

MARKETING PLAN OF



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1. EXECUTIVE SUMMARY

MESBIKE ALMASSORA is a bike shop located in Almassora. It is characterised by excellent customer service, the sale of high quality specialised products and personalised advice tailored to each customer's needs. These three characteristics have allowed it to consolidate its position as one of the best bike shops in the whole province of Castellón. Its competitive advantage is to offer brands of bicycles that are not available in any other store in the city of Castellón. Since 2014 the store has been growing little by little thanks to the good management of the two administrators and their experience in the sector.

On the other hand, it must be remembered that it is an SME with little budget to carry out marketing actions, therefore these actions have to be effective respecting a low budget. In addition, the actions that MESBIKE has carried out to date have been ingenious but without adequate planning, generating communicative aspects to improve.

The bicycle sector is experiencing an upward trend, thanks to growth based on price inflation and the rise of electric bicycles. However, the massive influx of electric mobility vehicles and the increase of traffic accidents are holding back this growth. In addition, the greater information available to consumers has made the online channel much more important. On the other hand, competition in this sector is voracious due to the abundance and concentration of stores in our environment, and the variety of brands of bicycles. Therefore, knowing how to provide added value to the customer by differentiating oneself and adapting to the novelties and innovations of the sector is crucial in order to maintain a consistent competitive advantage.

The objectives established take into account the resources, capacities and environment of the company, focusing on improving the commercial performance of the company, without forgetting the loyalty of existing customers and the acquisition of new customers. All this focusing efforts on the online environment.

Finally, the 11 marketing actions set are consistent with the values of the company and its business strategy, keeping a budget below 2000 euros. Focusing on correcting and strengthening the communicative aspect, and on the products of the store. All these actions planned, programmed and implemented properly and jointly, are necessary to achieve the objectives set, ensuring the growth of the business.

2. SITUATION ANALYSIS

To know the current situation in which MESBIKE ALMASSORA finds itself, it is first necessary to carry out an internal analysis. That is, an analysis that gathers and collects the company's values, resources, and capabilities. We will then perform the external analysis. That is to say, an analysis of the environment, to know more accurately the market, customers, and competitors.

This section is essential in the preparation of the Marketing Plan, since the objectives to be set later must take into account the context in which the company is located.

2.1 Internal Analysis

2.1.1 Presentation of the Company

MESBIKE ALMASSORA is a commercial SME founded on July 3, 2014 that is dedicated to the sale of bicycles, accessories and accessories for cyclists. Offering biomechanical, repair, and maintenance services. Specializing in both road and mountain biking.

In addition, the products marketed are specialized and exclusive brands, difficult to find in the province of Castellón. MESBIKE ALMASSORA has suppliers of leading brands such as:

- Bianchi
- Superior
- Mendiz
- Shimano
- Sram
- Campagnolo
- Mavic
- DT Swiss

Its philosophy is to provide a service close to the customer, giving advice and solutions, in order to improve the qualities of your bike so that you can enjoy it more.

Its values are based on:

- Customer satisfaction, building long-term relationships.
- Respect for the environment, encouraging the use of bicycles.

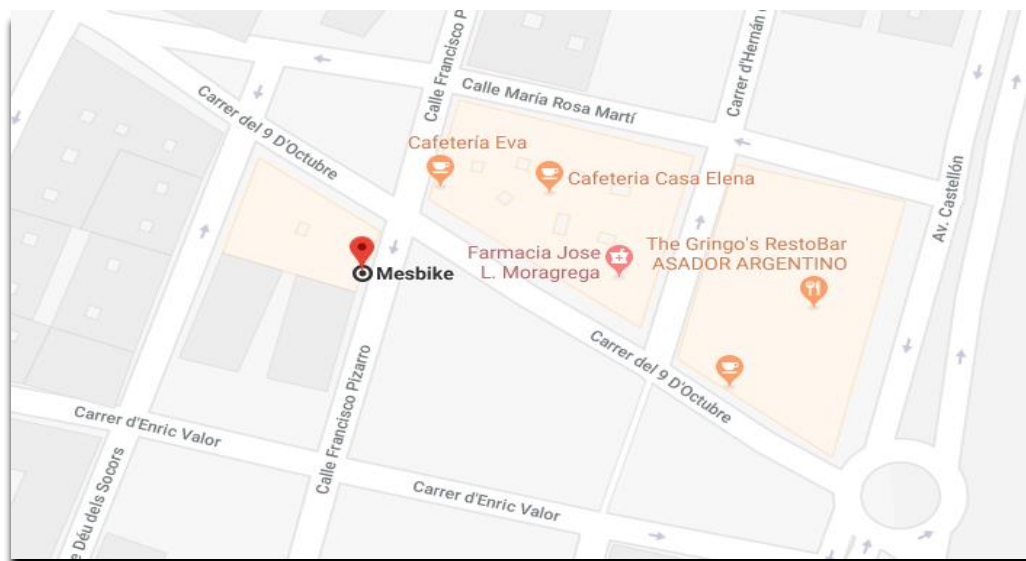
Geographically speaking, MESBIKE ALMASSORA is located at Calle Francisco Pizarro Nº 65 B, between two of the main streets of the municipality of Almassora. Between Avenida Castellón and Calle Boqueras.

Image 1. Exterior Photo



Source: Google Maps, 2018.

Image 2. Geographical Situation



Source: Google Maps, 2018.

2.1.2 Company Resources

In this section we are going to collect and analyse the different resources available to MESBIKE ALMASSORA, in order to subsequently determine the capacities available to it. We are going to divide the company's resources into human, physical and marketing resources (product, price, communication and distribution).

2.1.2.1. Human Resources

As an SME, MESBIKE ALMASSORA has only two employees on its staff, two of whom are its founding partners. All tasks such as customer service, management and administration, assembly and repair of bicycles, etc. are divided between the two.

Manuel is more in charge of the management, administration and marketing tasks, while Esteban is more in charge of the tasks related to the sale, assembly, maintenance and repair of bicycles.

It should be noted that both have extensive experience in the sector, both for their knowledge of this sport and bicycles, and their desire to be at the forefront of technological advances in the sector, and in the cycling events that are organized in the province of Castellón.

Figure 1. Organizational Chart



Source: Own Elaboration

This makes communication and structural flexibility easier, as there are only two of them, making it easier to coordinate and organize.

On the contrary, the fact that there are only two of them limits the capacity and the amount of work of the company.

2.1.2.2. Physical Resources

This past fall MESBIKE ALMASSORA had to take advantage of the month of October to expand its facilities, as the business is growing and the bikes sold per month have increased over the years.

Currently MESBIKE ALMASSORA has a premises of almost 80 square meters approximately, which are used 2/3 of the premises for the exhibition of bicycles, accessories and complements, and 1/3 of the premises for the repair shop, maintenance and biomechanics.

Image 3. Physical Store 1



Source: MESBIKE ALMASSORA

Its geographical location within the municipality of Almassora is very good, as it is between the two main avenues of the municipality, and at the same time, it is at the entrance of the municipality if we come from Castellón or Burriana.

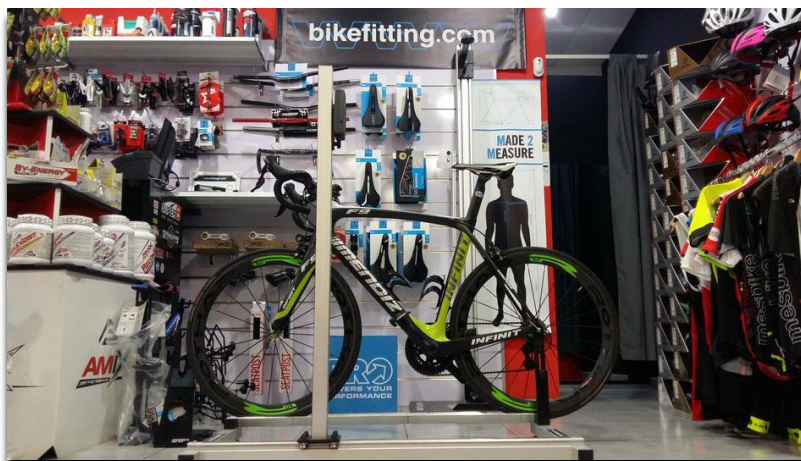
On the other hand, its visibility is not so good, as it is behind a park with trees. And if you go by car, it might take a while to find her.

Image 4. Physical Store 2



Source: MESBIKE ALMASSORA

Image 5. Biomechanical Workshop



Source: MESBIKE ALMASSORA

2.1.2.3. Marketing Resources

In this section we will summarize the marketing resources on which MESBIKE ALMASSORA's business is based.

- **Product**

MESBIKE ALMASSORA has two main product lines; mountain biking products and road biking products.

For each of these lines MESBIKE ALMASSORA has bicycles, components, accessories and complements specific to each modality.

This allows MESBIKE ALMASSORA to customize each bike according to the needs, tastes, and preferences of its customers, adapting to their budget. And adapting the bike to the dimensions of the client's body to maximize comfort.

The brands of bicycles marketed by MESBIKE ALMASSORA are: Bianchi, Superior, Mendiz and Ducati.

The main brands of bicycle components marketed by MESBIKE ALMASSORA are: Shimano, Sram, Campagnolo, Mavic, DT Swiss, Rothar, Maxxis and Continental.

The main brands of accessories and complements marketed by MESBIKE ALMASSORA are: Igsport, Spiuk, and Nutrinovex.

As you can see, they are all leading specialist brands in the sector. Therefore, in MESBIKE ALMASSORA you will not find any poor quality product.

MESBIKE ALMASSORA also offers services, focused on the maintenance and repair of your bike. And cyclist-centred services, such as the biomechanical service, which takes into account the cyclist's physical measurements to adapt the bike to the cyclist's body.

Figure 2. Mountain Bike Line Products and Stock



Source: MESBIKE ALMASSORA

Figure 3. Road Bike Line Products and Stock



Source: MESBIKE ALMASSORA

Figure 4. Products that are in both Lines and Stock

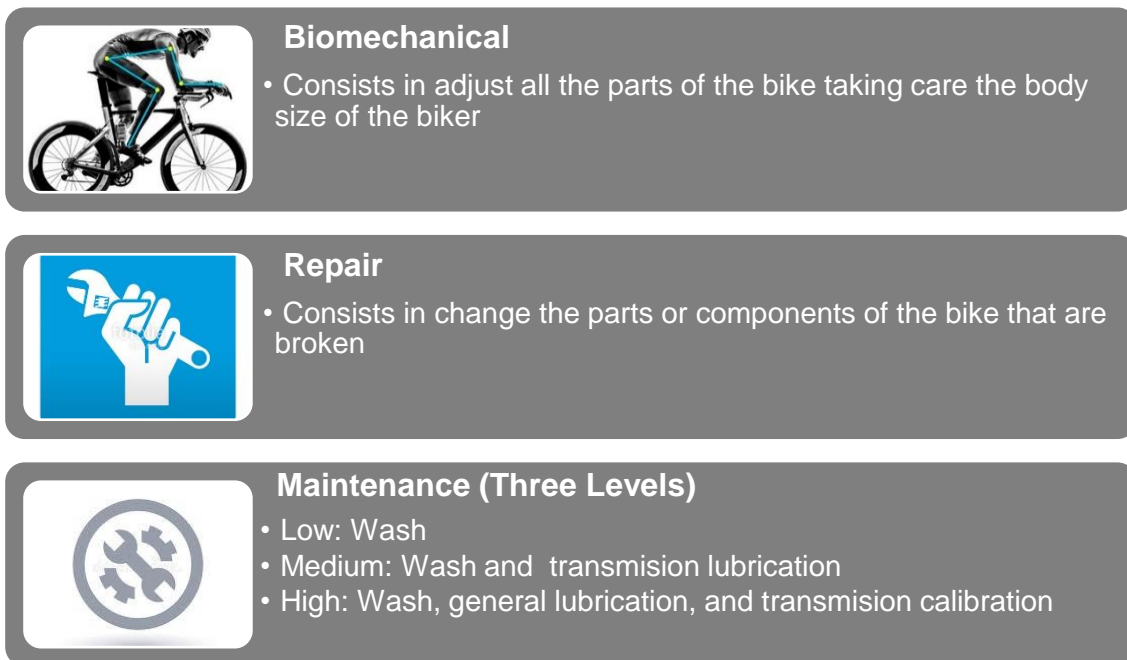


Source: MESBIKE ALMASSORA

We can say that the product range of MESBIKE ALMASSORA is very compact, as it only has two lines, although the two product lines are quite extensive and broad.

While in services there is something similar, there is a somewhat less compact range of services, as it has three lines of service, but with much less extensive lines.







Figure 5. Line of Services



Source: MESBIKE ALMASSORA

As we can see, MESBIKE ALMASSORA is able to provide everything the client needs to practice their favorite sport.

Figure 6. List of Mountain Bike Products

 <p>Superior MTB Bike [Superior XP 969] (frames with suspension, saddle and handlebar)</p>	 <p>Bianchi MTB Bike [Bianchi Methanol Cross Country] (frames with suspension, saddle and handlebar)</p>
 <p>Mensiz MTB Bike [Mendiz Infnit X10] (frames with suspension, saddle and handlebar)</p>	 <p>Ducati MTB e-Bike [Ducati TT Evo S] (Complete e-bike)</p>
 <p>Shimano MTB Transmission Group [XT] (transmission, brakes and pedals)</p>	 <p>Sram MTB Transmission Group [XXI] (transmission, brakes and pedals)</p>



Mavic MTB Wheels
[Crossmax]
(wheels and bearings)



DT Swiss MTB Wheels
[F630]
(wheels and bearings)



Maxxis MTB Covers
[Ikon]
(wheel covers)



Spiuk MTB Shoes



Spiuk MTB Helment



Spiuk MTB Clothes

Source: Own Elaboration

Figure 7. List of Road Bike Products



Bianchi Road Bike
[Bianchi Aria]
(frames, sadle and handlebar)



Mendiz Road Bike
[Mendiz Infnit F10]
(frames, sadle and handlebar)



Superior Road Bike
[Superior Road Team Issue]
(frames, sadle and handlebar)



Shimano Road Transmission Group
[Ultegra]
(transmison, brakes and pedals)



Sram Road Transmission Group
[Red]
(transmison, brakes and pedals)



Campagnolo Road Transmission Group
[Record]
(transmison, brakes and pedals)



Mavic Road Wheels
[Cosmic]
(wheels and bearings)



Rothar Road Wheels
[RV38]
(wheels and bearings)



Continental Road Covers
[Grand Prix]
(wheel covers)



Spiuk Road Shoes



Spiuk Road Helment



Spiuk Road Clothes

Source: Own Elaboration

- **Price**

Price is one of the most important marketing tools, as it psychologically influences the customer's purchasing decision, and in some cases, is the most decisive factor at the time of purchase.

The prices of the products of MESBIKE ALMASSORA are of a very wide range, to adjust to the budget of each client. Since each bike and service is customized, prices usually vary widely depending on the customer, their needs, and their budget. That is why MESBIKE ALMASSORA has a wide range of products to cover all price ranges, always guaranteeing the highest possible quality.

MESBIKE ALMASSORA sets its prices by setting a margin on the products (inputs) it receives from its suppliers, as any commercial company does. This margin is calculated through the different costs that the company has (rent of the premises, salaries, etc.), and is necessary for the survival of the company.

MESBIKE ALMASSORA also uses psychological pricing methods in its promotions, to release stock from the previous season. (Example: 1999 euros)

In the world of cycling, the prices of products basically depend on two variables. Their weight and the material of which they are composed.

The lighter a bike or component is, the more expensive it will be. As a result, it will be made of a lighter, and therefore more expensive, material. The cheapest products are usually made of aluminum, while the most expensive products are usually made of carbon fiber or some kind of alloy.

Finally, we would like to highlight the facilities and payment methods that MESBIKE ALMASSORA provides its clients. MESBIKE ALMASSORA accepts payment by credit card or cash, and also allows the financing of the bike for 24 months without interest through the Cetelem bank.

To get a clear idea of the prices of MESBIKE ALMASSORA products we will use a table that shows an average of all the prices of each product and service. This way we can analyse the different prices.



Table 1. List of Products

Product Line	Minimal Price	Maximum Price	Average Price
<i>Bianchi MTB Bike</i>	1600€	5000€	3300€
<i>Bianchi Road Bike</i>	1800€	7000€	4400€
<i>Superior MTB Bike</i>	1400€	4000€	2700€
<i>Superior Road Bike</i>	900€	3500€	2200€
<i>Mendiz MTB Bike</i>	900€	4000€	2450€
<i>Mendiz Road Bike</i>	1300€	6000€	3650€
<i>Ducati E-bike</i>	1600€	5800€	3700€
<i>Shimano Transmission MTB Group</i>	295€	810€	552.5€
<i>Shimano Transmission Road Group</i>	420€	1850€	1135€
<i>Sram Transmission MTB Group</i>	290€	800€	545€
<i>Sram Transmission Road Group</i>	465€	1400€	932.5€
<i>Campagnolo Transmission Road Group</i>	520€	1550€	1035€
<i>Mavic MTB Wheels</i>	185€	950€	567.5€
<i>Mavic Road Wheels</i>	198€	900€	549€
<i>DT Swiss MTB Wheels</i>	250€	820€	535€
<i>Rothar Road Wheels</i>	310€	940€	625€
<i>Maxxis MTB Covers</i>	25€	35€	30€
<i>Continental Road Covers</i>	15€	32€	23.5€
<i>Spiuk MTB Shoes</i>	50€	135€	92.5€
<i>Spiuk Road Shoes</i>	63€	145€	104€
<i>Spiuk MTB Helmets</i>	75€	160€	117.5€
<i>Spiuk Road Helmets</i>	77€	99€	88€
<i>Spiuk MTB Clothes</i>	35€	145€	90€
<i>Spiuk Road Clothes</i>	44€	176€	110€
<i>IgSports GPS</i>	50€	200€	125€
<i>Nutrinovex Food Supplements</i>	2€	50€	26€

Source: MESBIKE ALMASSORA



Table 2. List of Services

<i>Service Line</i>	<i>Minimal Price</i>	<i>Maximum Price</i>	<i>Average Price</i>
<i>Biomechanical</i>	150€	150€	150€
<i>Repair</i>	10€	300€	155€
<i>Maintenance</i>	30€	90€	60€

Source: MESBIKE ALMASSORA

- **Communication**

Online

Currently, MESBIKE ALMASSORA has its Facebook page and its Instagram profile as its main communication axes. Where it shares business related content, such as information on new models available, or cycling races and routes in the province of Castellón. It also periodically publishes the sales of bicycles it sells, thus humanizing the business.

Your website uses it to support your Facebook page, and if customers need more information. Since the website publishes links to the websites of official suppliers.

Next, we will proceed to an analysis of the 7 digital points, that is, a deeper and more exhaustive analysis of the communication and online presence of the MESBIKE ALMASSORA store.

- ❖ **Website**

Initially, MESBIKE ALMASSORA created its first website with the "freemium" platform of JIMDO websites. It provided information about the company, its products and contact details. Now MESBIKE ALMASSORA does not use it at present, as the "freemium" options of the JIMDO platform are a bit restrictive and not very functional. Therefore, this website will not be taken into account, as it has been deleted.

Subsequently, MESBIKE ALMASSORA decided to develop a new website more functional and useful for its customers. For this, he used the WM (Wladimir Melo) platform. This is currently the website used by MESBIKE ALMASSORA.



This website means that MESBIKE maintains it for approximately 15 euros per month. It fulfils its main functions, but does not have a "Responsive Design" that makes the website adapt to different devices (computers, tablets, and smartphones). Nowadays it is essential that the website is adapted for tablets and smartphones. In addition, its loading time is not fast; and its design and usability are not adequate.

Therefore, it would be convenient for MESBIKE ALMASSORA to redesign its website, making a design upgrade through the same WM platform, using other platforms such as WordPress, or through web analytics.

This results in more responsive design and functionality for the client, more user traffic, and better SEO positioning. We must not forget that in the digital world simplicity and clarity are fundamental.

❖ **Blog**

MESBIKE ALMASSORA does not currently use or have any blog.

But, blogs are an interesting space for digital advertising in banners, a blog specializing in cycling in the province of Castellón could be the ideal place to do digital advertising, as there will be our potential new customers. It should be noted that, with the rise of social networks, blogs have fallen into disuse.

Specialized cycling blogs in the province of Castellón:

- Bicicletas y Piruletas
- La Bicicleta Café
- Carajillo MTB
- Club Ciclista MTB42 Castelló

❖ **SEO/SEM**

SEO

This digital technique is based on cunning, and the continuous updating of the contents of our website. Updating the links on our website, the name of the images on our website, our social networking activity, etc. All these actions are rewarded by Google with a higher ranking in its search engine, in a totally free way. Therefore, it is essential to continuously update the contents of our website in order not to lose a good positioning in the Google search engine.

In this section we are going to analyze the positioning of the MESBIKE ALMASSORA website in the Google search engine, with the Google Analytics tool, and we are going to take into account these key words: MESBIKE, Almazora bike shop, and Castellón bike shop.

MESBIKE ALMASSORA does not perform SEO actions as such, but due to the great activity of MESBIKE ALMASSORA on its Facebook page, its SEO positioning is really good, when we put on the Google search engine or bike shop MESBIKE Almassora, the website of MESBIKE ALMASSORA comes out first.

On the other hand, when we put in the search engine of Google bike shop Castellón, the website of MESBIKE ALMASSORA comes in fifth place, which is not bad at all, but could be improved. Therefore, it would be convenient for MESBIKE ALMASSORA to work more on the contents of its website, updating its content more often, so that Google can reward this work with a better positioning.

SEM

MESBIKE ALMASSORA does not perform SEM actions in the Google search engine either, or in any other.

In this section it is necessary to consider especially the return on investment (ROI), since this method of digital advertising in search engines is paid. We must not forget that MESBIKE ALMASSORA is an SME with a low budget. And that the specification and characteristics of the products marketed by MESBIKE ALMASSORA make them neither digital nor suitable for e-commerce.

The SEM tool would be relevant for MESBIKE ALMASSORA to increase the visibility of its website and the products it sells, and thus increase customer traffic in the physical store. With a more short-term approach, and a focus on sales promotion.

Google AdWords, Google's tool for managing SEM campaigns, has the ability to adjust campaign budgets based on clicks or visits received. Therefore, it is a tool to be taken into account, as it can be adjusted to our budget.

❖ Social Networks

Facebook

Currently the Facebook page of MESBIKE ALMASSORA is its communication axis.

We can say that MESBIKE ALMASSORA uses its Facebook page very well, it uses it for multiple actions. Inform your customers, share relevant content, communicate your sales promotions, publish your customers' purchases, humanize your business and brand, etc.

But you could improve in one respect, in your interaction with your customers or followers.

Through its publications MESBIKE ALMASSORA should seek more interaction with its customers or followers, this is vital to increase the dissemination and viralization of content shared by MESBIKE ALMASSORA. This could be achieved by asking questions of your followers, answering their questions, or by drawing lots for MESBIKE articles.

Facebook Adds should also be possible due to its low cost, wide dissemination, and easy segmentation.

Instagram

The Instagram account of MESBIKE ALMASSORA has been growing with the passage of time, the activity and the updating of the content in a regular way, like the Facebook page, have made it now have more than 600 followers. It publishes the new models and products available, the weekly sales made together with its customers, promotes outlet products, and reports on news about cycling in the province of Castellón.

MESBIKE ALMASSORA should change its normal Instagram profile to a company profile to learn more about the impact of its publications on its followers.

Nor should we rule out the possibility, in the future, of making Instagram Adds through this social network, or of linking links in its publications.

Twitter

The MESBIKE ALMASSORA Twitter account has not been used since 2017 and is no longer in use. The content in it is scarce and the managers decided to abandon it. Twitter has suffered a drop in important users due to the emergence of Facebook and Instagram, so we rule out using it in the future.

YouTube

MESBIKE ALMASSORA also has its own YouTube channel, in which it shares its own store content with its own administrators in a not very regular way. The content, recording, and editing of the videos are done by the two administrators of the company; they mainly publish the new models and novelties available in the store.

As we said earlier, videos are not shared very often, and their editing and content could be improved. Investing in a video editor might be a good alternative.

It is a way to bring the store closer to digital users and increase its dissemination at a low cost, since the probability of viralization is high.

MESBIKE ALMASSORA only uses these three social networks. After analyzing our target audience, we would have to reconsider whether it is convenient to participate in any other social network. It would be good to create a Google + profile, to enhance the SEO/SEM positioning of the MESBIKE ALMASSORA website in the Google search engine.

We must not forget that we have to go to the media or places where our target audience is.

❖ **Email Marketing**

Email marketing is a useful and low-cost tool used to build customer loyalty. In the case of MESBIKE ALMASSORA does not use email marketing to build customer loyalty.

You may want to use your database, and the data traffic from your website, to do email marketing to your customers. You could send your customers monthly reminders about bike maintenance, product discounts, or any kind of privileges for being a MESBIKE ALMASSORA customer.

It is important that MESBIKE ALMASSORA takes into account its loyal customers. You should also avoid sending emails very often and without any value proposition for the customer, you should avoid being marked as spam. And if we add links to our website, always in text format URL.

❖ Digital Advertising

MESBIKE ALMASSORA also does not carry out digital advertising in any digital media.

As we have mentioned before, it would be convenient for MESBIKE ALMASSORA to consider the option of doing digital advertising, especially in a blog mentioned above, or in a social network or website. In banners if possible.

It should be noted that this type of advertising is more effective when it is carried out in an integrated way with the web space in question (blog, social network, web...), and in a way that is not intrusive for the user.

❖ Web Analytics

MESBIKE ALMASSORA does not use web analytics to optimize and improve its website, nowadays there are free Google tools that allow you to analyze and optimize the usability of your website, while improving the SEO/SEM positioning of it.

Therefore, it would be convenient for MESBIKE ALMASSORA to use the Google Analytics tool to manage all its digital activity in real time, analyze it and optimize it, thus adjusting to your budget.

One facility that the digital world gives us is that everything is measurable and correctable in real time, on the contrary, the digital world is active 24 hours a day 365 days a year.

In this section we must take into account the indicators or KPI's that will be measured, and the keywords that will be used to maximize the visibility of the business.

Offline

The offline advertising medium used by MESBIKE ALMASSORA is sponsorship. Sponsors two cyclists, one from each category.

To Roberto Merhi, former Formula 1 driver, currently GP2 driver, amateur road cyclist and triathlete who competes in provincial races all over the Mediterranean coast.

Image 6. Roberto Mehri.



Source: MESBIKE ALMASSORA

And Dani Millán Romeo, an amateur mountain biker who competes in provincial and international races all over the Mediterranean coast.

Image 7. Dani Millán.



Source: MESBIKE ALMASSORA

The concept of MESBIKE ALMASSORA sponsorship is based on giving them one or two bikes each, and making them bring their own MESBIKE ALMASSORA jerseys and shorts. It also sponsors a mixed amateur MTB team of about 15 people. He also gives them the sports equipment and the inscription in the provincial races. This is made possible by an annual nominative grant received from the municipality of 1,650 euros to promote local sport. This money is used for federal licenses and race registration.

Image 8. Amateur Team 2018.



Source: MESBIKE ALMASSORA

We could also consider as offline communication the own line of accessories for the cyclist that has MESBIKE ALMASSORA, which are jerseys, shorts and bottles, with the personalized logo of MESBIKE ALMASSORA.

Image 9. MESBIKE Podium Ibiza 2017



Source: MESBIKE ALMASSORA

- **Distribution**

MESBIKE ALMASSORA's only and main distribution hub is its physical point of sale.

Image 10. Distribution 1.



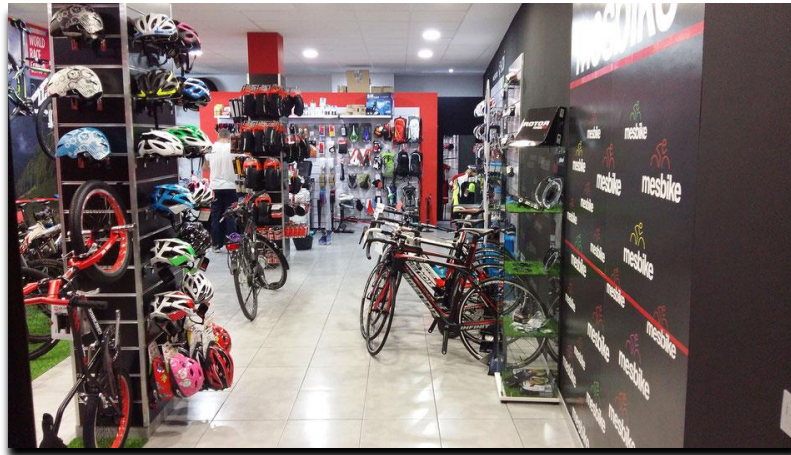
Source: MESBIKE ALMASSORA

MESBIKE ALMASSORA takes great care of the image of its physical point of sale, taking care of the smallest detail so that the customer is comfortable, knows how important this is, since all its customers have to go through its premises. MESBIKE ALMASSORA has created an attractive and pleasant atmosphere, in which to breathe cycling.

MESBIKE ALMASSORA uses merchandising techniques in its premises to maximize the performance of the premises by placing the products in the most appropriate way.

If we analyze the premises from the outside, what we first look at is its striking showcase. In it, MESBIKE ALMASSORA always places two models of flagship bicycles of the new season, one of each modality, a road bike and a mountain bike.

Image 11. Distribution 2.



Source: MESBIKE ALMASSORA

Once we are inside the store, the first thing we see on the right is a photocool which we use to take pictures of our customers with their new acquisitions. In addition, MESBIKE ALMASSORA also has a pair of spectacular bicycles hanging from the roof to attract attention. If we go on to analyze the layout of the products inside the premises, MESBIKE ALMASSORA places the road bikes on the right side, which can fit fewer bikes for the photocool, and the mountain bikes on the left side, which is more extensive.

This already indicates that MESBIKE ALMASSORA has more stock of mountain bikes than road bikes, so it sells more mountain bikes than road bikes.

Inside the premises there are two pillars, which are also used to hang products, in one hangs covers and chambers for mountain bike and road bike wheels, and in the other, hangs mountain bike and road bike helmets.

MESBIKE ALMASSORA also has a pair of showcases, where it places the most expensive small products, such as groups of bicycle components such as: pedals, bearings, derailleurs, chain rings, cassettes, GPS, cycling goggles... All top of the range.

Finally, the part of the bottom, where the cash register is located and where the customers are served, contains the consumable products that cyclists buy most frequently. Such as textiles, food supplements, accessories and bicycle accessories.

Then behind the box are the repair and maintenance workshop and the biomechanical workshop, which are not visible to the consumer.

With this, they get the customers to walk through the whole store to the back of the store, so they can see all the bikes. This way, they are attracted to the products sold by MESBIKE ALMASSORA.

2.1.2.4. R & D

MESBIKE ALMASSORA, being a small commercial company, does not directly invest in innovation and development, but indirectly it is in charge of keeping up to date with the evolution and novelties of the bicycle sector.

Every year, the managers of MESBIKE ALMASSORA travel to Germany to attend the largest bicycle fair in Europe, EUROBIKE. It takes place every year in July in the town of Friedrichshafen.

Image 12. Bianchi Stand EUROBIKE 2017/2018



Source: MESBIKE ALMASSORA

There, the leading brands in the sector, among which are the suppliers of MESBIKE ALMASSORA, present the new models for the coming season together with the innovations and novelties of each year.

The managers of MESBIKE ALMASSORA choose every year the products of the new season that they are going to bring to the store, thus choosing those that best suit their customers, thinking about their characteristics and their satisfaction.

Image 13. Superior Stand EUROBIKE 2017/2018



Source: MESBIKE ALMASSORA

By attending this fair, the managers of MESBIKE ALMASSORA ensure that the products they sell in their store are up to date and meet the highest quality standards in the market.

2.1.2.5. Corporate Social Responsibility

The Corporate Social Responsibility of MESBIKE ALMASSORA is immersed in its business philosophy, which is respect for the environment, promoting the use of the bicycle. And customer satisfaction, building long-term relationships.

It is also part of its mission and vision as a company, and that is that cycling is linked to environmental and health values that are increasingly appreciated by society.

MESBIKE ALMASSORA indirectly promotes the use of the bicycle as a means of transport, as well as a means of leisure. Additionally, it promotes sport and cycling in the province of Castellón by selling its bicycles to its various customers.

2.1.3. Capabilities of the Company

MESBIKE ALMASSORA is able to mount you a custom bike, taking into account your budget, your level, your physique, your tastes, and your preferences.

Offering you the best components currently on the market. Giving you individual service and advice.

In short, they are able to create a unique product for you according to your characteristics, and to offer you all the equipment you need to enjoy your bike.

In addition, they are also trained to take care of the maintenance and repair of your bicycle, as they have a bicycle workshop area.

2.1.3.1. Distinctive Capabilities

The main characteristics that distinguish MESBIKE ALMASSORA from other bicycle shops in the province of Castellón are the brands of bicycles it offers.

MESBIKE ALMASSORA is the official supplier of Bianchi, Superior, and Mendiz, leading Premium brands in the sector, making it the only bicycle shop in the province of Castellón that distributes these brands.

Figure 8. Distinctive Capabilities.



Source: Own Elaboration

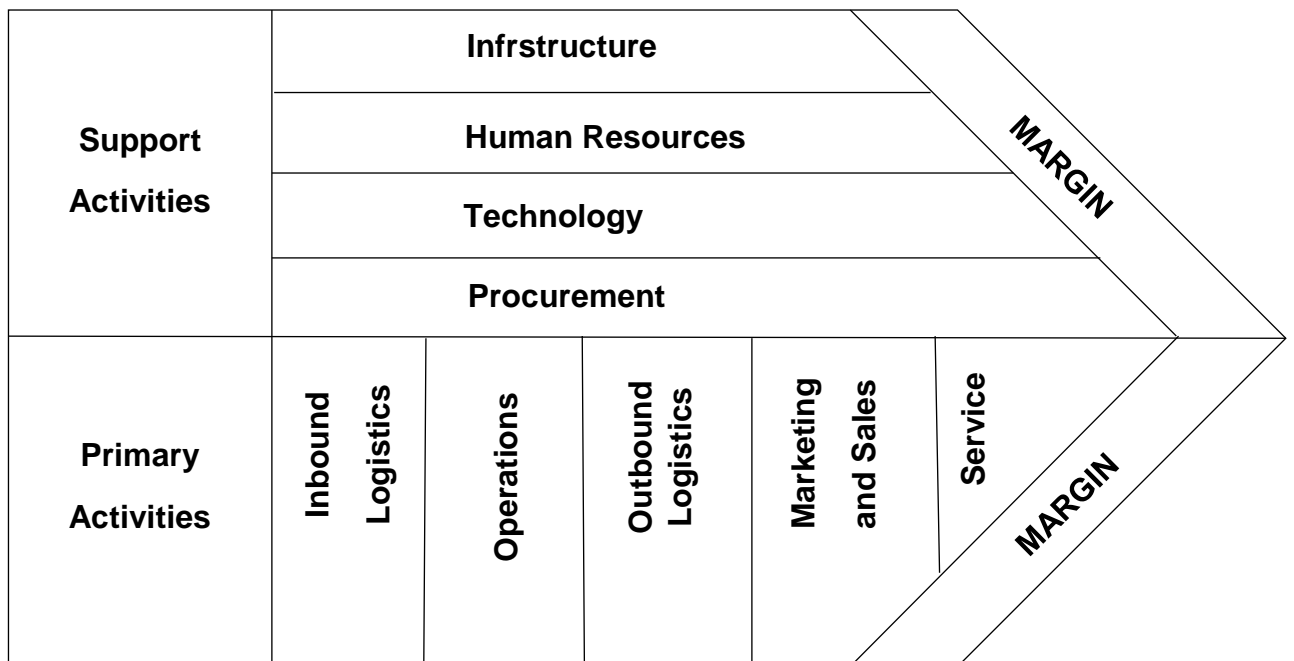


Also the treatment and the personalized service that each client receives, and the knowledge of the managers of MESBIKE ALMASSORA about the world of the bicycle, make the shop of MESBIKE ALMASSORA different from the others.

2.1.3.2. Value Chain

MESBIKE ALMASSORA is involved in all activities of the value chain.

Figure 9. Value Chain.



Source: Own Elaboration

Support Activities

Here we will include the set of activities that do not directly add value to the product, but are necessary for the primary activities of MESBIKE ALMASSORA to be carried out.



- Infrastructure

As a small company, MESBIKE ALMASSORA has only two employees and no departments. One employee is responsible for the administrative tasks of the company, while the other is responsible for attending to customers.

As a physical structure, MESBIKE ALMASSORA has its physical store, which has a workshop, a small office, and the store itself.

- Human Resources

Being a small company that does not reach 5 years of life. MESBIKE ALMASSORA does not yet develop human resources activities as it does not have sufficient resources to hire more staff. Therefore, it does not engage in recruitment, selection, training or dismissal.

- Technology

As it is a commercial company, MESBIKE ALMASSORA does not directly carry out or develop R and D activities. However, it is in charge of being at the forefront of the technological advances in the bicycle sector, as it comes to EUROBIKE every year to keep abreast of the latest product innovations and to bring them to your shop.

- Procurement

MESBIKE ALMASSORA knows how important good suppliers are, that's why all the suppliers of MESBIKE ALMASORA are official suppliers of leading brands in the market and that have high quality products, which also are not found in any other store in the province of Castellón.

Primary Activities

Here we will develop in detail all the tasks that MESBIKE ALMASSORA carries out to add value to your products.

- Inbound Logistics

MESBIKE ALMASSORA always tries to keep a stock of bicycles and components high enough to sell about 20 bicycles a month, so as not to leave any customer unsatisfied.

Therefore, MESBIKE ALMASSORA receives monthly orders for components (frames, tires, groups...) from its official suppliers.

- Operations

Except for the Ducati (electric) bikes that are already assembled for the battery theme, MESBIKE ALMASSORA assembles each bicycle, component by component, by hand in its workshop. In addition to the different maintenance, repairs and replacement of components carried out in the workshop.

The different assemblies made by MESBIKE ALMASSORA are intended either for custom orders made by customers, or to have stock in the assembled bicycle shop.

- Outbound Logistics

Each sale that MESBIKE ALMASSORA makes, the final customer has to come to the shop. Therefore, the only means of distribution is physical, that is, the store.

At MESBIKE ALMASSORA every sale is special, and as usual, each sale is commemorated with a photo with the satisfied customer and his new bike in the photo cool.

- Marketing and Sales

MESBIKE ALMASSORA only sells its products through its shop. It uses the following marketing tools: interactive marketing through social networks, sponsorship-based advertising, sales promotion, and direct marketing.

- Service

The service, together with the choice of suppliers, are the parts of the value chain that contribute the most value to the product, and consequently to the customer.

The service is individualized for each client, and consists of advising and assembling the bike to your liking.

Normally, if the customer chooses an assembled bicycle from the shop, he or she takes it with you on the same day, whereas if he or she chooses an à la carte bicycle, it usually takes a week to assemble it.

In addition, with the purchase of a bicycle, the first monthly maintenance check is free.

2.2. External Analysis

2.2.1. Macroenvironment (PESTEL Analysis)

2.2.1.1. Political Factors

Currently, the political situation in Spain has become one of the most unstable in Europe. The political fragmentation in the Spanish parliament, and the disagreement among politicians when it comes to agreeing and negotiating new reforms, has generated very high political uncertainty and instability.

In addition to all this, there are numerous cases of political corruption, which create a very high level of mistrust among the population and foreign investors.

On the other hand, the taxes in Spain are among the highest in Europe, as the Spanish state's deficit level is unsustainable.

All this creates a political situation that makes it difficult to take joint decisions to solve problems such as unemployment, temporary and precarious employment, debt and the sustainability of Spanish pensions.

2.2.1.2. Economic Factors

Undoubtedly, the Spanish economy has been recovering little by little from the real estate crisis of 2008. Since 2014, Spain's economic growth rate has been higher than that of Europe.

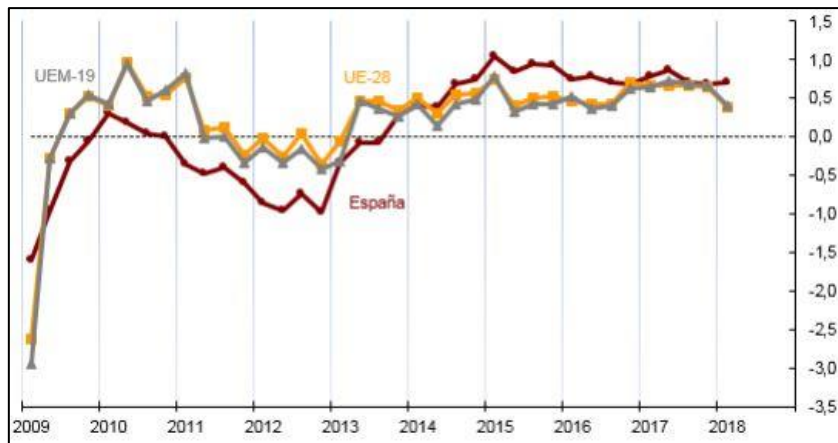
This growth is driven more by an increase in the country's domestic demand than by an increase in external demand.

And if Spain once again has economic growth like the one before 2008, that is, violent and unstructured growth, based on goods that are difficult to export and that carry a lot of private debt, with low labour productivity and low technological specialisation, the same story could be repeated.

If we look at the composition of GDP in recent quarters, the services sector remains stable, the primary sector continues to show a downward trend, while the secondary sector is shrinking industry and increasing construction.



Graph 1. Annual rates GDP



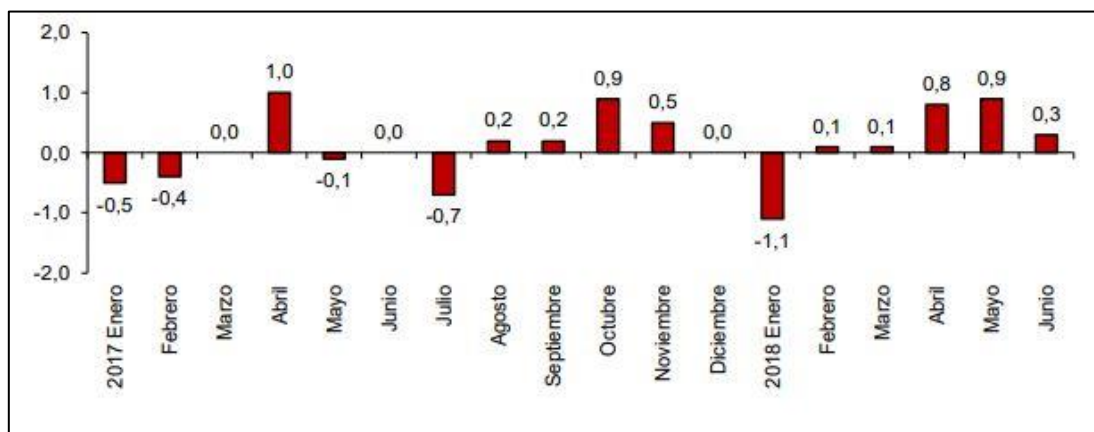
SOURCE: INE

If we move on to the price index and analyse its composition, we can highlight the increases in the prices of fuel, electricity and tourist packages.

While the biggest drop has been recorded in games, toys and hobbies.

Spain tends to have a higher price index than the European average, while Valencia is among the Spanish autonomous communities with the highest annual increase in the price rate.

Graph 2. Monthly evolution of CPI



SOURCE: INE

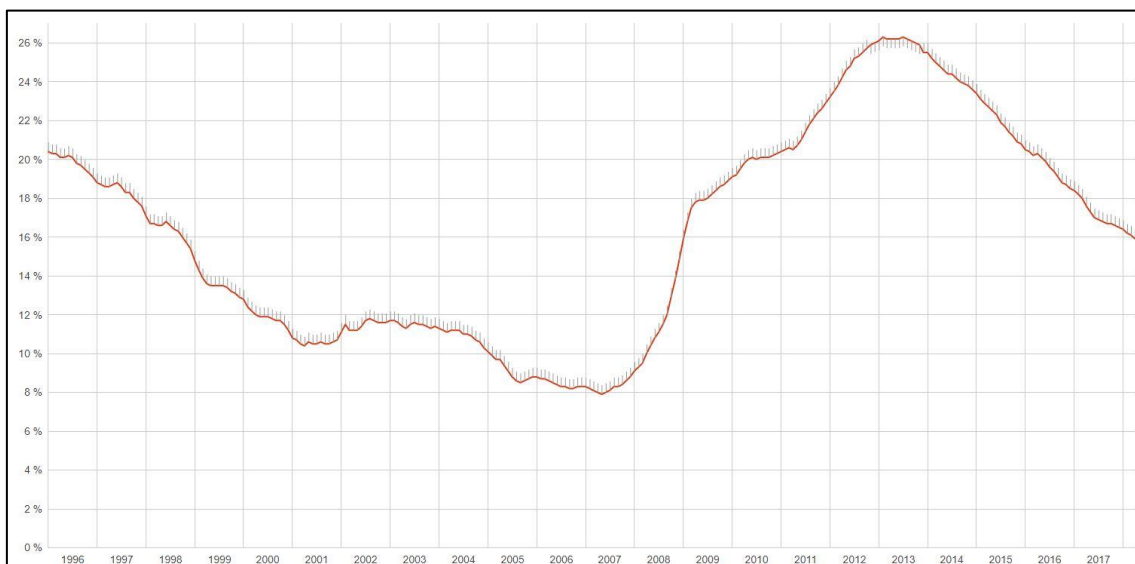
The structure of the Spanish labour market is characterised by one of the lowest basic wages in Europe, precarious employment conditions resulting from temporary contracts, and a very high level of seasonality.

In the last year, employment has increased in the service sector, in industry, and in construction, while unemployment has increased mainly in agriculture.

Although the Valencian Community has been one of the Autonomous Communities where unemployment has fallen the most in the last year, it is one of the Autonomous Communities with the largest unemployed active population.

Finally, it should be noted that this year the number of self-employed has increased and more permanent than temporary employment has been created.

Graph 3. Evolution of unemployment in Spain



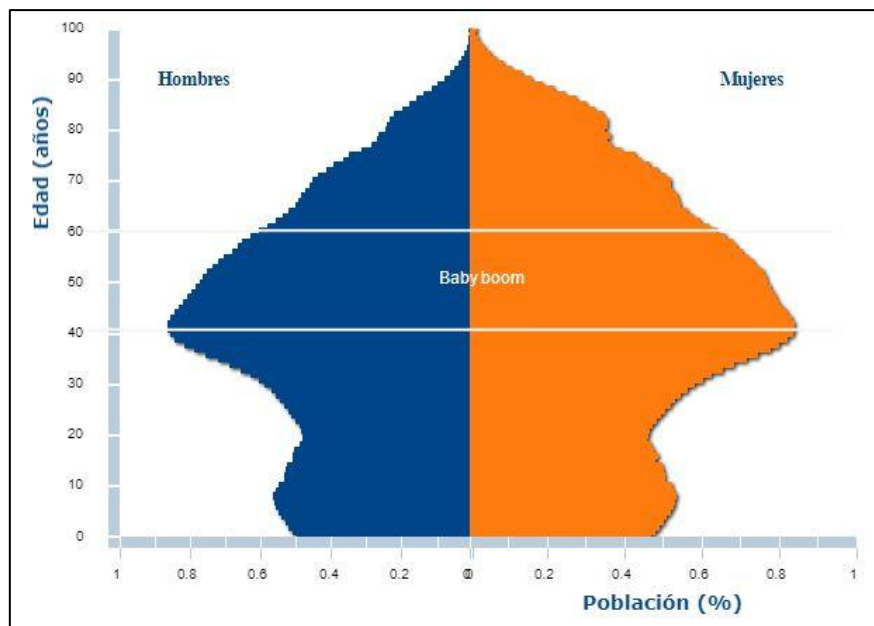
SOURCE: Eurostat

2.2.1.3. Sociocultural Factors

The Spanish population tends to age more and more as the decades go by, while life expectancy increases for both sexes. This means that you age better.

The Spanish population is becoming more and more concerned about their physical well-being, practicing some sport and taking care of their diet. At the same time, the well-being of the environment is taken more into account.

Graph 4. Population Pyramid of Spain 2018 *



SOURCE: INE

*Babyboom: People born between 1946 and 1964

According to the latest publication of the Bicycle Barometer in Spain, around 34 million Spaniards (88.7%) know how to ride a bicycle, more than 22 million Spaniards (57.7%) have bicycles for personal use, more than 18 million Spaniards (48.2%) use bicycles with some frequency, and more than 8.5 million Spaniards (22.5%) use bicycles weekly (excluding weekends). All this taking into account that in Spain there are 38,163,951 inhabitants between the ages of 12 and 79. 74.9% of Spaniards have a bicycle at home, and 88.7% of Spaniards know how to ride a bicycle.

Moreover, in Spain, cycling is beginning to be considered a cult and elitist sport, as the range of product prices is very wide. Additionally, it is a low-impact sport that can be practiced over a wide age range.

65.7% of bicycles in Spain are mountain bikes, 34.2% urban bikes, and 13.2% road bikes.

Spaniards use bicycles more for sport, then for walking, and to a lesser extent as a means of transport.

According to the report published by the bicycle barometer, the Spaniards associate cycling with the following words in descending order. Health, sport, environment, mobility, and leisure. But the main risk or danger they encounter is traffic.

2.2.1.4. Technological Factors

Without a doubt, technological factors are one of the most significant, as their impact has affected all areas of cycling. From the purchasing channel to the evolution and improvement of the components and the bicycle itself.

Manufacturers are choosing to avoid intermediaries and opt to have their own direct sales channel to the end consumer via the Internet.

Consumers have more and more information about the products thanks to technology and the Internet, and many times they already know in advance what they want because they have previously been informed about the specifications of each product, and which products best meet their needs.

In general, the number of bicycle e-stores has increased enormously, both in terms of intermediaries and first-hand manufacturers. The downside of these sites is that personal advice is being lost, but they are taking on a lot of importance anyway.

The latest trend in manufacturers in the last decade has been to bet on electronic transmission groups. For both mountain and road bikes, avoiding unsightly cables.

The technology has also improved the manufacturers' production processes, resulting in lighter and stronger products and components.

Technological innovation has also made it possible to monitor the cyclist's activity in real time by adding sensors to the different components of the transmission, which can be linked to the bicycle's GPS system. This has allowed the cyclist to have more information instantly about his performance, cadence, watts, vital signs, routes, etc.

Increasingly, cycling-only platforms or social networks to share information about performance, personal achievements and routes, such as Strava, are becoming increasingly popular. And also the platforms for buying and selling second-hand cycling equipment.

2.2.1.5 Ecological Factors

Without a doubt, the bicycle is attributed with values that are very well seen by society. Such as sport, health, ecology, leisure, etc. The number of people who are concerned about the environment and about sharing life habits related to the values mentioned above is increasing.

According to the CIS, in 1996 only 60% of the Spanish population was concerned about the environment, however, in the survey conducted in 2017, 76.1% of the Spanish population was concerned about the environment. However, Spanish citizens have a pessimistic view of the degree of concern shown by Spanish society. Although more than 50% of the Spanish population say they are not informed about environmental problems.

In short, the bicycle is a healthy and clean means of transport, a way of doing sport and leisure, and even a way of sightseeing. By using a bicycle you help to protect the environment, and this is undoubtedly a positive aspect that society takes into account when buying a bicycle.

2.2.1.6. Legal Factors

In this section we are going to comment on the Spanish regulations of the DGT for cycling in Spain, and the consideration it has is the Spanish state when it comes to facilitating the use of bicycles in Spanish territory, i.e. cycle lanes, road safety education, etc.

According to DGT regulations:

- Helmets are mandatory for all children under the age of 16, and for all on interurban roads, although it is recommended to always wear helmets.
- It is also compulsory to use lights and reflectors for driving at night, and within the city it is compulsory for the bicycle to carry: bell, chain guard, light in front and behind, and a reflector behind.
- If there is a bicycle lane on the road you are driving on, you must use it. The bicycle may not be ridden under the influence of narcotic substances, either with a mobile phone or with a headset.
- To carry a child with a bowel movement you must be over 18 years old, and the child must be under 8 years old, both of them wearing helmets.
- The owner is responsible for the condition of your bike, so you should take care of its maintenance.

In Spain there are very few bicycle lanes if we compare it with its European neighbours, and it is that in the countries of central Europe the use of bicycles is much higher than in Spain. Although the Valencian Community is the third autonomous community with the best cycle lanes, only behind Barcelona and Seville.

According to the CIS and the Bicycle Barometer, the vast majority of Spaniards think that Spain lacks bike lanes and that children do not receive enough road safety education throughout their school years.

2.2.2. Microenvironment

To analyze the microenvironment in which MESBIKE ALMASSORA competes we will use Porter's 5 Forces model.

This will allow us to detect the level of competitiveness in the industry, see how these 5 competitive forces affect MESBIKE ALMASSORA, and help us choose the most appropriate strategy to develop future competitive advantages.

Figure 10. Porter's Five Forces Model



SOURCE: Own Elaboration

2.2.2.1. Bargaining Power of Costumers

It refers to the power that customers have, and the ability to impose fundamental variables in the buying and selling operation, such as price, payment method, terms and conditions. The less demand for a product and the more competitors there are in a market, the more power consumers will have.

In recent years, the bicycle sector has maintained an upward trend in terms of growth and consumption. This is because demand and prices have been growing respectively. Thanks to improved sales and distribution channels, average spending per consumer has been growing. And that cycling becomes one of the favourite leisure activities among Spaniards according to the AMBE.

In the case of MESBIKE ALMASSORA, the fact that there are around 10 physical shops with similar characteristics in less than 10 kilometres around, and that bicycle e-stores are becoming more and more important, means that consumers have a lot of power when it comes to shopping.

Also, buying a bicycle is a special purchase, not something you buy every month or every year. And the average expenditure per Spanish is around 600 euros and growing, this also increases the power of customers. Because bicycle dealers won't want to miss any customers and go to the competition.

2.2.2.2. Bargaining Power of Suppliers

It refers to the ability of suppliers to impose or determine the characteristics and conditions of sales transactions, such as quantity, price, and method of payment. The fewer suppliers there are in a market, the more power they will have.

In the case of suppliers in the bicycle sector, they apply very aggressive policies on the commercial or final distributors, if they are official distributors of leading brands in the sector, as is the case of MESBIKE ALMASSORA.

The suppliers mark to MESBIKE the minimum number of bicycles per year that they have to buy, the final selling price depending on the different configurations and customizations, and even in some cases the commercial margin.

This puts MESBIKE ALMASSORA under pressure from both sides, suppliers and customers.

2.2.2.3. Threat of New Entrants

This is the level of ease with which new competitors can enter and position themselves in the markets.

The more competitors a market has, the less attractive it will be to competitors themselves, the more saturated it will be, and the less profitable it will be; although it will benefit the consumer. This level of ease translates into barriers to entry or exit.

In the case of MESBIKE ALMASSORA, the main entry barriers for setting up a small commercial bicycle company are:

- The initial financial investment required: To create an SME with characteristics similar to those of MESBIKE ALMASSORA, an initial investment of around 10,000 or 15,000 euros is required.

- Subsequent contracts with official suppliers: Official suppliers do not provide facilities for commercial SMEs, quite the contrary. They make sure that only SMEs with a consistent financial structure can sign contracts with them and distribute their bicycles officially.

In addition, if the brand is already marketed in the same province, it is difficult for the supplier to accept another contract to distribute in the same area, as they only sign on insurance.

- Experience and knowledge of the sector: It is necessary to have technical knowledge about the bicycle, in order to offer a specialized service advising the client. In addition, you must have personnel specialized in assembly, disassembly and calibration of components.

- Loyalty of customers who already have a bicycle: Usually customers who buy a bicycle in a store, then go to the same store to have it maintained or if they have had any problems. It is therefore difficult to find new customers unless you want to get started in the world of cycling.

In conclusion, new entrants are unlikely to enter as entry barriers are high.

2.2.2.4. Threat of Substitute Products

The existence of substitute products increases competition against which the company itself competes. But there are factors that minimize this threat, such as raising the level of differentiation in the product, or the possible costs that customers face when replacing one product with another.

The possible substitute products that may affect MESBIKE ALMASSORA are, or products related to any other type of sport, or products related to mobility and transport.

You can't afford to buy a decent bicycle for sport, but not everyone can. Maybe they'll choose to buy a pair of running shoes, join the gym, buy a tennis racket or a paddle tennis shovel, skates, etc. Therefore, there is a great threat of substitute products if we talk about cycling as a form of sport.

If we talk about the bicycle as a means of intercity transport, this threat is considerable. Because few means of transport are as cheap, efficient and clean as bicycles. But now electric scooters are gaining strength to move around the city.

The main threat from substitute products is therefore focused on sports products.

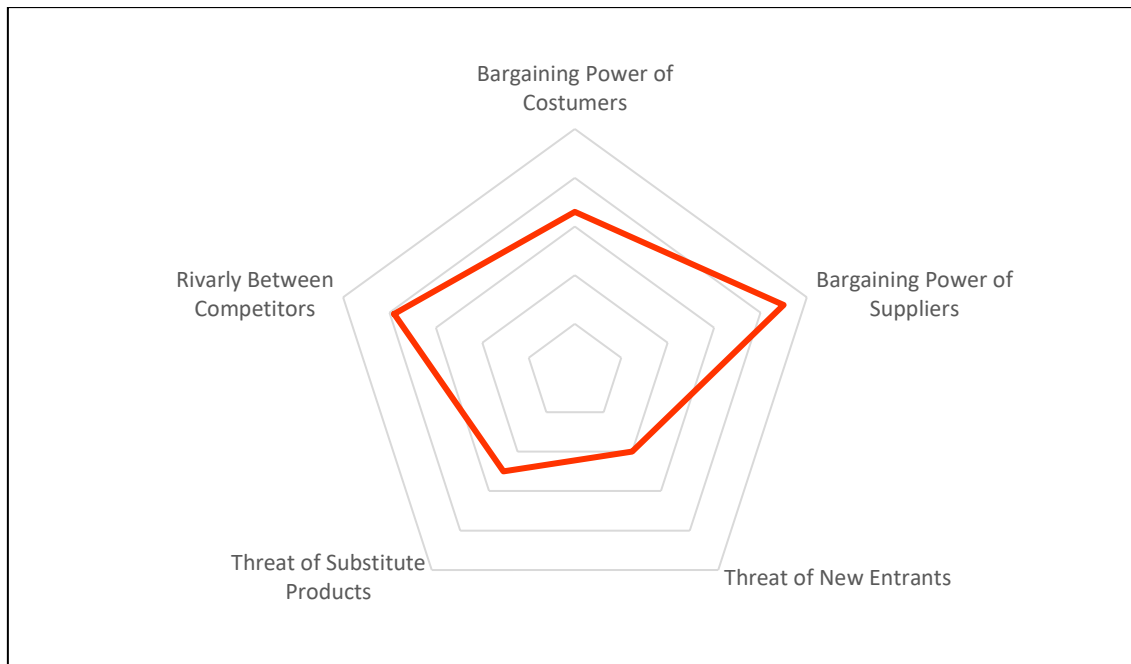
2.2.2.5. Rivalry between Competitors

The above four forces are considered to define the level of internal market rivalry. Normally, rivalry between competitors depends on the structure of competition and fixed costs. High fixed costs, and a high number of small competitors, will increase the degree of rivalry.

Given that in less than 10 km around there are 10 shops similar to MESBIKE ALMASSORA, the degree of rivalry between them is high given the abundance of bicycle shops.

Finally, we will analyze all 5 forces to see which have more influence on the way MESBIKE ALMASSORA competes.

Figure 11. Influence of Porter’s Five Forces in MESBIKE ALMASSORA



SOURCE: Own Elaboration

2.2.3. Market Analysis

2.2.3.1. Sector Analysis

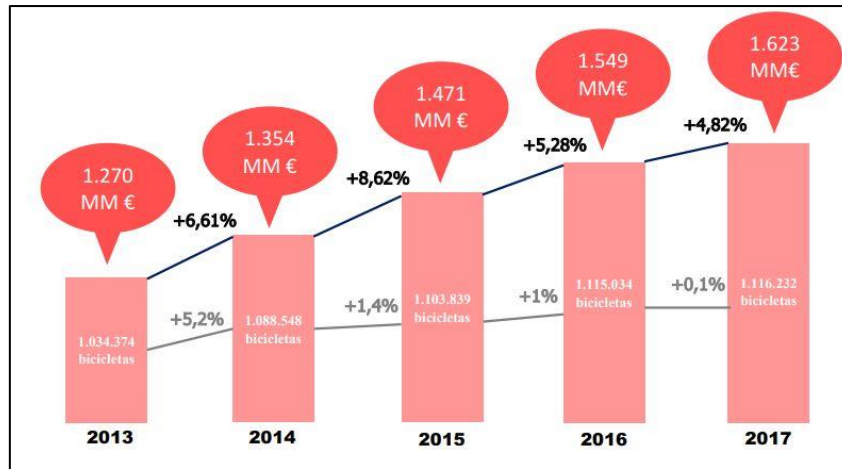
The bicycle sector covers the areas related to the manufacture, distribution and marketing of products for cycling, whether at a competitive level, as a leisure and free time activity or as a means of transport and mobility.

According to the latest market study carried out by AMBE, the National Association of Bicycle Brands, there are 375 companies operating in the bicycle sector in Spain. The number of companies operating in this sector has decreased by 4.58%.

The sector has 208 domestic manufacturers, however, these manufacturers often have their manufacturing outsourced both within and outside our borders. And some usually import from foreign brands.

In 2017, 3,090 bicycle sales, repair or rental stores operated in Spain. Assuming a decrease of 1.53% over the previous year. On average, bicycle shops in Spain average around 142 square metres.

Graph 5. Annual Production of the Bicycle Sector in Spain



SOURCE: AMBE

The growth of the bicycle sector is largely due to the increase in average prices, as from 2016 to 2017 the average price has increased by 13%. We see how the number of bicycles produced year after year does not increase by a great deal, but the sector's profits do increase.

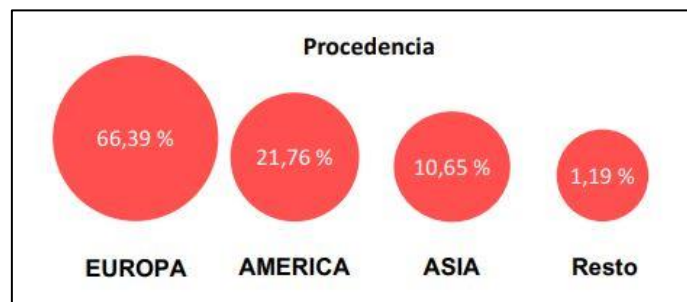
Graph 6. Location of the Companies of the Sector



SOURCE: AMBE

In Spain, 1,089 brands are marketed, of which 220 are national. There are 22 service brands, 55 footwear brands, 81 nutrition brands, 85 electronic component brands, 106 helmet brands, 253 textile brands, 323 bicycle brands, 402 accessories brands, and 460 component brands.

Graph 7. Origin of the Brands in the Spanish BicycleSector








SOURCE: AMBE

Bicycles account for 43% of total sales in the sector, followed by components (33%), textiles (8%), helmets (4%), footwear (4%), tools (1%) and electronics, nutrition and accessories (7%).

In Spain, 80% of the bicycle shops are specialised cycling shops, 12% are multisport chains and the rest are department stores.

Graph 8. Sales Volume of Bicycles by Modality and Average Price

Total 2017		603€ +13,1%	1.116.232 Uds. (+0,11%)	participación	
	Montaña	680€ +5,5%	461.105 Uds. (-6,14%)	41,3%	-2,7%
	Carretera	1.670€ +5,2%	74.788 Uds. (-9,00%)	6,7%	-0,3%
	Ciudad	248€ +5,9%	119.245 Uds. (+5,20%)	10,7%	+0,7%
	Niños	137€ +4,6%	389.069 Uds. (+0,29%)	34,9%	-0,1%
	Eléctrica	2.107€ +21,1%	72.025 Uds. (+78,86%)	6,5%	+2,5%

SOURCE: AMBE

The growth in the production of electric bicycles, which are entering the market strongly despite their high average price, is curious.

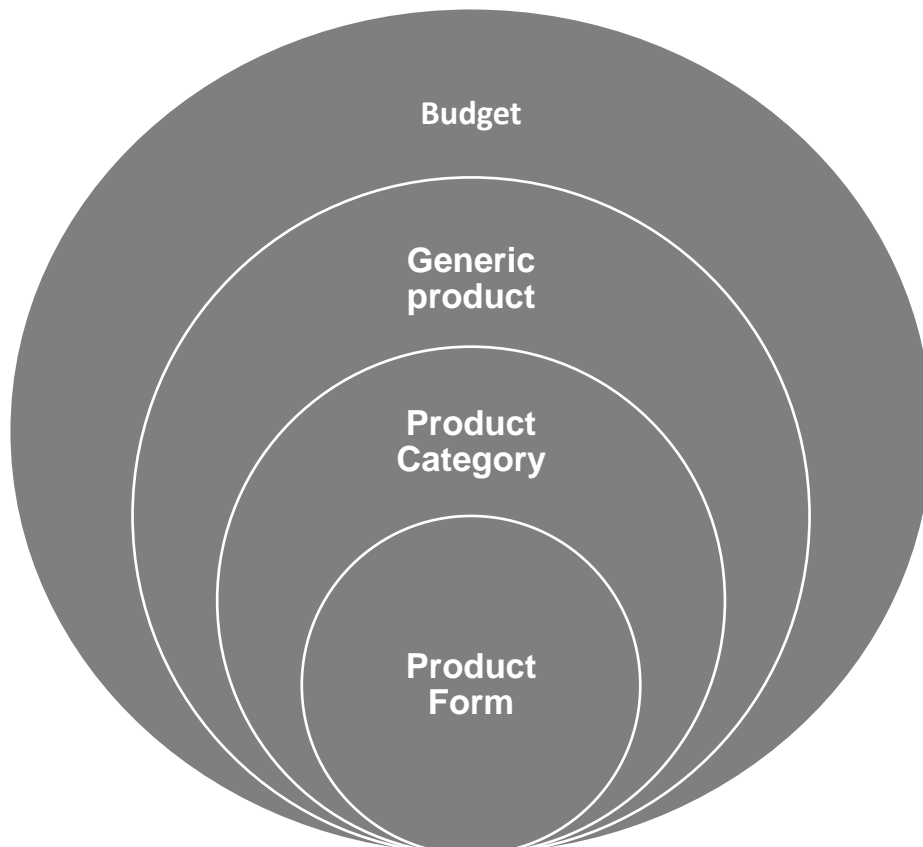
This is due to the success of electric mountain bikes. The number of road and mountain bikes has decreased, while children's bikes are maintained and urban bikes continue to grow.

On the other hand, the bicycle sector represents 27% of the total sports equipment sector with a total of 21,734 employees in 2017. Retail stores have an average staff of 4 employees per store, and supplier companies have an average staff of 24 employees.

Overall, the bicycle sector has experienced a growth in employment, although the number of companies has decreased. This means that companies that manage to survive in the market are gradually gaining in strength.

2.2.3.2. Levels of Competence

Figure 12. Levels of Competence



SOURCE: Own Elaboration

Product Form: In this first level of competitiveness we find the stores that compete more directly with MESBIKE ALMASSORA, that is, bicycle stores specializing in mountain and road biking, which sell similar products and offer very similar services, aimed at the same target. The competitors we find here are 9, and they are analyzed in a more detailed way in the following section.

Product Category: In this second level we place the bicycle shops that sell bicycles with other attributes and characteristics, aimed at another purpose such as mobility, and for a different target. Here we have the SMS Electrics shop, specialized in folding and electric bicycles, focused on urban mobility and as a means of transport.

Generic Product: In this third level of competitiveness we find the commercial chains and big surfaces that sell bicycles in a generic way, that is to say, bicycles of low quality and low price brands, but that satisfy the same need. Here we can place Decathlon, Carrefour or Alcampo.

Consumer Budget: Finally, at this level we find other products or services that compete within the same consumer budget as MESBIKE ALAMSSORA. As the bicycle is considered as a means of transport, a way of doing sports and a way of leisure, we include in this level any good and service that fits in with these aspects. For example, a motorcycle, an annual subscription to a gym, or a trip would be within the same budget as the MESBIKE ALMASSORA consumer.

2.2.3.3. Main Competitors

In this section we will analyze the most direct competitors of MESBIKE ALMASSORA, both for similarity of characteristics and proximity. Next, 10 competitors will be analyzed, sorted from less to further away, all located within 10 km of each other.

In addition, in this section we will highlight the strengths and weaknesses of each competitor in order to make a small SWOT of each from the information available to us. To do this, we will look at various factors such as physical presence, online presence, Google opinions, website, etc.

- Bicial

Image 14. Bicial Store



SOURCE: Google

Bicial is a small specialized bike shop located in Almassora, exactly in the Plaza Rey Don Jaime number 1, the premises is approximately 15 square meters. This shop sells mainly mountain bikes with a low price range, between 500 and 1200 euros. Currently in the store there will be a stock of about 10 bikes assembled and only sells the brand of bicycles Megamo. Inside there are also several very basic accessories such as helmets, saddles and some spare parts, as well as the workshop and maintenance area. It is a store that is aimed at a public that wants to start mountain biking and does not want to spend a lot of money. You don't have a web page and you don't post any content to your Facebook page.

- Strengths: Mountain biking products at a relatively low price.
- Weak points: No marketing actions of any kind. No online presence.

- SMS Electrics

Image 15. SMS Electrics Store



SOURCE: Google

SMS Electric is a commercial store specializing in electric vehicles and urban mobility vehicles. Among its stock we can find folding bikes, electric folding bikes, electric mountain bikes, electric bicycles, electric road bikes, electric scooters and electric tricycles and even electric motorcycles. It distributes the following brands: Scutum, Bultaco, BH, Devron, Tucano, Cicloteck, DH, and Iwamotion. Most of these brands specialize in electric vehicles.

The store is an old warehouse of about 150 square meters located on Avenida de Valencia 189. As you can see, it is a specialist store in electric vehicles and bicycles, in store will have a stock of about 40 electric vehicles. Prices range from 250 euros to 6000 euros. Folding bicycles and electric scooters range in price from 250 to 500 euros, while other products range from 1000 to 6000 euros.

It is a store focused on cycling as a means of transport and electricity as an energy source, aimed at customers looking for efficient mobility systems. It also has e-commerce on the Internet.

- Strengths: Shop very different from the rest. Good website and good customer service.
- Weak points: Shop specializing in mobility and not in cycling.

- Flow Bike

Image 16. Flowbike Store



SOURCE: Google

The Flow Bike shop is located in the first floor of the Pí Gros II industrial estate, next to Avenida Casalduch. The philosophy of this company is based on offering the customer the greatest possible variety and quantity of products, with the most competitive price possible.

The store has approximately 200 square meters and specializes in selling bicycle components, on the other hand, the vast majority of the bicycles it sells are: Lapierre, Massi, Sunn, Megamo, Bergamont and Berria. Both mountain and road.

The store has a stock of about 30 bikes in the store, but the real strength of this store is its e-commerce or website. Because it is very focused on the final consumer and offers components with almost constant. In total, it distributes around 343 brands of bicycles, accessories, textiles, shoes and components. But in the store we would not find almost anything that is offered on the web. The store serves as a collection point, workshop, and customer service.

The store is focused on a target that already knows what it needs, and wants to buy it at a very competitive price.

- Strengths: Very powerful ecommerce website, with products at very low prices. Great online presence.
- Weak points: Physical point of sale unattractive to the consumer. Low external visibility.

- Vetenbike

Image 17. Vetenbike Store



SOURCE: Google

Vetenbike is a store located on Avenida Casalduch 88, is specialized in mountain biking and road biking, such as downhill, enduro, gravel and cyclocross. The shop will have about 20 square meters with a stock of approximately 15 bicycles. It distributes bikes of the brands Stevens, Kona, Gt, and Bulls. It is also an official distributor of Shimano, Bosch and Brose components. The price of the bicycles he sells ranges from 900 euros to 4500 euros. It has a website that will make the leap to e-commerce, a Facebook page and an amateur enduro team.

As it specialises in very specific modalities, it is aimed at consumers of all levels who consider cycling as a form of leisure and adventure, and who are passionate about nature and the mountains.

- Strengths: Highly satisfied customers, almost a 5 in Google reviews. Good treatment and customer service.
- Weak points: Products specialising in mountain biking only.

- Specializaed Castellon

Image 18. Specialized Castellon Store



SOURCE: Google

Specialized is an American reference brand within the cycling sector, known for its high quality and high prices, in particular, this small shop is located in Bisbe Salinas street number 50 in Castellón and is an official distributor of Specialized. The store has about 25 square meters, with a stock of about 20 bikes and is specialized in mountain biking and road biking. The great advantage of this brand is that it produces almost all bicycle-related products except for transmission groups, and it also owns the Roval brand of tires.

Therefore, in this store, in addition to having an official Specializaed technical service, you can find the vast majority of Specialized products. Bicycles, shoes, helmets, textiles, components, accessories, etc. All Specialized and Roval. The products have a high performance, but on the contrary, the price is usually very high and sometimes it is inflated. Bicycle prices range from 1800 euros to 9000 euros. This trend is aimed at consumers of all levels but with a high purchasing power. The store itself has a Facebook page and its website is in process, although Specialized has e-commerce for the Spanish region.

- Strengths: Products of high quality and high price. Dynamic Facebook page.
- Weak points: Little variety of products since it is a single brand store.

- Trek Castellon

Image 19. Trek Castellon Store



SOURCE: Google

Trek is also a leading German brand in the cycling sector, also known for its quality and product development. In this case the shop Trek Castellon / Cicles AB is located in the 12th street of the Statute number 12 in Castellón, the shop has about 100 square meters and has a constant stock of about 50 bikes of all types, although the shop specializes in mountain biking and road.

The shop is the official distributor of Trek and its component brand Bontrager, but the shop also has products of other brands such as BH, Conor, Merida and Focus among others. It also sells cycling textiles, shoes, helmets, accessories and components. You have bicycles from 250 euros to 9000 euros. It has an official Trek technical service, with its own Facebook page, its own e-commerce website, although it also appears on the official Trek website as an official point of sale.

- Strengths: Eye-catching website with ecommerce, active Facebook page and highly satisfied customers. It also markets products of other brands.

- Weak points: The shop is located in a street in the center of Castellón, which makes it difficult to reach by car because it is impossible to park, and there is always a car covering the shop window, which negatively affects visibility.

- Ciclos Domingo

Image 20. Ciclos Domingo Store



SOURCE: Google

Ciclos Domingo is a small traditional shop that has been adapting to the evolutions of the bicycle sector. It is one of the oldest shops in Castellón if not the oldest, it was founded in 1983 and has two generations. It is located in the street Catalunya number 33. The store has been modernizing and evolving, offering better and better products and services. It currently offers the following brands of bicycles: Cannondale, Cervélo, Focus, Mondraker, and Megamo.

It also sells cycling clothes from the best brands, sports supplements and accessories and components. It has official technical service of the following brands: Bosch, Fox, Lefty, Shimano, Sram and Rock Shox. It has an amateur team, an informative website and a Facebook page. It is specialized mainly in mountain biking, road biking and triathlon, although it sells all types of bicycles. Bicycle prices range from 400 euros to 9000 euros. The store has been growing and two other stores have opened in Burriana and Vall d'Uixo.

- Strengths: It stands out for its advice and customer service, and it stands out for the quality brands it sells.

- Weak points: The quality of service and customer service may vary in each store, as they have 3 stores in the province of Castellón.

- UJI Bike

Image 21. Ujibike Store



SOURCE: Google

Uji Bike is a bicycle shop located in Jesús Martí Martín street number 15, near the campus of Jaime I University in Castellón. It specializes in mountain and road biking, but also sells mountain bikes, bmx, and inline skates. It also offers various services: technical and repair service, and bicycle and skate rentals. The store has about 50 square meters and distributes the following brands of bicycles: Ghost, Bmc, Wilier, Felt, Megamo and Haibike, also sells cycling equipment and textiles of the brand Spiuk, Abus and Look. Bicycle prices range from 400 euros to 8500 euros. It has a website, which although not an e-commerce site, shares information and content that is very relevant and useful to the consumer.

Since it is close to the Uji and a skate park, and the flow of students is constant, it offers a bike rental service and sells skate park products such as skates and bikes bmx.

- Strengths: Well-located shop which takes advantage of the traffic generated by the University.

- Weak points: Inefficient treatment of customers, high percentage of unsatisfied customers.

- Ciclos Monpedal

Image 22. Mon Pedal Store



SOURCE: Google

Mon Pedal is located at 86 Paseig de Morella Street, relatively close to Uji Bike. The shop is an old warehouse with an area of 350 square metres, specialising in mountain and road cycling. There is a stock of approximately 50 bicycles in the shop. It also has a biomechanics area, workshop, fitting rooms and exhibition area. The shop is able to offer everything you need for cycling: bicycles, accessories, components, equipment, etc. It officially distributes the following brands: Giant, Scott, Lapierre, BH, Santa Cruz, Endura, Mavic and Syncros. The prices of bicycles range from 800 euros to 9000 euros.

It has a very dynamic website with a lot of content, and it also has e-commerce for some specific products, such as second-hand bicycles or components. It also shares a lot of content on the Facebook page to promote offers and has an amateur mtb team. Without a doubt it is one of the most powerful bicycle shops in Castellón.

- Strengths: Compared to other stores, the interior is the most attractive of all. It takes good care of the merchandising and the facilities are superior to those of other stores.
- Weak points: The website is very good, but it is terrible in ecommerce.

- Bike Addiction

Image 23. Bike Addiction Store



SOURCE: Google

Bike Addiction is a small corner shop located in the centre of Castellón, exactly in the street Mare Vedrúna number 7. The company has a stock of approximately 30 bicycles. It specializes in mountain biking, downhill and road biking, but also sells bicycles for walking. Officially distributes the following brands: Cube, Yeti, Megamo and Conor. It also has clothes, complements and accessories of the first brands. The shop also has a specialised workshop with home collection. The prices of bicycles range between 500 and 6000 euros.

On the other hand, your website is useful although with a little repetitive content, the website is informative but has a section for the e-commerce in which you sell basically specific items of second hand. It also regularly shares content on its Facebook page and has an amateur mountain biking team.

- Strengths: Specializes in cycling brands that stand out for their value for money.
- Weak points: Its web page does not present updated content, not matches with the reality.

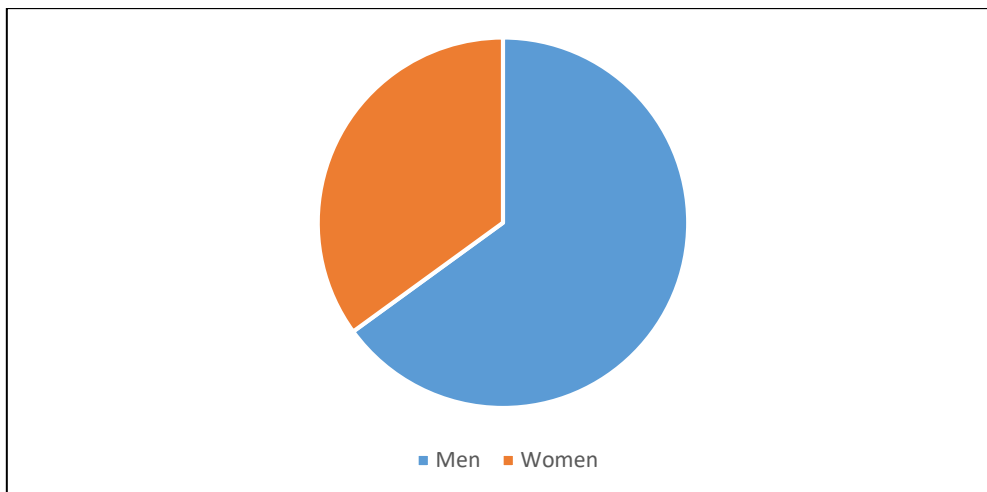
2.2.3.4. Consumer Analysis

According to the AMBE and the Annual Bicycle Barometer, the Spanish bicycle consumer prefers to buy bicycles in a physical shop, although e-stores are becoming more and more important.

What the Spanish bicycle consumer values the most in order of preference is: price, quality, personalisation and, finally, customer service.

Six out of ten bicycle consumers in Spain are men, and four out of ten bicycle consumers in Spain are women. The majority of consumers are in the 25-54 age range, although the average Spanish consumer is in their 40s. The most frequent buyers are those under 30 years of age.

Graph 9. Gender of Spanish Consumer



SOURCE: Barometer of the Bicycle, DGT

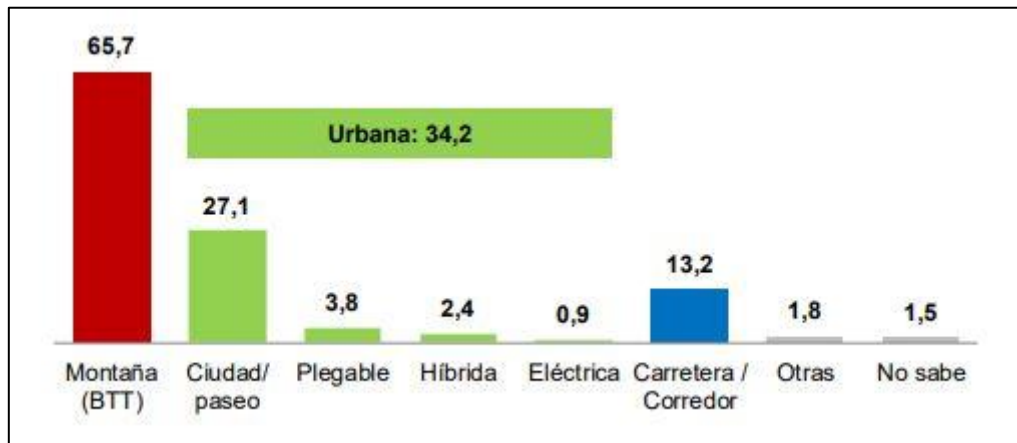
In Spain, three out of four bicycle consumers have a medium-high level of education, and 3 out of 4 bicycle consumers study or work. Although 60% of consumers work and have a medium-high income.

On the other hand, bicycle consumers are concentrated mainly in Spanish cities, which have between 10,000 and 100,000 inhabitants. In the case of Almassora there are currently around 25,000 inhabitants.

The Valencian Community is the fourth autonomous community in Spain where most people ride their bikes, behind Andalusia, Catalonia and Madrid.

Indisputably, in Spain, the most consumed bicycles are mountain bikes.

Graph 10. Types of Bikes Consumed in Spain



SOURCE: *Barometer of the Bicycle, DGT*

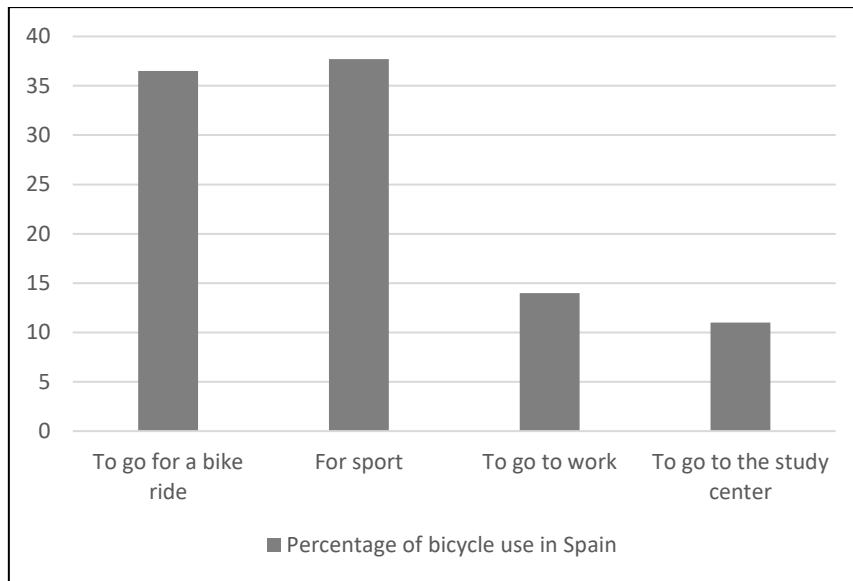
Spanish consumers spend an average of around 535 euros per bicycle, although this amount is expected to increase over the next few years. When we talk about the average annual expenditure of bicycle consumers on bicycle-related products, the expenditure is around 256 euros per year. Spanish consumers spend an average of 84 euros on specialised footwear for cycling, 80 euros on textiles, 44 euros on helmets, 63 euros on components and 76 euros on tools and accessories.

When it comes to accessories that complement the cyclist's and bicycle's equipment, Spanish consumers prefer to shop online through e-stores. On the other hand, when it comes to buying a bicycle, Spanish consumers prefer to go to a physical store.

It should be noted that Spanish consumers tend to spend more money when they buy bicycles in e-stores than when they buy bicycles in physical stores, since the average price of bicycles bought over the Internet is 668 euros.

The Spaniards use the bicycle in the first place as a way of doing sport, in the second place, as a form of leisure or to go for a walk, and finally, as a means of transport for their daily journeys.

Graph 11. Use of the Bicycle in Spain



SOURCE: Barometer of the Bicycle, DGT

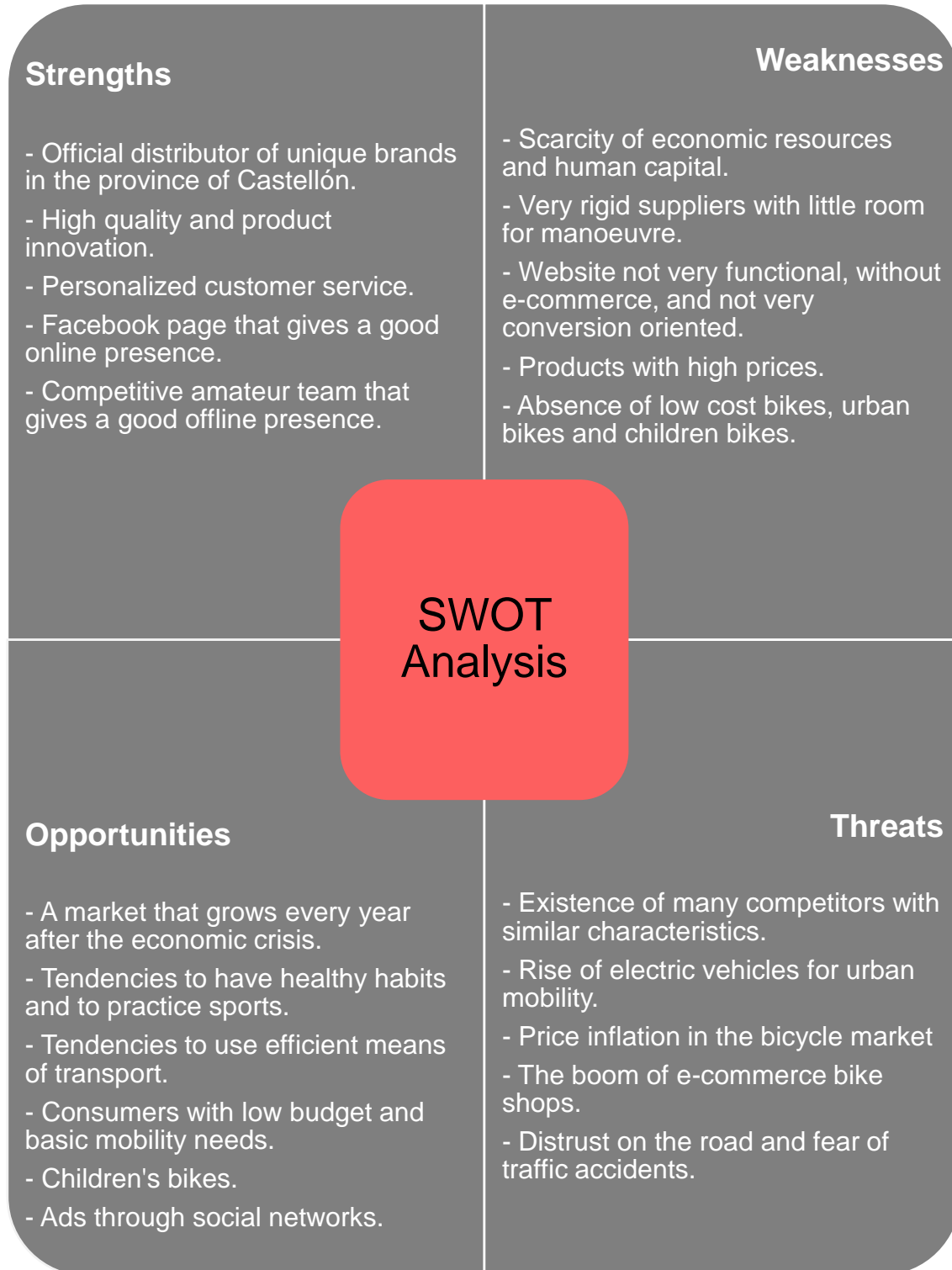
The preferred method of payment for Spanish consumers, when purchasing a bicycle or related products, is the debit card, followed by 12-month financing, and finally, cash payment.

Consumers prefer bicycle shops to market more than one brand rather than just one brand. Approximately half of Spanish consumers choose the bike they want without prior consultation, deciding at the time of purchase, a quarter of consumers are advised by the specialized staff of the store, and the rest prefer to consult the Internet, forums, or follow the recommendations of relatives or acquaintances.

Finally, the factors that affect Spanish consumers when choosing the purchasing channel are the following. First, the price, followed by the variety of products, and the attention of the sellers. Spanish consumers prefer to go to small specialized retail stores when they decide to buy a bicycle or related products, except for textiles, which they prefer to buy from multisport chains.

3. SWOT ANALYSIS

Figure 13. SWOT Analysis



SOURCE: Own Elaboration



Strengths

- Official distributor of unique brands in the province of Castellón: Premium brands such as Bianchi, Superior, Mendiz and Ducati can only be found in MESBIKE ALMASSORA in the province of Castellón.
- High quality and innovation in the products and services offered: The products marketed by MESBIKE ALMASSORA are at the forefront of the cycling market thanks to the excellence of its suppliers, the training of the staff who attend to you in the store, and the infrastructures of the MESBIKE ALMASSORA store.
- Personalized customer service: Each customer is treated in a unique way, advising him, solving his problem and satisfying his need, thus providing him with a personalized product according to his characteristics and preferences.
- Facebook page that gives you a good online presence: The content that is periodically shared on the Facebook page is quality, relevant, provides value to the customer, and is attractive to potential customers, this generates a viralization and a good positioning in the Google search engine at the level of the province of Castellón.
- Competitive amateur team that gives it a good offline presence: Sponsoring a competitive amateur MTB team and two geniuses from Castellón, MESBIKE ALMASSORA is able to show off its bikes and jerseys on the podiums of the different races in which it participates at provincial and national level. This gives you a good offline presence.

Weaknesses

- Scarcity of economic resources and human capital: In comparison with its competitors, MESBIKE ALMASSORA has a smaller budget to execute the annual Marketing Plan. At the same time, as there are only two administrators in the company, the number of tasks that can be performed at once is limited.
- Very rigid suppliers that provide little room for manoeuvre: It is clear that suppliers are the basis of MESBIKE ALMASSORA's competitive advantage, but as they have very high negotiating power, they force MESBIKE ALMASSORA to subject you to very strict conditions that reduce its decision-making capacity.
- Website not very functional, without e-commerce, and not very conversion oriented: The MESBIKE ALMASSORA website has no responsive design and is poorly designed, the information on it is very limited and provides little value for potential users. In addition, very little information is given about the products in the store.



An upgrade would be necessary to generate traffic and leads (big data) in it, but the move to e-commerce does not seem appropriate yet.

- High prices: As we have high quality products, this has an impact on prices. Prices are high because MESBIKE ALMASSORA sells specialized and very specific products within its market niche, oriented to sports and competition. The prices of MESBIKE ALMASSORA are higher than the average prices of the sector, this means that consumers with little budget cannot go to buy from MESBIKE ALMASSORA.

- Absence of low cost and urban bikes: Although it is able to supply this type of bicycle on request, MESBIKE ALMASSORA is not specialized in this type of bicycle. It should be noted that after mountain bikes, city and city bikes are the most commonly used. Not having bicycles of this type, and with prices similar to the average purchase price in Spain, could generate problems of survival in the store in the medium and long term.

Opportunities

- Market growing every year after the economic crisis: The market has experienced a sustainable and balanced growth year after year since 2009, this means that the sector is healthy, despite being a mature market and with a lot of supply there are still market niches.

- Tendencies to have healthy habits and to practice sports: The Spanish society has been changing its sedentary habits little by little and has been worrying about its health and physical well-being as the years go by. There are few means of transport that mix sport and leisure. The probability of new cycling enthusiasts is high.

- Tendencies to use efficient means of transport: The continuous price increases of non-renewable energies, the abundant traffic in the cities, the parking lots of payment, and many other reasons; make the bicycle the ecological, economic, and efficient vehicle chosen for the interurban and urban transport. In addition, Spanish society is becoming increasingly aware of the negative effects of using cars in a disproportionate manner on the environment.

- Consumers with low budget and basic mobility needs: Adding this target market and specializing in it could present a feasible opportunity for MESBIKE ALMASSORA to exploit another market niche.

- Children's bikes: 95% of MESBIKE ALMASSORA's customers have children, and surely a high percentage of these, their children still do not have or know how to ride a



bike. Also specializing in this type of bicycle could generate a high probability of return for customers and generate more loyalty.

- Ads through social networks: Despite the good activity that MESBIKE ALMASSORA presents on its Facebook page, MESBIKE ALMASSORA does not advertise to boost conversions in your store. Ads through social networks such as Facebook Ads and Instagram Ads, are an opportunity to give more visibility and online presence to MESBIKE ALMASSORA. With great segmentation capacity, an adaptable price that fits the budget of MESBIKE ALMASSORA, live motorization and easy to use options, they present a more than feasible option to boost the Facebook page and Instagram account, to generate more traffic and viralization, and get more leads on the website.

Threats

- Existence of many competitors of similar characteristics: In only 15 km around there are more than 10 bicycle shops similar to MESBIKE ALMASSORA. This makes competition voracious. If you relax, you're out of the game.

- Urban mobility electric vehicle boom: Stores are proliferating that are specializing in urban mobility electric vehicles that present another option when it comes to buying a bicycle, and pose a major threat.

- Price inflation in the bicycle market: Despite the sustained growth in the sector, the growth is not driven by an increase in overall bicycle production, but by a rise and inflation in prices. This can generate a bubble and cause prices to plummet, thereby reducing profits for all.

- Boom of e-commerce bike shops: More and more consumers have more information about the products and know what they want. They watch reviews through YouTube, get information on specialized sites and do not need advice or to go to the store. Today, consumers already prefer to buy accessories, spare parts, components and equipment via the Internet before going to the physical store. However, when buying a bicycle the consumer prefers to go to the store. This generates an evolutionary trend in the distribution channels and that in a few years the use of e-commerce will surpass physical stores. Failure to develop an e-commerce website in the future could present a serious threat

- Distrust on the road and fear of traffic accidents: The number of cyclists killed is increasing every year in Spain, this is generating a fear of taking the bicycle to the hour to do sport that presents another serious threat to MESBIKE ALMASSORA.



4. OBJECTIVES

Main Objective: Quantifiable increase in commercial profitability by 5% in 2019.

4.1. Branding

Qualitative

- Creation of the MESBIKE ALMASSORA brand.
- Recognition and perception of the brand by the consumer.
- Encourage purchase intention.

4.2. Performance

Quantitative

- Increase the number of sales by 3% in 2019.
- Increase the number of repeat sales by 2% in 2019.
- Increase leads on the new website and increase customer database by 15% in 2019.

5. STRATEGIES

Competitive Strategies

Ansoff's Growth Strategy - Penetration of markets

MESBIKE ALMASSORA wants to achieve a higher market share by working with current products in the market it currently operates.

Porter's Competitive Strategy - Specialization

MESBIKE ALMASSORA focuses on satisfying a well-defined market segment, population, and product. In other words, it seeks to have a sustainable competitive advantage within its target market.

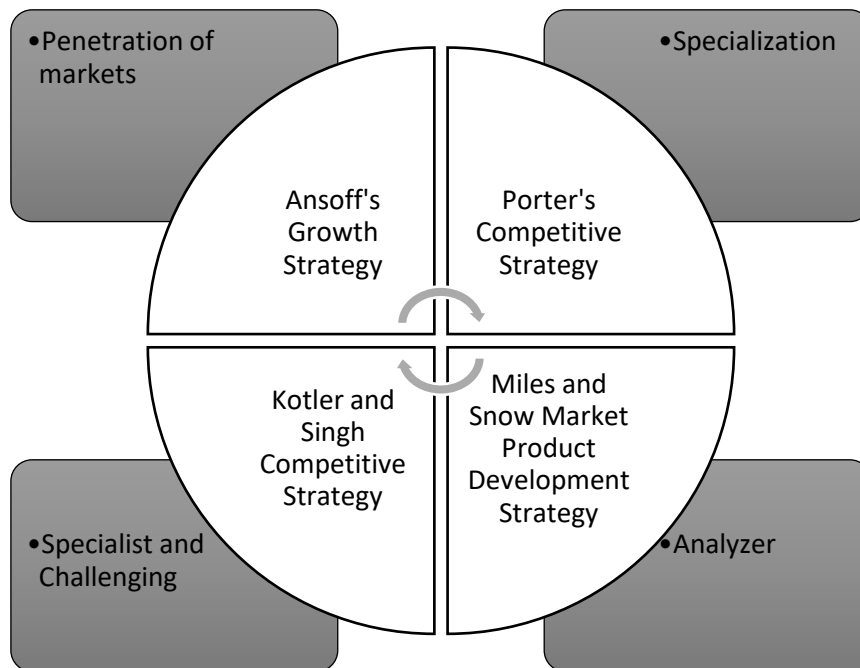
Kotler and Singh Competitive Strategy - Specialist and Challenging

MESBIKE ALMASSORA specializes in a small segment and at the same time challenges leading stores in its segment within the province of Castellón offering high quality products.

Miles and Snow Market Product Development Strategy - Analyzer

MESBIKE ALMASSORA focus on maintaining their core business, but without giving up on launching new products or exploring new markets. Make moderate changes and updates to your product lines. It tries to maintain a stable and limited line of products and services, while at the same time betting on the development of a select group of promising products.

Figure 14. Competitive Strategies



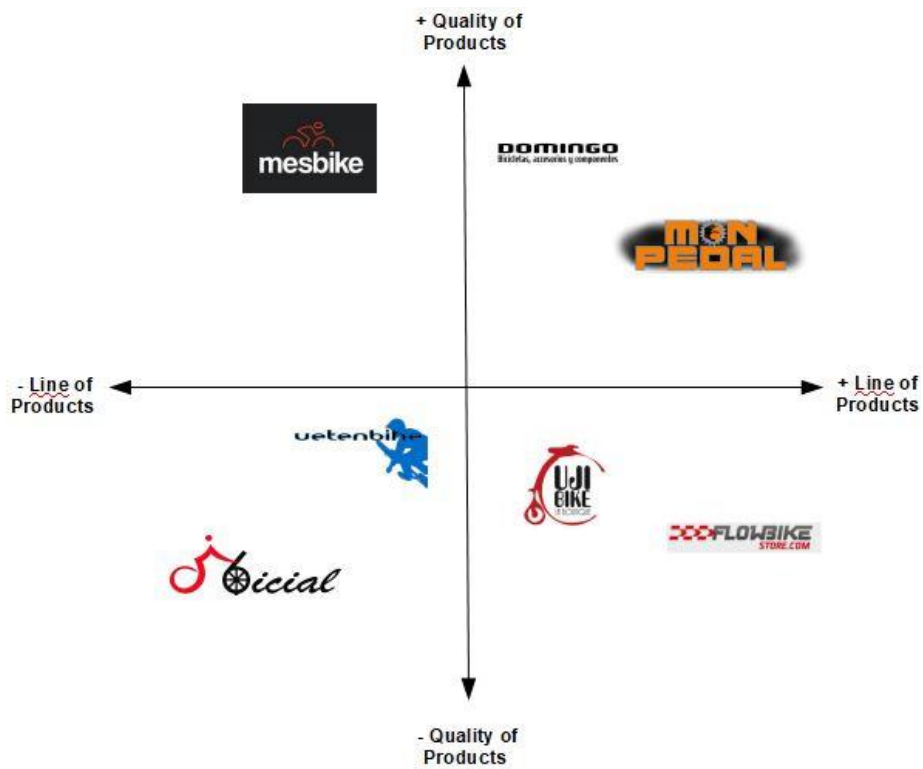
SOURCE: Own Elaboration

Strategy as Competitive Advantage

The strategy that really brings the sustainable competitive advantage to MESBIKE ALMASSORA is to really differentiate itself within this small market segment. To be able to compete within this specialized segment offering products of other brands that are not in this segment, of equal or higher quality than the competition, adapting to the maximum to its target market. Or in other words, offer premium brand bicycles that are not available in the province of Castellón, aimed at sport as leisure or competition.

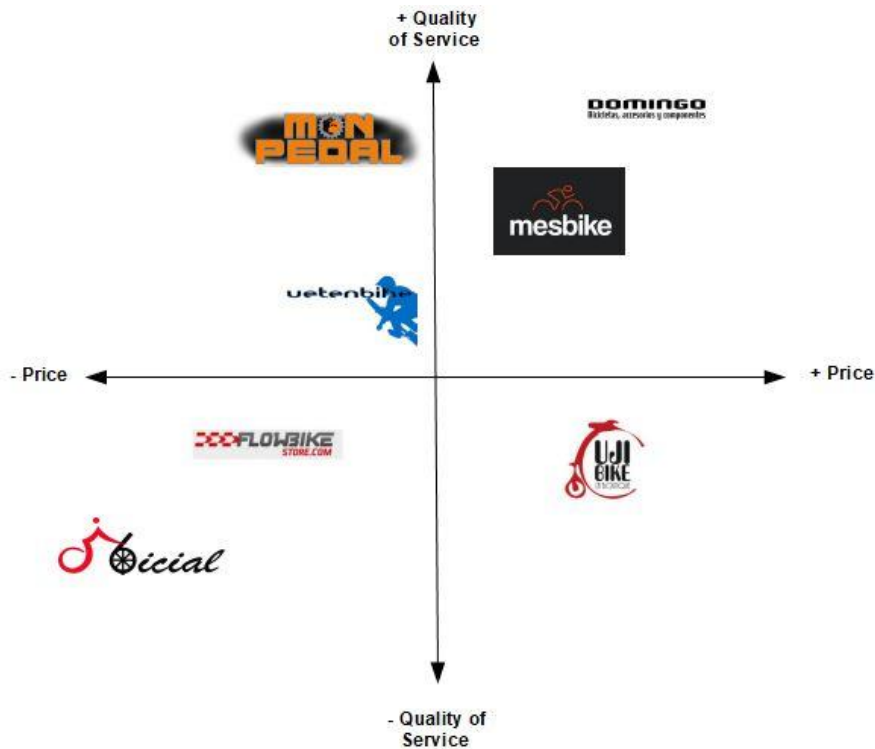
Positioning

Figure 15. Positioning Map 1



SOURCE: Own Elaboration

Figure 16. Positioning Map 2



SOURCE: Own Elaboration

It is necessary to clarify that these positioning maps have been made according to the information and analysis of the competition, without using statistical data.

In terms of marketing strategy, it is best to adopt a continuist line that respects and enhances the competitive advantage of MESBIKE ALAMSSORA. Therefore, the proposed marketing actions will focus on correcting errors and optimizing resources to the maximum.

6. MARKET SEGMENTATION

The target market has been chosen in detail after analysing the market, its users, the business context of the store, its competitors and other relevant factors. So that the target is in line with the strategy set out in this marketing plan.

In short, the target market will be parents of families, of medium and high social status, who like to practice sports and lead a healthy lifestyle while respecting the environment, who are looking for good quality bicycles to practice sports, compete, move around the city, or for their children.



Although 90% of MESBIKE ALMASSORA's customers are men who want to practice sports or compete, it is advisable to increase the target market, as it has been thought to add urban bicycles and bicycles for children in the store.

These last two product lines (urban and children's bicycles) will be introduced on an experimental basis, at the expense of the fact that no Almassora store offers this type of bicycle and it is likely that they will be successful, as these users may be neglected or prefer to go to large stores.

Figure 17. Market Segmentation

Age	30-55
Sex	Male or female
Population	Almassora and province of Castellón
Socio-economic level	Medium-high
Socio-cultural level	Medium-high
Hobbies	Cycling or any sport
Habits	Healthy lifestyle
Features	Any level of cycling and with kids

SOURCE: Own Elaboration

7. ACTION PLAN

7.1. Marketing Actions

PRODUCT: Conor bicycle brands and Sunn brand mountain bike e-bikes were recently removed from the store, as they were good value for money products but abounded in rival stores.

It will continue to differentiate itself and give supremacy to its new high quality Italian brands such as Bianchi and Ducati, adapting to the novelties and innovations of the sector. And keeping the Spanish brand of bicycles Mendiz and the Danish brand Superior, as they have been the most sold brands of bicycles in the store.

On the other hand, the products of the lines of components, accessories and equipment will be maintained, since they meet the highest quality standards of the market even though they are the same as in other stores. What really matters is to maintain the 4 brands of bicycles that are not in any other store in the province of Castellón.

Of these 4 brands, the only two with urban and children's bikes in its product lines are Bianchi and Ducati. So it would be a good idea to add this type of bicycle to your shop in the short term, as it is very likely to be attractive to our target market.

PRICE: MESBIKE ALMASSORA has little decision-making power when it comes to setting prices, most of which are already set by suppliers. MESBIKE ALMASSORA only sets a commercial margin sufficient to give viability to the business itself.

MESBIKE ALMASSORA offers discounts of up to 50% on products from last season that have not yet been sold. And up to 30% in rebates when shopping in groups of at least 3 people.

DISTRIBUTION: The point of sale and the physical purchasing channel, in other words, the store, will continue to be given supremacy. In a detailed way. In the medium term, however, the e-commerce channel should be taken over, with the start of selling accessories and components via the web, that is to say, products that are well known to the consumer and that wear out with time and use, intended for the maintenance of the bicycle. Or off-season products with succulent discounts to take stock out of the store. But first you have to have a website with a good base and traffic, which in this case, MESBIKE ALMASSORA does not have yet.

Delivery times on request must not take more than 7 working days. On the other hand, MESBIKE ALMASSORA is obliged by law to offer the possibility of return within 15 days on any of the products. Being obliged to replace any product that comes out of the factory defective and is in a state of warranty. For example, all bicycle frames sold by MESBIKE ALMASSORA have a lifetime warranty.

COMMERCIAL ORGANIZATION: Esteban will be responsible for operational tasks, customer service, activities throughout the value chain, and workshop and maintenance functions. While Manuel was in charge of the company's accounting and finances, marketing, strategic planning and communication.

COMMUNICATION: Given that MESBIKE ALMASSORA is an SME with few resources, communication will be focused on the online environment, given its high impact on the target market, its reduced cost, its versatility and the control and analysis facilities it offers. The offline environment will also be taken into account but with less prominence, as its cost is higher. Therefore, the offline environment is going to focus on achieving conversions to ensure the return on investment, and should be done in the right channel to ensure that our target market is there. On the other hand, the online environment gives us the ability and facility to focus on achieving conversions while branding. To do this we will choose the right social network for each purpose, placing the web as the main communication axis linking all communication actions to create traffic and leads, preparing the web for a future e-commerce.

In conclusion, we will give maximum communication priority to the web, promoting it through Facebook and Instagram, forgetting the other social networks.

7.1.1. Catchment

Remodelling and upgrading the website

Objective: Creation of the MESBIKE ALMASSORA brand.

Budget: 150 euros.

Timing: January 2019.

After comparing the multiple platforms that the market offers us to redesign our website, we have been considering the possibility of choosing Wix or Word Press. After an analysis of the short and long term needs of MESBIKE ALMASSORA, we have come to the conclusion that the Wix platform is the one that best fits us. Because it is ideal for small businesses and small e-commerce, it is often less of a problem and easier to use.

With 150 euros a year, Wix offers us a website with its own domain name, unlimited bandwidth and storage, and with Google Analytics integrated.

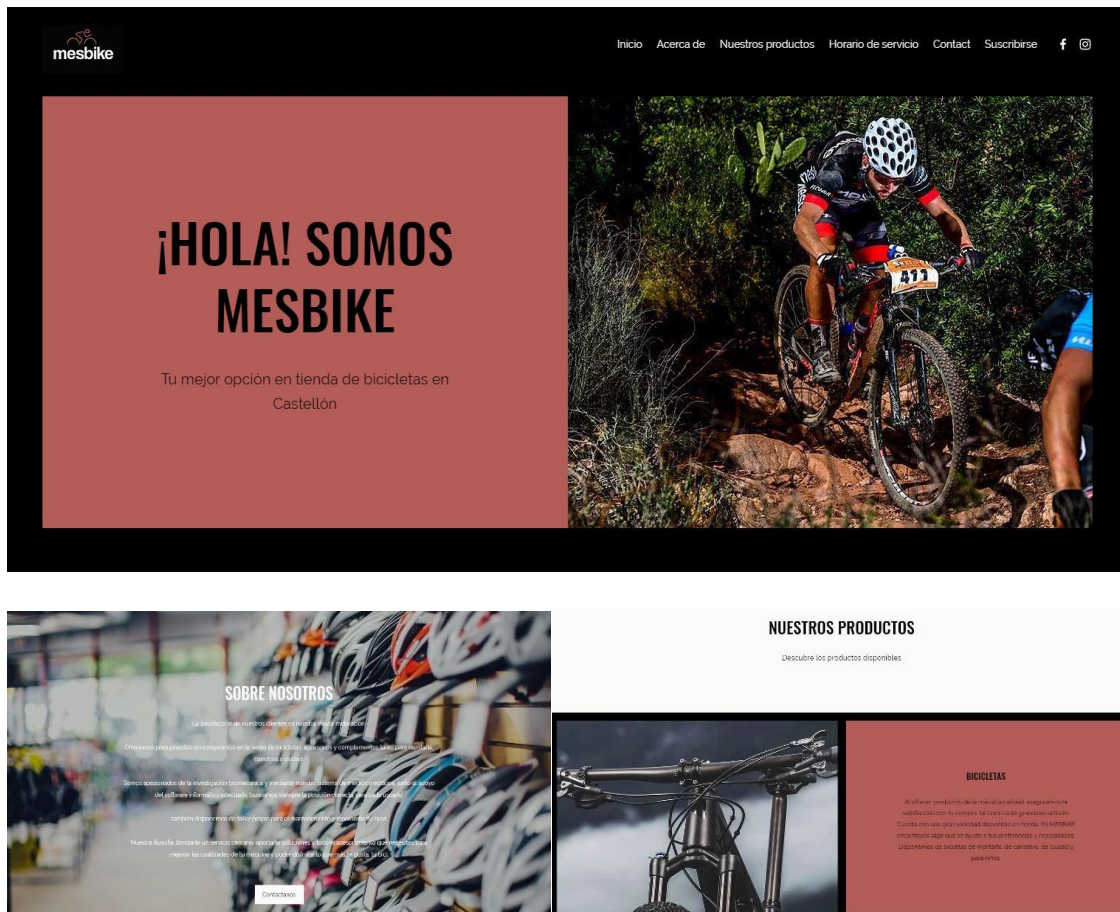
To be able to analyze and monitor web traffic and then optimize and update it correctly. In addition, the editing and design options are very varied and easy to use, and the content can be updated when convenient.



In the case of MESBIKE ALMASSORA we have designed a much more functional website with more information, better designed, cleaner and adaptable to different devices and screen sizes. We have also linked their two main social networks (Facebook and Instagram) and added the possibility for users to subscribe to it for free and then receive emails. This website aims to create traffic, collect data, and prepare the website for a future small e-commerce, but for that it is necessary to share quality content regularly.

In short, what we have done is give the customer much more information about the business, the store, and the products it offers and their prices. All this while respecting the budget of MESBIKE ALMASSORA.

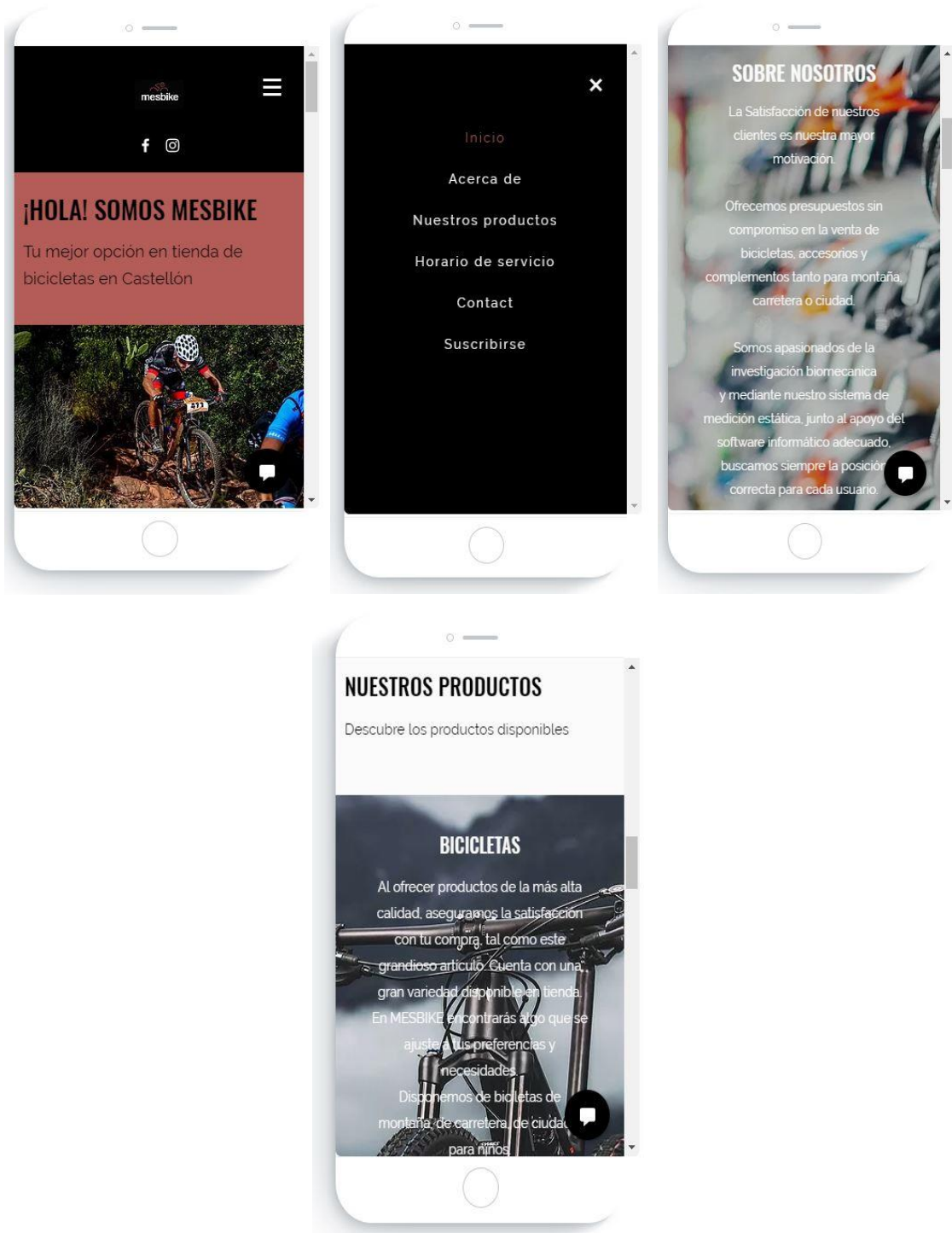
Figure 18. New Website



SOURCE: Own Elaboration and WIX



Figure 19. New Website 2



SOURCE: Own Elaboration and WIX

Sponsor the MTB team at the Gigante de Piedra SMALL

Objective: Recognition and perception of the brand.

Budget: 540 euros.

Timing: June 2019.

Without a doubt, the Gigante de Piedra is the most famous mountain biking race in the province of Castellón, known for its harshness and for the large number of participants who come every year. The same race generates a tremendous offline communication environment, in cycling everything communicates. In this event, without a doubt, there is a large part of the target market of MESBIKE ALMASSORA, therefore, it is vital for MSBIKE to be present in it in some way, even if it is a very saturated communication channel.

This action consists of paying the registration fee to the 12 members of the amateur MTB team in the Giant SMALL Stone edition, shorter but no less hard. The aim is for runners to show off their bikes and their new store equipment, which focuses on wearing the store's logo in a cleaner and more elegant way, improving brand perception. The good thing about this is that the runners of MESBIKE ALMASSORA carry different bicycles from the different brands they sell, so they will show off their three main brands of bicycles (Superior, Bianchi and Mendiz). The registration fee is 45 euros and the race starts on 1st June 2019.

Instagram Ads

Objective: Intention to buy.

Budget: 240 euros.

Timing: March April and May 2019.

The Insta Adds tool is a very powerful tool, very useful, and at the same time very easy to use. The options are multiple and very varied, you can make announcements through stories, videos, publications of a single image or through presentations of images. At the same time you can select your marketing objective, in our case we have chosen to generate traffic, as Instagram is a very visual social network and is ideal for branding, so we will drive users to the new website.

The ad is configured through the Facebook Ads Manager, and the targeting options are amazing, you can segment by location, sex, behaviour, education level, tastes, hobbies, type of devices the user uses, etc.. This allows us to get as close as possible to our target market.

One thing we have to be clear about is that sometimes in marketing less is more. Not to make more ads your campaign will have more impact, it must be clear that value proposition is offered in each ad to the target and not spam the user without any sense. You have to manage to create a different value proposition in each ad to get the attention of your target audience.

You can then choose the method of invoicing the ad and its duration, in our case we have chosen the single daily reach per person within our segmentation, to keep the budget at bay, ensuring an approximate impact on 9000 people in Castellón and surrounding areas. The cost of the ad per week is a maximum of 140 euros, this is 20 euros per day.

We have chosen to make 1 announcement per week per person, 4 weeks in the months of March, April and June 2019 for 240 euros. And it would be ideal to present the products of the new season and create hype in our potential audience. This means 12 different ads dedicated to generating traffic.

The important thing in these ads is to present in a very attractive way the products and bicycles of the new season, focusing on their new attributes and in the shop, forgetting a little about the price.

In addition to these announcements, MESBIKE ALMASSORA will continue to publish publications regularly as it has been doing all this time, normally the publications on the Facebook page are linked to the Instagram account at the same time and once and for all a publication is made on each social network. MESBIKE normally publishes two or more publications per week.

In the case of Facebook Ads, this would be practically the same, but more oriented towards conversion, that is, towards the user approaching the store. Giving more prominence to the product and its price in order to promote it and give it an outlet. And the price would be practically the same.

Figure 20. Instagram Ads

Reconocimiento	Consideración	Conversión
Reconocimiento de marca	<input checked="" type="checkbox"/> Tráfico	Conversiones
Alcance	Interacción	Ventas del catálogo
	Instalaciones de la aplicación	Visitas en el negocio
	Reproducciones de video	
	Generación de clientes potenciales	
	Mensajes	

Tráfico

Elige a dónde quieres dirigir el tráfico. Más adelante ingresarás los detalles sobre el destino.

- Sitio web**
- Aplicación
- Messenger

Público

Define quién quieres que vea tus anuncios. Más información.

Crear nuevo Usar un público guardado ▼

Públicos personalizados

Excluir | Crear ▼

Lugares **Todas las personas en este lugar** ▼

España

Incluir ▼ | | Explorar

Agregar lugares de forma masiva

Edad -

Sexo **Todos** | Hombres | Mujeres

Idiomas



Presupuesto y calendario

Define cuánto quieres gastar y cuándo quieres que se muestren tus anuncios.

Presupuesto ⓘ Presupuesto diario ▼ €20,00
 €20.00 EUR

El importe real gastado por día puede variar. ⓘ

Calendario ⓘ Poner mi conjunto de anuncios en circulación continuamente a partir de hoy

Definir una fecha de inicio y de finalización

Inicio	31/8/2018	08:33
Fin	1/10/2018	08:33

(Hora de Canarias)

Tus anuncios se pondrán en circulación durante 31 días y no gastarás más de €620,00.

Resultados diarios estimados



La precisión de las estimaciones se basa en factores como los datos de campañas anteriores, el presupuesto definido y los datos del mercado. Se proporcionan cifras para que tengas una idea del rendimiento de tu presupuesto, pero son solo estimaciones y no garantizan ningún resultado.

SOURCE: Facebook Ads Manager

Add children's and city bikes in the shop

Objective: Intention to buy.

Budget: -

Timing: February 2019.

This action consists of adding two more product lines. After analysing the target market and different relevant factors, there may be customers within the target market of MESBIKE ALMASSORA who do not find an ideal bicycle in the store to meet their needs. 80% of MESBIKE ALMASSORA's clients are looking for bicycles for sport or competition, but there are users who may be looking for a bicycle just to get around the city or for their children to learn to ride a bike.

That's why we have seen the need to add these 4 models of bikes in the shop, the two above are oriented to urban and interurban cycling, while the two below are oriented to children's cycling.

In addition, these bikes add to the shop's ability to buy a quality bike for less money, as they are cheaper. The top two are between 500 and 800 euros, the models are Bianchi C-Sport (top left) and Bianchi Spillo (top right). The C-Sport is more oriented to move around the city in an agile way, while the Spillo is more designed for walking.

Then there are the children's bikes, one for children between 1 and 5 years old, and one for children between 5 and 10 years old. The smallest one has a price of 50 euros, and it is oriented so that the child begins to acquire balance, the model is called Ducati Scrambler; the other one is worth 250 euros and it is oriented so that the child experiences and perfects its balance.

We do not attribute cost to this action since the costs would be directly attributed to the primary logistic process of the company, on the other hand, it would be an issue to discuss with the official supplier and the prices could vary according to the quantity and according to the conditions of the new contract, the ideal would be to bring a few to know how the market receives them.

Figure 21. New bike models



SOURCE: *Bianchi and Ducati Web Sites*

Create new exclusive store jersey

Objective: Recognition and perception of the brand.

Budget: 550 euros.

Timing: January.

MESBIKE ALMASSORA customizes its own equipment through the cycling textile company Flower, which offers the option of customization and personalization. MESBIKE sells this equipment on demand to its most loyal customers and to its amateur MTB team. In cycling everything communicates, and not because you have a equipment with more logos you will communicate more, on the contrary, you will disperse the communication objective.

In the case of MESBIKE ALAMASSORA its jersey has the logo of the shop so large in the chest area and some letters end up in the armpits and the logo is not legible. In addition, the colors do not help to highlight and focus attention on the store's logo. Therefore, it is necessary to redesign the equipment so that it is an elegant, sober and clean design that enhances the logo of the store to better communicate the brand. It sounds silly, but small details like this can make it difficult for anyone who sees the equipment to easily distinguish the store's logo and lose communication effectiveness.

The cost arises from paying a new jersey at cost price to each member of the BBT team, as they are the company's main offline communication channel.

Figure 22. New Exclusive Store Jersey



SOURCE: Own Elaboration

7.1.2. Loyalty

Sales promotion via Facebook Ads.

Objective: Increase the number of sales by 3% in 2019.

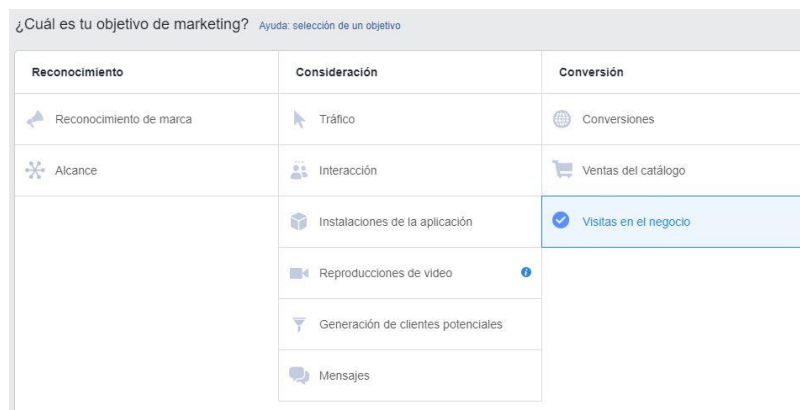
Budget: 240 euros.

Timing: September, October and November.

The procedure is exactly the same as in Instagram Ads, as it is done from the same platform as Facebook Ads Manager. But what changes is the objective of this paid advertising, since it will be focused on another objective. These ads will be intended to generate conversions in the store, focusing much more the content of these ads on the products and their prices, highlighting them and attracting customers to the store.

In addition, the price is the same as in the Instagram ads. On the other hand, the method of publication will be the same as in the Instagram ads, 12 ads spread over 3 months, 4 publications per month, one a week per person. These are 12 ads intended to promote the products of MESBIKE ALMASSORA.

Image 24. Facebook Ads



SOURCE: Facebook Ads Manager

Mailing

Objective: Increase the number of repeat sales by 2% in 2019.

Budget: -

Timing: All the months in 2019.

MESBIKE ALMASSORA has to take advantage of its customer database, simply by sending one email a month that adds value to customers and with good content greatly increases the probability that customers will return to the store. And it also reminds the customer that the store is present.

But you have to be careful, if you abuse sending mails these can be marked as spam, therefore, you have to think very well the content of each mail and what value proposition is made for the customer in each. In addition, you cannot send the same mail to a person who returns assiduously to the store than to a person who has not returned to the store for a long time.

The most important is to keep the good customers, those who repeat, sending them discounts or succulent promotions in the mails. To customers who have not returned the best thing is to send reminder emails highlighting for example the product of the month of the store. Therefore, every month MESBIKE ALMASSORA will send an email to its customer database.

Paper questionnaire in physical store, and through the web

Objective: Increase leads on the new website and increase customer database by 15% in 2019.

Budget: -

Timing: All the months in 2019.

It is as simple as asking new MESBIKE ALMASSORA customers to fill in a simple questionnaire after purchasing any product, in which they write down their e-mail address and name. This small gesture will increase the customer database for free and, in addition, it will be easier to distinguish returning customers from those who are new or who have not returned. This option can also be done from the website.

This action is essential if you want to make an effective loyalty mailing.

Loyalty Card MESBIKE CLUB

Objective: Increase the number of repeat sales by 2% and increase leads on the new website and increase customer database by 15% in 2019.

Budget: 35 euros.

Timing: All the months in 2019.

This action consists of giving each customer a loyalty card from 2019 which consists of the following: if the customer makes 5 purchases of more than 30 euros during 2019, he will exchange a complete maintenance for his bicycle for free. This consists of integral cleaning, adjustment and calibration of components.

Temporary sales promotion

Objective: Increase the number of sales by 3% in 2019.

Budget: -

Timing: July, August and December.

There are times of the year when sales stagnate and it is interesting to dynamize the stock of products to prepare the launch of new products and bicycles, this happens mainly in the months of July, August and December. Simply by making a simultaneous publication in Facebook or Instagram or with a small video in a story showing the discounted products can generate a traffic of customers in the store attracted by discounts.

Publishing publications with value for the customer and placing in the store and in the shop window discount posters will dynamize sales and help to get out of the store for products that have not been successful throughout the year.

Implementing a CRM

Objective: Increase the number of sales by 3% in 2019, increase the number of repeat sales by 2% in 2019, and increase leads on the new website and increase customer database by 15% in 2019.

Budget: 240 euros.

Timing: January 2019.

This action is the most important of all, as without it it would be impossible to manage all the data traffic we generate.

Its goal is really to generate long-term relationships with customers, but today CRMs give you the ability to integrate and monitor the various marketing actions you do in the online channel. Having a better control over them and a more global vision. Therefore, it encompasses all the objectives aimed at generating more sales in the store.

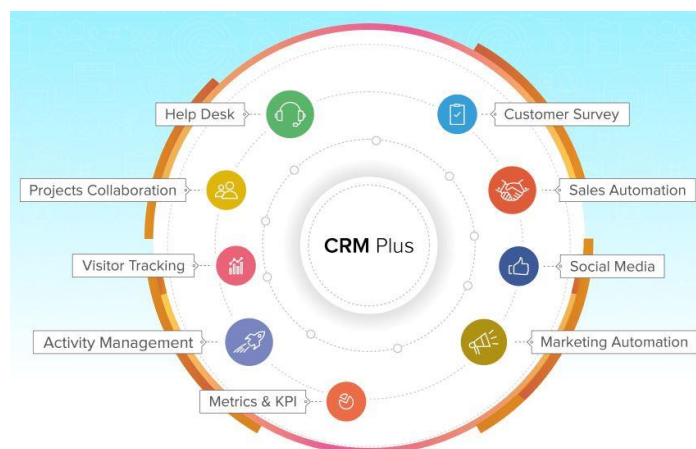
A CRM consists of specialized software, usually developed by a third person, which collects data from each customer, and transforms this data into useful information to develop marketing actions with much more precision. Personalizing the value proposition in each marketing action. This will mainly help us to make a quality mailing.

CRMs are usually a module of an ERP, but MESBIKE is a small SME, it would be more appropriate to use a CRM, without implementing an entire ERP. Because we want to focus on the return on investment.

After studying and considering multiple options, the most suitable for MESBIKE ALMASSORA would be to pay an annual license of a professional online CRM, as they are trusted, easy to use, and to implement.

The ZOHO platform, for less than 20 euros per month gives us the capacity to: Integrate CRM with store email, integration with social networks, integration with Google Ad Words, inventory management, generate graphics and KPIs, unlimited customer records, sales projection, web formularies, and many more features.

Image 25. ZOHO CRM



SOURCE: ZOHO Website

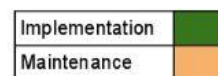
8. PLANNING, IMPLEMENTATION, AND BUDGET

In this section we will explain when each of the actions proposed in the marketing plan will be carried out, and the cost of each one.

Below, the following graph situates the different actions throughout 2019, there being actions that are only carried out in one month, others that are carried out throughout the year, and others that after their development need maintenance or supervision to optimize possible errors, such as the case of the website or the insertion of new bicycle models, in order to see how well they are received by the public.

Table 3. Timing

ACTIONS 2019	BUDGET	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Remodeling and Upgrading the Website	150,00 €	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
Sponsor the MTB team at the Gigante de Piedra SMALL	540,00 €						Implementation						
Instagram Ads	240,00 €			Implementation	Implementation	Implementation							
Add children's and city bikes in the shop	-		Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
Create new exclusive store jersey	550,00 €	Implementation											
Sales promotion via Facebook Ads	240,00 €									Implementation	Implementation	Implementation	
Mailing	-	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
Paper questionnaire in physical store, and through the web	-	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
Loyalty Card MESBIKE CLUB	35,00 €	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation
Temporary Sales Promotion	-							Implementation	Implementation				Implementation
Implementing a CRM	240,00 €	Implementation	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	Maintenance
	1.995,00 €												



SOURCE: Own Elaboration



9. CONTROL

In marketing, it is very important to plan how to control the achievement of the objectives set, that is, how and with what the achievement of the objectives will be measured. To do this it is necessary to mark the correct KPI's, that is to say, the metrics that we are going to use to monitor the achievement of the objectives.

As you can see, the objectives are focused on improving communication and business performance of the company. The ease that the online environment gives us is that everything can be measured and monitored, therefore, it will be easier for us to control and see what we are failing in. On the other hand, the offline environment is naturally more expensive to monitor. Finally, the objectives that are reviewed periodically are the most important and those that require the most attention.

Table 4. Control

Objectives	Monitoring Data	Periodicity
Creation of the MESBIKE ALMASSORA brand	Number of visits on the website	Monthly
Recognition and perception of the brand by the consumer	Number of followers in the Instagram account	Quarterly
Encourage purchase intention	Number of followers and number of likes on the Facebook page	Quarterly
Increase the number of sales by 3% in 2019	Number of sales	Monthly
Increase the number of repeat sales by 2% in 2019	Number of customers who have purchased twice or more times	Monthly
Increase leads on the website and increase customer database by 15% in 2019	Number of clients in the database	Bimonthly

SOURCE: Own Elaboration



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- Superior Website - <https://superiorbikes.eu/es>
- Mendiz Website - <https://bicismendiz.com/>
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- Uji Bike - <https://www.ujibike.com/>
- Mon Pedal - <http://monpedal.com/page/homepage>
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