

Article

Analysis of Brand Positioning in Online Course Companies to Change Consumption Patterns—A Case Study in the Personal Wellbeing Sector

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Abstract: This article examines the communication and marketing requirements of a prospective business enterprise that specializes in offering online courses focusing on psychology, personal growth and professional development to change patterns of educational production and consumption. The objective of this research is to analyse the necessary brand positioning for this company to improve its visibility, attracting and retaining interested customers. Using a sequential and evidence-based methodology, this study analyses the precise business requirements to establish an optimal and competitive platform for professionals offering wellbeing courses. This involved analysing the characteristics and needs of the target audience—the professionals who would deliver the courses—and the audience who would enrol in the courses. In addition, we assessed the company's environmental context, its strengths, weaknesses and unique selling points, as well as effective marketing and positioning strategies, and its direct competitors. We identified a growing interest in online training of courses that contribute to wellbeing. Among the target audience, preferences were diverse, with 58.1% leaning towards personal growth, 45.9% interested in meditation and 43.2% in psychology. Social media, particularly YouTube (52.7%), served as the main source of information for these courses. Criticisms focused mainly on issues such as poor visual and audio quality (20%), inadequate structuring of content (30%) and perceived boredom (23.6%). Addressing these preferences through multilingual translation, niche targeting, diverse course offerings, flexible pricing and membership options can effectively cater to diverse customer segments. The findings emphasise the importance of prioritising audiovisual quality and personalised learning experiences to foster audience loyalty.

Keywords: e-learning; wellbeing; mental health; strategic communication; social media; educational innovation; sustainability



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1. Introduction

The consequences of the COVID-19 pandemic have influenced and are currently affecting citizens' emotional stability, having a direct impact on their emotional security [1]. This period of uncertainty that started in the last few months of 2020 has changed the mindset of many. These changes come from the emphasis on paying attention to one's physical and psychological wellbeing, being aware of the need to fulfill priorities based on life values, recreating a new hierarchy of primary concerns [2]. The concept of psychological wellbeing, as defined by González-Cabanach [3], focuses on the development of capabilities and personal growth, both conceived as the main indicators of positive functioning, on the style and way of facing life challenges and on the effort and eagerness to achieve new goals. Understanding the effects of work on psychological wellbeing makes the individual more knowledgeable about their own behaviors, thoughts and relationships [4]. This

insight is especially useful in situations of uncertainty where adequate stress management is required [5].

The pandemic made the general population aware of the lack of personal resources used to implement physical and psychological wellbeing [6]. The same results were obtained in a study conducted by Dodd et al. (2021) in Australia. The results showed that due to COVID-19, universities needed to implement wellness activities and modify their curricula to promote self-care activities due to the increased stress and anxiety disorders among students [7].

In the educational sector, especially in universities, wellbeing programs have been recognized as a key element to improve the personal wellbeing and academic performance of students, which represents a substantial change in the production process and training offered. The results of a recent study carried out by Futch et al. (2003) [8] showed that students had a strong interest in participating in this kind of program where strategies to manage stress and improve their wellbeing were given. The pilot program of this study offered promising results; students who participated in the program reported an improvement in their overall psychological wellbeing and an increase in optimism, along with a reduction in mental health problems. These findings highlight the effectiveness of a structured wellbeing program and their potential to positively impact student health and performance. Along the same lines, the study “Mental Well-Being in Medical Formal Training: What COVID-19 Pandemic Also Revealed” underlines that universities from different countries have adapted their curricula to promote wellbeing and social support activities among students in order to keep students’ wellbeing a priority [9].

Wellbeing programs improve the physical and mental health of students and employees, as well as their engagement and job satisfaction. The implementation of these programs has been shown to reduce absenteeism and increase job satisfaction [10].

Companies are becoming aware of the importance of offering wellness initiatives as preventive measures for employees’ mental health [11]. Indeed, the pandemic has forced many employees to rethink their lives, leading to a hitherto unknown phenomenon, which experts have dubbed “the Great Resignation” [12]. The perception that companies care about the wellbeing of their employees improves employees’ engagement and satisfaction. Gordon and Adler’s study [13] found out that if employees know that their company implements wellness programs, they feel better than those who are not aware of them.

Also, a systematic analysis related to employer-sponsored wellness strategies [14] showed that wellness programs contribute to increased worker productivity and decreased health risks among participants. This study also showed that the most successful wellness programs were those that used technology to facilitate access to their platforms.

Consequently, HR departments are starting to invest in employee wellbeing [15]. The number of companies expanding their offerings to promote healthcare activities within organizations has increased exponentially, including services such as flexible schedules, sports center memberships, access to nutrition and physical activity professionals, and psychological support [16]. Organizations need to adapt to changes and to the need of the workforce to retain talent and remain competitive in the market [17]. Thus, online training is an efficient alternative for organizations [18,19]. As a result, organizations can initiate efforts to address employees’ personal needs related to their wellbeing. This will significantly impact employees’ organizational commitment [20].

The mentioned contextual and individual contributions have had a global impact on the visibility of mental health, increasing the general population’s interest in their wellbeing [21].

The concern for wellbeing has been reflected in the increase in digital research about this topic. According to a study conducted by the online psychologist platform iFeel, the number of digital studies has increased by 98% [22]. Indeed, new technologies can provide mental wellbeing resources, such as psychoeducation. The study conducted by Hood [23] stated the benefits of psychoeducation in courses related to happiness before and during the COVID-19 pandemic. In turn, the use of online diagnostic assessments has

increased exponentially, facilitating the remote monitoring of symptoms and treatment outcomes [24]. According to Erbe [25], the use of digital technologies can provide mental health services that have a positive impact on clients and patients. These technological resources can improve the quality of life of people who live in rural environments, who have a prolonged illness or who simply have difficulties accessing these resources due to economic reasons [26]. This type of platform has opened up a new business opportunity, putting the focus on individual's needs. This addresses issues such as time availability, transportation, and limited options [27]. A recent study [28] demonstrated the effectiveness of online wellbeing courses. The program not only helped to improve managers' wellbeing, but also enhanced their ability to support workplace wellbeing initiatives. The results were promising, demonstrating an improvement in general psychological wellbeing, participants' optimism and a reduction in mental health problems related to stress and work anxiety.

The pandemic has not only transformed social interactions and personal priorities, but has also accelerated the adoption of digital marketing as an indispensable tool for businesses to stay in touch with their customers [29]. A recent study [30] analyzed the websites of the world's most visited cities; the results show that organizations of this sector adapted their digital communication during the COVID-19 pandemic. Educational institutions also had to quickly adapt their social media marketing strategies to attract the interest of their audiences [31]. This adaptation is especially relevant for companies offering online courses related to personal wellbeing, where strategic communication and digital marketing are essential components of their business model.

An entrepreneurial firm is an entity that designs and launches a new venture by taking risks in an effort to generate value from the beginning, recognizing the potential business opportunity [32]. In turn, entrepreneurship is defined as the totality of knowledge, skills and entrepreneurial capabilities to conduct business successfully [33]. A characteristic of entrepreneurial companies that offer online courses related to social, emotional and personal wellbeing is to have clear strategic communication, which is analysed in this study [34].

In 1948, the World Health Organization defined health as a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity [35]. Psychological wellbeing focuses on the following six components: self-acceptance, personal growth, life purpose, positive relationships with others, environmental mastery and autonomy [36]. Wellness courses focus on the development of skills and strategies that enable people to improve their quality of life in different dimensions, such as physical and mental health, interpersonal relationships, life satisfaction and personal development [37]. Universities such as Berkley University have demonstrated the benefits of online wellness courses with their MOOC "The Science of Happiness" [37], which promotes wellness practices that encompass topics such as compassion, gratitude and mindfulness among others and has showed an increase in subjective happiness, stress and life satisfaction, as well as a decrease in negative emotions such as sadness, anger and fear among participants.

Since the target organizations offer online courses, their business model is based on virtual platforms. In addition, the widespread use of ICT has accelerated marketing strategies, with special emphasis on strategic communication plans [38]. Since courses are related to human wellbeing, these organizations focus on serving people's daily needs [39]. Therefore, in order to establish a strategic communication plan, it is necessary to determine the actions that the company will take to achieve its objectives [40]. This implies having a clear pattern of decisions that defines the organization's objectives, aims and goals, including the main plans and policies, defining the business scope; the type of employees and values of the organization that it currently possesses or intends to adopt; and the types of economic and social contributions it intends to provide [41].

Considering that we are discussing innovative companies aiming to address the needs of today's society, these entrepreneurial companies need to adapt to the current context and determine the best positioning tactics [42].

Therefore, the first step is to conduct comprehensive research on the internal and external analysis of the contextual situation and the needs of the population in terms of the promotion of wellbeing [43]. This is where the SWOT analysis is useful (weaknesses, threats, strengths and opportunities), as the organization, as an entrepreneurial entity, must differentiate itself from its competitors in order to achieve a better position in the market [20].

It has been shown that people who take online psychoeducational courses experience positive benefits for their mental wellbeing [23]. Consequently, online courses have emerged as adaptable resources adjusting to diverse lifestyles, facilitating access to training for enhancing human wellbeing [44].

A notable trend in the macro-environment is the growing inclination of many individuals towards online courses [45]. The flexibility in terms of time and location, the utilization of video and podcast materials, and the availability of webinars allow for personalized learning experiences tailored to each individual's pace [46]. Learning Management Platforms (LMSs) witnessed remarkable growth during the lockdown period [47]. Professionals across diverse fields have capitalized on this situation by introducing new online courses [48]. According to a study conducted by the University of La Rioja, online education has surged by 900% globally since 2000. With access to a reliable internet connection and a smartphone, individuals can acquire new skills or enhance existing ones, and even engage in remote consultations with professionals. Teleconsultations are anticipated to become increasingly prevalent across various sectors as a complement to in-person consultations [49].

While many employees perceive themselves as physically and mentally healthy, findings from WTW's "2022 Global Benefits Attitudes Survey" indicate that the resources given by employers to employees to support their emotional wellbeing fall short of meeting their needs [50]. This underscores the necessity for organizations to explore alternative approaches despite their existing efforts [51]. Taking advantage of this evolving landscape, some companies have leveraged the opportunity to enhance their employees' skills in areas such as soft skills, communication, social, and emotional intelligence [52]. Consequently, personal wellbeing and fostering a healthy work environment have gained prominence within the People Management or Human Resources departments [39]. These initiatives serve as effective strategies for professional positioning amidst heightened job uncertainty.

Amongst crises and losses, the support of specialized professionals can significantly aid individuals in navigating challenges and developing resilience [53]. With measures to contain the spread of the coronavirus leading to job losses or reduced working hours for many, it presents an opportune moment for professional reinvention [54].

In this context, our research focuses on discovering branding strategies for a potential company that offers and hosts online courses related to personal and professional wellbeing. This initiative starts from the question of whether there is a potential market for positioning companies that host these online courses.

The objective of this research is to identify the strategic communication and digital marketing needs that will help specialized companies in offering online courses on psychology, personal growth and professional development to improve their positioning in the market, using digital technologies, improving the visibility of their brand and attracting and retaining potential customers.

2. Material and Methods

The first stage in the development of a brand is its positioning. It is important to determine the current and desired position of the brand in order to develop an appropriate strategy [55]. To achieve the objective of this analysis, we developed a quantitative research approach in a sequential, deductive and evidential manner [56], collecting the following data.

2.1. Surveys

Two separate surveys were conducted between 20 and 22 March 2021 using a self-administered questionnaire in Google Forms to a population in Andalusia, Spain. A total of 10 psychologists and therapists and 74 potential clients were included.

2.1.1. Psychologists and Therapists

This survey of potential teachers addressed a number of issues, including determining their interest in offering these types of courses; whether they had already taught them, either through their own platforms or on third-party platforms; and finally, determining the marketing strategies and technical resources that they would need to facilitate their teaching and promotional work.

2.1.2. Potential Customers Interested in Receiving the Courses

This survey determined the topics of greatest interest related to wellbeing; the social networks and keywords most used by potential customers to search for information on this type of course; as well as pointing out aspects that could improve their user experience.

2.2. Market and Competitor Analysis

To define the market and segment the target audience, Turviñes and Monserrat-Gauchi [57] propose a market/environment analysis of interest to the company, including the market structure, its evolution and prospects for the sector. We defined the demographic profile of consumers who are more likely to make online purchases, particularly those interested in personal and professional development. We also analyzed the company's competition, exploring the strategies, approaches and policies used by its six direct competitors, which are as follows: Mindvalley, Masterclass, Udemy, Greater Minds—Personal Growth, TCCHE and Borja Vilaseca. According to Smith [58], positioning is the concept through which an organization distinguishes itself with a unique meaning in the minds of its audiences, defining what it is and how it wants to be seen and known, especially in contrast to its competitors.

2.3. SWOT Analysis Description

Finally, a SWOT analysis was conducted to identify the strengths, weaknesses, opportunities and threats of the company in its environment. From this analysis, problems can be identified based on internal weaknesses and external threats, and ideas can be generated along with possible suggested messages based on internal strengths and external opportunities [59]. With the results of the analysis, we planned the following 4 different strategies: offensive strategies using strengths to capture market opportunities, defensive strategies using strengths to mitigate threats, reorientation strategies that involve adapting to and overcoming weaknesses to seize opportunities, and survival strategies that involve mitigating weaknesses and avoiding threats.

3. Results and Discussion

This section presents the results obtained from the two conducted surveys, the market analysis, the examination of competition, and the SWOT analysis aimed at analyzing the company's competitive advantages and disadvantages and determining its potential risks and opportunities.

3.1. The Surveys

The surveys were conducted with the aim of comprehensively understanding the needs, preferences, and behaviors of potential customers, as well as professionals interested in offering online courses in psychology, wellbeing, and professional reinvention. This valuable information enables the company to tailor its course offerings to meet market expectations, segment the target audience effectively, identify niche opportunities, and design more impactful marketing and content strategies to attract and retain its audience.

3.1.1. Professionals

In total, 50% of the professionals surveyed were psychologists, while 40% were therapists, and the remaining 10% were coaches. Interestingly, 80% of these professionals expressed interest in offering specialized courses via the Internet. It is noteworthy that half of these professionals had previously offered some form of wellbeing-related course, with 80% of those opting to carry out courses through their own platform, while the remaining 20% utilized third-party platforms. These findings indicate a strong interest among professionals in online wellbeing training. However, it is apparent that many ventured into this independently without adequate technical and logistical support, which may have impacted their success rates.

As depicted in Figure 1, 70% of surveyed professionals expressed a desire to outsource marketing, advertising, and positioning tasks using third-party entities. Additionally, 50% indicated that expanding their visibility would be crucial for disseminating their online courses, while an equal percentage wished to enlist the support of a professional recording team to enhance the visual quality of their courses. Furthermore, 40% expressed a preference for collaborating with individuals who share their values to assist in project design and management. Remarkably, only 20% of respondents stated they were unwilling to offer online courses altogether. These findings underscore professionals' recognition of the importance of delegating marketing responsibilities and improving technical equipment, highlighting a clear market need and reinforcing the potential for a company to provide such services.

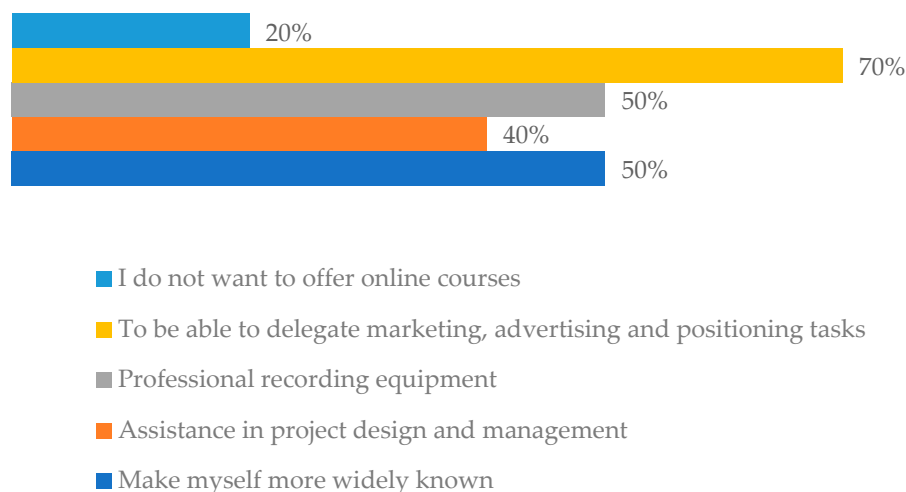


Figure 1. Needs of professionals (source: own elaboration).

The fact that 90% of surveyed professionals do not utilize online advertising strategies and primarily acquire clients through word of mouth is notably significant. This suggests that courses dedicated to personal wellbeing may resonate more effectively within close-knit communities with shared motivations and interests. Moreover, this underscores an opportunity for the company to provide digital marketing services, which could greatly benefit professionals and their businesses. Conversely, 30% of clients are acquired through social networks, indicating that these platforms offer broader dissemination possibilities and should be regarded as a noteworthy channel for propagation (Figure 2).

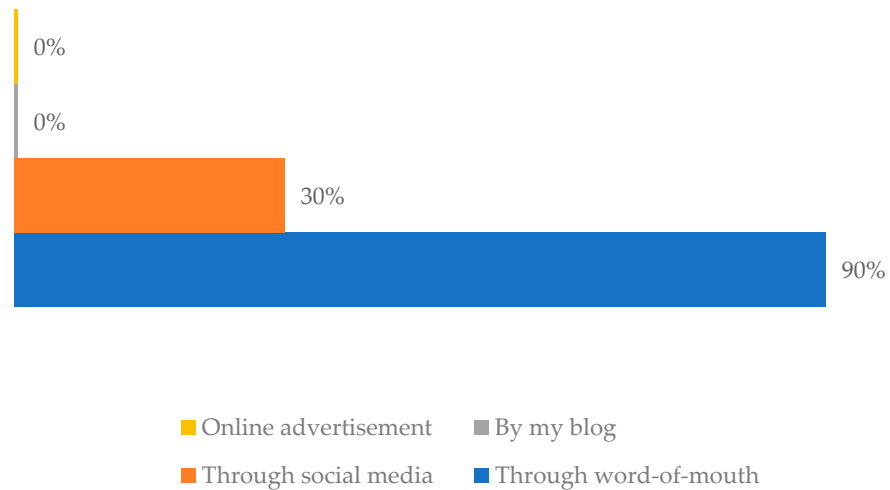


Figure 2. Customer acquisition (source: own elaboration).

In terms of the topics professionals are interested in teaching, 40% expressed interest in offering courses on meditation and spirituality, 20% indicated psychology, another 20% specified personal and professional development, and the remaining 20% cited other related topics (Figure 3). Meditation and introspection are increasingly valued as individuals recognize the benefits of cultivating a healthy relationship with their thoughts for improved daily living. Professionals, who are essentially future entrepreneurs, acknowledge the significance of personal and professional development within the work environment, recognizing its potential to foster a culture of self-improvement within companies. They can provide a diverse array of learning formats, ensuring accessibility, flexibility, and ample doses of inspiration, making their courses highly appealing.

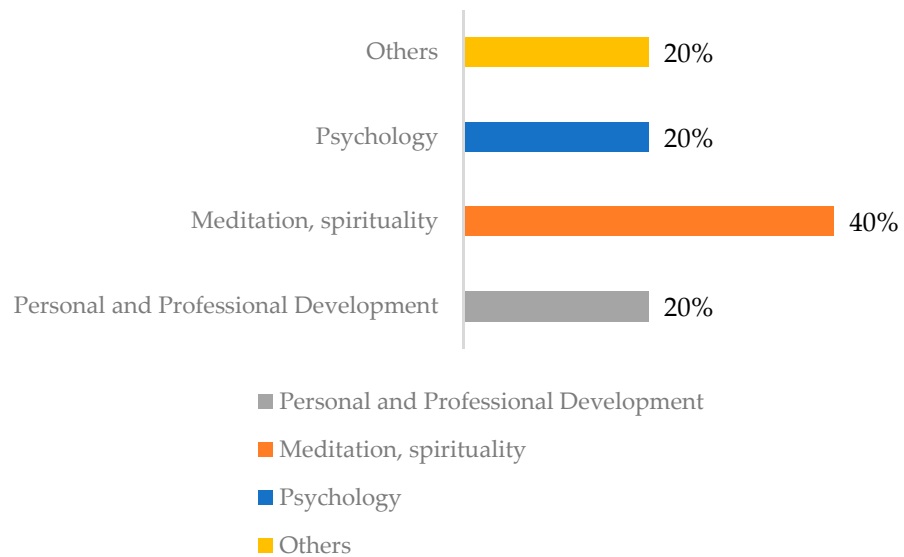


Figure 3. Courses of interest to potential customers (source: own elaboration).

3.1.2. Potential Clients

Regarding the potential clients of online courses focused on personal wellbeing, 58.1% of the surveyed population seeks information on personal growth courses on the Internet, while 45.9% are interested in meditation courses, 43.2% in psychology courses, and 27% in professional reinvention (Figure 4). This segmentation of the market based on specific interests suggests a strong commitment to learning among respondents. Companies should leverage this commitment to enhance the culture of self-development by offering a variety of learning formats and focusing on accessible and flexible online training. Providing

high-quality content that improves the wellbeing of their customers can also contribute to fostering a positive employee experience.

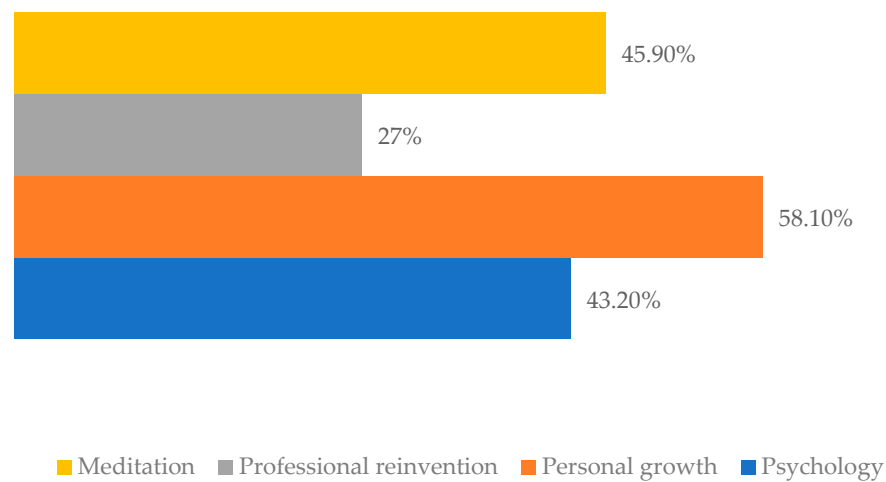


Figure 4. Courses of interest to professionals (source: own elaboration).

For potential users, there is a clear interest in personal wellbeing topics, with YouTube (52.7%) being the most popular channel for finding information on these courses. Therefore, it is crucial to adopt an attractive and well-structured content strategy that combines videos and text to enhance the learning experience and build customer loyalty (Figure 5). Concerns about the poor structure of course content, as well as visual and sound quality, highlight the need to professionalize the production of these courses to meet users' expectations. Another 44.6% of the potential user population searches for information about wellbeing-oriented courses on websites, 35.1% on Facebook, and 31.1% on Instagram (Figure 5). Given these percentages, companies should promote their training offerings on social media, considering that the use of these platforms is associated with age averages that can help tailor advertising campaigns and dissemination efforts more effectively.

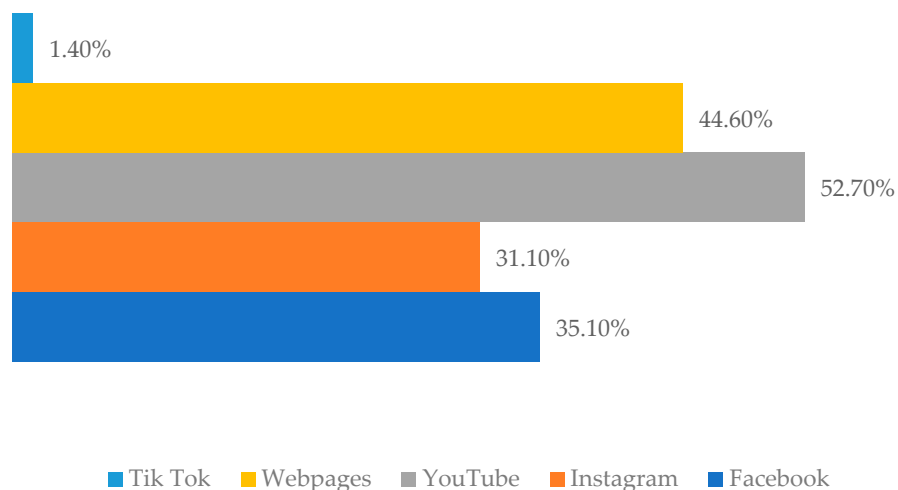


Figure 5. Sites where the target audience finds information (source: own elaboration).

The content and format of personal training courses focused on optimizing wellbeing are factors to be considered in order to improve the offerings of this entrepreneurial company. Among those surveyed, 30.9% consider that the greatest shortcoming of the online courses they have taken so far on personal growth, psychology, meditation, or professional reinvention is that they have a complicated or poorly structured syllabus. Additionally, 23.6% found them boring, while another 20% thought the visual or sound

quality was poor. These issues may arise due to the lack of professionalism in course production, likely stemming from limited experience in online formats rather than a lack of interesting content for the target audience. Consequently, this may lead to a lack of confidence or even rejection (Figure 6). It is noteworthy that the vast majority of respondents (81.1%) prefer online courses that include a combination of video and text, which makes the entire training experience more dynamic and enjoyable.

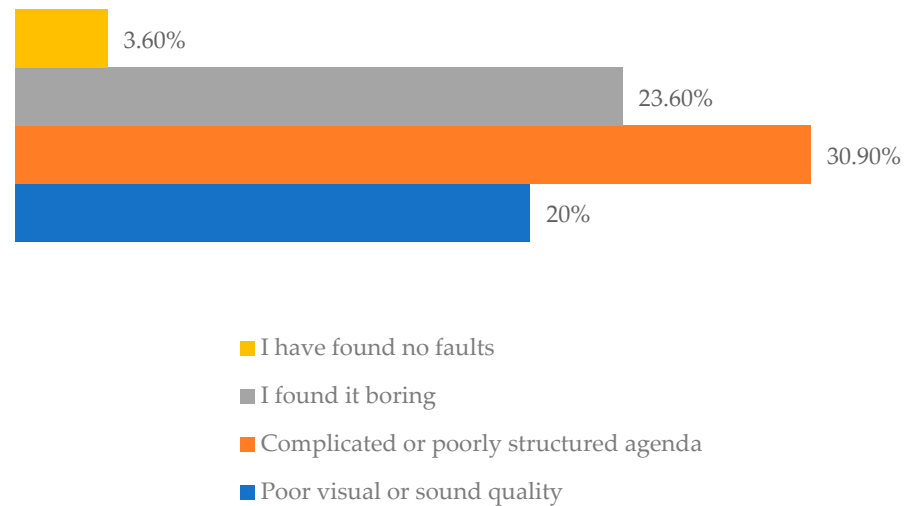


Figure 6. Students' experience of the course (source: own elaboration).

3.2. Market

According to a survey conducted by the National Institute of Statistics in 2020 [44], a high percentage of the Spanish population uses the Internet (91.30%), and 53.8% engage in online purchases. The majority of households own some type of computer, and practically all have a cell phone.

The ONTSI's B2C E-Commerce Report (2020) [60] highlights that the majority of online shoppers in Spain are adults with an average age of 44, with the 25–34 age group being the most active online shoppers. This group, along with active professionals between 25 and 44 years old with incomes over EUR 2500 and higher education, represents the main segment of online consumers. This profile represents an opportunity for course sales, as this group demonstrates a high purchase frequency and spending capacity on the Internet.

The concentration of consumers in large cities and the importance of education level and income as online purchasing factors reinforce the idea of a well-defined target market for personal and professional development courses offered on digital platforms.

3.3. Analysis of the Competitors

An analysis was conducted through web search engines, as well as social media platforms and YouTube, to find online courses and content focused on wellbeing, personal, and professional development, among others. The objective of this analysis was to identify the strategies, approaches, and policies that differentiate the main platforms in this sector. The data are presented below.

- Mindvalley University <https://www.mindvalley.com/es> (accessed on 12 February 2024)

One of the direct competitors of this potential entrepreneurial venture is Mindvalley, a platform that offers courses on meditation, personal and professional growth, among others. Mindvalley has distinguished itself by rapidly increasing its number of subscribers within 6 months, leveraging YouTube as a primary search engine. Its content, targeting an affluent audience, combined with the translation of courses into multiple languages, has enabled it to achieve global expansion.

- Masterclass <https://www.masterclass.com/> (accessed on 6 February 2024)

Masterclass boasts a catalog of over 200 courses spanning 11 diverse categories, including wellness, meditation, and leadership. It is distinguished by its provision of flexible learning options with high-quality content, delivered by celebrities and renowned experts in their respective fields. Its user-friendly interface and multi-device accessibility contribute to an exceptional user experience.

- Udemy <https://www.udemy.com/> (accessed on 8 February 2024)

Udemy is distinguished by its extensive library of courses covering a wide range of topics, from meditation to personal development. Catering to a diverse audience, Udemy positions itself as an ideal platform for individuals seeking personal wellbeing or looking to acquire new skills for professional advancement. Its affordable pricing policy and vast array of course offerings make Udemy a highly appealing option for users with varying budgets.

- Greater Minds <https://www.greaterminds.com> (accessed on 15 February 2024); Personal Growth <https://personalgrowth.com/> (accessed on 17 February 2024)

Greater Minds, via its Personal Growth platform, concentrates on nurturing personal and spiritual development. It provides an extensive array of resources, including nano-courses and book summaries intended to be consumed in brief 10–15 min sessions.

- TCCHE <https://tcche.org/> (accessed on 18 February 2024)

TCCHE (The Conference for Consciousness and Human Evolution) is a platform that hosts events and online courses focused on wellbeing and spirituality. It features renowned authors such as Gregg Braden, Bruce Lipton, and Joe Dispenza as speakers, addressing topics related to human consciousness and the mind's potential to shape reality.

The platform targets individuals interested in the intersection of science and spirituality.

- Borja Vilaseca <https://borjavilaseca.com/> (accessed on 1 March 2024)

Borja Vilaseca is a speaker dedicated to personal transformation. He is the founder of Kuestiona, an educational community focused on personal and professional growth, La Akademia, which offers free emotional and entrepreneurial education for young people, and Terra, an initiative aimed at revolutionizing the educational system with a conscious school approach.

Vilaseca offers both in-person and online training, including a master's degree in Personal Development, as well as courses on conscious eating, love and sexuality, among others. He also provides specific courses to enhance aspects such as self-esteem, sex, and emotional intelligence.

His courses are described as 100% practical, designed to transform the lives of participants according to his philosophy.

Comparative Analysis

Content strategies and approach: Mindvalley and Masterclass stand out for their high-quality content and focus on specific audiences. Mindvalley targets an upper-class demographic, while Masterclass employs celebrities to deliver its courses. Udemy offers a wide range of courses for a diverse audience, while Greater Minds and TCCHE focus on personal and spiritual development. Borja Vilaseca is distinguished by his practical approach.

Marketing strategies and expansion: Mindvalley utilizes YouTube to attract subscribers and has expanded its market by translating its courses into several languages. Masterclass, Udemy, Greater Minds, TCCHE, and Borja Vilaseca also employ various strategies, but Mindvalley stands out for its emphasis on optimization and affiliate marketing.

Niche market: Mindvalley targets the upper class, Masterclass targets learning enthusiasts who value renowned figures, Udemy targets a broad audience with varied interests, Greater Minds and TCCHE target individuals interested in personal growth and spirituality, and Borja Vilaseca targets those seeking practical content.

Pricing policy: Mindvalley offers annual memberships with different levels, Masterclass provides a monthly subscription granting access to all its courses, Udemy offers

individual courses with varied prices and lifetime access, Greater Minds offers a lifetime membership to its content, and Borja Vilaseca provides both face-to-face and online training with a primarily practical approach (Table 1).

Table 1. Characteristics of competing companies offering online training courses.

Characteristics	Mindvalley	Masterclass	Udemy	Greater Minds— Personal Growth	TCCHE	Borja Vilaseca
Approach	Personal and professional growth; meditation	Creative learning; high-quality education by celebrities	Extensive library of courses on various topics	Personal and spiritual development	Wellness and spirituality; a fusion of science and spirituality	Personal transformation; professional growth
Content Strategy	Attractive and high class oriented	Video mini-sessions; downloadable content	Varied courses offered by experts	Nanocourses and book summaries in short sessions	Events and online courses with best-selling authors	On-site and online training; educational projects
Pricing Strategy	Basic membership and additional mentoring	Annual subscription with options for duo and family memberships	Free and paid courses, with lifetime access	Lifetime membership for EUR 77	Not specified	Not specified
Market Expansion	Translation of courses into Spanish, Portuguese, French, and German	English as the primary language of instruction	Global diverse audience	Focused on people interested in personal growth	Oriented towards an upper-class audience interested in science and spirituality	Focused on Spanish-speaking audiences
Marketing Strategy	Using YouTube and Google Ads, a data-driven strategy	High production quality, with money back guarantee	User ratings and reviews; occasional discounts	Not specified	Not specified	Educational projects; 100% practical courses
Interaction and Community	Oriented towards interaction within the community	Community interaction through the platform	Discussion forums; limited interaction with instructors	Not specified	Not specified	Kuestiona Educational Community, The Akademia
Languages	English, Spanish, Portuguese, French, and German	Mainly English	Different languages depending on the course	English	Mainly English	Spanish
Impact and Accessibility	High subscriber growth rate	Accessible via app and search engines, with 24/7 customer support	Affordable for a wide range of pre-budgets	Not specified	Global, for those who exploit human potential	Focus on personal and professional transformation

Source: own elaboration.

Based on the differentiating aspects offered by competing companies, and in order for a new company to aspire to distinguish itself in the sector of online courses promoting wellness, companies must maintain a high standard in content production. This includes focusing on the visual, audio, and content quality of the course, which would increase its credibility and attract a larger audience. Offering courses that address specific audience

needs and include a practical approach can promote the creation of an engaged community and improve user retention. These points should be kept in mind to modify the way of producing this type of course so that they have greater acceptance and therefore consumption.

Following Mindvalley's example, leveraging platforms like YouTube for subscriber attraction and retention through compelling content and SEO tactics can elevate brand exposure and facilitate user acquisition. Additionally, translating courses into various languages and culturally tailoring content can pave the way for international market expansion.

Identifying and targeting courses towards specific niche markets, akin to TCCHE's fusion of science and spirituality, can help carve out a unique space in less saturated areas of the market. Simultaneously, providing a diverse array of courses to cater to varied interests and needs can broaden the appeal to a wider audience.

Moreover, implementing a flexible pricing structure, enabling self-paced learning, and offering various levels of access or membership can align with the expectations of diverse customer segments. Such strategies ensure that the company remains adaptable and responsive to the evolving demands of its clientele.

3.4. SWOT Analysis

This SWOT analysis assesses how external and internal factors can influence the viability and success of a company in this segment of the online education market.

3.4.1. Strengths

A company's unique value proposition lies in its ability to offer a comprehensive package of services, including course space, professional recording equipment, and marketing and advertising services. Emphasizing the visual and audio quality of the courses is crucial, especially considering the significant number of users who have had negative experiences with the quality of other online courses. Extensive market research must be conducted, enabling a better understanding of the needs and preferences of the target audience and confirming the acceptance of this type of course among users.

3.4.2. Weaknesses

Companies face challenges in brand recognition and market establishment. Additionally, they rely on external professionals for content creation, which could jeopardize the quality and consistency of its courses.

3.4.3. Opportunities

There is a growing demand for online courses in the areas of psychology, personal growth, and professional reinvention, especially those with high-quality content and production. The e-learning market is expanding, offering various business opportunities. Additionally, the preference of users to find information on social networks and websites indicates an opportunity for a company to direct its marketing and advertising efforts towards these channels.

3.4.4. Threats

The e-learning market is highly competitive, with numerous providers offering a wide range of courses and services. Changes in technology and user preferences may necessitate constant adaptations and updates to the company's offerings. Given that users have demonstrated a high sensitivity to the quality of courses, any shortcomings in this aspect could adversely impact the company's reputation and acceptance in the market.

A company could provide professionals teaching courses in psychology, personal growth, meditation, and professional reinvention with a platform to host their content, along with access to a professional recording team and optional marketing, advertising, and positioning services. These resources aim to differentiate the company in a competitive market, enhance the visibility and reach of the courses, and ensure an exceptional user

experience. By fostering user engagement and satisfaction, the company aims to cultivate customer loyalty over time.

3.5. Strategies

One of the objectives of the SWOT analysis is to define actions that make it possible to correct weaknesses, promote and enhance strengths, eliminate or avoid threats and take advantage of opportunities [61]. Based on the SWOT analysis, the following specific strategies can be developed:

1. Offensive strategies (FO—using strengths to seize opportunities): Actively promote the unique characteristics of the company's services on social media and through marketing campaigns.
2. Defensive strategies (FA—use strengths to avoid threats): Strengthen the brand by continuously improving the quality of content and user experience using feedback from students to make quick and effective adjustments.
3. Reorientation strategies (OD—overcoming weaknesses by taking advantage of opportunities): Expand the base of in-house trainers to avoid dependence on external professionals, thus ensuring greater consistency and quality in courses.
4. Survival strategies (DA—minimizing weaknesses and avoiding threats): Implement rigorous quality control and review and improvement processes for course offerings, ensuring that all materials meet industry standards prior to launch.

These strategies would enable the company to adapt and thrive in a competitive environment. In addition, they guarantee the proposal of a high-quality educational experience that would respond to the needs and expectations of the students.

4. Conclusions

There is a notable surge in interest among wellness professionals and a specific target audience for online courses, which presents a significant opportunity for any aspiring company. Providing a comprehensive platform and services, a company would not only be able to meet market demand but also establish itself as a key player in the e-learning sector. SWOT strategies help define steps to capitalize on this trend. These include a company promoting its services on social media and through marketing campaigns, using feedback from its students to make rapid adjustments to achieve continuous improvement in the quality of content and user experience, expanding its internal instructor base to avoid relying on external professionals and ensure greater consistency and quality in courses, and finally, implementing quality control and review and improvement processes so that all materials meet industry standards prior to release.

One of the company's competitive advantages lies in its ability to offer complementary services [62]. Providing assistance in design, project management, high-quality recording and marketing and advertising services caters to the needs of professionals and enhances the platform's appeal. This, in turn, attracts more professionals to the platform, thereby increasing its user base [63].

Given that the target audience primarily seeks information on social networks and websites, the company should concentrate its marketing efforts and focus on these channels. This approach not only enhances brand visibility but also facilitates the recruitment of new users and professionals [64].

Considering users' preferences for video and text courses, along with their sensitivity to visual and sound quality, it is imperative for the company to maintain a high standard in the production of its courses [65]. This will be pivotal in ensuring customer satisfaction and long-term retention.

The predominant profile of the buyer falls within the 25–44 age group, with a high level of education. Therefore, marketing and communication strategies should be tailored to appeal to this demographic segment. This entails crafting messages and utilizing channels that resonate with their interests and consumption habits [66].

A company's communication plan should prioritize enhancing their image and effectively conveying the essence, culture, and personality of the organization. This approach not only aids in building the brand but also strengthens customer trust and loyalty [67].

Implementing a data-driven digital marketing strategy, utilizing platforms like Google Ads and employing smart segmentation techniques, is crucial for expanding a company's customer base. Additionally, offering a diverse range of topics or focusing on a specific niche can be an effective strategy. Building an active and engaged community fosters user retention and loyalty [68].

Providing courses at affordable prices and enabling self-paced learning adds value to the courses. Collaborating with best-selling authors and recognized experts enhances credibility and attracts a wider audience. Similarly, adapting content to different languages can broaden the reach of the company's offerings.

Remaining adaptable to evolving trends and audience needs and being willing to experiment with new strategies while swiftly adapting to market changes and technological advancements is imperative. Introducing different levels of access or membership can effectively drive revenue. Additionally, establishing a robust affiliate program would incentivize product or service promotion [69].

In conclusion, the demand for online training courses aimed at enhancing the emotional and personal wellbeing of employees has become evident. These same employees expect high-quality training programs and specific requirements. This presents a plethora of opportunities for companies looking to innovate in this sector, which has witnessed significant growth since the onset of the COVID-19 pandemic.

These results are relevant for companies that specialize in offering online courses focused on wellness. Courses designed to promote healthy lifestyle habits not only respond to the growing demand, but also provide a solid basis for branding for companies in this sector [8].

5. Limitations

This research focuses on a number of professionals and potential clients in a region in the south of Spain that could in any case be extended to other regions but is only intended as a representative sample that could be expanded in future research.

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