a success story and thereby throw a positive light over the company in question. The information obtained from the homepages of SATS is an example of data that may be biased, however it is still found applicable for this project as the information provided by the homepages is relevant for the comparison of the two markets and is also relevant for the research question of this thesis and supplies extra information.

SATS is no better or worse than other companies in presenting a success story so the homepage is viewed as valid information which is of relevance to this thesis.

Some literature is developed for other purposes than the topic of this thesis; however the areas on which the theories touch upon seem relevant for this project. When using literature developed for other purposes it is taken into account that only the more general aspects of the theory is applied here. Some theories are modified slightly to fit the problem at hand and models are also adjusted to look into relevant subjects regarding the area/topic of this thesis. The focus of the experience economy theory (Pine & Gilmore; 1999) is in this thesis on the transformation which is the final step in the evolution of economics. Along with cultural branding theory focussing on life-projects of the consumers and meaning transfer from the product (McCracken, 1986) Experience economy theory is coupled to the consumer part (buyer power) and the rivalry among existing firms of the porters five forces.[7]

1.7 The Data gathering process

When the process of collecting data began the perception in my head was that the contact to SATS Denmark and SATS Sweden would run relatively smoothly. After the initial contact with the Danish and Swedish headquarter it became clear that it was not easy to get in touch with the right person. The questions reached their destination on email but the follow up over the telephone was impossible in relation to the Swedish contacts, there were different gatekeepers blocking the way despite the potential benefits for the organisation of responding to the questions and taking advantage of the ensuing analysis (Kristiansen and Krogstrup; 2004) To obtain the desired information another strategy was tried; where an email was send to the Danish Director Mr. Søren Steffensen through the Manager of SATS Vesterbro where I work. This finally generated the desired attention and I got into a direct dialogue over email with Mr. Søren Steffensen to schedule an interview with him and to participate in a strategy workshop that was held by SATS Denmark on 3 September 2008.

The interview with Mr. Søren Steffensen was conducted through a qualitative process and as a semi-structured interview where some questions where prepared before hand and some came up as the interview was conducted (Andersen; 2002, 212).

To retrieve information from the members of SATS and non-members of SATS a quantitative questionnaire was distributed to a large amount of persons over the internet by email. The email had a link which referred to the electronic questionnaire. The questionnaire was initially written in excel and then transferred to Surveymonkey.com build on their easy to use system. The questionnaire was

[7] See Appendix L for describtive model

made electronic to be able to reach a larger group of people through mails and mailing lists. The idea was to reach as many people as possible.

500 answers were retrieved in total and the percentage of people who finished the questionnaire was 83.4 percent. The internal discontinuation is relatively low and the data then can be said to cover a representative group or population to enable a tendency analysis and see a pattern (Andersen; 2002, 222).
The questionnaire was tested on a small population of 10 persons before it was fully conducted to test if the questions where conceived correctly by the recipients (Andersen; 2002, 221).

1.7.1 Use of data

The gathered information from the interview and the questionnaire will be applied in the analysis through out the thesis. Citations will be used to shed light on the current situation in SATS to underline important points and create clarity (Andersen; 2002, 237). The interview is giving the inside perspective of how SATS is run and what is done to become more competitive. While the questionnaire is conducted to gather information from users and non-users of SATS to create an image of why people work out and how they choose where to work out. Some brand notion is also covered. This is done to reveal the Danish culture concerning health clubs and the use of these trying to create a picture of how the consumer chooses and what is important when choosing one provider over another. All this information is gathered to help SATS Denmark to develop a strategy in a changed market and the interpretations of the answers are used to unravel the consumers life view (Andersen, 2002, 238).
The data about classes in SATS and how many participants there are in a month is used to give an image of how each type of class is doing and which flock it belongs to (Appendix M). In order to determine if SATS Denmark has something for each flock and is innovative enough to interest the consumer (McCracken; 2006, 81). This data is used to show that it is important to have new initiatives and listen to the consumer and create interaction around the products and the centre. Then when some product/class looses the interest a new product/class is already brought into position to replace the old one. In the end the result should show that speed and dialogue is to be prioritized.

1.7.2 How to conduct the interview

The above paragraph outlines the process of the information gathering in general whereas in this paragraph the process of the interview is outlined. The interview was conducted a month after I first visited the Danish SATS headquarters and after I had some correspondence over email with different persons in the SATS organisation trying to retrieve the answers needed for the analysis to substantiate on the research question. It proved highly difficult to get answers from the Danish organisation from everyone except from Mr. Søren Steffensen.
The full transcribed interview is enclosed in the appendix below. The theoretical background for the questions posed is outlined below.

The interview was conducted in person at headquarters on Østerbro in Copenhagen Denmark. The person who was interviewed was in limited supply of time but nevertheless the interview was not conducted over the phone but in person. When conducting an interview in person it is possible to decode on the persons facial or body language whether the questions posed are understood as intended. This was very useful as a tool to reveal personal positions being able to interpret the reactions when asking questions about the social system (Andersen; 2002, 225).
The interviewed person did have time to prepare for the interview because it was scheduled some time ahead and the interviewee had received oral information about the project and its content beforehand which this was done to create and gain credence (Andersen; 2002, 225).

1.8 Theoretical framework

To provide SATS with recommendations for altering their strategy on the Danish market the use of a theoretical framework is needed which is outlined below.
The emphasis in this thesis is on how to help SATS Denmark create and manage a wining strategy on the Danish market. In order to gather the information needed to make recommendations for SATS Denmark, theories of Strategy, Culture, Experience/Transformation economy and Branding are applied.
Strategic appliance and the strategy process are reflected upon in the book *The Strategy Process* written by Mintzberg et al. (2003).
To gain insight in what the Danish market looks like now is the reasoning for conducting the industry analysis in accordance with Porters Five Forces. Furthermore analysing the buyers'

lifeproject and culture and how SATS can change meaning will be relevant for this project and the future strategy for SATS and SATS Denmark.

1.8.1 Internal view

The internal analysis will be based partially on a combination of the BCG-model and the PLC-model to find out where the future focus and growth could be and where to focus the energy in the product line.

An adapted version of the value chain model will also be applied to support the internal analysis (Porter, 1985). The analysis will be conducted both on the Danish and the Swedish markets to enable a comparison and look at the Strengths and Weaknesses. The BCG and PLC models in correlation are used to give a view of which products SATS is currently running and how popular they are. The two models are coupled up with McCrackens flock and flow theory (2006) to show how the consumers use products and which kind of consumers it is possible to reach with new products and which kind of consumers you reach with well known products. At the same time, the use of these theories together should enable me to describe why it is necessary to come up with new products continuously to keep the consumers interested and retain them to work out in SATS. This is very important on the Danish market because of the newly removed binding periods and the effect of the costumers newly achieved mobility.

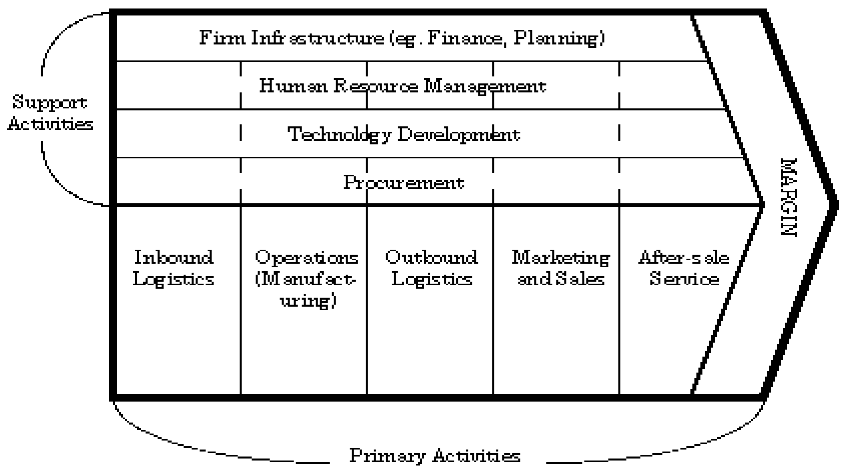


Figure IV – Porters value chain model (Porter; 1985)

The internal view is founded on the logic that the company is based on distinctive competencies and the organizational attributes as distinctive competencies. These distinctive competencies should be located within the company. These are the activities that the particular firm does better than the competitor. What SATS does better should be visible in the organizational vision combined with an image of the organisational structure (Barney; 2002, 152). To locate these resources within the company the strengths and weaknesses of the firm should be analyzed and considered. Then the idiosyncratic and costly to copy resources that the firm perhaps controls can be located and give the company a competitive advantage. This competitive advantage is what needs to be located in SATS and then displayed to the public so that they know what they buy.

The resource-based view of the firm is based on two fundamental assumptions. Firstly, the firm can be thought of as bundles of productive resources and different firms posses different bundles of these resources. This assumption is called the resource heterogeneity. Secondly, the assumption of resource immobility assumes that some of the resources are either inelastic in supply or very costly to copy (Barney; 2002, 155). The resources that a firm possesses should enable the firm to exploit opportunities and neutralize threats. If they are to be used as a potential source of competitive advantage then they also have to be inelastic in supply and costly to copy. This kind of resources are only possessed by a small number of competing firms (Barney; 2002, 155). The interest here is what kind of resource represents this in the fitness industry and how SATS can take advantage of such a resource.

The firm resources can be divided into four categories: financial capital, physical capital, human capital, and organizational capital.

Financial capital is the different money resources that a firm can use to implement strategies. This includes all kinds of capital – capital from entrepreneurs, equity holders, bondholders and banks financial capital. Retained earnings could also be a source of financial capital. In essence it is the financial means to buy what is needed to make the product or provide the service required in the market.

Physical capital includes the equipment used in a firm and the geographical locations and its access to raw materials. The computer hardware and software is an example of physical capital, whether it is old or new or whether it is applied in the most efficient way. Do the geographic locations cover the segment market or are new locations needed. This is a very important asset to make sure that the target market is within reach. And rural areas can generate higher returns because of less competition.

Human capital covers the training, experience, judgement, intelligence, relationship and insights of the individual managers and workers in the specific firm. This includes both the top management and the floor personnel. Both should be continuously trained and nurtured in the company spirit supporting the strategy taking responsibility to reach the company vision at all times. Human capital should be allowed to blossom and come up with new ideas available to management which could create a competitive advantage.

Organizational capital is the total of all the individuals in the company, including the formal reporting structure. The formal reporting structure has to be loose in order for the employees to share their ideas with management. It encompasses formal and informal planning, controlling, and coordination systems; and the culture and reputation as well as informal relations among groups within the firm and with the surroundings.

The organizational capital can help the company gain access to groups of costumers by interacting with them in such a way that helps implement and manage change. (Barney; 2002, 156)

All these different resources are then examined in each of the many steps of the porter value chain. The value chain analysis is used to force a deeper understanding of the specific firm's resources and look into where the potential resources for a competitive advantage are located.

1.8.2 Flock and Flow

McCrackens flock and flow theory (2006) is used to determine where the different products in SATS are situated and where there should be new initiatives to have something for every flock/segment. The theory proclaims that every person is a member of a flock. Be it the real hip person who does not follow any flock or the house wife in flock five who is doing what every body else have been doing for quite some time.

The first flock indicates the chaos of innovation and the new, while the fifth flock shows the old with the rigidity of the well known; in-between there are the flocks making the product more and more common for each flock it gets processed through (McCracken; 2006, 60). The further down in the number of flocks the larger they become. So the big money is made on a product in flock four and five but after that the product is dead and it is thus important to introduce new products to continuously fill out the needs of the five flocks.

Every flock moderates the product over a span of time so that it is ready for the next flock to absorb it. Flock one picks up the product and their job is to moderate and form the product to enable it to continue its flow through the flock levels. They are working the products chaos rigidity ratio, first for their own purposes then for the groups they belong to and finally for the group next to them, which would be group two in this case. Hereafter, the innovation is sent to flock two and they have done their work over a span of time the innovation will eventually be ready for flock three to begin to see and grasp it and finally receive the innovation. Every group likes to think of themselves as the first one consuming the new product but in reality they are participants in the Kauffman continuum. The trick is to have something in your product line for every flock. In line with the resource based view, this way the sum of your resources can give you a competitive parity and if they are valuable or rare resources they can give your firm a competitive advantage in the short run (Barney; 2002, 163).

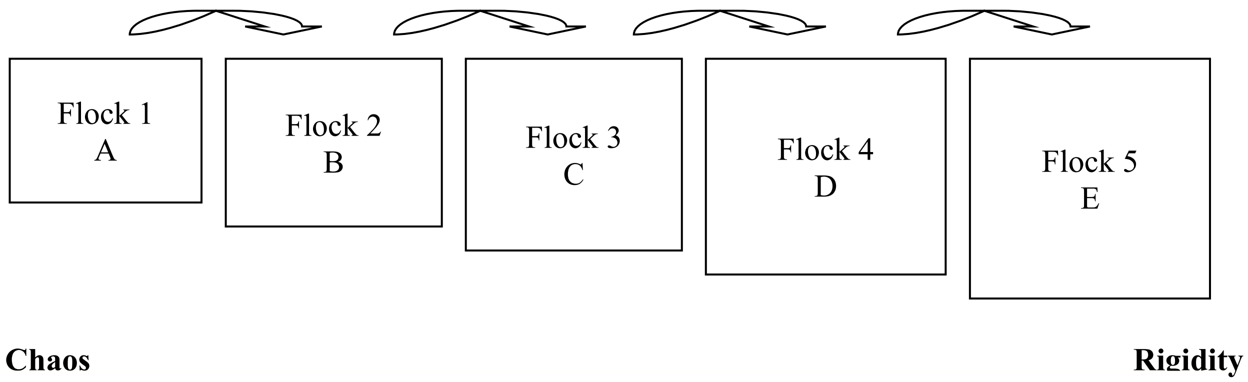


Figure V – Flock and Flow**, source: combination of McCracken and Kaufmann (2006, 61, 77, 81)**

Figure V shows how the flocks become larger while we move down on the Kauffman Continuum. The first flock is operating in total chaos and the product is reworked continuously to flow on to the next flock and become more and more rigid.

The combination of these theories is applied first to investigate what kind of products SATS is offering and where they are placed in there product lifecycle. Then to look into how the products can become a strength for the organization and where on the flock and flow continuum the products are located. After that it is important with the help of the value chain analysis to determine what the strength and weakness are in the organisation. Because it is important to know where the extra effort should be directed to in order to be able to have new products continuously for every flock of costumers.

1.8.3 Knowing the market external view

Porters Five Forces (1979) has examples from the soft drink industry and was developed for such an industry. But the approach has proven to be useful in both and industry and competitive analysis in other industries. It is used in this thesis on the Danish fitness industry which like the soft drink industry is a situation with almost perfect competition.

SATS Denmark in cooperation with SATS Nordic can not expect to develop a good positioning strategy without first identifying what competitive pressures exist, gauging the relative strength of each, and gaining a deep and profound understanding of the industry’s overall competitive structure.

The model is based on five forces that determine the long-run profit attractiveness of the fitness industry in Denmark, and these are the forces:

- Threat of intense segment rivalry
- Threat of new entrants
- Threat of substitute products
- Threat of buyers’ growing bargaining power
- Threat of suppliers’ growing bargaining power

The model is very demanding to operationalize in full and this will not be possible here. However, the model will be utilized to draw a general picture of the situation. Furthermore this specific model can not stand alone when analyzing the market of fitness.

To cover the fitness industry the model has to have more focus on the buyer part. This is true especially in the Danish market where everything regarding fitness evolves around price competition. The suppliers’ bargaining power is left out because it does not seem relevant for this analysis with focus on the customers and the strategy within the market. The focus here will be the intense segment rivalry, the buyers/costumers, and what the new entrants have done to the market of fitness.

Analyzing the five forces that shape the fitness industry gives SATS a better understanding of how to seek a sustainable advantage in correlation with the resource based view mentioned earlier. The model does however have one disadvantage as it is only a snapshot of the industry and as such does not say anything about the future. The model only provides a set of tools for analyzing the competitive environment of SATS at a given point in its evolution. SATS' success is based on its future profits in the fitness industry, but the five forces model is not convenient in analyzing future trends. The McCracken theory (1986, 2005) is thus coupled on the buyer's part of the model to enable an analysis of the future member behaviour of the Danish consumers and how to influence them by reading the general trends in society.

1.8.4 McCracken

The Culture in a individual country has many different sources of meaning which the company can gain and use to endorse their product with. For the product to succeed it is important to determine what the consumers want or need to complete their life-projects[8] and to feel whole as a part of society. To do so the company has to figure out a way to position and create a better brand than the competitors in the market. This can be done by the use of collaborators which have something to offer the brand that can create the right meaning or value (McCracken; 2005, 176). The collaborators could be photo-models with no particular meaning other than their great looks, but also celebrity endorsement where a specific character from a movie which is known for certain things transfers some of that meaning to the product. An example is the advertisement with James Bond wearing an Omega watch and transferring some of his exciting life and good manners to the watch and its brand (Appendix E).

If the consumers are invited to think of themselves as enabled by the product and its brand they will eventually begin to change. It will start with their self conception but over time it will also influence their way of life and the way they experience the world, which is how the brand arguably will help the consumer's journey towards self completion. It is not something that the physical person needs but something the social person does to life up to the pressures of society (McCracken; 2005, 81, Belk 1988b).

Any brand from any company can be charged with any meaning but only if it has not already gained other meanings which should be taken into account. Some of these meanings have more value and

[8] The life-project is what the consumer is currently trying to fulfill to feel whole as a human being. It is determined by the culture.

are easier to access than others. To take advantage of already owned meanings makes it easier to gain a strategic advantage (McCracken; 2005, 179). Some meanings are owned by the competitors and others are within their reach to know which will make it easier to spot their strengths and vulnerabilities. This enables a strategic approach towards which meanings that can be won away or devalued and perhaps even eclipsed by a bundle of stronger brand meanings (McCracken; 2005, 180).

The meanings can be helped along by the use of collaborators which can supply the meanings the brand has not generated for itself. But as not all meanings are a benefit for the brand the collaboration has to be chosen carefully in order to work. The sought relationship should provide the brand in question with new meanings and markets (McCracken; 2005, 181).

To manage the meanings in relation to the costumer is the real challenge, because what does the consumer want? Today the importance of the status created by material objects is to a large degree overshadowed by the possibilities created by material wealth which enables the consumer to indulge in and focus on new adventurous experiences/transformations (McCracken; 2005, 182, Pine&Gilmore; 1999).

McCracken is focusing on the life-project of the individual consumer, which in this context is applied in the sense of the life-projects of those individuals who do or do not choose work out in SATS or any other fitnessclub.

The insiders, feeders and followers all have life projects which they use the brand to achieve/fulfil in order to live up to the national ideology, which the general vibe in society determining what to strive against and achieve in life. McCracken is looking at the problem from the consumer's angle trying to give the brand values that will help the consumer with his life-project. The practice has a foundation in the prevailing national ideology which determines what will make the brand desirable but also what the consumers' life-projects are about.

In this thesis the focus will be from the consumer and thus have it main offset in the McCracken 2005 theory. The theory will be used to expose where the gaps are in the market of fitness providers in Denmark in order to create a marketing strategy that meets the needs of the consumers in the target group and enables them to achieve their life-projects and through that live up to the national ideology. To reach this goal the market has to be analysed and a strategy has to be formulated in order for the top management to control the marketing and cultural branding in the social environment in Denmark.

1.8.5 Experience economy

The Experience economy (Pine and Gilmore, 1999) will be one of the big opportunities which are examined in relation to the Fitness industry and SATS. The experiences represent an already existing genre of economic output. Decoupling experiences from services articulates its real value and opens up possibilities for extraordinary economic expansion (Pine and Gilmore; 1999, 9).According to the terms of the experience economy every business process is a stage and thus work is theatre so when the consumer buys an experience the money is spend to use time enjoying a series of memorable events *that a company stages – as a theatrical play – to engage him in a memorable way* (Pine and Gilmore; 1999, 2) These events can be build up around a theme like the fitness program in Washington modelled after a boot camp (Pine and Gilmore; 1999, 48). To theme an experience means to script a story that would be incomplete without the participation of the guests/members.

By getting customized a service can sometimes become a positive experience in which the first steps toward unique value are:

- *Specific offering to individual customers – brought into a particular moment for this precise customer.*
- *Particular in its characteristics – designed to meet this customer's individual needs*
- *Singular in its purpose to benefit this customer- not trying to be any more or less than, but rather only and exactly what the customer desires* (Pine and Gilmore; 1999, 70)

These are the first baby steps toward experience economy and transformations by customising both the goods and the services the experience economy comes one step closer.

The really interesting step for SATS is the last step on the progression of economic value latter – the transformation economy (appendix D). Here the product is so differentiated and customized that it has become highly relevant for the customer.

A transformation is what the out-of-shape person, the emotionally troubled person, the young managers, the hospital patient, and the struggling company all really desired

(Pine & Gilmore; 1999, 165)

In the pursuit of gaining market growth through a recession; to become a transformation manufacturer the company has to transformationalize their goods; which means to design and sell goods that help the costumers become something distinct. The focus shifts from using to user and how the individual costumer changes while using the good. An example could be if exercise equipment were to become transfomationalized the manufacturers would have monitor if their equipment in fact developed good physiques instead of just thinking about selling the physical product and not worrying about how the final transformation of the consumer turned out (Pine & Gilmore; 1999, 165).

Transformations are effectual; when a product enables transformation of the costumer it becomes more than a product. It enables a change in the consumer leaving a lasting consequence differentiating from normal consumption by guiding the individual to an effective result by transforming the customer who in effect is the product.

The Transformation Economy theory supports the consumer in reaching his goal and fulfilling his or her life-project and is thus supportive of the brand as it is described by McCrackens theory.

By staging a series of continuous experiences companies can achieve a lasting effect on the buyer which works better than an isolated event. This also postpones the commoditization of experiences by changing the experienced marginally each time. This is necessary to avoid a decrease in the engagement from the consumer (Pine & Gilmore; 1999, 165). Transformations are more than memorable, they are effectual and have a lasting consequence beyond consumption.

Transformations are individual and no two persons can experience the same transformation, the effect differs based on past experiences and the current state of mind. No person can undergo the same transformation two times, the second time it is attempted he or she would no longer be the same person (Pine & Gilmore; 1999, 172).

With transformations, the customer is the product! The individual buyer of the transformation essentially says, "Change me." (Pine & Gilmore; 1999, 172)

1.8.6 Hofstede

Work related values and the differences in between countries is the focus of the theory of Hofstede (1983). The result of his research shows that national and even regional cultures do matter for management. The national and regional differences are here to stay and management should consider them as potential crucial problems.

Hofstede conducted a research project across fifty countries over a ten year period: *to develop a commonly acceptable, well-defined, and empirically based terminology to describe cultures* (Hofstede; 1983, 77)

The data collected is used to describe how the national cultural pattern looks in the specific countries. How their beliefs and values are determining how they act. The theory describes national culture by referring to common elements within the nation in question, but these elements can not be generalized to every individual within a nation but gives a more general picture of the whole country (Hofstede, 1983).

The analysis of the national culture is divided into four dimensions. These criteria can occur in nearly all possible combinations and are largely independent of each other:

1. Individualism versus Collectivism
2. Large or Small Power Distance
3. Strong or Weak Uncertainty Avoidance
4. Masculinity versus Femininity

The dimensions are based on fundamental problems observed by Hofstede in human societies, where the problems have been solved differently within different societies.

Individualism versus collectivism is describing how the relation between an individual and his or her fellow individuals is bound together. Both are integrated wholes, but the individualistic society is loosely integrated and the collectivistic society tightly integrated. The number 100 represents a strongly individualist society, and the number 0 a strongly collectivist society. All the examined countries lie somewhere between these extremes; it appears that there is a relation between the degree of individualism in a country and the country's wealth (Hofstede; 1983).

Power distance takes into consideration the fact that those different countries deal with the differences in society differently. All societies are unequal, but some are more unequal than others. It is the degree of inequality that is measured by the power distance scale which also runs from zero (small power distance) to a hundred (large power distance) (Hofstede; 1983).

In organisations, the level of Power Distance is related to the degree of centralization of authority and the degree of autocratic leadership (Hofstede; 1983, 81)

Societies and organizations within society will be led as autocratically as their members will permit.

Uncertainty avoidance indicates how weary a population in a country is in regards to the future. In some countries the population is socialized to accept uncertainty and not become upset by it. They will take each day as it comes and take risks rather easily. The tolerance level is high and other

persons are allowed to have their own opinions because they do not feel threatened by them. Such a society is a *weak uncertainty avoidance* society. It is a society where the inhabitants have a natural reason to feel relatively secure (Hofstede; 1983).
The opposite kind of society teaches their people to try to beat the future because the future is a constant source of the unpredictable. In such a society there will be a higher level of anxiety in people. The anxiety is expressed by nervousness, emotionality and aggressiveness. Such a society is labelled a strong Uncertainty Avoidance society.
Security can be created by technology, law and nomination of experts, and these three ways of creating security varies from country to country (Hofstede; 1983).
Masculinity versus Femininity deals with the fundamental issue involved in the division of roles between the sexes in society.

The theory is used to look at the organisation in SATS and to examine how the culture creates implications and what influence the different dimensions described above have on the organisation. How SATS operates across boarders and in different cultures is also based on this theory framework in combination with McCracken (1986, 2005, 2006) to cast light on what needs to be done with the public image of SATS Denmark. Coupled with the Minerva model the Hofstede theory will enable the drawing of a picture displaying the differences between countries and segments with SATS as the specific case.
Hofstede is also used to determine where the differences are on the organizational level in combination with the value chain. Porters Five Forces is coupled with McCracken (1986) on the consumer analysis to get a deeper insight into what can be done. The connection in the analysis will be culture and consumption focussing on the consumer point of view.

1.9 Theoretical Background for the Questions to the Consumers

To get a picture of the consumers' view of SATS a questionnaire was formed on the basis of the theory of the value chain (Porter; 1985); which operates in coherence with the five forces model being applied on the external environment and the consumers.
The value chain theory also links the five forces theory with the resource based theory which enables an approach that does not favourite one over the other. As such, it can be used on both theories and that is the reason for its application as a skeleton for the interview to investigate how

consumers perceive SATS Denmark and what kind of strategy SATS Nordic should have for SATS Denmark. With their segmentations strategy SATS Denmark targets a segmented market with a range of products/classes geared to fit the different segments. But to get the right strategic overall fit for the business SATS has to glimpse what the existing costumers want and what the people who are not costumers yet want to pay for. The questions also evolve from the process of a focus group put together internally in SATS concerning strategy where a process of crafting a new strategy took place.

1.9.1 Target group

The target groups of SATS Denmark are people in their late twenties to the late forties (Appendix G). The segmentation towards this group of people and the subgroups within is focused around the existing clubs and tailoring marketing efforts towards their needs. The segment which is specifically targeted is women with children and families as a whole. This is evident from the special parking space to prams and the fifty square meter play room, along with child care as an extra service to the members.

However, everybody is welcome to come and work out as they are, if they can pay for it. But specific segments are targeted. This is a little confusing because according to theory the *one size fits all approach* is the opposite of the *segmentation approach* (Thamara; 2008).

The aim of this study is thus focused on the whole target group and then later suggests how to differentiate through segmentation initiatives.

Chapter II - Culture

2.1 Cultural differences between Denmark and Sweden

The relevant focus in this context is on the two Scandinavian countries; Denmark and Sweden in order to determine how SATS can strategize and create a position for itself on the highly competitive Danish market and regain some of the market shares it lost in Denmark because of the increased fierce competition. The information gathering process for this thesis, as outlined in the methodology section, proved to be more of a challenge than expected. With this in mind it is argued that the data collected and the difficulties obtaining it in Sweden gives a valid picture of some of the differences that the strategy for each country has to take into account. It is argued that there is not as much convergence between the Nordic countries as stated by Hofstede (1983). The cultural starting point for SATS could be the following statement:

Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster. Geert Hofstede[9]

This sentence shows how important focus is on the cultural differences even between countries often described as similar such as Denmark and Sweden. When crafting a strategy this is the reason why the regional management is regional and should have influence on what twist the regional strategy and marketing should have to match the culture in the region.
When looking into the similarities and differences between Denmark and Sweden the chart below which is based upon Hofstede's theory from 1983 and based on a large scale study of value scores collected by IBM between 1967 and 1973 gives a good overall impression of the differences. The special emphasis on the subject of culture is chosen due to observations in SATS of a mismatch when the Swedish management group visited. One episode in particular describes the Swedish and Danish mentality differences well:

The Development Director Allan entered SATS Vesterbro in a rush without greeting the personal at the front desk, put his briefcase behind the counter and stormed through the centre with the entrepreneur in his heels pointing and telling him what to alter with no dialogue with local

[9] www.geert-hofstede.com

management. Then after 15 minutes of giving orders he rushed out of the building while ordering the personnel to get him a cab (Personal observation while at work).

A special emphasis should be put upon the Power Distance (PDI) and the Masculinity (MAS).

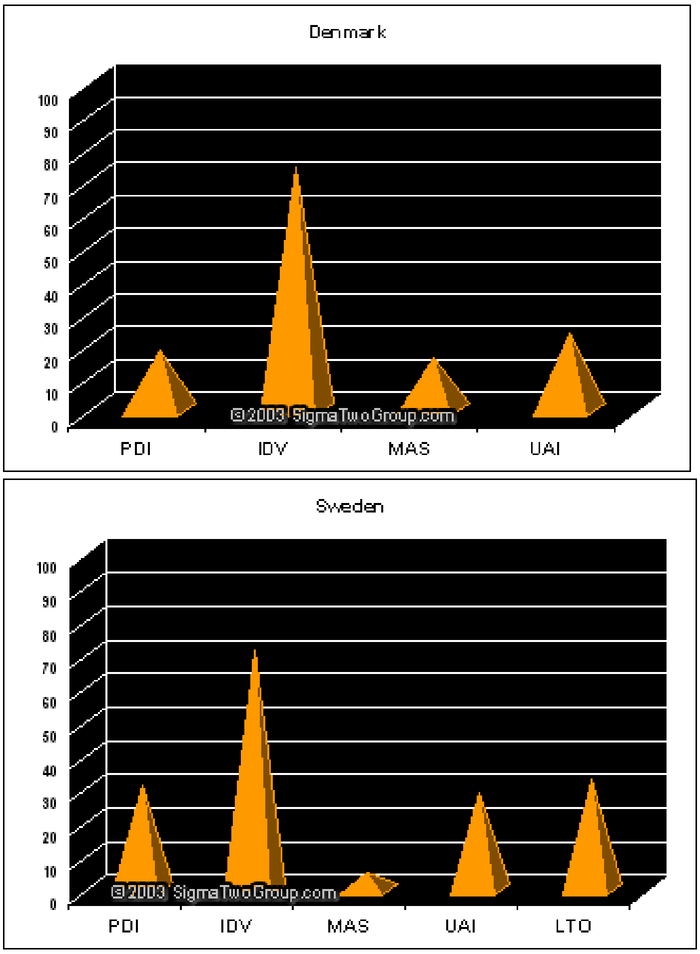


Figure V: Hofstede - cultural dimensions for Denmark and Sweden[10]

Along with the uncertainty avoidance these three parameters give a picture of the differences between the populations in the two countries. The fourth parameter Individuality (IDV) is not taken into account because it is exactly the same in the two countries. The fifth parameter Long Time Orientation (LTO) is added only to some of the countries in Hofstede's surveys, as it is only available for 23 countries and Sweden is one of them. Consequently, as this dimension is only present for Sweden and not for Denmark it is not taken into further consideration.

[10] www.geert-hofstede.com

The Power Distance Indicator (PDI) in Sweden amounts to 30, which compared to Denmarks' 15 is double up. The Power Distance indicates the inequality or equality in society.
The figure shows that power distance within Denmark is very low and gives an image of a very flat organizational structure with decentralized decision making processes. The PDI indicates inequality in society defined from below and not from above. It shows that the differences in society and how inequality is endorsed equally by the followers and the leaders in a given society. This is what the described situation is a picture of and the root of the management issues.
When a company like SATS is governed from another country and the inequality level is twice as high in the leading country some top down management issues are bound to appear and create mismatch regarding management and perhaps even strategy. Because the employees and costumers in Denmark do not endorse the same inequality as the Swedish leaders are proponents of. The findings of Schramm-Nielsen et al. (2004, 162) show that the Swedes are more rule oriented than the Danes. So perhaps the example of the way the Swedish Director behaved would not have made anyone raise an eyebrow in Sweden but it certainly did in Denmark. Linea the Center Coordinator at Vesterbro during the incident is Swedish and she did not react as the Danes (observation).
The Masculinity (MAS) is twice as big in Denmark compared to Sweden but both have relative low values on this parameter. This indicates that both countries place more emphasis on the values of relationships and quality of life which are the more feminine values. The values of men and women in both countries are said to be close to equal. But the figure shows that the difference between men and women should be twice as big in Denmark compared to Sweden. Danish men should according to Hofstede be twice as competitive as Swedish men resulting in twice as big a difference between men and women.
Even though seemingly insignificant this difference gives a glimpse of the core of the management and strategy problems that SATS is facing and an idea of which direction and where to concentrate the strategizing efforts.
The Uncertainty Avoidance (UAI) in Denmark and Sweden is rated almost equally high, which shows that they generally have the same level of trust in rules and that people feel secure even in unstructured situations (Hofstede; 1983). This shows that the two countries are *weak Uncertainty Avoidance societies* (Hofstede; 1983, 81). Risks are taken and handled as it comes, which may imply that consumers are more willing to buy new products and try new things which could be beneficial when launching new products and initiatives. Furthermore the low rating in uncertainty avoidance reflects that the people in the societies are tolerant of different behaviour and opinions.

It is argued by Schramm-Nielsen et al. (2004) that the uncertainty avoidance dimension for Denmark is low because of the specific questions asked to unravel it and form the uncertainty avoidance index (stress, mobility and rules), and the low values can further be explained by the notion that the Danish society has been built to avoid uncertainty for its inhabitants (Schramm-Nielsen et al.; 2004, 170).

Contrary to the popular interpretation of Denmark's low position on this dimension, it does not mean that Danes can cope with high levels of insecurity. It is the other way round: Danes do not feel insecure because they live in a secure environment. (Schramm-Nielsen et al.; 2004, 170)

On the other hand the low values on uncertainty avoidance which apply for Sweden are due to the many rules in their society (Schramm-Nielsen et al.; 2004, 162). So on this parameter the two countries are very different in their approach to things and business after all even though they seem alike at first glance.
In terms of company strategy and strategic planning with the objective of gaining a competitive advantage it is not entering specific countries or group of countries that should determine the parameters of the corporate strategy but the dynamics of the specific industry within the specific country (Schramm-Nielsen et al.; 2004, 151).
But even when the dynamics have been taken into account when looking at SATS the organizational structure and decision making should also fit the specific country and its inhabitants as these are different and should be treated as such.
When making decisions there are differences among Sweden and Denmark, Swedes take longer to come to a decision than Danes do. The Swedish process was lengthy because everybody had to be heard before a decision was made; once the decision was made it was final. The Danes on the other hand would not hesitate to change the decision should new circumstances or information turn up (Schramm-Nielsen et al.; 2004, 161). These differences in decision making earned the Danes among Swedes the reputation of being *unreliable merchants, whereas the Danes on their side found the Swedes inflexible and too rule oriented. Indeed the Swedes took rules seriously* (Schramm-Nielsen et al.; 2004, 162).

2.2 Partial conclusion

The company culture originates from Sweden in the case of SATS Denmark. Only recently after I started writing this thesis focus has been put on the differences between the countries that SATS operates in and that the company cultures should be allowed to be even more differentiated from country to country. The strategy in Denmark has to be different because the market is different and the culture is different. To do so more power should be given to the local management group to execute regional decisions. This could partly level out the power distance issues and the mismanagement and would fit the competitive situation in Denmark which demands swift decision making with the possibility to change the decision in the last minute.
The rules set up by Swedish management on the basis of the former American system, do not help Danish management to run the Danish part of SATS, as they curtail the feeling of responsibility and limit the creativity needed to compete on the Danish market.
The differences found with the help of Hofstede (1983) and Schramm-Nielsen et al (2004) as well as the inequality differences and the decision making differences will be taken into account through out the analysis of SATS and the two markets of Sweden and Denmark.

Chapter III – Internal Analysis

In this chapter I will look into how SATS operates in Denmark and Sweden with the aim of making a comparison in the end. This will be done with the use of Value chain analysis by Porter (1985) as an overall framework. The activities that SATS perform and how they interact are examined and the objective is to be able to create a strategy that will create more value for the members of SATS. Value activities can be divided into primary activities and support activities. The primary activities are the ones involved in the creation of the physical product and the sale and transfer to the buyer/member along with the after sales services. To support the primary activities there is purchased inputs, technology, human resources, and various firm wide functions.

3.1 Support Activities

Structure: SATS in Denmark is administered from Østerbro where the main office is situated. They have a very flat structure and an informal tone.[11] This is now being implemented down through the structure so that there is only one step from the management to the clubs. The region managers have been removed while I was writing this thesis. This is creating a more decentralized and flat horizontal organisation which works better with Danish society and norms.
The Danish management has a meeting once a week to monitor how the organization is doing as a whole. In addition there is a meeting with the whole management team every fortnight and a meeting once a month with the club managers.
The Finance section has their own meetings internally with the Director of SATS Denmark and then they have finance reviews with the centres every two months where they look through the numbers and discuss issues.
Mr. Ronnie Handskemager who is in charge of the products conduct meetings with his own group but also with the individual clubs and that occurs in the month where there is no meetings with finance to secure a continuous contact.
HR is working across all of the segments every time there are processes which have something to do with personnel which the management wants implemented (Appendix G)

Organisational diagram[12] (my own illustration):

[11] Observation when I was there to interview Mr. Søren Steffensen and others and again at the strategy workshop.
[12] www.sats.com/dk/Start/10-Om-SATS/Dette-er-SATS/SATS-organisation-/

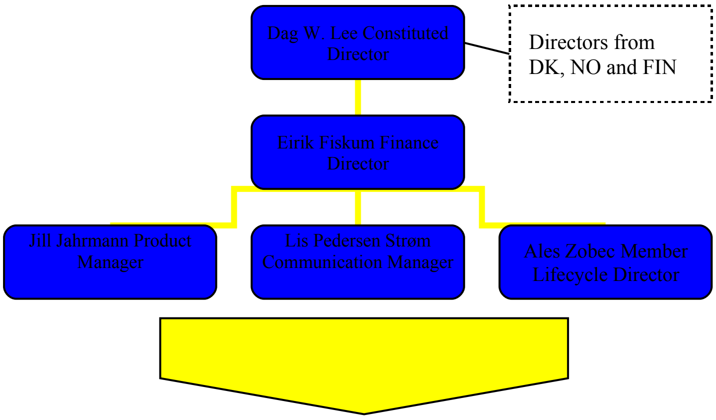


Diagram I

The two structures from Sweden and Denmark are very different in their visual as well as practical layout. And the Swedish structure affects the Danish in such a way that it is possible to feel it all the way through the organization. The top down management from Sweden and its effects are criticised on a daily basis on the level of the centres and nothing seems to change even though a lot of effort was made by the now former Danish Director Mr. Søren Steffensen. By altering the organisational map towards a horizontal decentralization (Mintzberg; 1979, 192) he hoped to make the Danish organization work more smoothly (Appendix H). To make the organization more horizontal the region chiefs where cut out of the equation to minimize the power distance (Hofstede; 1983) and match Danish conditions. Unfortunately he was fired in the middle of the process and it seems to have stopped completely now.

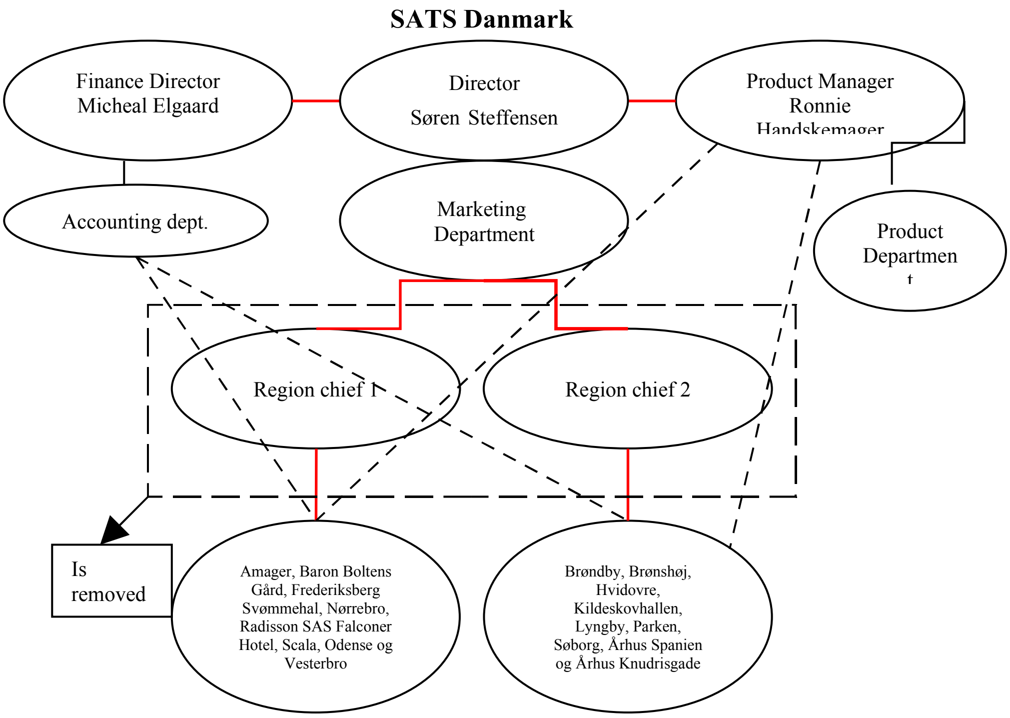


Diagram II

The Directors from Norway, Sweden, Finland and Denmark are all members of the Board in SATS Group which is the whole of SATS. This is shown on Diagram II by the little box with dotted lining connected to Dag W. Lee. Every country has its own budgets to reach and is controlled by regional headquarters (Appendix excel fra martin). At the Danish headquarter Michael Elgaard the Finance Director is in charge of the accounting department which in turn determines and monitors the goals of the individual centres. Ronnie Handskemager is in charge of the product development and the HR on account of the group instructors. The quality insurance and development of the product portfolio is conducted by the product department which covers: Personal training, Individual training, Group training and Education of personnel.

The marketing department receives its directives from Sweden and some initiatives have been initiated in Denmark for the Danish market (Malene Sahlerts, Marketing). The lack of a Danish marketing director weakens the focus on branding SATS in Denmark if such a position was implemented in the organisation it would strengthen the organisation when negotiating with Swedish management.

The region chiefs where responsible for the management and development of the centres in their region along with the economic results produced and the budgets. Now this information is reported directly to the finance department.
Each club manager has the responsibility for the management and economic results of the specific centre; the Managers report directly to their Region chief who in turn reports to the country management who reports to Sweden.
Unfortunately it seems like the picture of an informal organization with low power distance is only present at the main office at Østerbro and has not really spread out downwards into the organization. This in spite of some relocations of staff and a lot of adjustments have been made according to Mr. Søren Steffensen (Appendix H). At headquarters the doors to the individual offices are open and the tone is friendly. The case is the same at centre level but in between the management group and the centre managers. The tone is all about numbers and sales quotes, reached or not reached, with a visible dictation from Sweden if the sales goals are not reached. The two goals are sales of memberships and outgoing sales calls to book meetings with leads who have shown interest. The large amount of time used on retention of existing members is not measured or at least not valued.[13]
This form of organization which operates across boarders demands more independent strategies to fit the market and the competition on this market as shown in the paragraph above with the arguments of Schramm-Nielsen et al (2004) and Hofstede (1983).
Ownership status and financial statements: SATS is owned by the Danish Capital Fond TRYG who recently took over the company from Nordic Capital (Boersen; 2006 A). TRYG has a strategy to expand their business in areas within safety, health and safety in the Nordic countries along with providing support to projects supporting the common good.[14] Tryg I Danmark is a strong investor with a long investment plan and provides a steady financial base for the future development of SATS[15]. The investor has no intention of pulling out of the Danish market to concentrate on Sweden, Norway and Finland.
SATS Denmark is responsible for 10 percent of the net turnover in 2007 but EBITDA[16] is negative with 39 million SEK (28,7 million DKR)[17] and this year looks to end in the red as well. This is caused by overspending in the marketing budget and the cost of closing down three centres.

[13] Conversation with Lene Vosbein former Manager SATS Vesterbro
[14] http://www.trygidanmark.dk/Om_Tryg_i_Danmark.aspx
[15] http://www.trygidanmark.dk/Presse/10_11_2006_Sats.aspx
[16] Earnings Before Interest, Taxes, Depreciation and Amortization
[17] Converted on www.xe.com

In general the net turnover has been declining over the last three years.[18] Tryg could help boost the image of quality by being more visible in relation to SATS. Perhaps by giving a discount on your health insurance as a member of SATS.

Management and quality: SATS is implementing a new interactive system called My.SATS which is an internal sales system aimed to facilitate and manage the retention process and sales more systematically. It is run along with Clublead which is the old system used by SATS. For the moment My.SATS is only operating in Denmark and the idea is that it is to be a platform for contact and interaction between the SATS members. The system has a lot of potential but also a lot of child diseases which is why Denmark is working as a guinea-pig before the system is to be implemented in the rest of SATS.

The quality of the service in SATS is measured by so called 'mystery shoppers' who visit the respective centres once a month to evaluate the service level and score it on a scale from one to ten. The outcome of this performance assessment is distributed to all centres and put in a personal information map. Regular meetings at headquarters every second week is also part of the quality check even though it is conducted more like one way communication than through a dialogue. *Leaving close to no influence at centre management level in practice, if you want something done, do it and then ask for forgiveness* (Anonymous Centre Manager).

Human resources: SATS Denmark employs a lot of personnel that has been there for many years especially instructors. These employees are the backbone of the company and also the profile of SATS in the eyes of the consumer. Unfortunately SATS does not have the habit of listening to employees' ideas and wishes which creates a lot of frustration and indifference towards the company. The following quote describes a major issue with the main group of personnel who are only in the centre a couple of times a week and do not feel part of any centre in particular. This creates cultural problems in SATS and groupings within the employees; which is not good for the general atmosphere and ultimately bad for the product.

I'm only there two hours a week and nobody seems to notice so what's in it for me to make the extra effort? Anonymous Instructor

This attitude is also prevailing with the service employees who are there once a week and perhaps study on the side. They get the minimum wage and the free membership is suddenly not free

[18] http://www.sats.com/PageFiles/2655/SATS_AR2007_SE_web.pdf

anymore, they have to pay taxes of it which they where poorly informed about and it was not compensated through an increase in the wage. They need to feel appreciated to deliver the service level and perform. This goes for both the instructors and the service employees; they deliver the product and are the public face of the company when prospective costumers enter. Possibilities to increase wages by performance could also help this group who is not on contract.

SATS has its own school to educate instructors called S.A.F.E.[19]. The school develops concepts for the classes and conducts courses in special types of training to the fitness instructors and personal trainers. When the basic education is paid for and passed and the instructor is employed by SATS the courses educating and providing competences are free.

Technological development: SATS develops their own class concepts which is used in all countries and are distributed to the instructors on DVD to ensure the same quality and instruction in all centres. Another post here is the renewal of equipment/machines for weightlifting. These are very expensive to purchase and have a write-of time of 3-7 years. Much of the equipment in SATS is older and makes the centres seem out of fashion compared to Fitness.dk and Fitnessworld with their new equipment.

The webbased program MySATS was introduced in Denmark in 2008 and is evolving however slowly creating some frustration for the employees. The goal is to make it interactive as a combination of facebook and motion-online. But instead of being an advantage it is seen as a source of irritation because it does not work properly.

Purchase: the wages to the instructors represent according to Mr. Søren Steffensen (Appendix H) the largest budget line, but the equipment is also very expensive so the renewal is not so frequent. SATS stopped buying Less Mills concepts for classes some time ago and are now producing similar classes internally. The equipment cost was 26.607.000 DKK[20] in 2007 along with maintenance of buildings which sums up to a cost of 15.219.000 DKK[21] it is the largest post in the balance sheet.[22] Perhaps these numbers should be higher to generate more profit in the end because the average Danish consumer wants luxury and new equipment. Not worn down gyms at bad locations.

Clean facilities and new equipment is important (Appendix F)

[19] Scandinavian Aerobic and Fitness Education
[20] Converted on xe.com
[21] Converted on xe.com
[22] http://www.sats.com/PageFiles/2655/SATS_AR2007_SE_web.pdf

3.2 Primary activities

Upstream activities

Product development: SATS has purchased already developed concepts such as flow boards. Now the newest concept is Gliding which is a concept developed to strengthen the core muscles. SATS prides itself for having the best classes on the market and being the leading innovator within new types of classes in the Nordic countries. That is perhaps true but the implementation speed of these new products is to slow and the products that reach the clubs are far from ready when delivered. It is not a package wrapped and ready but a DIY kit. This slows the process of getting new initiatives to the markets and makes it more expensive to develop new products.
Manufacturing processes: The products that SATS supply in Denmark are group classes made by the SATS competence team where the classes are composed and the choreography is developed and recorded on DVD's which are distributed to SATS as a whole. The ideas are generated in competence teams internally in SATS in each of the countries. The new ideas are sent to SATS headquarters in Sweden and approved from there. Manufactured in one of the four countries and distributed from Sweden. The back and forth between countries makes the process very time consuming which in the end diminishes the competitive edge, (Appendix H) perhaps an idea could be to make each country responsible for its own development thus taking the decisions closer to the actual national environment and culture.
Marketing/Sales: The marketing department in Denmark consists of two persons. They have their office besides the directors and engage in continuous dialogue with him. The marketing material comes from Sweden but when it arrives it is not finished to launch but has to be adjusted to the Danish market. The adjustment has to be done especially after SATS Denmark started adjusting the material radically to fit the Danish market and the competitive situation. This puts a lot of pressure on this part of the Danish organisation which consists only of two persons, of which one is currently on maternity leave.
To buy a membership in SATS you have to physically show up at the gym and buy it in person. It is not yet possible to buy and renew your membership online. The marketing is primarily board advertising and adds on busses and in newspapers (Appendix E).
All sorts of different events are staged to get existing members to recruit new members and boxes are set up in stores in the perimeter of the clubs where it is possible to write your name on a piece of paper and put it in the box and a SATS employee calls the lead up an tries to book an appointment

with the goal of selling a membership[23]. The marketing budget was surpassed with 20 million DKR in 2008 leaving no money for advertisements in the last three month and forcing Mr. Søren Steffensen the Danish Director responsible for marketing to quit.

Service: SATS only has one way to buy a membership as mentioned above and the subscription can only be cancelled by showing up at the club and sign some papers.

The price and what the costumer pays for are not expressed sufficiently on the internet or in the material available to the staff selling the memberships. The industry is notoriously known for having little price transparency and different prices to different member groups which also applies for SATS Denmark. But the existing members are very satisfied with SATS Denmark once they have joined the gym according to a recent poll according to Mr. Søren Steffensen Director of SATS Denmark. Making an informative way to compare the different clubs against each other would help the service personnel sell more memberships. In my personal experience, more knowledge about the competitors' products gives better arguments why to buy a membership in SATS.

Homepage: the Danish homepage is built on a skeleton of the campaigns currently running in the public. It is possible to click on several links and request that a person from SATS call you back concerning i.a a test to determine your bodies biological age. There is also information about new centres which are about to open and a specific offer to kids in the age of 4-6 years and 7-10 years and an offer to exercise for free in the whole of November. If you navigate around the site it is possible to read about all of SATS' product segments and see the schedules of the where the classes are offered where and when. It is also possible to book an appointment with a fitness counsellor. Recently a large project called MySATS was launched but the interactive webpage is only visible as a tiny link in the upper right corner of the homepage. MySATS is where members can log in to see which classes they are booked on and see programs placed by their personal fitness counsellor. showing a large range of the exercises and video clips of how to use the equipment correctly, how many repetitions to take and how much weight to add (appendix G). There is also a tap named Forum but it does not work.

MySATS has a huge potential but is stalled for some reason. The system could make the difference when retaining costumers and differentiating the overall experience of SATS compared to the competitors.

Online advertising: SATS has online advertising on various homepages when running specific campaigns. They are mostly banner campaigns on cost reduction when buying a membership. The

[23] http://www.sats.com/dk/Start/Nyheder/Kildeskov---midlertidig-lukning-/

homepage for SATS is a very closed and controlled template which does not encourage to a lot of interaction on the internet with the members or the potential consumers. It is not possible to buy your membership online and you can not see the centres on video as on the competitors' websites. Instead of the recent price dumping perhaps it is time to display what you get for your money in SATS and compare it to the competition; while getting the costumers opinions creating costumer to costumer interaction on the web-side. The more different media which is used the better notion the costumer gets.

Special events: The individual centres have authorization to run events and special classes if they see fit. This enables the different centres to focus on different core competencies. This should be supported by interaction on the internet page so each centre could improve their communication about the events and people who normally bike could get emailed invitations to special events. Unfortunately the platform does not allow the individual centres to alter them or have contact with the members. Instead they open member groups on facebook[24] and post comments on Motion-online[25] to share their view on SATS and produce a good image. Special events in the public space produce top of mind recognition and show what SATS can offer.

Costumer services: recently the memberships have been changed and are now more flexible since the costumer is no longer bound to the company for a year. There are only two types of memberships EFT which is paid per month and PPD where the costumer pays for a whole year. Just to enter the club and work out one time costs 195 dkr. But it is possible to get a free trial hour to experience the centre. More individual testing of the new members with focused diets and guidance for their specific needs would be good for retention.

3.2.1 Conclusion on the Value Chain Danish part

SATS Denmark has a structure which is still not flat enough and fast enough. The service level is very good and constant but the shifting market conditions and the increase in competition was not adjusted to fast enough. If the General Managers and other full time employees should want to stay in their job for a longer period more focus on retention and wider discretion for what each centre can decide individually is needed.

[24] http://www.facebook.com/inbox/?ref=mb#/group.php?sid=e8a7011d61a769fadc958a11cad653f3&refurl=http%3A%2F%2Fwww.facebook.com%2Fs.php%3Fref%3Dsearch%26init%3Dq%26q%3Dvesterbro%26sid%3De8a7011d61a769fadc958a11cad653f3&gid=29717453322

[25] http://www.motion-online.dk/blogs/redaktoerens_blog/fitnesskaeden_sats_koerer_plat_og_userioes_kampagne/

With backing from a strong investor as Tryghedsgruppen perhaps focus could be shifted to spend money on expanding instead of only closing locations. Buying up of competitors is one way, green fields[26] is another.

The new IT platform MySATS has a lot of potential to retain existing costumers but development is too slow and the interaction does not happen. SATS has a lot of focus on their core values and the downstream activities of the value chain, marketing, sale and service. This is also where the focus should be to keep up competitiveness and keep the costumers coming back.

On the human resource part SATS needs to do better. It is important that the employees know why they are remunerated in the way they are, and what is expected of them. The local centres should have more independency and it would be a good idea to actually conduct the yearly interviews with the employees. Happy employees make happy costumers.

Speed is key so the speed of producing new concept classes should be looked into to see if it would be possible for local management to make decisions for their region. To increase time to market which is a key source of competitive advantage especially in fast cycle industries, where product lifecycles are two years or less (Datar et al. 1997). Companies in manufacturing industries of electronics have developed several strategies to compress product development time which can also bee applied here.

- *Listening to the consumers to identify customer needs early in the development process*
- *Investing in engineering capabilities for rapid learning and translation of costumer needs into product designs*
- *Developing cross functional teams for concurrent engineering*
- *Promoting continuous learning through rapid product modifications and line extensions*

(Datar et al. 1997)

This demands more dialogue with the consumer and an adjusted organisational structure concerning the development of new products which makes it easier to make decisions and speed up the process (Schramm-Nielsen et al. 2004, 162).

The marketing effort should be longterm and more focused on flagging what SATS stands for, and can do for the consumer. The sales channels should be increased to the webpage and the bureaucracy should be diminished. To push things through a marketing director is needed for the Danish market.

[26] New locations built up from scratch

Many of the problems of slow implementation could be solved by better IT so to get the new concept MySATS up and running would be a good idea.

Here the individual guidance should be saved on the persons profile to increase the notion of a individual transformation.

The main issue in all processes is speed and the organizational support towards change. In the following a comparison with Sweden will be conducted.

3.3 General comparison with Sweden

The main issue in all processes within SATS seems to be speed and measurement of the right values apart from sales numbers. In the following important points from the value chain will be compared with the Swedish conditions to locate any miss match. This is done to highlight where the problems occur and what the strategy should take into consideration a part from the cultural differences and different market situations.

Structure: The governance structure of SATS Group as a whole shows that the influence is not only Swedish. It is both Norwegian and Swedish and it is run from Norway and Sweden in collaboration across boarders.

The CEO is situated in Sweden and the Assistant CEO in Norway and they both collaborate with the CFO who is operating from Norway as well but who is Danish. The Product Director is in Norway but her product team is in Sweden. This does not encourage speed when implementing new initiatives.

The Communication Manager quit and the position is still vacant. This results in an even larger communication gap and the Member Lifecycle Director is new in the position.

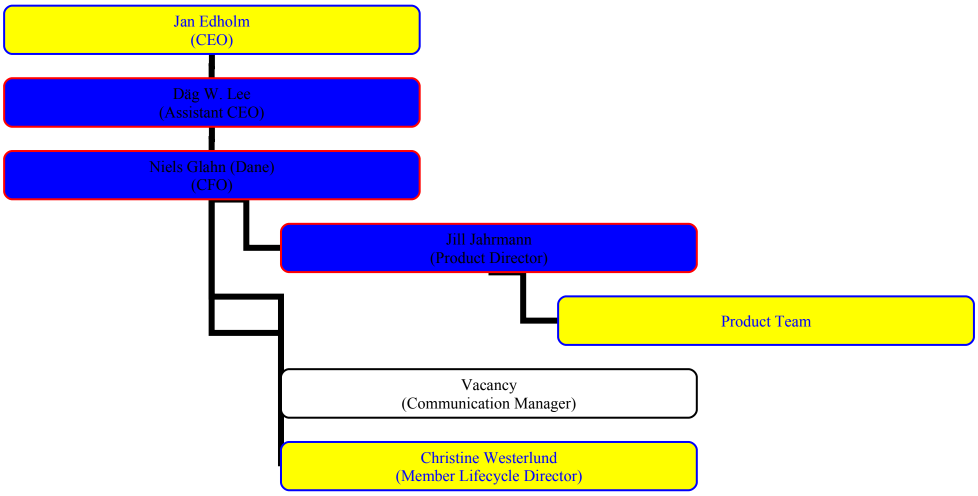


Diagram III – Organization structure of the management group[27]

Contrary to the Danish structure the image of the structure is very cross dimensional with a larger power distance to follow. The physical distance and the cultural distance from Sweden to Norway and back creates a longer product development time and demands more meetings and journeys back and forth before the right decisions are made. The flow seems very rigid and closed..

Compared to Denmark it is very top down oriented which creates a degree of mismatch.

Marketing/Sales: The marketing team in Sweden is made up of two persons according to my information from the department. They seem to be very busy or not present and I have not been able to obtain anything of value from the correspondance with them. Even though several attempts have been made through various channels over email and phone no response was ever received. Their homepage seems as restricted as the Danish one but they do seem to have more influence on what should be on it because it changes more often than the Danish one.

Homepage: The Swedish homepage is thus used to give an idea of the differences between the executed marketing initiatives. The Swedish homepage is visually the same as the Danish but instead of advertising the opening of one new centre as on the Danish page they have opened four.

[27] Based on the interview with Søren Steffensen Appendix H

This gives a general idea of the success SATS is experiencing in Sweden. SATS Tillsammans is another product not present in Denmark where it is possible for kids in the age group 11-15 to come and work out with their parents.[28] Personal training is a big hit in Sweden and is also advertised on the main page. In general the Swedish homepage has more images of energy filled people posing in positions implying activity while smiling overwhelmingly. In contrary to the Danish site which is concentrating on irony with pictures of people in sports clothes posing with power tools advertising the new opening of SATS Købmagergade and a young man with a walking stick indicating his metabolic age is too high (Appendix J).

MySATS is not present on the Swedish page but until now that has not made any difference because the implementation of the many possible ways to use the system seems to have stopped.

Special events: In the special events category it seems that SATS is more innovative in Sweden which the large scale initiative with SATS inline marathon shows that was conducted in the summer 2007.[29] Participation in outdoor events is not seen in Denmark. The events have their own sub page online in Sweden and visibility is prioritized.

Costumer services: Contrary to Denmark the Swedish market has not abolished the binding period on memberships. The competitive situation in Sweden is different and SATS as market leader can keep the others in line (Appendix H). SATS Sweden publishes a member magazine five times a year to keep the members updated about new types of workout and how to get further with your own workout.

Special offers available to SATS members only are also advertised here to inflict a feeling of collectivism. How to become member of SATS is also profiled and explained while numerous ways to get in contact is available.

3.3.1 Partial Conclusion

Both SATS in Denmark and SATS Sweden can learn from each other. The Danes can learn something about events and visibility and how to create top of mind when the consumer is choosing where to work out. The new concept *Tilsammans* where parents can work out with their children even though they are under fifteen years old should also be considered in Denmark.[30]

[28] http://www.sats.com/se/start/Kampanjer/SATS-Tillsammans/

[29] http://www.satsinlinemarathon.se/pm-eng.htm

[30] http://www.sats.com/se/start/1-Traning/Sats-kids/SATS-Tillsammans/

SATS in Sweden and the management group should on the other hand consider a more flat organisational structure and a clearer cut and transparent one. The marketing effort would perhaps be more swift and effective if it was possible to get answers quickly from this department.
It is not possible to buy your membership online in either country nor is it very clear that MySATS is even though it is an initiative that SATS is spending time and money on and is counting on to be a tool to retain the members. Getting the members to know and use MySATS is necessary to make them interact and in the end retaining them in SATS. The events and the visibility which the magazine gives are good initiatives and good initiatives should be shared in between countries fast. Mr. Søren Steffensen emphasises that:

What SATS has done poorly is the pace of the implementation (Appendix H)

This quote also shows the problems with communication between countries and in understanding the cultural and competitive situation in Denmark

3.4 Classes

Following Ansoffs growth matrix the different products/classes in SATS can be labelled and put on the PLC curve. The combination with the Boston model gives an idea of where in the products lifecycle the different product in SATS are right now. But the Boston model is only related to the growth and mature area in the PLC and two other categories, Warhorse and Stonedead are thus added to cover the decrease. Normally the model is used to describe competition in the market by comparing the product with the largest competitive product. This is not done here, where the model is used internally for the use of describing the need of a product for every part of the model and for all flocks and in part the competition between products within SATS.

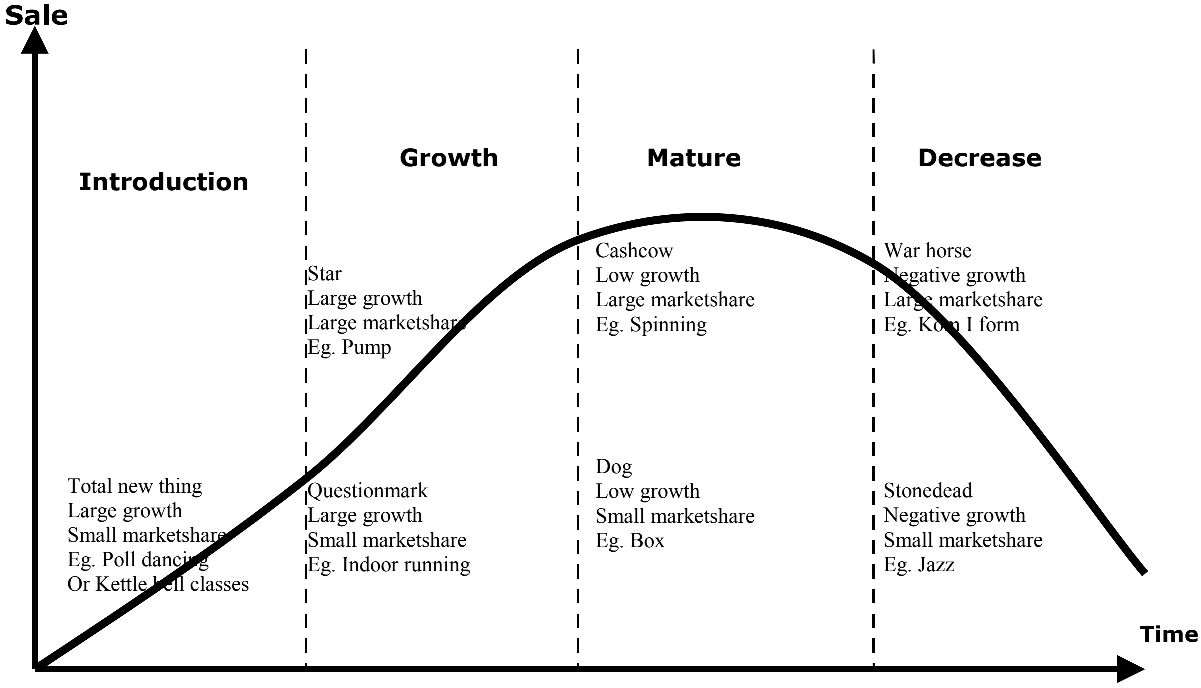


Figure VI – Products and their lifecycle[31]

When it is determined where in its lifecycle the product is situated a possible strategy to support this product should be put in place. There are four such strategies: Invest, defend, harvest or outface.
The **Star** should be promoted aggressively where the central goal is to increase the leading position. This should be done by having an aggressive promotion of the product internally and by having a proactive product development with events.
The **Cashcow** is the product group that generates high income or in SATS' case has a large customer group. The idea is that such a product/class should be kept going as long as possible by adding new resources and ideas to improve the customer experience.
A **Question mark** is a product which is new and has a weak economy. In this case it is indoor running where the capacity is low but the interest from the members is high. The product often has a weak economy and investments are needed. The product is described as a question mark because the management group needs to have special attention on such a product in order to determine what to do about it. Sometimes more investments in it should be undertaken; in other cases it should be harvested and just kept going or it should be allowed to fade out.

[31] Source: Andersen et al. 2005 s. 68

The **Dog** is the description of products that are weak and are situated in an area with low growth. In SATS' case this is exemplified by the Box classes that have been out battled by Boxercise and are no longer needed in the product portfolio.
A **Warhorse** is a product that generates good results still but is in a recession compared to earlier times results. KomIForm is such a product for SATS since it is not new anymore but still have a relatively large monthly customer base around 20.000 (see figure VI).
Stonedead is the product with no future/small market share and negative market growth. It is a product about to be taken off the market as just happened with Jazz classes (see figure VI).
According to the Kaufmann continuum (McCracken; 2006, 74) it is important to have a product in each part of the continuum to keep the existing costumers interested and keep them coming back. The unusual coupling here is that instead of always aiming for Flock number five and the rigidity and large numbers new initiatives should be tested and tried in local centres to see if they catch on. New initiatives aiming at small flocks but perhaps with potential to move from flock two to flock four where the large costumer group are is Poledancing, women only class and Kettlebell classes, More martialarts classes where it is combined with cardio training like Boxercise. *A class for 12-15 year olds where they work half on machines and half on other things* (questionnaire). A corner with a small climbing wall.
The list of new ideas goes on as the answers to the questionnaire keep coming in. This feature should be implemented on the webpage so new ideas could be used actively in new product development, such as new concept classes. This would help SATS renew itself and become first mover on the Danish market and as a result benefit from the extra income when the product reaches Flock three and four where the large sums are made.

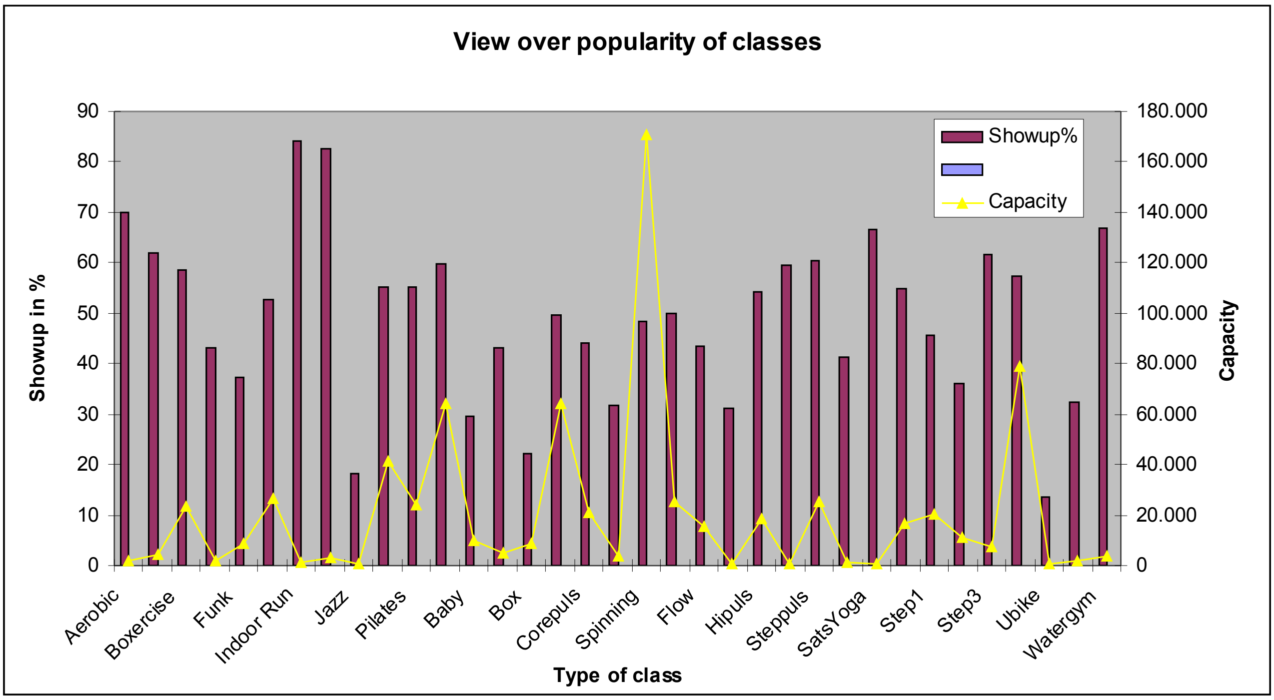


Figure VII – Classes in SATS

This graph shows how popular each class is in terms of how many classes there is a month which is visualized by the capacity. The higher capacity the more classes a month and it shows how many persons where actually there. If the percentage is high more of this type of class should be considered. Of course it is an act of balance because the variety should also be there so that the member has something to choose between.

There are all kinds of different people going to each fitness centre and they belong to different flocks and are interested in different things. The variation in classes should reflect this. The products have to be common at some point but why not take them in at some locations at an early stage to see if they work at flock 3 level where the product has been moderated by the first two flocks. Then SATS could gain the reputation of being innovative and open-minded which certainly would help the existing brand. Some respondents even emailed me after answering the questionnaire asking me:

What is SATS? Appendix K email

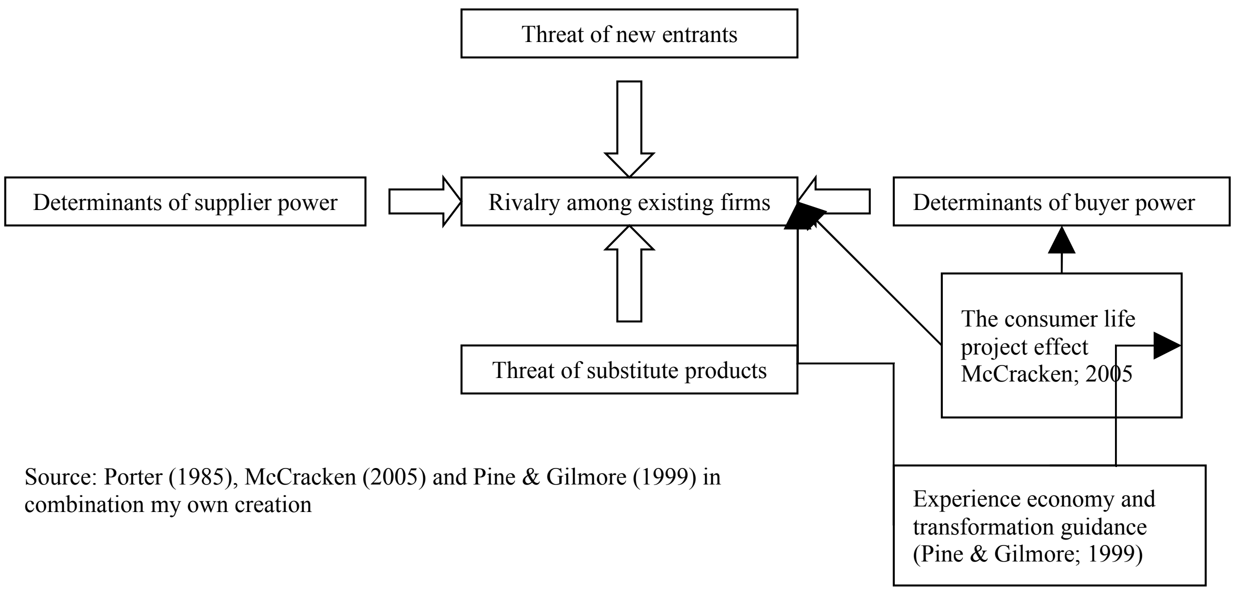
Chapter IV - External view

In the following SATS will be considered from an external perspective to determine what it is on the market and where it is.
The Five Forces model by Porter (1985) is used to create a picture of the industry structure and the value of the Danish fitness markets industry structure.

4.1 Porters Five Forces

The model is used to describe the competition in the market and how the four forces affect the market of the existing firms. The collective strength of the four forces determines the potential profit of a given industry. The weaker the forces are collectively the stronger the possibility to make profit and perform superiorly (Porter; 1979). The idea is that the company which is analysed should locate a position in the industry where it is possible to defend itself against and influence these forces in a favourable way. The forces of the buyer powers, where the costumers force down prices and demand higher service and quality while playing the competitors up against each other diminishing industry profits (Porter; 1979, 140). These forces are evaluated to be of high influence in the fitness market and additional theory is thus added to support the analysis of this force concerning culture and the consumers' life projects (McCracken; 2006, 2005, 1986).

Figure VIII (Model of Competition)



Source: Porter (1985), McCracken (2005) and Pine & Gilmore (1999) in combination my own creation

4.2 Threat of New Entrants:

To enter the market of fitness centres, it is necessary to find a location which has to be close to the market and target group as 65 percent of the persons consulted through the survey declared it had a high importance when deciding where to work out. It is also necessary to lease or buy some equipment which is a substantial budget line for the industry e.g for it makes up the third largest[32]. Furthermore it is necessary to find and employ instructors, who are not just qualified, but also customer minded.

These are just the overall and very simplified barriers to entering this market. The easy thing about this market is that it is not yet controlled by education requirements or other governmental restrictions. But that also makes it harder to be taken seriously.

The current financial crisis also has the impact of turning it more difficult to enter the market. It is hard, if not impossible to obtain a loan from the banks at the moment. Furthermore it is very expensive to have these kinds of loans, because currently the rate is well above 8 % annually.

In addition it is hard to get customers, since the negative economic spiral has turned the average consumer into at Scottish saver, who does not spend money on anything but necessities.

It is however a brighter future, we are entering, with a more steady financial sector, because of the current global effort to provide security to the global financial sector.

The market in Denmark is almost saturated with fitness centres, so a new entrant would have to find a very distinctive way to differentiate its profile to the consumer. But on the other hand only 7,5 percent of the Danish population chose to work out in commercial fitness centres this is far less than in Norway and Sweden which indicates there should be room for growth in the market (Idan; 2008 A).

A good example of this is the (almost) new entrant FitnessWorld, who created a profile based on simple training, no binding period on memberships and cheap monthly membership costs.[33]

The modern consumer in Denmark is very selective, which makes it a difficult task to conquer the Danish market.[34] But the general tendency is once a satisfied member the costumer will stick to what he or she knows as long as the service level is right (Cambell et al. 2006).

[32] http://www.sats.com/PageFiles/2655/SATS_AR2007_SE_web.pdf

[33] www.fitnessworld.dk

[34] www.danskerhverv.com/NR/rdonlyres/4AA3F13E-4000-4608-8732-0B053220BF42/0/Tendenserhosdenmoderneforbruger2007.doc

This is underpinned by statements like expressed from a member who has been at another fitness provider while the Vesterbro Centre was reconstructed and then returned when the building process had ended.

My brother and I returned to SATS because of the environment and because of the pleasant personel. It means something to us that we know the other members and that it is nice to come and work out because of the interaction with the other members (Two members of SATS Vesterbro)

A niche on the Danish market is the small specialized centres which has the ability to have a large part of the market through small centres in minor cities. In almost every town there is a small centre, run by a single owner, with a loyal customer group.
It is very characteristic for Denmark to have many small companies, and this also applies to the fitness market where half of the total member population of 410.000 was working out in a minor local gymnasium (Idan; 2008). Recently some of these small centres joined forces and created Dansk Fitness SMBA which is a company with limited responsibility and no capital requirements.[35] This shows that there is also room for one more if you are willing to differentiate. Now the competitive picture looks like figure IX shows and on the Danish market a differentiating strategy which shows what SATS is about could now be more useful than ever.

Figure IX – The competitive situation[36]

Overview of the largest chains after no. locations	
Chain	**No. of centres**
Fitnessdk	**38**
Fitness World	**30**
Dansk fitness	**18**
Equinox	**16**
SATS	**14**
Motion og trivsel	**14**
Sport og fitness	**12**
Enjoy fitness	**12**
Butterfly woman	**10**
concept 10 10	**10**
Overview of the largest chains after member numbers	
Chain	**No. of members**
Fitnessdk	120.000
Fitness World	70.000
SATS	40.000

35 www.smba.dk
36 Source mail from IDAN

Equinox	30.000
Motion og trivsel	12.000
Dansk Fitness	12.000

In a market where the main competitors grow by buying up competing chains to grow in size dynamic growth is not enough. Recently Fitnessdk bought Hardwork Studios and Fitnessworld bought Sports Club (Boersen; 2008, A). It all depends on locations where there are potential members enough to run a profitable fitness centre of a certain size as discussed before in the target group paragraph.

4.3 Determinants of Supplier Power:

Supplier power in the fitness market is not big. It is possible to get a wide range of machines to a centre, both new and used since a lot of small centres close and open at a frequent rate The development of fitness machines is not fast and things do not change dramatically. In the time my generation has worked out in fitness centres, it is almost only the way you perform the exercise, which has changed.

The obstacles here are either very small or non existent. The only supply that is limited is locations and qualified instructors who can motivate the members to keep coming back. The location problem is illustrated by the closed down SATS Centre in Scala in the centre of Copenhagen where Fitnessworld now is opening a new club instead.[37]In the centre of Copenhagen there are not unlimited locations as mentioned before.

4.4 Threat of Substitute Products

This force constitutes a big obstacle. Many fitness centres are culturally determined to be inhabited by strong armed guys, and stupid blonds, who care more about their appearance than the workout. This is a prejudice, that a lot of the industry is suffering from and this is part of their bad image which is enhanced by the general idea that the Fitness industry has a problem with doping and the use of illegal drugs (Kierkegaard; 2007 B, 72).

Therefore a whole line of smaller and niche products are emerging in the niche areas. A very new concept, which is gaining popularity , is cross training, which is a training string, that combines

[37] www.fitnessworld.dk/?2;forside

martial arts, parkour, capoiera, gymnastics and other related sports. The main focus is on different kinds of workout at every class.
But all these niches have suffered from the same difficulty, that after a shorter period of blooming, they disappear, and their popularity declines, after the flavour of novelty has worn out. .
This happened to martial arts in the end of the 1990´ies and for capoiera in the start of the 2000´s.[38]
To maintain the viability perhaps these substitute products could be integrated as classes helping the evolvement of new concepts and getting members to SATS while showing innovation and the will to be a first mover. This has been done with running which SATS has embraced by making indoor classes during the winter and outdoor in the summertime in an effort to get the runners to work out. This was a clever move because the preferred thing to do other than work out according to the respondents is to run. Many people also work out at home, this threat could be eliminated by giving members exercises that are possible to do by yourself at home so you only have to come to the centre once a week where the personal trainer could help them reach their goal and evaluate and test how far they had come. Not like now with the biological age weight but with a certified method the way your health condition is tested at medical clinics by doctors. Determining cholesterol levels, fat percent, blood sugar level, blood pressure, to evaluate the state of the body.[39]
Swimming and Football are also popular in the *other* category in the survey and perhaps opening more centres in excisting swimming facilities could be targeted specifically. This is already done at SATS Frederiksberg and Kildeskovhallen which are both very popular centres.
Football is a very popular sport in Denmark but people don’t play football all yearbecause of the cold. The footballers have to do something else during the winter break which is why entering into an agreement with large football clubs in the area of SATS clubs would perhaps bring new costumers. The agreement could evolve around promotion of SATS on stadiums and cheaper memberships to the members of the football club or association. The substitute products should not be seen as a threat but as an opportunity to design individual solutions (Appendix F).

Determinants of Buyer Power:

The amount of money available to the average consumer in Denmark is substantive, and the consumers are willing to pay about dkk 200-399 at a monthly rate for membership to a fitness

[38] Dialogue with persons from martial arts environment and the capoiera society
[39] www.ltc.dk

centre.This equals the current price variation between a membership in Fitnessworld and Fitnessdk.[40]

This makes it a valuable market to enter, and the consumers are loyal to the centre, which they choose. Surveys conducted on the subject show that consumers are very loyal and satisfied with a centre and stay there once they have chosen a place. If a consumer moves most consumers are willing to join a fitness centre from the same branch as the one they moved from if possible (Cambell et al.; 2006). However, to benefit from this SATS has to be present in the whole country not just in Århus and Copenhagen.

The buyer power is high when the differentiation in the market is low (Porter; 1979) which is the situation on the Danish fitness market right now. The consumers can not see the difference between the four market leading fitness clubs so they go for the cheapest price closest to their home or workplace.

To overcome this trend there has to be a reasonable explanation to why the price is higher (Appendix F). Better communication and marketing with emphasis on the dialogue with the costumer about health and the positive about training and SATS through as many different media channels as possible to catch the attention of the consumers in the areas where SATS is now present or is going to be present (Dinesen; 2008, 120).

9. What is the SATS Slogan?

	Response Percent	Response Count
Træning du har glæde af	20.3%	100
Mere end træning	31.2%	154
Træn som du er	21.3%	105
Sund fornuft	10.8%	53
Vejen til et bedre liv	16.4%	81
	answered question	493
	skipped question	22

Figure X

Importance is also attached to friends working out the same place, a good atmosphere and clean premises (Appendix F). It has no effect on where the respondents chose to work whether the

40 http://fitnessdk.dk/billeder/A5_Prisliste_2008_2.pdf, www.fitnessworld.dk

personnel knows who they are but price is of high relevance. The instructors have to be competent and there has to be many different types of machines to enable customized programs. This is derived from the survey answers visible in figure XI.

11. How do you choose where to work out? (Fitness) 1 = Not at all 5 = Very much						
	1	**2**	**3**	**4**	**5**	**Response Count**
It is situated close to where I work or live	6.0% (27)	2.9% (13)	6.7% (30)	20.0% (90)	**64.4% (290)**	450
There is many locations I can chose between	17.9% (80)	19.9% (89)	**23.7% (106)**	21.9% (98)	16.7% (75)	448
My friends work out here	22.3% (100)	15.4% (69)	20.5% (92)	**24.8% (111)**	17.0% (76)	448
The atmosphere	6.5% (29)	8.7% (39)	24.7% (111)	**37.0% (166)**	23.2% (104)	449
The personnel knows who I am	**42.0% (187)**	24.0% (107)	19.1% (85)	8.8% (39)	6.1% (27)	445
The range of machines and weights	12.1% (54)	9.6% (43)	25.6% (114)	**34.3% (153)**	18.4% (82)	446
Price	4.9% (22)	5.1% (23)	17.9% (80)	25.7% (115)	**46.3% (207)**	447
The range and variety of classes	19.2% (86)	13.6% (61)	18.6% (83)	22.8% (102)	**25.7% (115)**	447
The instructors competences	17.5% (78)	14.2% (63)	18.2% (81)	**25.6% (114)**	24.5% (109)	445
					Other (please specify)	48
					answered question	**449**
					skipped question	**66**

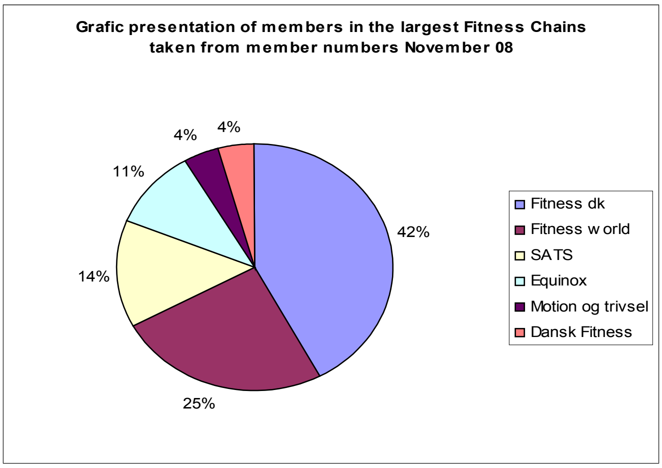
Figure XI

4.5 Rivalry among Existing Firms:

The industry as a whole is subject to perfect competition. The industry is not used to competition, like banks were just a few years back so the differentiation is very scarce and not visible to the consumer.

Until the entry of FitnessWorld, over the years the industry had developed towards higher prices, bigger centres, and overall just had a duopol between SATS and Fitnessdk. When FitnessWorld entered the market, the whole industry started to panic, and the fear emerged that FitnessWorld would graball customers. The reality was different as the consumers stayed in their preferred fitness centres, and the expected customer escape towards the new entrant did not happen.

Besides a few campaigns now and then, the industry as a whole aims towards the consumers without any existing affiliation to a fitness centre. This also constitutes the market that the newcomer Fitnessworld has conquered with rising member numbers as a result.
The industry benefits from the price war and competition in general, because it makes the actors on the market stay alert, development speeds up, and service reaches new heights, since service delivery will become a more valuable parameter, on which the actors can differentiate themselves from their competitors. Unfortunately the slow pace in SATS has not made them realize this fast enough.
As a consumer of the industry my assumption is that the market would benefit from a stronger competition, such as the one present on the call phone market, in the financial sector and in the clothing (retail) industry in general.



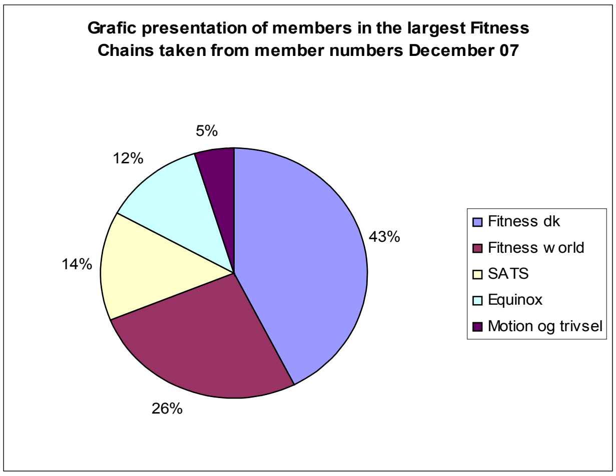


Figure XII - Market situation changes over one year

Figure XII gives at good picture of the increased competition on the Danish market. The increase in member numbers over the recent year has been divided almost equally over the largest competitors. The exception is that a new collaboration of fitness providers has entered the competition of gaining the consumers.

4.5.1 The Consumers' Life-project

According to McCracken the consumers' life-project is concentrated around creating new versions of 'self', 'family' and 'society', which makes the world they create consistent with the world they imagine (McCracken; 1986, 73; 2005) The consumer is constantly occupied by making desired ideas of the world come true and avoid feared ideas/images. This is done by picking specially

desired cultural categories of people to be included in and at the same time excluding other undesired/feared cultural categories (McCracken 1986). A very desirable 'club' to be a member of is the 'good shape club'. It generates status to be in good shape and being representable (Appendix F).
This is done by the consumer by including the 'self' in specific Danish categories and cultures and exclude others to define the 'self' through consumption. According to Belk it is possible for the individual to do so by surrounding him or herself with specific consumer goods which the consumer knows about or control and through these goods become or create a different image of self than he or she would be without them (Belk, 1988). The consumer is using the good as a requisite to stage the specific role or part.. This is possible because *the goods allow individuals to discriminate visually among culturally specified categories by encoding these categories in the form of a set of material distinctions* (McCracken; 1986, 73). This gives the consumers of SATS and the fitness product the possibility to associate with the values that the SATS brand stands for.

The result is that it could look like that the life-project of the consumer is socially founded and only concentrates around the wish to include and exclude the self from specific cultural groups by displaying a specific image to the world through the use of material goods which are also embedded with specific meaning through culture as this enables the consumer to be a part of specific cultural groups and sub cultural groups (McCracken; 1986, 2005, Belk; 1988, Christensen et al; 2005) However, this assumption is not entirely true because the project is also a way to interpretate what the individuals surrounding you are doing. The interpretation makes it possible for the individual to categorise other people and society as a whole while at the same time the life-project is highly narcissistic and selfish evolving around the realisation of desired identities and evading the undesired/feared identities.
In summary, the consumers use the consumer goods to categorize the world they live in and make their own room within it. The Danish culture and society is built in such a way that it enables the consumer to build an identity with the help of the visual objects of the consumer goods. The consumer goods help the Danish consumer answer the question of self, "who am I?" and to respond to the surroundings and answer the question "who are they?" The branded goods are used in this relation to show who the consumer is and enable them to project this image. Thus it is not the company owning the brand that decides the meaning embedded in the brand but the culture which controls which meaning the brand represents in a certain environment (McCracken 1986, 2005;

Holt, 2004). This is a change in mindset away from Aaker 1991,1996 and Mindshare which was under the impression that the organisation was the master of the brand.
This means that SATS should engage in more dialogue with the consumers and take their wishes and needs seriously. Listening to culture is not an easy task but necessary in order to monitor the changes. In a post modernistic society everything changes at a fast pace and SATS has to speed up and follow that pace. The consumers in Denmark demands a clear cut idea of what they buy and how SATS can help them with their life-project. If this is not delivered they are not able to remember what SATS can do for them when choosing where to work out. The answers from the survey show that SATS has to be more interactive with their message and maybe also formulate it more clearly.

The answers from the survey shows that the slogan that people think is the slogan of SATS is in fact the slogan of Fitnessdk. A finding which is also in line with the large scale survey conducted recently by SATS as a part of the effort to craft a new strategy (Appendix H). The answers showed that 31,8 percent new the Fitnessdk slogan and thought it was the new SATS slogan while 21,1 percent knew that it was in fact *Træn som du er* and 19,8 percent thought it was still *Træning du har glæde af.* But in general the picture is that none of the fitness chains do a very good job branding themselves. The other two slogans are the ones from Fitnessworld and Equinox who is the newest and least known according to the percentages in figure X.

4.5.2 Experience Economy

Experience Economy theory provides a framework which supports the meaning and the experience of the consumer's life project. An elaboration about how Experience Economy Theory could help SATS Denmark incorporate the Cultural Branded values will follow.
Work is theatre…Even those businesses which do not yet stage experiences must understand that whenever employees work in front of customers, an act of theatre occurs (Pine & Gilmore; 1999, 104).
As a consequence of this starting point, the focus needs to be on the actions of the personnel and what they mean to the consumer. Whether they make compelling theatre (Pine & Gilmore; 1999, 105) and in what sequence should the events occur and what is the progression, and duration of events. This should be examined by asking the following questions and in general by being critical towards the way things are done today and how they could be done better.

- How are work activities arranged?
- What continuums exist in the organization of events?
- Where does work begin, reach a dramatic climax, and have its denouement?
- Finally, consider the pace of work, for these define the relationships between dramatic elements. (Pine & Gilmore; 1999, 105)

To show the element of speed when delivering FedEx employees deliberately rush about (Pine & Gilmore; 1999, 105). When SATS Denmark has identified its Cultural Branding focus it could be an asset to incorporate it into the company's procedures. It is the act of acting which will differentiate memorable experiences from normal human activity (Pine & Gilmore; 1999, 108) In this light it will enable SATS Denmark to differentiate from its competitors by helping create and manage the Cultural Brand image. Over time this could lead to the next step of the transformation business where SATS would not charge solely via membership fees or by the amount of time spend on machines. The focus would rather be on meeting the health and wellbeing goals of its members fulfilling and helping with their life-project (Pine & Gilmore; 1999, 192),(McCracken; 1983). The idea here is that if the goals were not met within a pre-defined period of time, SATS would not get paid or they would get paid less according to what was achieved. This way it is possible to charge for the gain not for the pain (Pine & Gilmore; 1999, 192).

There are four forms of theatre, street theatre, platform theatre, improve theatre and matching theatre. Before it is possible to begin acting, a form of theatre has to be chosen to perform

The Four Forms of Theatre
(Pine & Gilmore; 1999, 123)

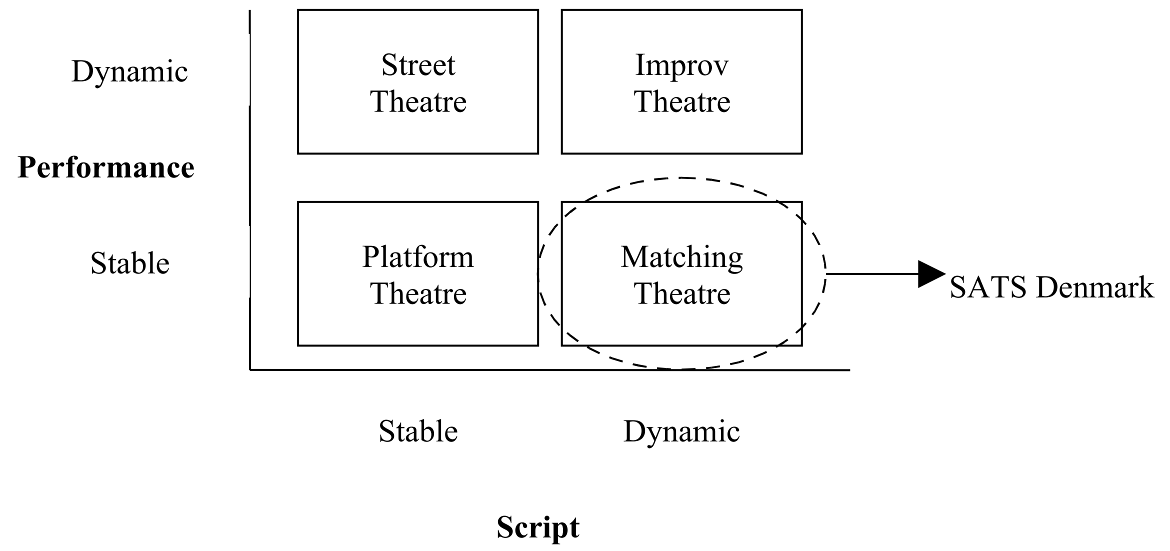


Figure XIII

On the chosen stage there should be great characters representing the industry, as in show business. When the service part of the company is automated the focus shifts to human-to-human interaction and then the business shifts to stage experiences. Each employee has a role and that role should contribute to the overall audience-actor relationship, which the company's experiential offerings[41] represent. So it follows that the

Cast (people) must take on roles (responsibilities) by each making choices to develop compelling characterization (representations) that form a cohesive ensemble (organization) to engage the guests (members) in memorable ways. (Pine & Gilmore; 1999, 142)

To do this SATS Denmark has to think of the company in a entirely different light of experience instead of in a light of service which might help produce a stronger Cultural Brand.

In the end the costumer is the product. Why else should he want to acquire a subscription to a fitness centre if he does not want to be affected by the experience Pine and Gilmore (1999, 163)

On top of that experience the costumers should avail the possibility of receiving guided transformation towards a determined goal by paying a premium price for the customized experience (Pine & Gilmore; 1999, 166).

12. What would create more value for you when you work out? 1 = Not at all 5 = Very much

	1	2	3	4	5	Response Count
Systematic follow ups	19.9% (84)	17.5% (74)	**29.1% (123)**	22.5% (95)	10.9% (46)	422
Larger amount of classes	22.1% (93)	17.9% (75)	**24.3% (102)**	20.7% (87)	15.0% (63)	420
More wellness offers in combination with the centers	13.9% (59)	17.7% (75)	**25.3% (107)**	25.1% (106)	18.0% (76)	423
					Other (please specify)	31
					answered question	**428**
					skipped question	**78**

Figure XIV

According to the survey 63,5 percent of the respondents think it would be a good idea with follow-ups and guidance in the transformation. This indicates a green light for SATS to focus far more on transforming costumers holding them up on their goals. If the consumer can see the extra value added they are willing to pay for it as well. Here the cultural branding steps in to support the idea with positive advertising about living up to your own expectations and being as young as you feel.

[41] Experimental offerings are the product/experience you charge the costumer for. Perhaps a package to help the costumer transform into the decired goal in collaboration with a personal trainer, nutrition guidance and testing.

Not negative campaigns like the '*biological age'* campaign and the, '*eat as much as you like over Christmas'* campaign run by SATS last year (Appendix A and J).
Transformation Economy should be examined to see if the industry is ready to take steps up the ladder from service economy to guided transformations if desired by the good (costumer).[42] Such transformations will emerge across almost every industry that operates within the service sector today (Pine & Gilmore; 1999) For once SATS Denmark should try to be up front supporting the consumers life project with special offers by enabling the desired transformation to be more guided. The idea is more value for the money spent in stead of price dumping.

In the following the points where SATS should focus their branding is looked into through an analysis based on cultural branding and McCracken (2005). It is applied to look into some of the points that Porter (1979) is missing due to the different context and industry leading to the partial conclusion.

4.5.2.1 Company

Acording to McCracken 2005 any brand can be charged with any meaning. In itself, the brand is an empty marker waiting to be loaded with cultural meaning. The marketer has every possibility to fill the relevant meaning into the brand, but in reality it is clear that every brand has a heritage of meanings, some more important for the brand than others (McCracken; 2005, 179). For a new product with a completely new brand meaning it is possible to start from scratch, but with an established brand it is most advantageous to take offset in already established meanings unless these meanings are culturally off (McCracken; 2005, 179). The cultural meaning has to enable SATS Denmark to capture market share.
In the case of SATS Denmark the marketing has been altered to follow a different line than the Norwegian and Swedish counterparts integrating Danish humour into the commercials. However the focus is not positive or build up around helping the costumers reaching their goals in life. I believe that trying to establish a positive image around SATS would increase the interest and perhaps even the employer retention. The consumer seems confused about which chain is about, but it is clear that the message from Fitnessdk is the one which has made it through to the consumer. Unfortunately for Fitnessdkthe image is believedbelong to SATS according to the survey. Figure X shows that the slogan of SATS '*Træn som du er' scores* a second place, as most people think SATS' slogan is '*Mere end træning'* which is actually the slogan of Fitnessdk. Overall it seems that

[42] See Appendix D for model illustration

the consumer is just guessing because the answers are spread out very evenly on the five possible answers.

What more than training is it that SATS provides? The users of SATS do not seem to doubt this issue, they stay loyal, so if the service level is steady and the experience is elaborated actively with the possibility to buy transformation sequences there is basis for the higher price that Fitnessworld charges.

4.5.2.2 Competitors

There are always competitors on a market and on the Danish fitness market the main competitors to SATS is Fitnessdk and Eqiunox. Equinox is more or less only located in Jutland except for the centre in Valby and in Odense; so the main competitor is Fitnessdk as mentioned before. Fitnessdk controls the meanings that SATS normally controls in Norway and Sweden.

The important question to ask is: which meanings do the competitors control in the market and how well do they control these meanings within their reach (McCracken; 2005)

The strategic question then becomes which of these meanings can be devalued, which can be won away, and which can be eclipsed by the creation of a more powerful package of brand meanings (McCracken; 2005, 180)

This is general market analysis but with the view of cultural branding it changes from owned meanings and Mindshare to life projects and cultural meaning (McCracken; 2006). This is relevant in relation to changing the existing branding strategy of SATS Denmark to work with cultural branding and to do so SATS Denmark has to work on providing the right cultural meaning supporting the notion that the values that Fitnessdk stand for areactually the values that belong to SATS. (Appendix F). To do so more interaction with the consumer and with the potential consumer should be conducted through the internet and Mysats which should be developed in a faster pace.

4.5.2.3 Collaborators

Who can help the brand capture meaning? Sometimes it can be done by making alliances with other companies who represent meanings that can benefit the company (McCracken; 2005) This can be pursued if the brand has notbeen successful in generating the right meanings for itself. Like with competitors research has to conducted to establish which companies control which meanings to determine with whom the company will be most likely to create increased brand value (McCracken;

2005). This should be used to determine if SATS Denmark could make connections to branded products to help create the right cultural brand image. For example that Tryg who owns SATS launching a programme to provide discounts on your health insurance as a member of SATS? Instead this initiative was launched by the newcomer Dansk Fitness. SATS should conquer back that approach by collaborating more actively with its owner using the strong Tryg brand to promote the feeling of safeness in guidance and in achieving your lifeproject (Pine & Gilmore; 1999, 192)(McCracken; 2005, 102). Then Tryg could act as a form of celebrity endorser which in this case would be a company with all its meanings and these valuable signals could then be transferred to SATS Denmark (McCracken; 2005, 102) By using the same celebrities as Tryg has screened in their tv commercials the link could easily be made on a subconscious level as well as consciously. The current tv commercial from TRYG even evolves around health insurance and how important it is to get back quickly.[43] The link is obviously there to be exploited and the transfer of meaning could be made to support *træn som du er* because Tryg is owned by its members. Of couse it is Trygidanmark smba who owns TRYG insurance overall so perhaps they could set up the collaboration for their own benefit.

Customers Management of company meaning in relation to the customers demands some very specific questions.

"Who is the customer? What meanings do they habitually use? Where do they find these meanings? How are their meanings needs changing as changes take place in their life stage, family structure, self-definition, and lifestyle?" (McCracken; 2005, 181)

The typical way of determining these needs is to study the ethno graphics, but a more systematic approach could be through a quantitative questionnaire. This stage of the strategy of cultural branding is the foundation, without which a precise understanding of what the customers care about the whole meaning management process will be compromised (McCracken; 2005, 181). Here the dialogue is also important in order to hear which products needs to be launched e.g. classes because meanings change and trends change over time. There has to be constant dialogue with the consumer to be able to satisfy the different flocks in the continuum (McCracken; 2006, 103) The use of Mysats should be evolved to support this dialogue online in the web 2.0 spirit to evolve the trial and error dialogue with the costumer increasing costumer satisfaction and getting ideas to new product developments (Dinesen; 2008, 79).

[43] http://www.tryg.dk/netinsurance01/notes.do?uniklink=ReklamerSundhed

4.6 Partial conclusion

To conclude on this analysis, SATS is operating in a market, where the actors stay cool, and the competitors do the same. The result being a a market, where development and research in new training methods almost stand still. So to develop the brand and match the culture SATS Denmark has to keep an ongoing dialogue with the consumers and enable them to discuss subjects with each other online in SATS regime through Mysats. New ideas should be tested and should support the overall idea of having costumers in every flock helping them with their life projects. New ideas could come from the substitute products which could be implemented when moderated to fit the way of a fitness centre. One idea could be kayak classes indoor functioning like spinning where you sit in a room during winter with a projector showing the progression through water.[44]
If the consumers are loyal towards a level, where it is not healthy for the actors in the industry, because the lack of activity among the Competitors diminish which slows down innovation. If the consumer does not ensure that the actors do their best and provide the best service and also have the highest competence, the market will stand still, and the actors do not have any incitement to develop new methods and buy new machinery. But with no binding periods the most innovative and open fitness provider will conquer new market share. This should also happen through green fields and takeovers as the competitors have shown. But to do so the answers from the conducted survey show that the basics have to be in place with clean and well positioned centres with an emphasis on wellness offers and luxury in everyday life.
Entry and exit barriers are not high or difficult to master, although issues such as the current financial crisis and low activity among consumers can make the market less attractive for new entrants.
Furthermore the Danish market is close to saturated with centres, and fitness centres are located almost as close as supermarkets. But still a new comer would maybe shuffle up the market and create competition, which would ensure the consumer the highest competence and service level. The newcomer Dansk Fitness could be such a competitor. Until time shows SATS has to utilize the financial strength that TRYG is able to provide to eliminate competition during the recession.

Supplier power is not great on this market, and their influence on the fitness centres is not big, since it is impossible to purchase new machinery from other suppliers.

[44] http://www.dansprint.com/1/17/competition.html

4.7 Possible Target groups

The target groups and their location are important when SATS is trying to gain market share in a pressured market. Where the target groups are located tells something about where SATS should look for locations to open up new centres and in combination with the overview over where the competitors are already the decision can be taken on where to expand and locate new centres.. When the decision is taken to stay on the Danish market expansion is the way to go, and to do so it is important to know where to expand. The following analysis is built on the following statement from Søren Steffensen:

Our market research shows that many people start to work out when they turn forty. The target group is the range from the last part of the twenties to the upper part of the forties; that is the target group and also the ones the competition is after Fitnessdk perhaps a little younger and Fitnessworld even younger Søren Steffens Director of SATS Denmark (Appendix H).

The location of this specific segment is looked further into and coupled with where the competitors, Fitnessdk, Fitnessworld and Equinoxx are already present.

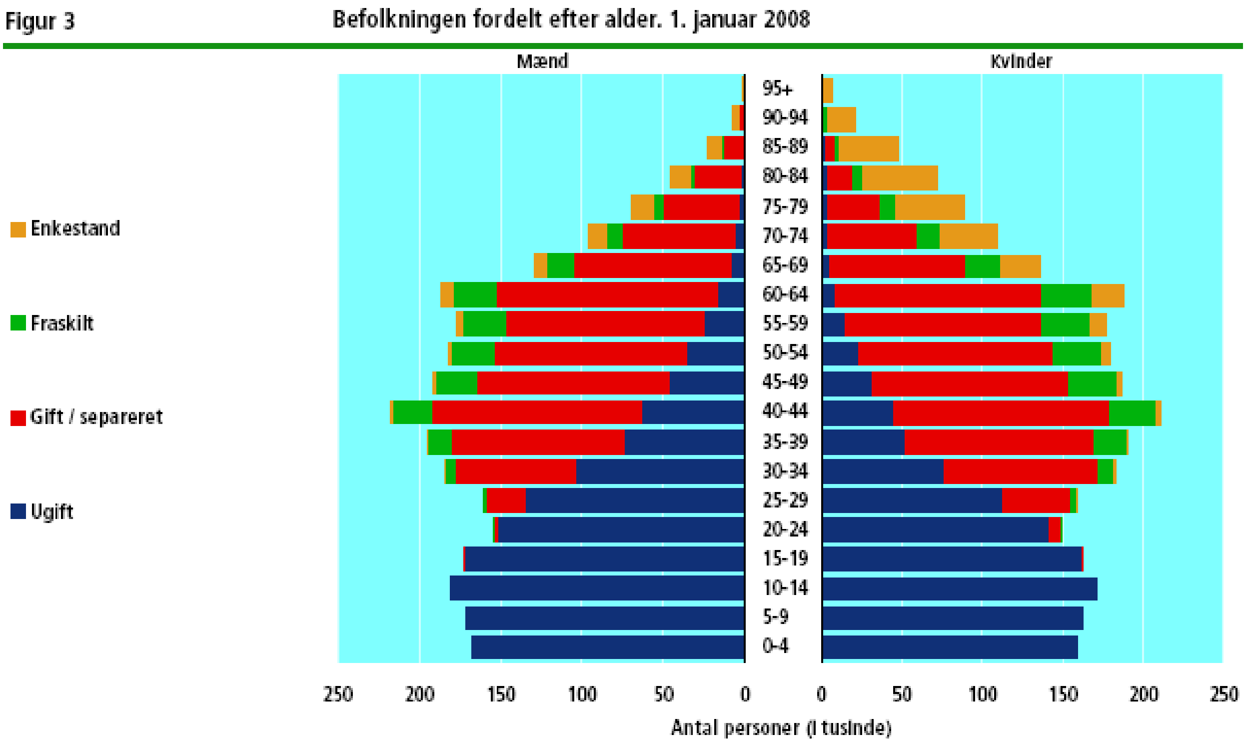


Figure XV

The possible target groups for SATS Denmark is the older segment as the statement above shows. In Denmark there is a large group of older people, in fact the Danish population as a whole is regarded as old. According to the UN-publications a population is old when the share of persons aged above 65 years is above seven percent (Andersen; 2006, 12). The first of January 2006 24,5 percent of the Danish population was younger than 20. 54,1 percent was between 20-59 years and 21,4 percent was 60 and above. In Copenhagen there were 413.360 persons in the group 20-59 years which is where SATS' target group lies. The penetration of SATS Gyms is reasonably high in this area with twelve clubs in the Copenhagen region. The only other place where SATS is now present is Århus where two clubs are situated. [45]

Around the country there are potential costumers in the right segment so in order to be able to attract these costumers SATS Denmark has to expand to several of the larger cities in Denmark in particular in Jutland because people work out close to where they live or work and do not drive miles out of the way to be able to exercise (Appendix F, Kierkegaard; 2007). These locations will now be elaborated.

Apart from the Copenhagen area, the western and southern part of Sealand has a potential group of costumers. The problem here is that the segment is scattered around in small villages with the exception of Roskilde as a major city where there is approximately 9000 persons within the right segment gathered in a close perimeter.[46] But this number of persons is still a relatively small group. Region Fyn is another major potential area with 253.523 inhabitants within the age range 20-59. In Southern Jutland this segment is 367.896 which also indicate potential. Eastern and Western Jutland where there are no SATS clubs situated also has a potential costumer base worth noticing. Eastern Jutland has 442.472 inhabitants in the age 20-59 and Western Jutland 219.369 persons (Andersen; 2006, 13).

By locating clubs in the major cities in these areas it would be possible for SATS to attract new costumers. This could be done by greenfields or by buying up competitors. The hard thing about greenfields is the perfect location for a fitness centre as there are not that many excellent spots available. Which is also shown with Fitnessworld moving into the old SATS location Scala.[47]

SATS should be present in more major cities in Denmark, to gain a larger market share and live up to the current vision *of improving peoples lifes..and promote and support active lifestyle in all of Danish society*.[48] This indicates that the whole of Jutland is of interest to SATS if considering Green fields in relation to growth and new markets. But when looking at the demographics and new markets within the market the competition has to be taken into consideration; especially where the competitors clubs are situated around the country. This is visualized beneath on the three maps of Denmark.

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45 http://www.sats.com/dk/Start/Find-dit-center/
46 http://www.businessanalystonline.dk/images/Demografi_eks.pdf side 3
47 www.fitnessworld.dk
48 http://www.sats.com/dk/Start/10-Om-SATS/SATS-vision-og-mision-/

Equinoxx[49]

Fitnessworld[50] **Fitnessdk**[51]

Figure XVI - Visualization of the Danish positioning (source: homemade)

Eastern Jutland is far the most interesting part of Jutland and it seems that the competition already has figured that out. Fitnessdk is the chain with most clubs in Jutland but is followed closely by Equinoxx with only one club less there, with thirteen compared to Fitnessdk's fourteen. Equinoxx has all their clubs in Eastern and Central Jutland with focus on the major cities where the concentrations of possible costumers are highest. Equinoxx is only present in Copenhagen with one major club in Valby. Fitnessworld seems to have chosen the locations of their clubs after the location of existing Fitnessdk clubs as they are present in seven out of 18 locations around the country but perhaps this is just coincident and because Fitnessworlds demographic research showed that these specific cities had a large enough segment for them to enter.

[49] www.equinox.dk/default.asp?m1=550&pageId=550Equinoxx.dk
[50] www.fitnessworld.dk/?2;adresser
[51] www.fitnessdk.dk/index.php/56/

BYER MED OVER 50.000 INDBYGGERE

	Enhed	1970	1981	1990	2000	2007
Hovedstadsområdet	tusinde	1 380	1 382	1 337	1 076	1 146
København og Frederiksberg	-	725	582	552	586	596
Århus	-	199	182	200	217	228
Odense	-	137	137	139	145	158
Aalborg	-	100	114	114	120	122
Esbjerg	-	68	70	72	73	71
Randers	-	42	57	55	56	59
Kolding	-	58	41	45	53	55

Figure XVII – The largest cities in Denmark

An actual density analysis would be preferable when launching new clubs but figure XVII gives a good idea of where to start launching new clubs in correlation with the map depicting the presence of the competitors in figure XVI. The density of people has to be equivalent to the number required to run a fitness centre.

An analysis of where there is the highest concentration of working professionals would also be highly informative and should be conducted before a new location is chosen (Cambell; 2006).

It is also interesting to know how many members a fitness centre should have to be able to create profit, this is of course individual from centre to centre but an estimate should be possible to make. The general fitness consumer do not want to travel more than two or three kilometres to be able to work out and the locations should preferably be close to both many homes and workplaces (Appendix F). The workplaces are important because working out fits an active work life and the need to look fit and able (Cambell; 2006).

4.6.1 Demographic Partial Conclusion

The areas that seem least occupied by other clubs are Western Jutland such as Holstebro, Herning and Silkeborg and strangely the only club present in southern Jutland is Equinox in Haderslev.

In general the clubs should be situated in highly populated areas, such as major cities. This should be done because people tend to work out close to where they live or work (Kierkegaard; 2007).

The large number of persons within the right segment inhabiting Fyn along with the fact that it seems that the costumers were really fond of SATS Odense and the personnel was fond of their workplace; indicates that a new larger club in the Odense area as this is the area where most people from around the island gather each day..[52]

[52] http://www.new.facebook.com/home.php#/group.php?sid=7febdb041c02b19647eab87a45d8afad&refurl=http%3A%2F%2Fwww.new.facebook.com%2Fs.php%3Fref%3Dsearch%26init%3Dq%26q%3Dsats%2Bodense%26sid%3D7febdb041c02b19647eab87a45d8afad&gid=19763780738

Northern Jutland and Roskilde also seem under populated in regards to fitness clubs. But apart from these locations density measurements should be conducted on Ålborg, Esbjerg, Randers and Kolding which are the largest cities where SATS is not present at the moment.
Modern people tend to move around the country to study or to start on a new workplace and when they do so it should not be necessary to change fitness provider. This demands a national chain of SATS centres and not only regional representation.

4.7 Conclusion

The conclusion to this project will follow the partial conclusions, and is built on the same platform as the project itself. It is formed as general recommendations for SATS Denmark to implement in coherence with the empirical findings of this thesis which are based on the applied theory.

The first part of the analysis focused on the culture, and what the obstacles here were in regards to organic growth for SATS.
The use of Hofstede (1983) and Schramm-Nielsen et al (2004) gave furthermore weight on the found issues. The two theories along with the questionnaire and the interviews gave a very thorough view on the subject. It was determined that there are very distinct differences between the Nordic countries culture. The Swedish are very rule oriented while the Danish business culture is more dynamic in the sense that if a strategic plan does not fit the present market situation, the Danes will make changes along the way. On this subject the Swedes will stick to the plan, and not make changes before a meeting has been set up, and all are present. This is just one of the barriers. Another barrier is the very strong influence from headquarters placed in the other end of the region. Since there are very distinctive alterations between the three countries, it is imperative that each country will be able to turn and twist the strategy for the organisation as a whole, so it fits the demands from the customers in each region and country.
As it is now, the Danish administration feels restricted and it drowns the creativity in the Danish part of the organisation. This furthermore makes the whole organisation feel dull, and it flows down in to the personnel, that represents SATS and interacts with the costumers. The interview as well as the historic of SATS Vesterbro clearly shows that more dialogue and immediate action is needed. A manager of one center should be able to meet the demands from customers on the spot, and not being forced to just leave things as they are, because headquarters does not respond, when somebody in the organisation sees an opportunity. To create the needed interaction and be able to respond to consumer demands and questions more effectively each center should have their own homepage to administer with a blog to interact with the costumers online (Cambell; 2006, 69); this should be possible through MySATS.
To follow up on this subject I analysed the organisation with the use of a value chain (Porter 1985) and Datar et al. 1997, I found that time to market is the key in this particularly business.

The main resource is the employees and the classes and to be updated and innovative through dialogue with the consumers is important to keep up a competitive advantage over time.
As found in the questionnaire, the organisation in Denmark does not do enough to make themselves visible to the market. Only a few of the persons questioned does know what SATS stand for, and what they offer. On this level of the organisation the same is the obstacle, as above mentioned. Speed is the key, and a more individual Danish organisation will make it possible to provide the market with a more distinctive profile. By re-launching what SATS is about in Denmark perhaps with a new logo which actually makes sense so the consumer knows what the letters stands for and in order for the logo to become a strength in coherence with Danish values. Appendix L shows five possible solutions where logo number one seems most appropriate.
The marketing effort should be longterm and more focused on flagging what SATS stands for, and can do for the consumer. With new meaning to the new logo working as an empty marker ready to help the costumers with their transformations; new meaning should be transferred to the new logo by using celebrity endorsers to transfer some of their achievements with SATS. Lars Mikkelsen[53] who works out in SATS could be a good subject to such a commercial. The new meaning is needed because the old is culturally off (McCracken; 1986).
The sales channels should be increased to the webpage and the bureaucracy should be diminished. Follow ups on launched programs such as MySats is needed, because mismanagement and slow progression makes the organisation seem unprofessional to a consumer. The same goes for employees. They need information and a feeling, that the organisation appreciates them, otherwise they will not fulfil their job and the customer will not get the service that SATS need to make their profile sharp to the customer.

Mr. Søren Steffensen emphasises that:

What SATS has done poorly is the pace of the implementation (Appendix H)

This sentence highlights an organisational issue in SATS Denmark, and compared to Sweden it is very strange, that it seems as the Swedish part launches a lot of events, new products etc.
Sweden has launched an event where SATS where made visible to the customer, along with new products as SATS Tilsammens. SATS Tilsammans is a great idea which should be launched as soon

[53] Danish actor

as possible to catch the new consumers before the competitors and become an active player in their life-projects from an early point.
Why the Swedish organisation seems more aggressive and the Danish part stands still is the problem. It seems that the Danish organisation feels bound by restrictions and non correspondence with the headquarters.
The market furthermore just emphasise the importance of making the profile more sharp and visible. There are not that many customers, and if one of the chains is going to steal the competitors' customers, it is necessary to stand out.
On the Danish market the consumer are very loyal, and in a long time the market for fitness was not issue to competition, and the consumers went to the nearest fitness center. Fitnessworld showed the established chains, that with an aggressive strategy and a sharp profile it is possible to steal customers and establish a name and brand right under the nose of established chains.
Al this just puts emphasis on the above mentioned, that a stronger and more manoeuvrable organisation in Denmark is needed if SATS are to conquer organic growth.
Since SATS is only placed in the two mayor cities in Denmark it is still possible to make the appearance more visible. There are several cities in Denmark, where a center could be placed and the overall member statistic could be larger. If the marketing management together with the Swedish one could launch a campaign and make a profile, a launch of new centers' would be possible, and SATS could grow dynamically in major cities in Denmark.
This would furthermore make it more likely for the Danish organisation to meet the sales demands from headquarters.

In all, it is necessary to adjust the Danish organisation, so it does more reflect the actually present situation on the Danish market to live up to the demands of the consumers in order to help them with their life-projects. This demands a horizontal decentralized organization where the employees are hired through a staged process to see if they match the company theatre.
Positive campaigns that indulge the essence of SATS should be launched to put focus on the energy it is possible to obtain by working out at SATS in a positive environment so when you leave the fitness centre you are happier than when you came because of all the positive energy. The message of more value for the money spent in SATS should be spread through as many media channels as possible to catch the consumer's attention and should be supported by the new flat structure in SATS with the support and energy of a Marketing Director.

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- Venderby, Christian : *Fitness-fusion i Nordsjælland*, 27-05-2008, Boersen (Boersen, 2008 A).

Homepages

- www.sats.com
- www.idan.dk
- www.fitnessdk.dk
- www.fitnessworld.dk
- www.equinoxx.dk
- www.surveymonkey.com
- my.sats.com
- www.danskfitness.dk
- www.smba.dk
- www.tryg.dk
- www.tryghedsgruppen.dk
-

Appendix A – Fitness Data

Fitness data
From: **Rebecca Steele** (Rebecca.Steele@idan.dk)
Sent: Wednesday, April 23, 2008 8:18:41 AM
To: jcr_mathiesen@hotmail.com

Hej Jens

Her er lidt opdaterede tal fra den danske fitness verden!

Kommercielle centre: 410.000 (Svarende til ca. 7,5 % af Danmarks befolkning)

Foreningsbaserede centre: 80.000

Dette er et udsnit fra vores database, senest opdateret ved årsskiftet 2007-2008

Oversigt over største kæder efter antal centre			
Kæde	**Antal centre**	**Planlagte centre 2008**	**I alt (formel)**
FitnessDk	**35**	**1**	**36**
SATS	**17**		**17**
Fitness world	**15**	**2**	**17**
Equinox	**16**		**16**
Motion og trivsel	**14**		**14**
Sport og fitness	**12**		**12**
Sportscub	**8**		**8**
enjoy fitness	**7**		**7**
Butterfly woman	**7**		**7**
concept 10 10	**5**		**5**
fitness 5	**4**		**4**

Oversigt over største kæder efter medlemstal		
Kæde	**Antal medlemmer**	**Procentdel af samlet medlemstal**
Fitness dk	105.000	25%
Fitness world	65.000	16%
SATS	35.000	9%
Equinox	30.000	7%
Motion og trivsel	12.000	3%

Nedenstående er et link til vores seneste nyhedsbrev, som også samler op på udviklingen i den danske fitness-sektor.

http://www.idan.dk/~/media/Nyhedsbrev/Nyhedsbrevpdf/Nyhedsbrev16.ashx

Håber du kan bruge tallene. Hvis du har videre spørgsmål er du meget velkommen til at ringe igen.

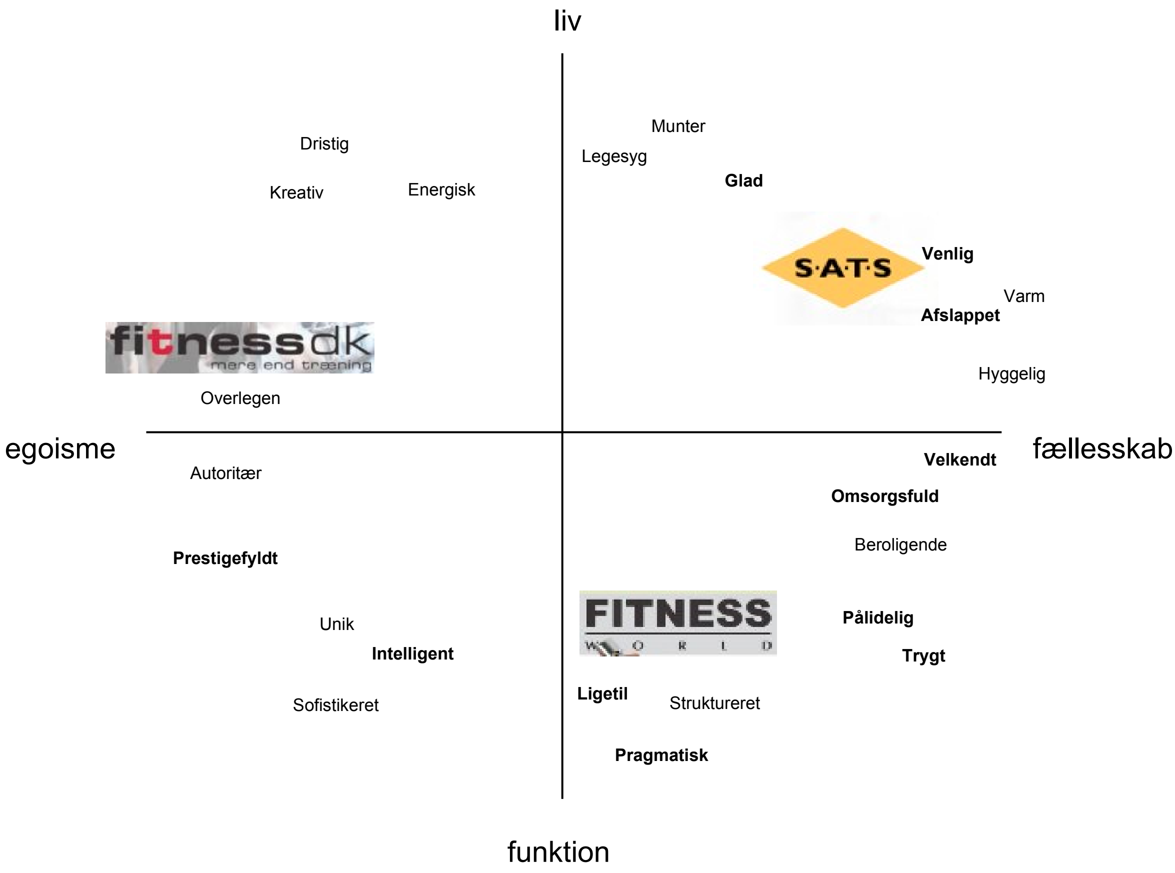
Et år senere ser det sådan ud:

Oversigt over største kæder efter antal centre	
Kæde	**Antal centre**
Fitnessdk	**38**
Fitness World	**30**
Dansk fitness	**18**
Equinox	**16**
SATS	**14**
Motion og trivsel	**14**
Sport og fitness	**12**
Enjoy fitness	**12**
Butterfly woman	**10**
concept 10 10	**10**

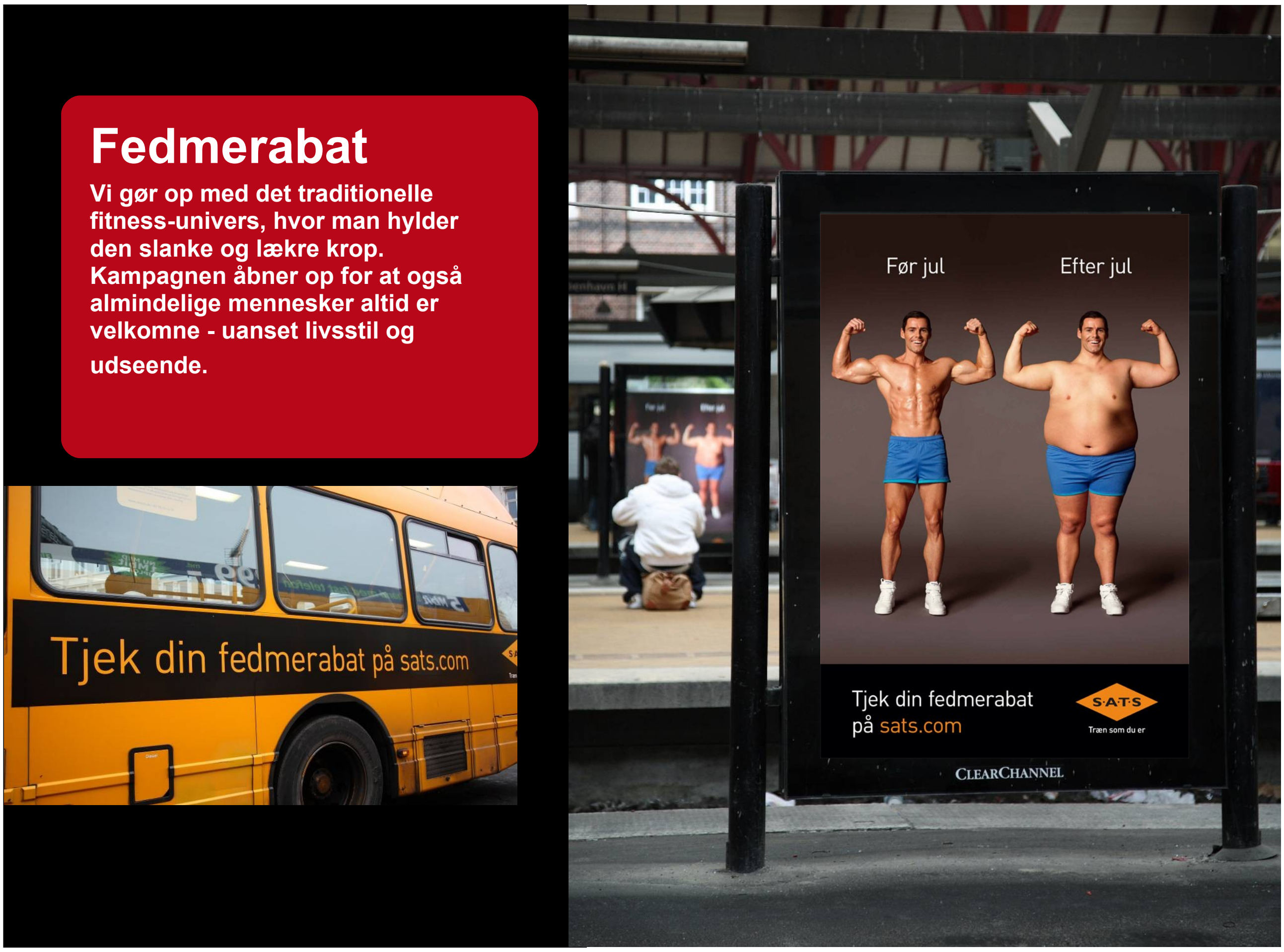
Oversigt over største kæder efter medemstal	
Kæde	**Antal medlemmer**
Fitnessdk	120.000
Fitness World	70.000
SATS	40.000
Equinox	30.000
Motion og trivsel	12.000
Dansk Fitness	12.000

Appendix B – SATS Positioning

SATS' positionering i markedet

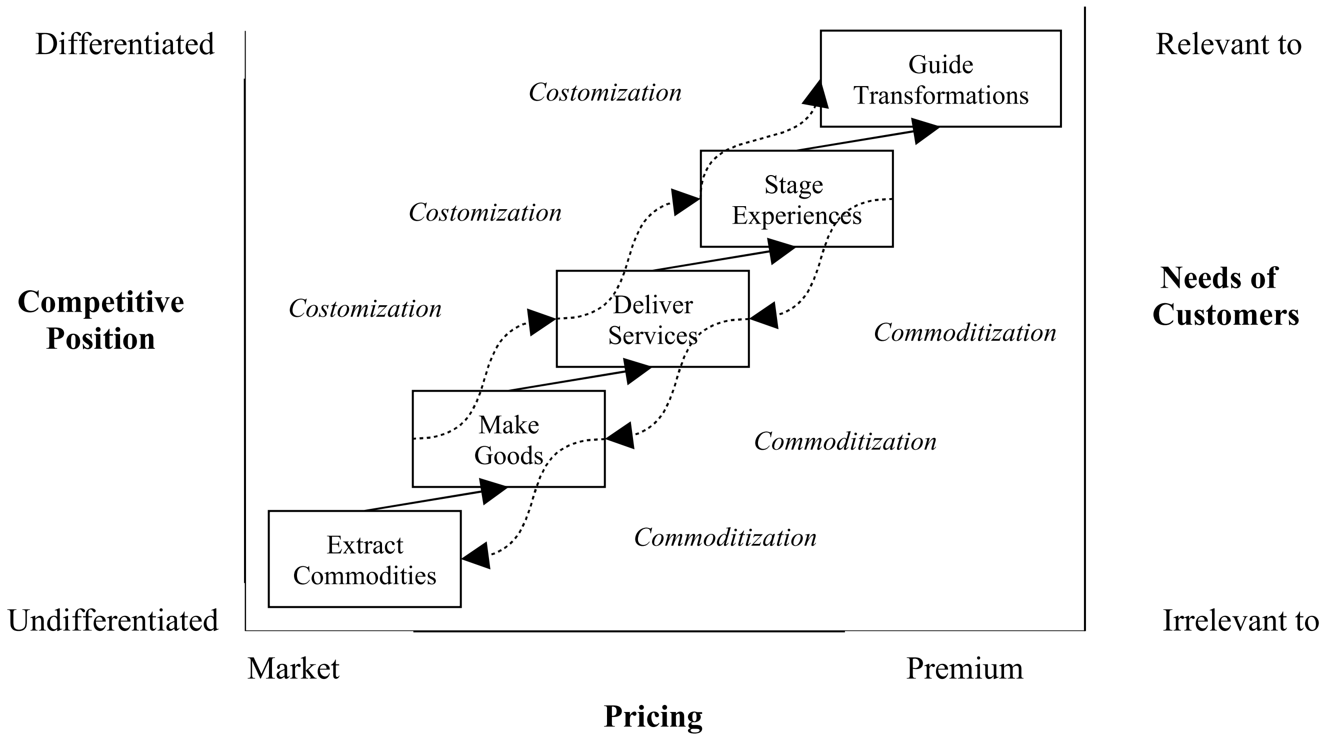


Appendix C – SATS Recent Marketing

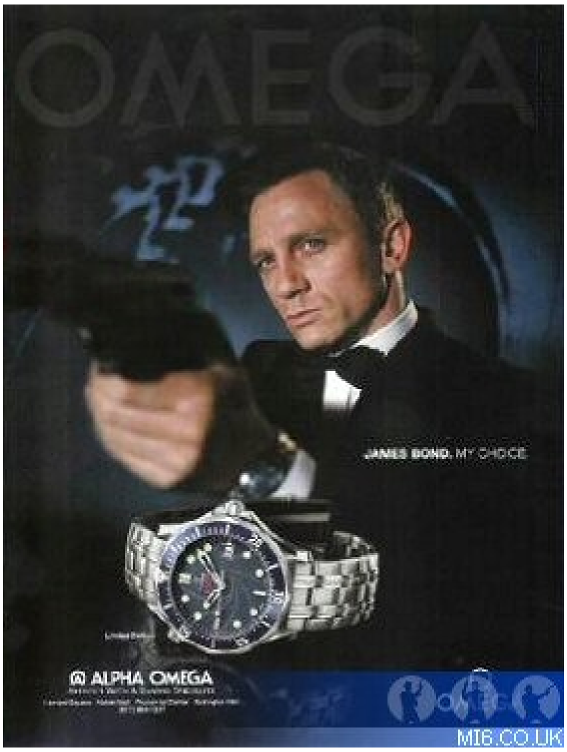


Appendix D – Completing the Progression of Economic Value

(Pine & Gilmore; 1999, 166)



Appendix E – James Bond advertisement with Omega



Appendix F – Questionnaire answers

Spørgeskema om fitness og SATS

1. Gender

	Response Percent	Response Count
Male	48.1%	240
Female	51.9%	259
answered question		499
skipped question		1

2. How old are you?

Age	15	16	17	18	19	20	21	22	23	24	1
Age	0.6% (3)	0.0% (0)	0.0% (0)	0.2% (1)	0.2% (1)	0.8% (4)	1.3% (6)	2.7% (13)	10.9% (52)	10.5% (50)	1 (

3. Civil status

	Response Percent	Response Count
Single	43.8%	218
Girlfriend/Boyfriend	32.1%	160
Living with someone/married	29.9%	149
answered question		498
skipped question		2

How old are you?

Age	15	16	17	18	19	20	21	22	23	24	25	26	27	28
	0.6% (3)	0.0% (0)	0.0% (0)	0.2% (1)	0.2% (1)	0.8% (4)	1.2% (6)	2.7% (13)	10.8% (52)	10.4% (50)	15.0% (72)	**15.2% (73)**	11.4% (55)	9.6% (46)

29	30	31	32	33	34	35	36	37	38	39	40	41	42	43
5.0% (24)	3.7% (18)	3.1% (15)	2.3% (11)	1.0% (5)	0.6% (3)	0.8% (4)	1.7% (8)	0.4% (2)	0.8% (4)	0.0% (0)	0.4% (2)	0.4% (2)	0.0% (0)	0.2% (1)

44	45	46	47	48	49	50	51	52	53	54	55	56	57	58
0.2% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.2% (1)	0.4% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.2% (1)	0.0% (0)	0.0% (0)	0.2% (1)	0.0% (0)

59	60	Above	Response Count	answered question	481
0.0% (0)	0.0% (0)	0.0% (0)	481	skipped question	25

4. How many children do you have?

	Response Percent	Response Count
None	90.5%	450
1	5.8%	29
2	2.2%	11
3	0.8%	4
4	0.2%	1
5	0.4%	2
	answered question	497
	skipped question	3

5. What is your yearly income?

	Response Percent	Response Count
0-199.999 kr	65.0%	320
200.000-399.999 kr	27.6%	136
Above	7.3%	36
	answered question	492
	skipped question	8

6. Does it produce "Status" to be in good shape?

	Response Percent	Response Count
Yes	75.9%	371
No	7.2%	35
Neither	17.0%	83
	answered question	489
	skipped question	11

7. Do you work out and where?

	Response Percent	Response Count
No	35.0%	134
Fitnessdk	28.5%	109
Fitnessworld	20.9%	80
SATS	13.8%	53
Equinox	1.8%	7
Other (please specify)		130
answered question		383
skipped question		117

8. Does it convey extra status to work out in SATS? 1 = Not at all 5 = Very much

	Response Percent	Response Count
1	67.2%	321
2	18.4%	88
3	12.1%	58
4	1.3%	6
5	1.0%	5
answered question		478
skipped question		22

9. What is the SATS Slogan?

	Response Percent	Response Count
Træning du har glæde af	20.0%	96
Mere end træning	31.9%	153
Træn som du er	20.7%	99
Sund fornuft	10.9%	52
Vejen til et bedre liv	16.5%	79
	answered question	479
	skipped question	21

10. How could it become a better experience for you to work out in a fitness center? Please elaborate.

	Response Count
	437
answered question	437
skipped question	63

11. How do you choose where to work out? (Fitness) 1 = Not at all 5 = Very much						
	1	2	3	4	5	Response Count
It is situated close to where I work or live	6.2% (27)	2.7% (12)	6.2% (27)	19.4% (85)	**65.6% (288)**	439
There is many locations I can chose between	18.1% (79)	19.9% (87)	**24.0% (105)**	21.3% (93)	16.7% (73)	437
My friends work out here	22.4% (98)	14.9% (65)	20.6% (90)	**24.7% (108)**	17.4% (76)	437
The atmosphere	6.6% (29)	8.4% (37)	24.7% (108)	**37.0% (162)**	23.3% (102)	438
The personnel knows who I am	**42.4% (184)**	24.0% (104)	18.9% (82)	8.8% (38)	6.0% (26)	434
The range of machines and weights	11.2% (49)	9.6% (42)	25.9% (113)	**34.6% (151)**	18.6% (81)	436
Price	4.8% (21)	4.4% (19)	17.9% (78)	25.7% (112)	**47.2% (206)**	436
The range and variety of classes	19.7% (86)	13.8% (60)	18.6% (81)	22.2% (97)	**25.7% (112)**	436
The instructors competences	17.7% (77)	14.3% (62)	18.2% (79)	**25.3% (110)**	24.4% (106)	434
					Other (please specify)	46
					answered question	**438**
					skipped question	**62**

12. What would create more value for you when you work out? 1 = Not at all 5 = Very much						
	1	2	3	4	5	Response Count
Systematic follow ups	20.0% (84)	17.4% (73)	**29.1% (122)**	22.4% (94)	11.0% (46)	419
Larger amount of classes	22.1% (92)	17.7% (74)	**24.5% (102)**	20.9% (87)	14.9% (62)	417
More wellness offers in combination with the centers	13.8% (58)	17.9% (75)	**25.2% (106)**	25.0% (105)	18.1% (76)	420
					Other (please specify)	31
					answered question	**425**
					skipped question	**75**

13. What do you feel gives a Fitness gym a good environment? 1 = Not at all 5 = Very much						
	1	**2**	**3**	**4**	**5**	**Response Count**
The decoration	12.4% (52)	19.7% (83)	**32.8% (138)**	26.4% (111)	8.8% (37)	421
The classes and the instructors	9.3% (39)	11.2% (47)	21.6% (91)	**33.7% (142)**	24.2% (102)	421
The personnel	4.7% (20)	8.7% (37)	25.9% (110)	**35.8% (152)**	24.8% (105)	424
The other members	6.2% (26)	12.8% (54)	24.9% (105)	**36.5% (154)**	19.7% (83)	422
The music	4.5% (19)	11.4% (48)	24.0% (101)	**39.0% (164)**	21.1% (89)	421
					Other (please specify)	33
					answered question	**424**
					skipped question	**76**

14. What does working out help you achieve? 1 = Not at all 5 = Very much						
	1	**2**	**3**	**4**	**5**	**Response Count**
More energy in my everyday life	3.1% (13)	2.8% (12)	11.5% (49)	32.4% (138)	**50.2% (214)**	426
Increases concentration	4.3% (18)	8.1% (34)	23.3% (98)	**37.1% (156)**	27.3% (115)	421
To live up to my surroundings expectations	23.9% (101)	**30.7% (130)**	25.5% (108)	14.7% (62)	5.2% (22)	423
Look and appear as I want	3.8% (16)	5.7% (24)	22.2% (94)	**36.2% (153)**	32.2% (136)	423
					Other (please specify)	28
					answered question	**426**
					skipped question	**74**

15. Would it mean something to you if SATS had centers in more major cities i Jutland?	Response Percent	Response Count
Yes	5.4%	23
No	94.6%	402
	answered question	425
	skipped question	75

16. Do you miss new classes or other new initiatives in SATS? Give me your idea.	Response Count
	424
answered question	424
skipped question	76

Important comments:

The most common answers in the other box

Do you work out and where?

Løb: 36

Udendørs: 4

Andre centre: 37

Hjemme:15

Kampsport: 7

Arbejdspladsen: 7

Svømning: 9

Cykling: 7

Fodbold: 6

How could it become a better experience for you to work out in a fitness center?

Mindre ventetid: 6

Bedre plads: 30

Renere omgivelser: 19

Bedre rådgivning: 25

Bedre åbningstider: 9

Bedre socialt miljø: 6

Bedre materiel: 26

Bedre atmosfære: 24

Luksus: 7

Billigere pris / større prisgennemsigtighed / enklere priser: 29

Andet: Flere hold ca. 15-20
Kvinde centre, forbeholdt kvinder 3-6
Gratis frugt el.lign. 3-6
Danse undervisning 2-4
Bedre media, et TV til hver maskine 5-10
Mobil til- og afmelding af hold 1
Udendørs træning 5-10

How do you choose where to work out? (Fitness)

Mindre ventetid: 3

Bedre plads: 5

Renere omgivelser: 9

Bedre rådgivning: 4

Bedre åbningstider: 2

Bedre socialt miljø: 2

Bedre materiel: 3

Bedre atmosfære: 1

Luksus: 6

Billigere pris / store prisgennemsigtighed / enklere priser: 4

Andet: babysitning muligheder

What would create more value for you when you work out?

Mindre ventetid: 2

Bedre plads: 3

Renere omgivelser: 3

Bedre rådgivning: 8

Bedre åbningstider:

Bedre socialt miljø: 1

Bedre materiel:

Bedre atmosfære:

Luksus: 3

Billigere pris / store prisgennemsigtighed / enklere priser: 1

Andet: vaskeri : 1
Klatrevægge : 1
Babysitning : 1
TV m.m. : 1
Andre medlemmer benyttes som uudannede instruktører, eller ambassadører : 1

What do you feel gives a Fitness gym a good environment?

Glad stemming: 1

Renhed: 10

Ingen steroide tosser: 2

Ingen techno o.lign. I det generelle træningsområde (maskiner m.m.): 3

Bedre materiel: 4

Bedre rådgivning, og personale, der gider hjælpe: 3

TV og media: 3

Design, lysindfald m.m.: 3

Bedre plads: 3

What does working out help you achieve?

Sundt helbred: 12

Sjov og skæg: 4

Bedre energi og dermed mindre stress: 8

Problemer med kroppen, der gør det nødvendigt at træne: 1

For at få bedre selvtillid, nemmere at score damer m.f.: 2

Opnå personlige mål i forbindelse med udøvelse af sport: 2

Do you miss new classes or other new initiatives in SATS? Give me your idea

Nej: 149

Danse undervisning (freestyle, break, funk, salsa m.f.): 8

Længere åbningstid: 3

Bredere og dybere sortiment af maskiner og vægte: 6

For høj pris eller mere gennemsigtighed eller forklaring på hvorfor prisen er højere: 7

Kampsport, cross training m.f.: 15

Flere hold på senere tidspunkter, så det er muligt at tage holdtræning efter 20.00: 3

Flere hold, ikke spinning, bodytoning eller boxercise: 7

Bedre atmosfære, planter, gratis frugt, kaffe o.lign.: 5

Bedre rådgivning, også på ernæringsområdet: 3

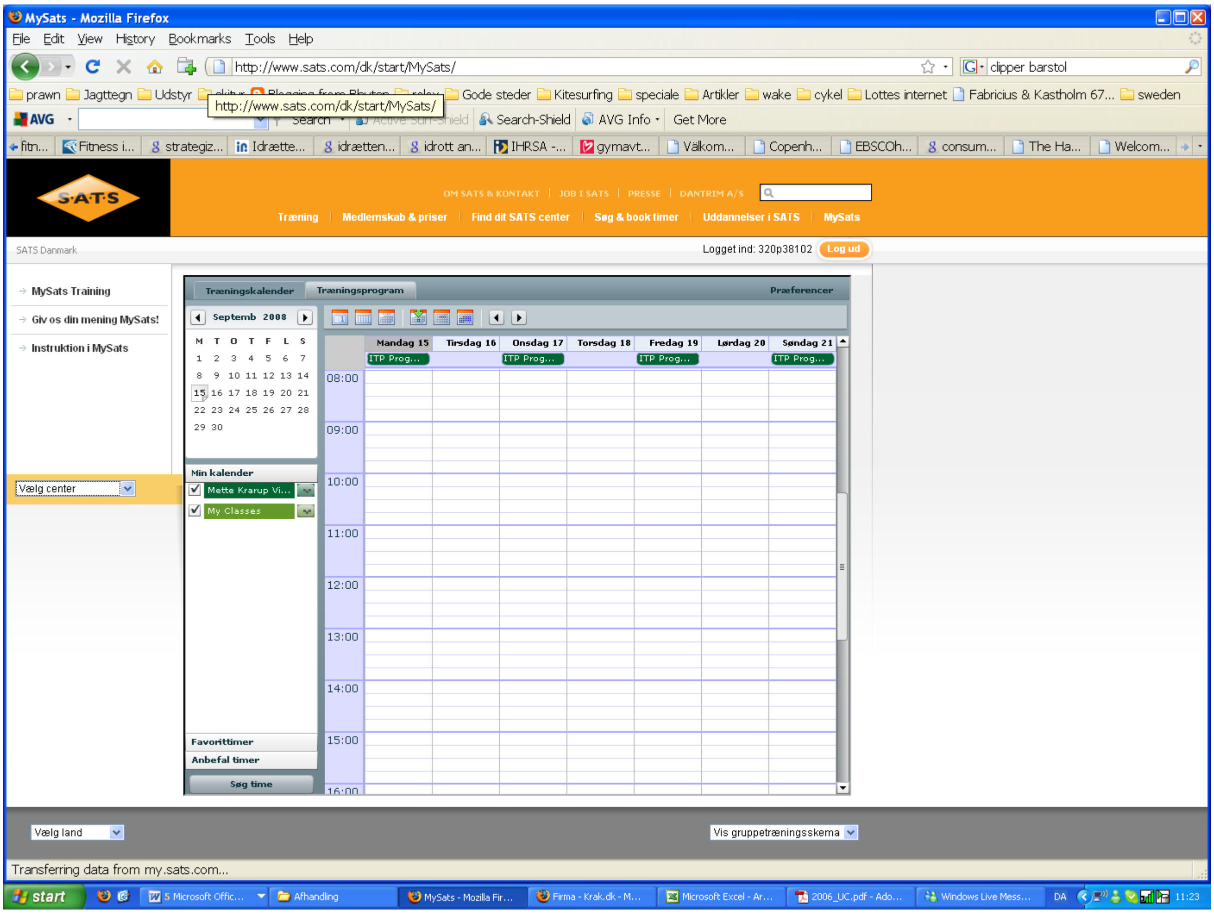
Bedre marketing og oplysning om tiltag: 2

Udendørs træning: 2

Træning for 12-15 årige: 1

Social atmosfære (mere for at fremme dette iblandt medlemmer): 1

Appendix G – My SATS as it looks now to from the member's point of view when logged in.



Appendix H – Interview with Søren Steffensen Director of SATS Denmark

Interview guide
Læs det op
Interview med Søren Steffensen 16. september 2008
Husk at have respekt for firmaet og ham i din måde at spørge på!
Start med at rose Søren og hans gode energi.

Infrastruktur -
1. Hvad er SATS's strategi i Danmark?
2. Hvilket segment bliver targetet?
3. Hvordan hænger strategien i Danmark sammen med den nordiske strategi?
4. Arbejder i ud fra en antagelse om at nordiske mennesker er de samme rent kulturelt?
5. Hvordan påvirker 24 hourfitness tidligere ejerskab af SATS virksomhedskulturen i dag?
6. Hvordan bliver de strategiske beslutninger taget for SATS og SATS Danmark?
7. Hvordan implementeres disse efterfølgende videre til medarbejderne og ud til kunderne?
8. Hvordan er firmaets struktur, kommunikations kanaler?
9. (Hvis ham den organisationsplan som jeg har lavet og spørg om den er korrekt fortolket)
    - Magtdistance
    - Kommandoveje – må man godt gå direkte til den det vedrører eller skal man spørge igennem nærmeste chef?
    - Hvordan bliver informationen givet videre i organisationen? (Møder på tværs eller hvordan?)
10. Hvordan har du tænkt dig at fremelske en dansk kultur som bliver mere løsrevet fra den Svenske?
11. Menneskelige resourcer-
12. Hvilke kernemedarbejdere mener du i har i SATS Danmark i dag?
13. Hvilke kompetencer og uddannelser har de?
14. Hvad gøres der for at holde på disse medarbejdere?
15. Hvordan ledes og fordeles arbejdet?
16. Findes der definerede jobbeskrivelser?
17. Hvordan ved medarbejderen at han/hun er en success?
18. Kunne du eventuelt gøre det på en anden måde? Har du overvejet andre muligheder?
19. Hvordan belønnes success? – medarbejder samtaler
20. Kunne man bruge vision og mision statementsne aktivt i medarbejder success kriterierne?
21. Hvad gøres der for at fremme medarbejder kulturen?
22. Hvad har du selv af interesser udover løb?
23. Hvordan påvirker det virksomheden?

Teknologiudvikling -
24. Hvordan bestemmes produkt sortimentet? (er det medarbejderen der er med til at bestemme det? Eller er det noget der bliver bestemt et sted i Sverige og bliver presset ned over medarbejderen?)
25. Hvordan bestemmes maskine sortimentet? Vægte med videre.
26. I SATS Vesterbro er der lige blevet bygget 3 nye sale men time antallet er blevet skåret med 6 timer hvad skyldes dette, hvad er tanken bag?
27. Hvordan følger de med udviklingen? – Holdene og maskinerne.

Indkøb –
28. Hvem køber hvad ind mht. maskiner og hold?
29. Hvordan er beslutningsgangene med relation til ovenstående? Hvad definerer hvad der skal købes?
30. Er du klar over hvordan tingene rent faktisk kører ude i centrene og at det ikke stemmer overens med det du forestiller dig og udbreder endnu?
31. Hvordan har du tænkt dig at påvirke virksomheds kulturen så alle de positive tiltag du iværksætter får den ønskede virkning?
32. Hvad er din teori om hvad der motiverer folk til at træne i dag?
33. Hvad tror du kendetegner kerne forbrugeren hos SATS?
34. Findes der en beskrivelse af denne kunde?
35. Kunne kernekunden godt være så meget SATS kunde at den også kunne finde på at købe SATS mad produkter?
36. Er det stadig de samme mål og visioner for SATS Danmark du har som dem der fremgår af hjemmesiden?
37. Ville det være en mulighed med Nye tiltag og udbud i specifikke centre – for eksempel squash baner?
38. Med hensyn til marketing er der så lagt en plan for hvordan det videre forløb skal være efter ”biologisk alder kampagnen”?
39. Har planen afsæt i sats’ core values og træn som du er sloganet?

Interview with Søren Steffensen Director of SATS Denmark

The actual 50 minute interview transcribed (my words are in regular writing, Mr. Steffensen's are in bold, and comments are in italics)

Det jeg meget gerne ville snakke med dig om idag Søren det drejer sig om strategi i Danmark og hvad den ændres til nu?

Det ved vi ikke rigtig endnu, vi er jo i gang med hele base line cost undersøgelsen. Hvor vi går ud og finder ud af hvad er situationen hvad er markedet og så analyserer hele markedet. Det er jo SATS overordnet der laver ny strategi og siger hvad er så strategien for SATS overordnet og hvordan influerer den på de enkelte markeder. Hvad for nogle markeder er der vækst muligheder i? hvad for nogle markeder skal vi investere vores penge i? Sådan har det jo sådan set også været før der har man fokuseret på de markeder der genererede profit. Finland og Danmark har jo været lidt underdog i det spil der og imens vi har været underdog i det spil der så er der andre der er eksploderet ind på markedet og det er ikke sket noget som helst for SATS Danmark. De sætter sig så på de to positioner i markedet henholdsvis lavpris segmentet og det mere brandede segment. Så skiftede SATS jo ejere i December '06 til TRYG i Danmark og de opdager også ligepludselig hov det er sgu da ikke så godt. I min verden der ser jeg sådan set kun to strategier, den ene er et decideret downscaling scenarie hvor man siger der skal måske ligge et par fede centre inde i København og det er det og så bliver det styret fra Sverige, bare sådan hvis man skal være her eller også skal man satse på det andet som er et kraftigt vækst scenarie som koster en masse penge eller relativt mange penge og det er jo det skisme som de står i nu, skal vi vækste så skal det ske hurtigt og det skal ske nu ikke kun med green fields men også ved eventuelle opkøb for ellers så kan vi ligeså godt lade være. Vores situation hvor vi har været ude og tage første spadestik ved at få lukket underskudsgivende virksomheder og valgt simpelthen at tage vores ældste centre og simpelthen lukke dem ned i stedet for at forsøge at få dem til at fungere og er så i stedet for begyndt at bygge nogle der er i orden hvor Købmagergade bliver det første. Men det er jo relativ beskeden vækst, det er jo ikke engang nok til at få nulpunkt stillingen tilbage, der skal endnu mere til før vi kommer op. Man kan sige vi kan presse vores omkostninger til et vidst niveau, så kan vi ikke rigtig squeeze dem længer så skal vi have vækst, vækst, vækst og det er reelt det vi står i ligenu. Det er at skulle skabe en frygtelig vækst, med fem klubber mindre og det er en smule hårdt.

Så det vil sige det segment som vi så skal ind og ramme for at skabe væksten hvad er det 25- 35 år eller hvad?

Det er endda ældre tror jeg det er der sidst i tyverne syv otte og tyve og op til en femogfyrre halvtreds år. Det viser sig at der er rigtig mange der begynder at træne efter de fylder fyrre år. Så spekteret det ligger sidst i tyverne og op til sidst i fyrrerne, det er målgruppen og det er også dem som de andre de jagter. Fitnessdk måske lidt yngre og Fitnessworld endnu yngre.

Hvad med det segment som ikke for lov at træne i SATS nu, hvad med de unge. Ville det ikke være en fordel at kigge på dem tretten til femten årige?

Helt klart, men det der er med de unge det er at det kræver noget helt specielt. For det første så har de ikke nogen penge selv, de har selvfølgelig flere penge end de nogensinde har haft før men de vil stadigvæk ikke gå ned og betale 399 for et medlemskab eller hvad man nu finder på at de skal betale. Unge går typisk ikke til holdtræning i hvert fald ikke den type holdtræning vi har, de vil meget hellere ind og styrketræne og løbetræne og alt det der.

Det er vel heller ikke så omkostningsfuldt?

Nej det er det faktisk ikke, men så vil de jo heller ikke betale de 399 for det. Det og lave en fleksibel prisstruktur ville også sagtens være en god ide og gøre.
Den ville jo ikke træde nogle over tæerne kan man sige.
Men du er stadigvæk oppe imod hvad er det så der skal holde dem fra at benytte Fitnessworld hvor de kan få det for 199 i stedet for vores priser hvor vi relativt linker priserne op på at vi har holdtræning det er det der skal retfærdiggøre priserne, hvis vi ikke havde holdtræningen jamen så kunne vi også tage 199.
Jeg tænker bare forældrene kunne tage deres børn med på den her måde, når nu segmentet er så gammelt, så må de jo også have nogle børn der er 13-14 år gamle og som de har lyst til at bruge tid med. Jeg har i hvert fald selv fået en masse forespørgelser fra mødre til unge piger som gerne ville have deres døtre med og træne hvor det jo så ikke kunne lade sig gøre pga. aldersbegrænsningen på 15 år.
De unge mennesker er et relativt illoyalt segment.

Arbejder i udfra en antagelse om at nordiske er de samme rent kulturelt?

De er ikke de samme
Det kan ses i vores marketing og vores produkt portefølje er også forskellig fra de andre lande. I Sverige for eksempel, der har de stor succes med personlig træning og vi har meget svært ved at få det sat i gang i Danmark af forskellige årsager. Vores receptionister forstår ikke at sælge det hvorimod hvis du går i et center i Stockholm så er de meget fremme med det.

Har du indtryk af at det at 24HourFitness har eget SATS som kæde og som en helhed har indflydelse på strukturen i dag og den måde hvorpå forretningsgangene går?

Det har i hvert fald resulteret i at vi har en masse styresystemer som de andre ikke har, som vi stadigvæk kører med som er rigtig gode vi kan jo følge op på alt og det er deres gamle systemer som gør det muligt.

Men kulturmæssigt har det ingen indflydelse?

De havde jo en ide om at de kunne skabe det der klub miljø som de har i USA hvor du decideret har det der med at du betaler op til 1000 kr for at komme ind. Det vil danskerne jo ikke de ville jo slet ikke betale noget.
Altså sådan noget experience economy agtigt noget?
De kom og de prøvede det og det gik jo helt galt og så det med at sidde i USA og styrre en kæde i Danmark, der er altså stor forskel. Det er jo det samme i retail, der er rigtig mange

amerikanske virksomheder der prøver at komme til Europa og der er ganske få som etablerer sig. Der er altså en forskel i de miljøer imellem.

Hvordan bliver de strategiske beslutninger for SATS Danmark taget? Før i tiden havde jeg indtryk af at de ligesom blev taget et sted og udført et andet altså implementeret ud, men det ved jeg ikke om er rigtigt?

Nej, det kommer an på hvad du tænker på. Salgsteknisk der gør vi det alligevel ens men på den anden side set er der jo nogle ting som du kan lave centralt hvor det efterfølgende får et lokalt indspark og bliver implementeret. I et datterselskab der sidder man primært som sådan en vicevært der får tingene serveret i en eller anden form. Det SATS ikke har været særlig gode til det er at deres implementerings hastighed har ikke været hurtig nok. Det vil sige den der fornyelse der hele tiden skal køre den tager for lang tid og det er noget af det vi kigger på i den her strategi vi er ved at lave nu for at få justeret til at kunne agere meget hurtigere i markederne ikke kun i hoved markedet dvs. Sverige og Norge, men markederne
Det vil sige at der skal laves en ny måde hvorpå man kan få det fra toppen og ned til jer i stedet for det skal ned igennem alle de her steps.
Ja og hvad er det for noget du får ned, hvad er det for en pakke du får, er den wrappet og klar til eksekvering eller skal du selv til at pakke den hernede, det tager alt for lang tid det bruger vi mange omkostninger på. Vi skal reelt have den så den er tilpasset så vi bare kan eksekvere den ud. Om det er en produktpakke eller det er salgsmetoder eller processer eller hvad pokker det er og til det der mangler vi helt klart noget It opbakning på den del af salget som foregår nede i centeret. Det er jo blyanten og faxen stadigvæk.
Der er noget kommunikation der går galt der.
Ja

Hvordan er firmaets struktur og organisation? Jeg har prøvet at læse det inde på hjemmesiden, men jeg har ikke rigtig kunne tyde det helt. Jeg har nogenlunde styr på hvordan i snakker sammen herinde men…

Det vi har i dag det er.. nu er det jo ikke Däg mere nu er det jo Jan der er ansat i stedet. Det der er vores problem som jeg ser det. Det kan godt være at der er nogen der ikke ser det problem. Jeg ser det problem. Det er at vores centrale enhed den sidder i Sverige og så sidder den i Norge. Det vil sige Däg for eksempel han sidder i Norge vores CFO som hedder Niels Glahn som er dansker sidder i Norge. Vores CEO sidder i Sverige, Jill hun sidder i Norge, men hendes produkt team sidder i Sverige. Lis er der heller ikke mere der er ikke nogen på den post der. Alice er der heller ikke mere der er en Kristine som sidder i Sverige dvs. vores organisation er reelt delt i to. Det den her strategi proces skulle gøre det er at finde ud af hvad er det for en struktur der skal samle organisationen, fordi ved at gøre det i en salgsdel i en økonomi del og i en development del mv. så får du en struktur som kan arbejde ned mod en struktur som sidder hernede under. *Søren peger på organisations diagrammet mens han forklarer.*
I dag der går strukturen på kryds og tværs og det er noget det Jan den nye CEO han skal arbejde med.

Det vil sige i holder møder på tværs af organisationen eller hvordan for du informationerne herned?

Vi mødes en gang om måneden til et management møde oppe i Sverige så sidder alle landecheferne og ledelsen sammen, det vi kalder top management gruppen vi har en meget præcis mødestruktur her i Danmark. *Søren rejser sig og henter et diagram over mødestrukturen.*
Vi kører en mere fald struktur. Vi har vores direktion som reelt bare er mig og så Jan og Christina det er mere sådan på højt plan. Vi sidder en gang om ugen og for kigget på hvordan går det i organisationen, er der nogle problemer er der nogle centerleder problemer og økonomi selvfølgelig, så holder vi jo vores fjorten dages møde i ledergruppen og så har vi så vores månedsmøde med medarbejderne her på hovedkontoret som jeg er ansvarlig for. Det vil sige de enkelte holder så møder i deres område og ud imod klubberne. Finance de har jo selvfølgelig deres lokale møde på top niveau og så har de det vi kalder finance reviews hver anden måned sammen med centrene, hvor de gennemgår alle deres tal, de har en sparring hele vejen ned.
Drift og produkt som er Ronnie Handskemager, han har selvfølgelig møder med sit eget team men han har også produktmøder der kører på kryds af salget så de mødes faktisk på skift hele tiden så der hele tiden er noget opmærksomhed derude og det samme kører Jimmy nede i sit system og Christina kommer så ind fra siden i alle processer omkring medarbejdere ligeså snart der er noget der skal køres fra toppen og ned til medarbejderne så så er HR og Christina inde over for at sørge for at det bliver kørt på den rigtige måde på tværs af organisationen.
Så har vi de månedlige regionsmøde som Ronnie og Jimmy holder herinde på hovedkontoret hvor vi samler GM'erne og så har vi et månedligt Trænings koordinator møde som også holdes herinde. Så de er på hovedkontoret en gang om måneden og vi er ude ved dem hver fjortende dag så der er rimelig meget kontakt os imellem.
Det giver også en lidt fladere struktur
Det giver en helt flad struktur og det er jo det vi har gjort vi har netop da vi fjernede regionscheferne som det hed dengang, det gjorde vi for at få gjort afstanden enormt tæt fra toppen og herned til center niveau og kun have et led. Det er noget nyt og det blev indført her den 15 juni lige før sommerferien og den struktur den kører meget godt. Nu har vi jo fået folk på plads på de huller der har været ikke. Vi har mingeleret rundt så vi har fået den flade struktur helt når regionscheferne stopper her den første Pia stopper nu her når hun er færdig med Købmagergade. Så har vi Ronnie direkte til Centerlederne. Vi har salg i kontakt direkte ned mod centrene og vi har finance direkte ned til centrene så vi har ikke noget led ind imellem og det skulle gerne gøre det noget hurtigere.

Hvad med salget og selve tele marketing delen, er der nogen speciel ide i at den bliver udført ude i centrene? Fordi de er jo ikke særlig gode til det…
Både ja og nej, det kommer an på hvordan de gør det. De har vidst før hen prøvet at have sådan en central enhed til at gøre det. Det var sgu heller ikke en succes. Centrene skal have det der ansvar for deres medlemsskare og for at skaffe nye medlemmer det er ligesom en del af deres område. Det man kan sige hvordan de organiserer sig derude er forskelligt. Nogen steder i virksomheden sidder man med det som kaldes deciderede medlemsrådgivere eller sælgere der sidder ikke og laver andet. Det er et enormt slidsomt job og de har det ikke særlig længe af gangen så gider de ikke mere og så skal du til at oplære en ny. Så det vi har sagt i Danmark er at alle skal i princippet kunne sælge og det er op til centerlederen og planlægge det salg. Det vil sige sørge for at skaffe de leads der skal til sørge for at der er nogen som ringer ud og det kan vi jo sidde og holde øje med på vores systemer hvor mange outgoing calls de har for at skaffe de medlemskaber. Det vil sige vi kan se, hvor mange ringer de til, hvor

mange booker de med, hvor mange shower up, hvor mange ender de med at lukke med altså sælge medlemskab til. Den frekvens den kan vi sidde og følge.
Og det bliver de så belønnet for.
Ja det bliver de belønnet for.

Hvilke kerne kompetencer mener du at medarbejderne i SATS Danmark har i dag? Det er jo dem der skal sælge medlemskaberne og det er dem der skal have den positive indstilling som sælger. Vi er jo rigtig mange medarbejdere der kommer ind en til to gange om ugen og udfører et job, her tænker jeg på alle gruppe instruktørerne og så videre, hvad gøres der for at de er en del af maskineriet? Ellers kan man jo bare føle at man kommer ind og så leverer man et eller andet og det behøver faktisk ikke være særlig godt for man er der jo alligevel kun en time og så går man igen.

Det er jo det der er hele problemet og det næste vi gør for dem det er vores inspirationsdag. Det er der hvor vi samler alle. I vores mødestruktur der står der jo at centerlederne de skal have månedsmøder med alle medarbejderne og dem de kan samle. Men der ved vi at i er studerende og i fiser og fløjter rundt, så det er enormt svært at få samlet alle en gang om måneden. Selv center delen er jo inddelt i at der er en ledergruppe som består af Centerlederen og af Centerkoordinatoren og Træningskoordinatoren. Både centerlederen og centerkoordinatoren har jo den opgave at sørge for at hele receptions teamet er informeret om hvad der foregår. Det er ligesom det der skal være strukturen. Så kører der noget central træning i form af salgskurser og get-in kurser og forskellige andre ting som center lederne de skal sørge for at deres medarbejdere de melder sig på og kommer ind i den rytme og får salgskoordinatorerne ind for at finde ud af hvad fanden er det der foregår. Det vi har arbejdet meget med, det er at skubbe ansvaret heroppe fra og meget mere ud mod centrene for der har været meget meget topstyring på hvor vi simpelthen herfra har styret alt. Nu har vi sagt at hvis du vil være centerleder så skal du tage et ansvar du er leder af en rimeligt stor butik med rimelig mange mennesker og det skal vi lære dem og i år og hele sidste år kørte vi dem igennem sådan et leder forløb. Vi startede med at teste dem alle sammen for at finde ud af hvad er de for nogle profiler, så sammesatte vi centrene med de rigtige profiler og det er derfor at der er flyttet rigtig mange centerledere rundt det nytter ikke noget at vi har alle holdspillere samlet i et center vi skal have en kombination af forskellige typer i hvert center. Dem har vi så fået sammensat i de forskellige centre og så uddannet dem til at de kan tage et ansvar. Vi har prøvet at udvide deres kompetencer.
Det vil sige det er noget med at kompetence udvikle dem og derved holde på dem.
Ja præcis.
Man ser heller ikke mange centerledere der reelt er stoppet. De er bare flyttet rundt. Kim er den sidste der er blevet flyttet fra Århus til Amager. Vi rokerer meget rundt på folk for at få dem sat sammen på den rigtige måde.

Er det ideen at hver medarbejder får egne ansvars områder?
Ja

Er der nogle job beskrivelser for de forskellige områder? For jeg tror aldrig jeg har set min job beskrivelse.
Vi har jobbeskrivelser helt oppe fra og helt ned til receptionisten, vi har endda lige fået dem fuldstændigt opdateret og vi skal faktisk igennem dem igen og en sidste opdatering.

Køres der medarbejder samtaler?

Ja en gang om året

Det har nok noget med at gøre at Vesterbro har skiftet Centerleder mange gange på det sidste.
Ja det har det helt klart, normal kører vi medarbejder samtalerne således at de er afsluttet sidst på året.

Hvordan definerer i at en medarbejder er en succes og har gjort sig fortjent til en lønforhøjelse?
Alle vores medarbejdere ned til træningsvejledere de er bonus lønnede. De har en fast løn og så har de en bonus med personlige mål. Eksempelvis på træningskoordinatorer der handler det om mødeprocenter, vikarforbrug og alle sådan nogle parametre som påvirker driften, det bliver de målt på. Det sidder Patricia nede i produktafdelingen og følger fuldstændig op på at Person X han har så og så mange timer og så og så mange aflysninger og så meget vikar forbrug og det er så det hans bonus bliver udregnet efter

Hvad så med de lidt mere random medarbejdere dem som du kalder de studerende, hvordan lønner man dem med bonus?
De er ikke bonuslønnede for man skal kunne måle folk på noget. Hvis de indgår i et salgsteam, så kan man sige så er det en helt anden snak hvis de indgår som en fast del af centeret. Problemet er hvis de indgår nogle timer om ugen og kun er inde som afløser eller morgenåbner eller et eller andet så er det næsten umuligt at lave et incitaments aflønnings system til dem. Men dem der yder en ekstra indsats dem vil vi gerne belønne.
Men vi vil gerne have belønnet ikke i form af den faste løn for den er som den er, men i form af bonus. De bonusser vi har lavet som kører helt ned i systemet til træningskoordinatorerne, de kører på samme måde lige fra min bonus og så hele vejen ned efter samme system og det er EBIT A dvs. hvad tjener din klub og så er der et personligt mål og det laver vi om hvert kvartal og der kan vi finde på at sige i den her måned der vil vi gerne have at du fokuserer på salg af retail produkter. Jamen så sætter vi et mål for det og så er det det de går efter. Næste måned vil vi så måske gerne have at du er opmærksom på at du har for mange vikartimer og så kan vi lave om på de mål. Vi kører både med nogle variable mål og med nogle faste mål og så går man efter 100% mål opfyldelse men der er ikke noget loft så hvis de overopfylder målet så.. jo mere det kører jo mere kan de tjene så vi har ikke sat nogen limit på.
Søren rejser sig og finder et stykke papir hvor han viser hvordan ordningen er bygget op.
Det er bare for at vise hvordan den er bygget op på at du har en årlig bonus på et eller andet niveau, vægten den er så 60/40 vægten 60 er på virksomheden SATS Danmarks performance og så har du 40 procent som er individuelle mål alt efter hvor henne du er i stystemet. Man kan reelt starte helt nede og så kan man opnå 100 % bonus men så kan reelt forsætte deropad.
Den fungerer for regionschefer som så ikke er der mere, men så gælder den for centerleder og træningskoordinatorer og medlemsrådgiverne, dvs. alle der sælger. Center resultatet vægter 60 og det samlede resultat for SATS Danmark vægter 40 for dem i centrene da de også har en indflydelse på helheden og oppe på hovedkontoret der er det omvendt.

Det er jo så for ledergruppen og mellemleder gruppen, men hvad med alle dem som underviser i centrene og står i receptionen, instruktørerne osv.
De er ikke bonuslønnede, da vi ikke kan måle dem.
Okay men hvad med løn incitamentet hvordan forhandles det for dem så?

Der har vi en helt speciel struktur for hvordan du bliver aflønnet og det har noget med din erfaring at gøre. Ronnie der står for lønningerne af vores instruktører han har simpelthen et system der siger, hvad kommer du med af faglig uddannelse, hvad kommer du med af erfaring og så rater de simpelthen og så er der en startløn og jo mere erfaring jo mere i løn. Så du kan have super instruktører der er PT'ere (personlig trænere) som har en rigtig høj timeløn, men du kan også have nogen der starter på mindstelønen. Så hvis du kommer helt nyuddannet så skal du altså til at arbejde dig op.

Hvordan bliver det så vurderet op?
Hver eneste år tager vi det op til revision, hvor de har sådan et stort system hvor de simpelthen krydser af. Nu er vedkommende for eksempel blevet uddannet som PT'er jamen så ryger du straks op på listen.
Så det holder vi altså ret så meget øje med og hvert eneste år bliver den taget op til revision og jeg skal selv godkende den. Så Ronnie vurderer den og jeg godkender den. Så det er der altså rigtig godt styr på.

De værdier vi har fået nu, hvordan bliver de brugt udover at de hænger på væggene i centrene og på dit kontor? Jeg mener du brugte dem selv da du trådte til, om at der skulle være mere speed og det skulle være aktivt, men så synes jeg ligesom lidt at de gik i glemmebogen. Selvfølgelig bliver de stadig brugt men udover at de hænger på væggen så synes jeg ikke at de har været synlige.

Du har været i et uheldigt center for vi har spillet et spil hele vejen ned igennem organisationen. Vi startede med at spille det i ledergruppen her, sådan et værdispil hvor alle vores getin værdier de var på og hvor vi så ligesom tolkede dem og sagde prøv at høre sådan her skal det gøres. Efter at vi havde prøvet det her spil så spillede vi det med hele hovedkontoret og så spillede vi det med alle centerlederne og så skulle centerlederne spille det med deres medarbejdere. Så det har været spillet hele vejen ned i systemet. Men du har jo været på Vesterbro hvor det hele har været ren kaos, der har ikke været nogen fast leder og derfor er det ikke sket der. Men det er måden og vi har det faktisk oppe igen nu her. Det er simpelthen sådan et brætspil hvor alle de forskellige ting de står og freks. Når du snakker glædesspredning hvordan vurderer du det og er det vigtigt og så er der en masse spørgsmål og efterhånden finder man ud af hvordan man tolker på de forskellige niveauer de her værdier og hvad betyder det. Så det har vi kørt hele vejen igennem og det styrer Christina.
Det var bare gået lidt hen over hovedet på mig. ☺
Det er der jo så meget der er ude på Vesterbro

Udover de værdier som SATS har nu, bliver Vision og Missions statesmentsne så brugt aktivt, nu tænker jeg sådan i markedsføringen? For eksempel har vi fået ændret sloganet til "Træn som du er" i stedet for "Træning du har glæde af" udover at det står på plakaterne og på marketing materialet, har det så ændret noget andet?

Grunden til at vi ændrede det det var for at ændre vores kommunikation også, den måde hvorpå vi kommunikerer med slutbrugeren. Hvis du lagde mærke til før hvor vi kommunikerede så var det altid sådan en flok veltrænede smilende unge mennesker helst hvor de hoppede rundt med store smil på. Det har vi lavet helt om nu. Nu kører vi meget mere den der provokerende stil med fedmekampagne og aldersting og alt muligt, hvor vi kan gå ind og sige vi er sådan set ligeglade med om folk er tykke tynde, smalle, sorte, hvide hva fanden, du kan komme og træne som du er – vi kan hjælpe dig. Frem for at folk de spejler sig i en svensk smilende pige på en kondicykel, for det kører de jo stadigvæk i Norge og i Sverige, det skal vi ligesom arbejde os væk fra men så bliver vi også nødt til at prøve at være mere præcise på den der "Træn som du er" vi mener det sgu. Det er lidt for hvis du går ud og laver en undersøgelse og spørger specielt til os og Fitnessdk, hvad er forskellen – der blev Fitnessdk rated til at være lidt mere snobbish og lidt mere up scale, hvor vi blev rated til at være lidt mere nede på jorden og lidt mere i øjenhøjde med folk og det er det vi gerne har villet opnå. Det er den der lidt mere nede på jorden tilgang til tingene, og det har vi det fint med også med hensyn til målgruppen.

Nu her for at fremme medarbejder kulturen og få de rigtige medarbejdere på de rigtige steder og få dem til at snakke sammen, der har vi det der SATS Inspirationsdag. Hvad gøres der så for at fremme medarbejder kulturen, fremmer det at de synes at det er fedt at arbejde for SATS, for det er mit indtryk at folk synes generelt at det er en god arbejdsplads og de er glade for det.
Vi har brugt meget med at vi har haft forskellig former for Kick offs, fra store Kick offs til små kick offs og nu prøver vi at lave en inspirationsdag hvor vi også har instruktørerne med det har vi ikke

prøvet før. Det havde vi lidt på det første kick off men ikke på det andet der kørte det mere for service og alle de andre. Så tænkte jeg nu prøver vi at blande det hele sammen og så prøver vi at have en lidt mere faglig indgangsvinkel til det i stedet for at det bare er sådan en peptalk hvor jeg står og fortæller bla bla bla. Så prøver vi at bruge fagligheden lidt mere på tværs i det vi bygger nogle elementer ind som også er interessante for en centerleder med kriser og den besværlige samtale, så der er et fagligt niveau for alle grupper. Fra at du er børnepasser hvor du lærer at lave ansigtsmaling, eller receptionist hvor du kan lære hvordan du forhandler og hvordan du lærer at sælge, der har vi nogle af vores dygtige folk nede, så vi har ligesom prøvet at køre over hele spektret og så bruge en hel dag på at få skabt den kultur der og noget glæde. Vi har lidt erfaring med det men ellers er mit princip er at det er den smalle organisation og dagligdagen som skal gøre det sælge medlemskaberne så det nytter ikke noget at vi sidder herinde i elfenbenstårnet og aldrig er ude i centrene og har kontakt, men er der ude og har kontakt og er synlige hele tiden og folk ved at hvis de har et eller andet problem så kan de sgu ringe om det så er til mig. Det kan de altid gøre. Den der åbne dørs princip den der walk the talk den er meget vigtig det vi siger det der kommer ud af munden det er også det vi gør. Således at folk ikke fornemmer, det kan godt være at de siger noget men de gør sgu noget helt andet. Så er vi i deep shit.

Hvordan fornemmer du at den spreder sig, spreder den sig nok den tankegang?
Nu startede jeg for lidt over et år siden der var det jo den rene jammer kanal jeg overtog. Det var jo helt håbløst, alt det vi ikke gjorde vi gjorde ikke noget og Fitnessdk de kunne også det hele. Men det hører vi slet ikke i dag for vi har fået det drejet til at vi gør noget. Vi lovede dem at vi ville få fleksible priser, vi lovede dem at vi ville gå i gang med at renovere deres centre, vi lovede dem at vi ville lukke det gamle skrammel ned, vi lovede dem at de ville få meget mere ansvar og det har vi sgu gjort. Vi lovede dem at vi ville begynde at markedsføre os igen. Vi havde sådan fire boller vi viste dem. Den ene den drejede sig om organisationen hvor vi sagde at vi skal have en fladere organisation og i skal have mere ansvar. Det har vi gjort.
Så havde vi en der hedder branding vi skal have salget tilbage ved at være meget mere synlige i gadebilledet, det har vi også gjort. Vi har en pose penge til at renovere og facelifte vores centre og det re vi stort set godt i gang med og igennem med. Du er jo selv i et af dem der har fået den helt store tur.
Den sidste vi havde det var at få lavet nogle fleksible salgsværktøjer, der startede vi med at lave det der flex medlemskab. Det vil sige reelt for 60 kr kunne folk slippe for binding og alle de der ting startede vi op på dengang. For ellers havde de kun en pris at gå efter. Så begyndte den der fleksibilitet at gå ind.
De fire ting det var det vi lovede dem. Det gør vi inden for et år – og det gjorde vi. Nu er vi så i gang med step to som er den store strategi plan.

Ville det ikke være en ide at prøve at være lidt mere fremme, lidt mere first mover, jeg ved godt at SATS er nummer fire på markedet efterhånden, men ved at TRYG ejer SATS er der jo mange penge bagved og det er jo aldrig sjovt at halse bagefter.

Firstmover det kan man jo være på mange måde. Man kan jo være det ved at have inovativ produktudvikling eller også kan man være det på størrelse, men det hele koster penge. Det som der var mit drømme scenarie var at vi kunne være first mover dvs at vi ret hurtigt kom op og blev markedsleder således at vi kunne påvirke markedet. Dvs. du skal op og være næsten lige så store som Fitnessdk og Fitnessworld for så kan du sige, der er plads til en Avis og en Hertz i Danmark jamen så er der også plads til en Fitnessdk og en SATS men ikke en Equinox. Der er plads til to store spillere på det brandede segment og så er der plads til den store lavpris spiller, jeg vil sige hvis der kom en der var til 99 kr så var der sgu nok også plads til ham. Det er det der er plads til på markedet, men det der sker det er vores ejere har haft lænet sig lidt tilbage og lige pludselig eksploderer de to andre, den tredje er så i kæmpe krise Equinox der eller total krise, men at vi så ikke reagerer på at de er i krise det er det som vi står og venter lidt på og siger kom nu køb dem eller et eller andet og så få lukket dem vi ikke skal bruge således at vi ligepludselig er på den jyske østkyst, men de tanker er jo tænkt hundrede gange og de er sendt videre i systemet, men der sker ikke rigtig noget og det at man som adminstrerende direktør i et datterselskab nogengange kan blive frustreret over. Mit tempo det kan

godt nogen gange vær enormt hurtigt i forhold til de andres, men sådan er det jo det er dem der sidder på penge pungen og det har jeg da respekt for. Vi skal også bevise at vi kan få det vi har til at køre.

Det er selvfølgelig rigtigt, men dynamisk vækst kan jo ikke gøre det hele i et marked der ser sådan her ud..
Overhovedet ikke! Og det ved vi også godt. Som jeg sagde tidligere, enten så er det afvikling eller også så er det total udvikling og sats… he he he ☺
Det kan være det var det det stod for.

Hvad er dine egne interesser udover løb, det læste jeg i et interview med dig i avisen at du gjorde. Det at du løber meget har det nogen indflydelse på hvordan virksomheden bliver udviklet eller lader du andre mennesker om det?
Nej det lader jeg andre om. Det eneste det har haft invirkning på det er at vi har fået sats indendørs løb.
Det er de jo også meget glade for derude.
Det var faktisk, Jakob Elkjær og jeg der diskuterede det for lang tid siden, hvor jeg sagde du kan da bare komme med et forslag til hvordan det skal være.
Det hele var lidt inspireret af at folk ikke kan få lov at løbe i fred, der var en pige der var blevet voldtaget på en løbetur der hvor jeg bor. Hvor jeg sagde det kan sgu da ikke være rigtigt at de ikke kan gå ud og løbe en tur om morgenen uden at de støder ind i en eller anden. Det var selvfølgelig svært med faciliteterne, men så begyndte vi simpelthen at tænke tanken og lige pludselig fandt vi ud af at det kunne være et produkt og så testede vi det og det blev godt modtaget. Så produktet er skabt i Danmark og nu kører det i hele Norden. Med Elkjærs entusiasme har vi fået banket det i gang og det kører rigtig godt. Nu starter det jo igen indendørs nu her, så det kan man sige er det jeg har fået ud af mit løb. Men ellers så kan man sige at det jeg har fået ud af det rent sportsligt det er lange løb altså hurtig løb maraton og op efter. Jeg var lige nede og løbe 78 km i alperne. Sådan en ultimate løbe konkurrence. Men ellers har det ikke nogen indflydelse. Men man kan jo sige jeg er jo lidt vores produkt ikke – veltrænet.

Men så er spørgsmålet skal man være det. Det var jo det vi talte om tidligere det behøvede man jo ikke nødvendigvis at være.
Nej , men på den anden side ville jeg have haft enormt svært ved at stille mig op ude i Danske Bank i torsdags hvor jeg var ude og holde foredrag omkring sunhed og det og ændre sine vaner og så ikke se nogenlunde slank og veltrænet ud.

Hvad med det træn som du er kunne det ikke blive suppleret af vær så ung som du føler dig. Eller noget tilsvarende?
Hellere være kraftig og aktiv end tynd og doven, det er jo hele vores motto. Hele den der med kan vi bare få folk i gang. Jeg er ligeglad med om de vejer 130 kg så længe de bare rør sig og kan få gang i deres system. Hvorimod hvis du ser de der slank tyndfed pige der æder vingummi hele dagen og ryger smøger og siger jeg tager aldrig på siger de se jeg kan tåle alt. Ja godav du. Hun har ikke så meget som et gram muskel, det hun har det er fedt og knogler. Det er jo livsfarligt. Det er den attitude vi går til det med og den understøtter jo fuldstændig træn som du er. Vi er ligeglade hvor meget de vejer bare de er i gang.

Produktsalget som du selv siger vi skal være markedsledere på. Hvor kommer det fra? Der er noget af det der er købt.
Det udvikler vi jo så i Norge og Sverige ovre i produktafdelingen med input fra de enkelte markeder.
Der er da også noget af det der bliver udviklet i Danmark
Vi sidder med det danske input og det bliver ført op i vores produkt afdeling som skaber produkterne og så bliver de kørt ned til os igen og bliver implementeret. Det er det flow op og ned igen som simpelthen er for langsomt og når det kommer ned så er det ikke wrappet ind i marketing og alt muligt så kommet det bare som et produkt og så skal vi til at pakke det ind.

Er der så medarbejder input på de der produkter?
Det kommer helt udefra egentlig, instruktørerne og alle mulige kommer med gode ideer som de har set rundt omkring og hvad det kan blive til og så laver vi vores udgave af det. Det der er det gode ved det er at det vi kalder SATS cykling det gør vi fordi spinding det er et amerikansk fænomen som kører på nogle specielle måder og så er der sådan noget som de der LessMills produkter og dem er vi helt ude af men vi har så nogle tilsvarrende produkter som vi selv har udviklet.

Hvordan er politikken med vægte? Hvordan bestemmes det størrelserne og sortimentet, hvad der skal være af hvad?
Det vi siger det er at hvis du har et center, skal der være en balance imellem hvad der er vægte og hvad der er cardio men der hvor vi går ind og styrer det, det er faktisk på håndvægtenes vægte hvor vi går op til 40 kg og nogen steder er de jo helt oppe på 60 kg og det er simpelthen for at styrre hvem der træner hos os, det kan vi se rent doping mæssigt at hvis vi ikke har de helt store vægte så får vi heller ikke de typer. Så det er en helt bevidst strategi en sundhedsstrategi.

For eksempel på SATS Vesterbro der er der bygget de der tre nye sale men samtidig er der blevet skåret seks timer. Der oplevede jeg lidt at der ikke var nok kommunikation omkring det så medarbejderen havde forståelse for det.
Der er ingen sammenhæng mellem at man har salene og timerne, det burde der ikke være, men selvfølgelig salene skal bruges det er jo derfor de er der.
Nu er kapacieteten på den ene sal for eksempel blevet sat op, men så skal den vel også sættes op så de rent faktisk kan få flere ind på holdene
Jamen helt klart, helt klart – det er jo proportionelt.
Så du kan få flere mennesker ind i prime time.
Det vi kigger på det er hvad er det for nogle timer der bliver kørt og hvad er belægningsprocenten på timerne, vi får jo statistik hver eneste måned så vi ved nøjagtig hvor mange der har været der. Således at vi kan sig, okay – hvis vi nu tager den time og lægger sammen med den time så er der sandsynlighed for at vi måske får en højere belægning. Vi mister også nogen, men vi får også flere mennesker på den time. Det vil sige at rentabiliteten på den time bliver mere effektiv. Når så medlemstallet det stiger så kommer behovet også helt automatisk for igen at adde timer til. Medlemstallet er jo gået ned af bakke så det er ren økonomi. Fordi det der koster penge hos os derude det er vores gruppeex timer. Hvis vi ikke optimerer på dem hele tiden både i nedadgående men sgu også i opad gående retning. For eksempel har Frederiksberg fået ekstremt mange timer ind fordi nu har de fået en masse medlemmer fra Falconer og nogle af dem fra Falconer burde også være kommet over til Vesterbro. Det er det regnestykke vi hele tiden sidder og laver. Vi bliver nødt til at optimere forretningen og det gøres derude i de der små mekanismer. Men i det øjeblik medlemstilvæksten den kommer og vi hører behovet så kan vi knalde flere timer på med det samme.
Problemet var at det ikke var kommunikeret ordentligt hvorfor at der blev skåret i timerne og skepsisen er der fordi det ikke har fungeret hurtigt nok før i tiden med at få flere timer eller færre for den sags skyld. De medarbejdere du sidder med har været der i 10 år eller mere og de er vant til at det ikke sker så hurtigt. Det er en god tanke men det sker ikke.
Vores drømme scenarie det er jo simpelthen at vi har 1000 medlemmer mere og vi skal tilføje flere timer. Det er jo helt klart et drømme scenarie. Det kan jeg love dig for og det har vi faktisk gjort i Parken vi har gjort det på Vesterbro og vi skal i gang med at gøre det på Amager. Lyngby har fået flere timer, Søborg har fået flere timer. Så der er nogen der har fået flere timer. Men det hænger helt klart sammen med den vækst de har lavet på deres medlemstal

Hvordan bliver der tjekket op på at tingene rent faktisk spreder sig som du gerne vil have dem. For med dig der ved jeg at det går hurtigt. Men hvad gøres der for at tjekke op på det ude i centrene.
Jeg kører bare ud. Det er det letteste, når jeg har en 3-4 timer så drøner jeg bare ud i centrene og snakker med receptionisterne og hører og går og lytter. Hvad fanden sker der derude ikke. Jeg har også et par gange dukket op ude på Vesterbro hvor jeg bare har gået lidt rundt og snakket med folk, det er sgu det bedste. Ellers så håber jeg på at folk de er gode nok til at sende det tilbage op i systemet.

Det åbenhed vi har lagt op til hver eneste gang det er. Ræk hånden op og sig din mening for hvis der er noget der ikke er i orden og man gør opmærksom på det så bliver man ikke slået oven i hovedet. Tværtimod, bare vær konstruktiv og kom med et forslag i stedet for bare at være negativ.

Hvad er din teori om hvad der får folk til at træne i dag? For vi har det der slogan "Træn som du er", men hvad skal motivere dem til at træne som de er? Det jeg arbejder meget med det er. Det kan godt være at de er kommet ind i centeret men så har de en eller anden urealistisk ide om at de skal træne tre gange om ugen og at de bliver super mennesker på to måneder og hvordan får man dem så til at forstå at det kræver en mental omstilling.

Det er jo meget forskelligt fra menneske til menneske det er jo det her forbedrings element, jeg kan se jeg var her og jeg vil gerne herhen. Hvordan kommer jeg derhen i nogle step. Det er ikke alle der har det der konkurrence element. Der er nogle der bare vil.. men det tror jeg alligevel alle har, problemet er at der er bare ikke nogen der prøver at opnå det. Jeg bruger altid min egen kone som eksempel.
Jeg har løbet i rigtig rigtig mange år. Hun kan ikke forstå at jeg gider. Indtil for halvandet år siden var hun bleven synes hun selv lidt overvægtig og nu skulle hun altså tabe sig. Så sagde jeg okay så begynd at løbe det er det letteste. Men det kræver tid. Det tager et år fra du starter fra scratch til du får en fornemmelse af at løb det er sjovt. Hvis du gør det rigtigt, du skal ikke forcere det. Der lavede jeg simpelthen sådan en årsplan til hende, hun gider slet ikke konkurrence og sådan noget, simpelthen den der med gå/løb, gå/løb hun syntes det var røv sygt men så gjorde hun og stille og roligt lige pludselig en dag så kunne hun løbe tre kilometer, ned til bommen som vi siger og løbe hjem igen seks kilometer i alt. Hold da op, nu ligger hun og løber en tretten fjorten kilometer men det tog et år. Før hendes krop og det hele var vænnet til at det faktisk var behageligt. Det er det der er med al træning, i starten der gør det ondt og det er pisse hårdt og for fanden hvor er det hårdt og man skal gøre det på nogle skæve tidspunkter og sådan noget. Men jeg tror hvis man får folk ind på en gruppe trænings time så de kommer ind i en social enhed og bliver modtaget godt så er det lidt lettere næste gang, hvis du kan kombinere folk med noget gruppe træning og noget individuel træning og så er der jo personlig træning som jo er den ideelle.

Så er spørgsmålet om når nu vi har problemer med at sælge pt om man ikke kunne lave et mellem produkt, hvor der blev fulgt mere op på medlemmet i et længere forløb. For nu har vi jo den der alders måler og du har en træningsvejleder som laver trænings forløb med to eller tre aftaler ud i fremtiden og så laver du aftalerne med dem med det samme således at der er noget at træne hen imod og de har et forløb og noget de skal leve op til.
Det er jo ideelt jo, men så har vi ikke træningsvejledere nok. Der er nogen der får deres medlemmer ind i det der system og det virker. For vi kan jo se at folk de melder sig ind og har den der tre måneders kurve og så dropper de det igen. Hvis du ikke har fat i dem og det er derfor at vores kom i gang liste den er skruet sådan sammen at de ikke når at nå derhen så vi får skubbet dem videre i stedet.
Men det er helt klart den ideelle løsning du omtaler. Jeg ved det selv for da jeg startede som elite femkamps udøver så havde jeg på et tidspunkt en seks årig periode hvor jeg overhovedet ikke lavede en skid og blev 12 kilo tungere. Det der trickede mig det var. Nu starter jeg her og så vil jeg løbe den der 10 km på 40 minutter, da jeg havde nået det skulle jeg til og løbe halv maraton det gik også fint. Da jeg så skulle løbe min første maraton, det er ikke andet end to år siden jeg løb min første maraton, der vidste jeg godt da jeg løb den i Odense at jeg ville være fuldstændig smadret. Jeg tænkte det gør jeg aldrig mere. Der må være et eller andet jeg har gjort forkert. Så gjorde jeg så det smarte at jeg ringede til et firma der hedder multicoach som er en der hedder Ole Stougård som har noget på internettet men hvor man også kan blive fysisk testet hos ham og så sørger han for at lægge et løbeprogram til dig. Fordi nu ville jeg løbe et maraton under tre timer. Den systematik med at jeg sendte alle mine ruter og filer til ham hver søndag og det så han så på og justerede mit træningsprogram til ugen efter. Bare den opfølgning det gjorde jo at det kørte i raketfart opad. Det var struktureret, det var ikke for meget og det var ikke for lidt og jeg løb under tre timer på det skide maraton. Så jeg nåede jo også mit mål så det var jo helt fantastisk. Men det betalte jeg jo ham mange

penge for. Det var noget med 3800 for sådan et årsforløb. Det er jo ligeså meget som et medlemskab til en fitnessklub. For at gøre det for mig, men det var også det hele værd. Det er jo det at man skal overbevises om. Min kone hun siger jo også du er jo hamrende sindssyg at betale så meget, du kan jo bare gå ud og løbe mand. Nej! Jeg skal simpelthen have noget struktur på hvordan jeg gør det fordi jeg spiller min tid på at løbe femten kilometer om morgenen og så komme hjem og så har jeg måske ikke løbet hurtigt nok, eller også har jeg løbet for hurtigt og er fuldstændig smadret næste dag.
Jeg skal vide jeg skal løbe femten kilometer eller firetyve kilometer på den tid og med den puls, det kan jeg forstå. SLUT. Og så gør jeg det. Det er lidt det samme folk de skal ind i den der rytme. Men det er jo ikke alle der vil det, for nogen de melder sig ind i en eller anden form for hype eller hvad de gør, også finder de ud af at det her er ikke noget for mig og nu kan de jo så melde sig ud igen om en måned bindingen er væk jo.

Jo jo det er jo heller ikke noget du behøver at tilbyde til alle folk. Det kunne jo godt være noget man brugte til at facilitate dem videre til PT.
Ja
Jeg gør det i hvert fald meget selv således at jeg har dem booket ind i systemet to gange således at de har en eller anden følelse af ansvar overfor mig. Jeg har ikke tid til at sidde og ringe ud hele tiden, men hvis de så ikke kommer så ringer jeg selvfølgelig til dem. Derudover går jeg jo op og træner der hvor jeg underviser og selvfølgelig ser jeg jo kun de folk der træner der, men i begyndelsen der træner folk jo og når de så ser at jeg træner der og holder øje med dem så har de en eller anden relation til at jeg er der. Så holder han sikkert øje med mig, eller jeg kan spørge ham. Så derfor kunne det være meget fedt hvis man, jeg ved godt at det kan man ikke tvinge folk til, men opfordre folk til at træne der hvor de underviser. Fordi det er der mange instruktører der ikke gør, de tager nemlig væk for at undgå spørgsmålene og det synes jeg er forkert.

Vi snakkede om i strategi og sats madprodukter er det noget i har prøvet i Sverige og Norge?
Norge har testet et eller andet oppe i en ny klub der lige er åbnet. Det gik helt galt fordi de prøvede at styrre det selv.
Det skal ikke ud i super markederne?
Det var også en af de ideer der var at man skulle brande SATS brandet på andre måder eventuelt gennem sunde fødevarer. Man kan sige det er ikke aktuelt for Danmark for vi har ikke noget navn i Danmark.
I forhold til hvis du ser på Norge hvor de er det andet mest kendte mærk næst efter coca cola der ville det måske kunne lade sig gøre.

Mål og visioner fra hjemme siden er det stadigvæk de samme og er det dem som i er ved at lave om eller er de stadigvæk de samme?

Det er stadigvæk de samme som vi kører på og den som vi arbejder benhårdt på det er den her med at være den mest rantable trænings virksomhed. Mange af dem her dem forsøger vi jo at leve op til, men den med rentablilitet den lever vi jo ikke op til og det skulle gerne være 2009, 2010 målet. Når vi får skåret alt vores skrammel væk og får bygget noget nyt op således at virksomheden er sund. Det er jo vores ambintion.

Kræver det ikke nye produkter og nye tiltag?
Det kræver vækst. Du kan ikke bare udvide du skal have en vis kritisk masse og så ud og satse.

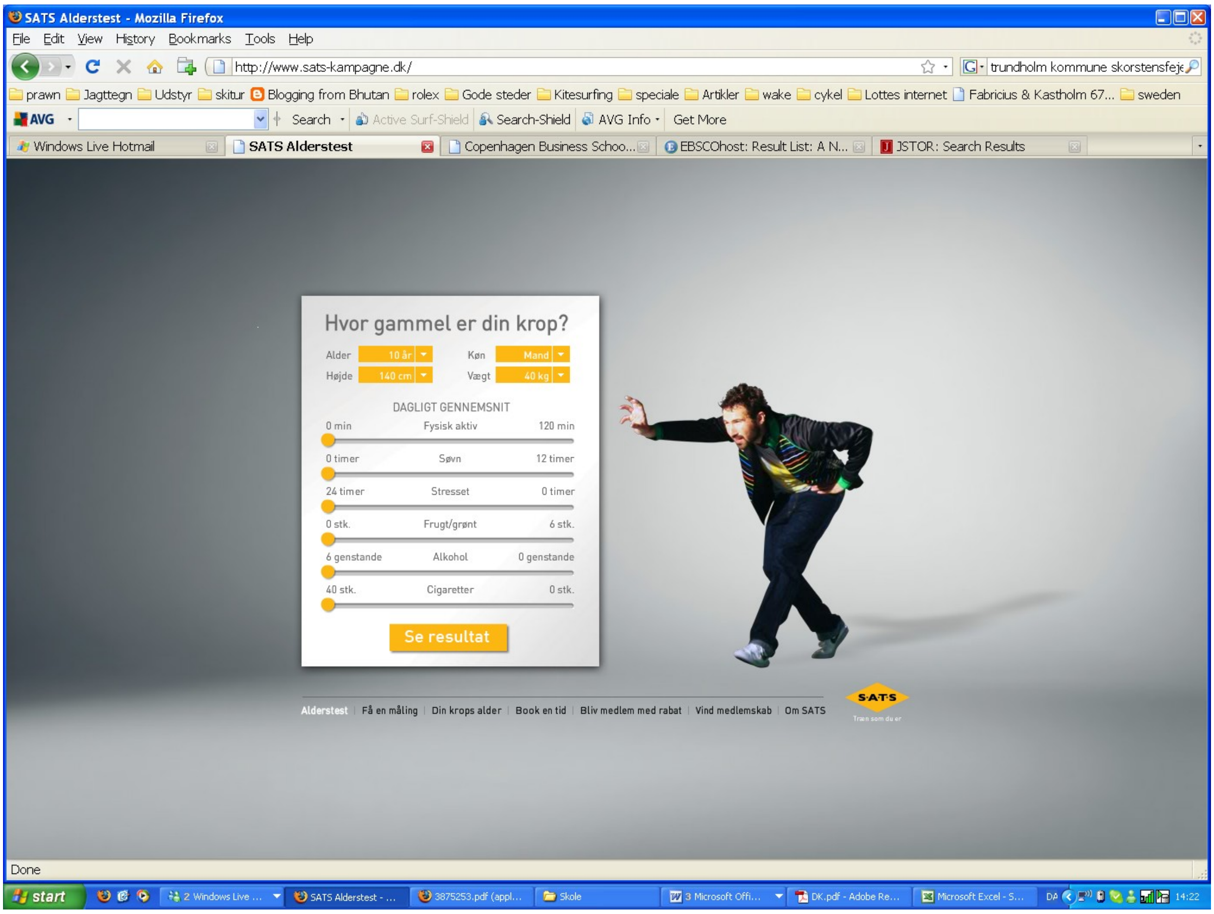
Med hensyn til Marketing er der så et forløb efter biologisk alder kampagnen eller stikker i fingeren i vejret og ser hvilken vej vinden blæser?
Nej vi har jo tradition for… September og oktober det er de to meget store måneder sammen med Januar februar. Resten af året der er det mere det jeg kalder lokal hvor du er ude i lokal området ude med flyers og ude og skabe leads. Nu gælder det for eksempel om at få vesterbro til at se at i har et fantastisk center derinde i arkaden.

Ja det er selvfølgelig også mere relevant med en national kampagne hvis man havd én masse centre i Jylland
Ja og ligenu er vi jo kun i Århus udover københavn.

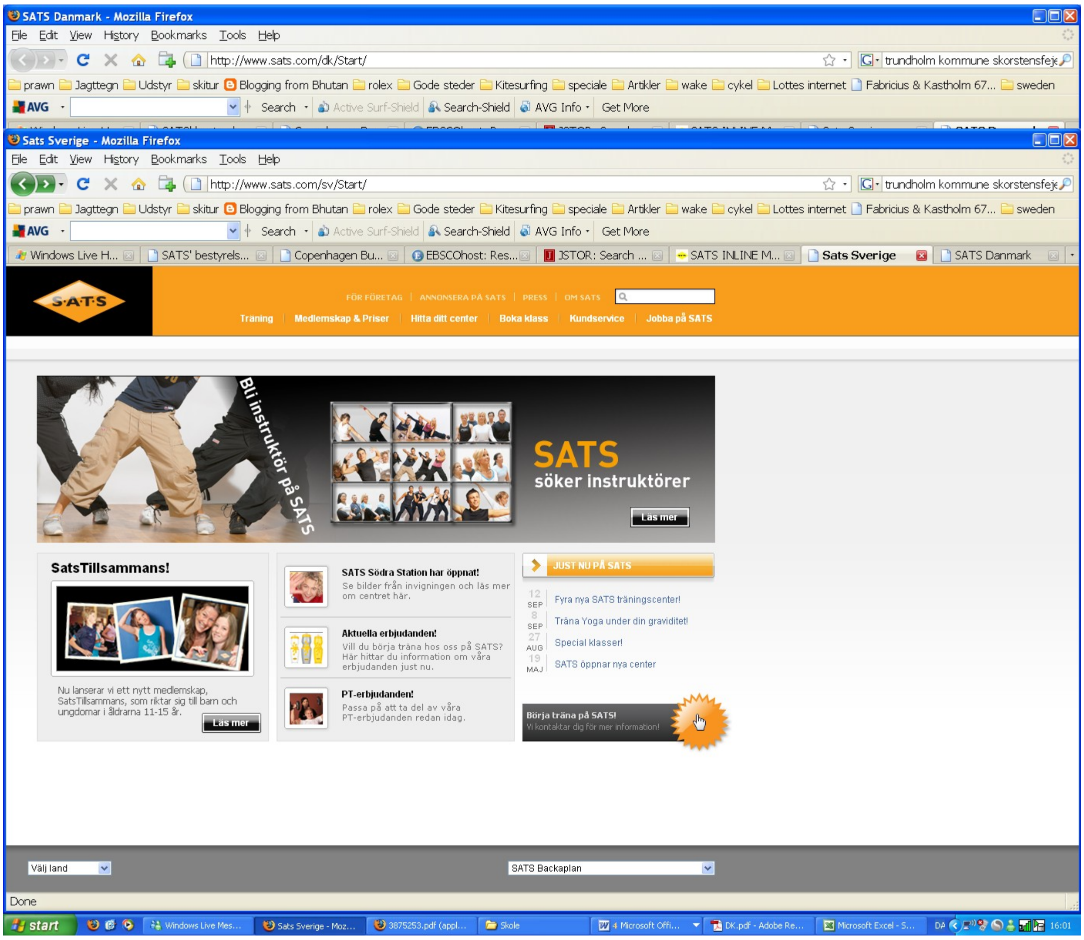
Ja men jeg tror ikke at jeg har mere. Det var det jeg havde forberedt.
Fint.

Mange tak for hjælpen.
Jeg håber at du får noget godt ud af det. Vi ses jo til inspirationsdagen.

Appendix I – Metabolic age advertising

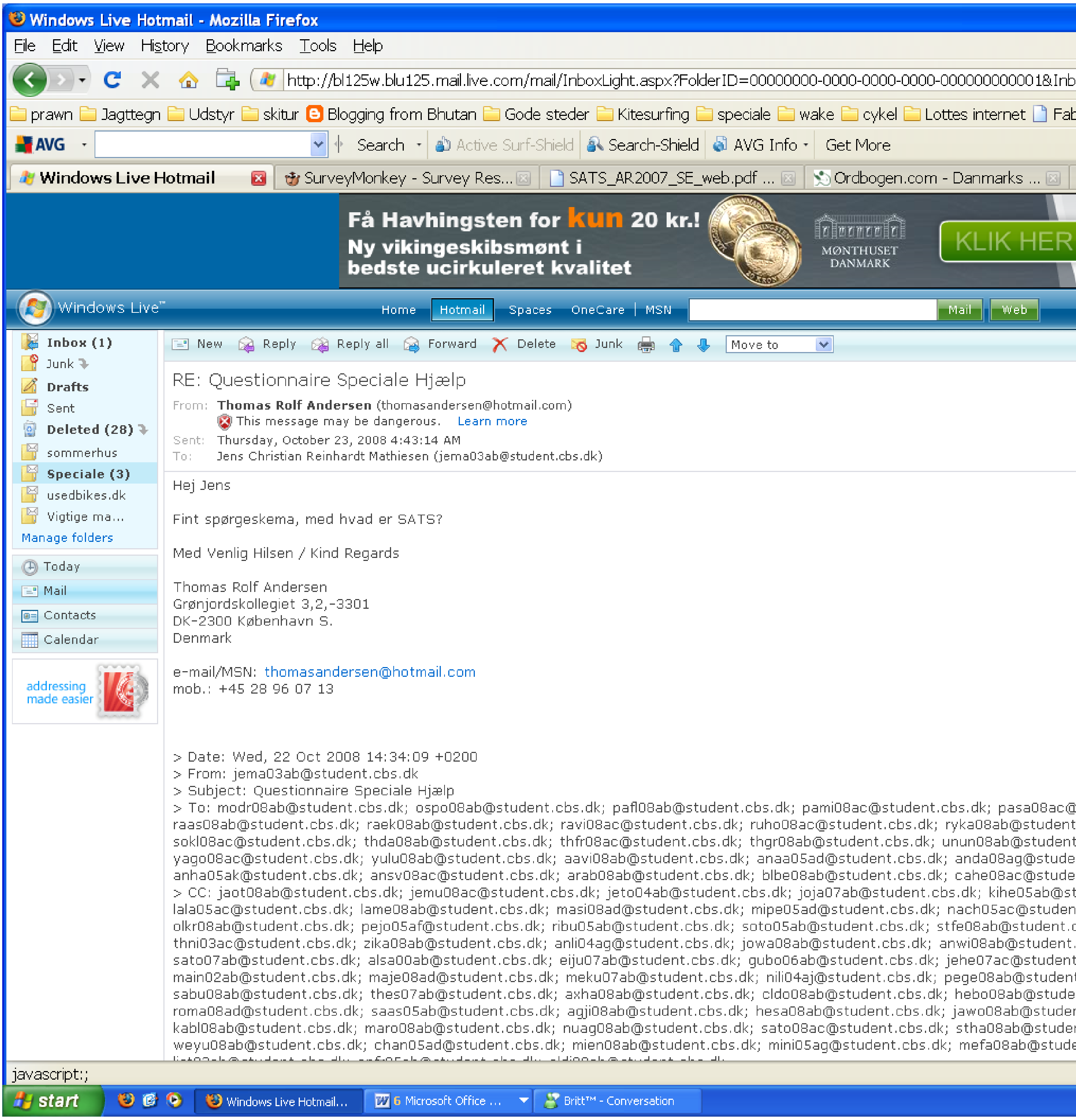


Appendix J – Homepage Comparison



Denmark contra Sweden

Appendix K – Email



RE: Questionnaire Speciale Hjælp

From: **Thomas Rolf Andersen** (thomasandersen@hotmail.com)
This message may be dangerous. Learn more
Sent: Thursday, October 23, 2008 4:43:14 AM
To: Jens Christian Reinhardt Mathiesen (jema03ab@student.cbs.dk)

Hej Jens

Fint spørgeskema, med hvad er SATS?

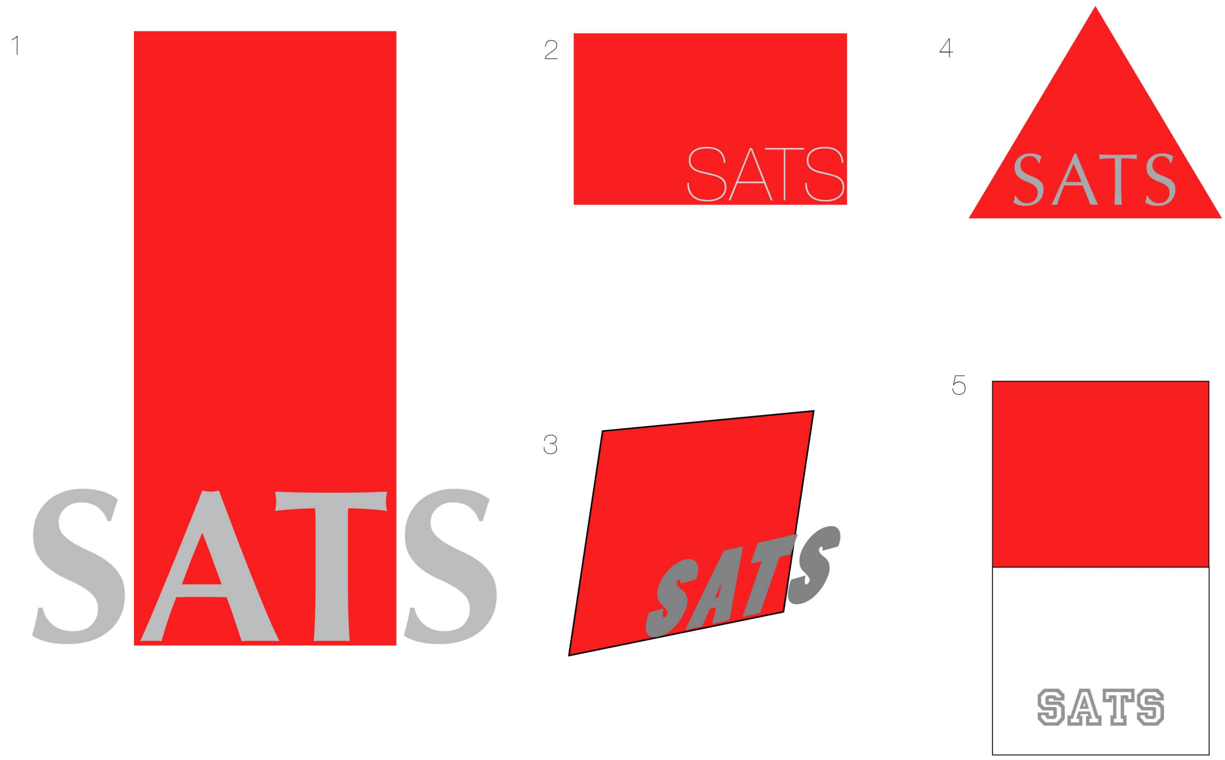
Med Venlig Hilsen / Kind Regards

Thomas Rolf Andersen
Grønjordskollegiet 3,2,-3301
DK-2300 København S.
Denmark

e-mail/MSN: thomasandersen@hotmail.com
mob.: +45 28 96 07 13

> Date: Wed, 22 Oct 2008 14:34:09 +0200
> From: jema03ab@student.cbs.dk
> Subject: Questionnaire Speciale Hjælp
> To: modr08ab@student.cbs.dk; ospo08ab@student.cbs.dk; pafl08ab@student.cbs.dk; pami08ac@student.cbs.dk; pasa08ac@
raas08ab@student.cbs.dk; raek08ab@student.cbs.dk; ravi08ac@student.cbs.dk; ruho08ac@student.cbs.dk; ryka08ab@student
sokl08ac@student.cbs.dk; thda08ab@student.cbs.dk; thfr08ac@student.cbs.dk; thgr08ab@student.cbs.dk; unun08ab@student
yago08ac@student.cbs.dk; yulu08ab@student.cbs.dk; aavi08ab@student.cbs.dk; anaa05ad@student.cbs.dk; anda08ag@stude
anha05ak@student.cbs.dk; ansv08ac@student.cbs.dk; arab08ab@student.cbs.dk; blbe08ab@student.cbs.dk; cahe08ac@stude
> CC: jaot08ab@student.cbs.dk; jemu08ac@student.cbs.dk; jeto04ab@student.cbs.dk; joja07ab@student.cbs.dk; kihe05ab@st
lala05ac@student.cbs.dk; lame08ab@student.cbs.dk; masi08ad@student.cbs.dk; mipe05ad@student.cbs.dk; nach05ac@studen
olkr08ab@student.cbs.dk; pejo05af@student.cbs.dk; ribu05ab@student.cbs.dk; soto05ab@student.cbs.dk; stfe08ab@student.c
thni03ac@student.cbs.dk; zika08ab@student.cbs.dk; anli04ag@student.cbs.dk; jowa08ab@student.cbs.dk; anwi08ab@student.
sato07ab@student.cbs.dk; alsa00ab@student.cbs.dk; eiju07ab@student.cbs.dk; gubo06ab@student.cbs.dk; jehe07ac@student
main02ab@student.cbs.dk; maje08ad@student.cbs.dk; meku07ab@student.cbs.dk; nili04aj@student.cbs.dk; pege08ab@student
sabu08ab@student.cbs.dk; thes07ab@student.cbs.dk; axha08ab@student.cbs.dk; cldo08ab@student.cbs.dk; hebo08ab@stude
roma08ad@student.cbs.dk; saas05ab@student.cbs.dk; agji08ab@student.cbs.dk; hesa08ab@student.cbs.dk; jawo08ab@studer
kabl08ab@student.cbs.dk; maro08ab@student.cbs.dk; nuag08ab@student.cbs.dk; sato08ac@student.cbs.dk; stha08ab@studer
weyu08ab@student.cbs.dk; chan05ad@student.cbs.dk; mien08ab@student.cbs.dk; mini05ag@student.cbs.dk; mefa08ab@stude

Appendix L – Logo suggestions



Appendix M – Class data

	Aerobic	Ashtanga 85	Boxercise	DanceAerobic	Funk	Hatha85	Indoor Run	IR Beginner
Showup%	69,89166662	62,04166686	58,50833	43,15000027	37,275	52,8	84,075	82,70833368
Capacity	1.759	4.217	23.503	1.624	8.836	26.406	1.460	2.871
Show ups	1.211	2.560	13.439	772	3.230	13.656	1.211	2.062
Jazz	Komiform	Pilates	Pump	Baby	Ball	Box	Core	Corepuls
18,3	55,10833462	55,32499974	59,66667	29,74166634	43,025	22,275	49,775	44,05833309
543	41.012	24.008	64.058	10.051	5.136	8.806	64.277	20.886
102	22.700	13.106	38.284	3.070	2.457	2.086	31.929	9.283
Puls45	Spinning	Satsdans	Flow	Glide	Hipuls	Satspuls	Steppuls	Strength
31,86667	48,49999969	50,0500001	43,50833	31,09999895	54,31667	59,34	60,275	41,27499958
3.831	171.016	25.329	15.576	781	18.500	540	25.354	1.234
1.218	82.194	12.481	6.723	243	10.101	323	15.355	474
SatsYoga	Yoga	Step1	Step2	Step3	Stramop	Ubike	Urun	Watergym
66,65	54,94999935	45,60000027	36,20833	61,61666662	57,25	13,46667	32,21111	66,93333313
425	16.602	20.381	10.793	7.277	78.848	680	1.610	3.945
279	9.065	9.319	3.841	4.441	45.014	172	329	2.477