



Facultat de Ciències Jurídiques
i Econòmiques · **FCJE**

**MARKETING PLAN:
LUCKIA GAMING GROUP**

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1. EXECUTIVE SUMMARY

In recent years following the bursting of the bubble and followed crisis companies in the gaming industry are in the spotlight because, unlike most companies, has grown after the crisis due to the need solvency has the vast majority of the population. For all this, a company in this sector has been chosen to analyse and carry out a marketing plan.

Luckia Gaming Group began his career in 1972, began in the gaming sector leading the management of recreational and jukeboxes machines in different locations in the hospitality sector and was gradually growing and expanding its business and currently has playrooms spread throughout the national territory, casinos in different countries, bingos and was one of the first to operate via online licensed, but besides all this, the group also has complementary to its core business as the marketing of equipment gambling activities, hotel management and catering.

This marketing plan starts showing a detailed plan to learn more about the company and the resources with which account, followed by an external analysis where all factors that can influence business development will be shown internal analysis, the consumer and the sector will also be analysed, as well as showing, through Porter's five forces, the specific environment. With all this, an analysis of the situation is carried out using the tool called SWOT in order to minimize weaknesses, face threats, enhance the strengths and opportunities.

Finally, it proposes the objectives to be achieved in a year, the strategies and actions to achieve them, and also shows the budget, control of objectives and a schedule of actions.

2. INTERNAL ANALISIS

2.1 History

The Luckia group is the result of years of industry experience, the history of this company started over 30 years ago in northern Spain with marketing management and distribution of gaming machines with or without reward, at the time the group still he had not formed until then operated under the name of EGASA. This company became a landmark as it was the number one in the sector across the country, and in Spain the business operated very efficiently, José González, decided to take the international expansion that was when EGASA step to be Luckia Gaming Group because in this way all businesses inside and

outside the country would be grouped and managed in a standardized manner. For 2010, Luckia Gaming Group, had presence in Croatia, Portugal, Peru, Chile and Spain (in the northern part owned the physical market with more than 300 installations). In 2011 Luckia Gaming Group obtained its human capital for the beginning of its new project of the frustrated IPO of Lotteries and Gambling of the state, the personnel were frustrated and it was when Jose Gonzalez took advantage and attracted workers already prepared and trained to start. This was a big boost, but also led the company to be in the red since the new staff was highly qualified and salaries were high, in the first year lost 5 million euros and 7 million the second. In 2013 began to operate online, with a well-trained team and clear objectives, that the online game accounts for half of the business. In recent years the team of this company has been growing and today has more than 2500 people and operates in 7 different countries and its future vision is to continue growing and expanding in an orderly manner with a corporate strategy based on a management model itself to become a global benchmark in the sector of games and recreation in addition to continuing to maintain itself as a benchmark company in the national scene.

2.2 Mission

"To offer our customers a memorable entertainment experience, enabling sustainable growth of the Company, facilitate the development of our team and allow remunerate shareholders."

2.3 Visión

Luckia's Gaming Group vision is to become a leading company in the entertainment and leisure sector both nationally and internationally.

2.4 Values

The values in which the fundamental pillars of the company reside and by which it has grown in these years in a considerable way are:

2.4.1 Integrity

To be clear with its clients, to be totally transparent with its shareholders and partners as well as with all its collaborators, governs its behavior both internally and externally with

morality and always based on its mission as a company to be able to reach in this way the vision of the company.

2.4.2 Customer focus

Being an entertainment company Luckia Gaming Group has always focused on meeting all expectations of its customers, always analysing the needs and desires of the same and investing to provide the desired product in the best way

2.4.3 Result oriented

Although a customer-focused company does not neglect the results why every action that takes place is focused on a particular outcome, which is perfectly controlled by periodic assessment tools and control.

2.4.4 Teamwork

One of the most important signing Luckia Gaming Group values is that workers come to get checked results helping each other. The company invests a lot in this aspect it carries out activities to strengthen ties and that all corporate members to meet and strengthen these ties. These activities range from formal international conventions to informal stays (dinners, lunches, physical activities).

2.4.5 Creativity and innovation

When carrying out its activity in such a competitive sector, the innovation goes in the DNA of the company since this way it can continue in the sector for it, the company invests each year an important sum of the benefits to make improvements in the equipment that the workers use, facilities and machines of game. Although its creativity goes further, in recent years has innovated in the way of betting both online and offline thus becoming a reference company.

2.4.6 Learning and desire to share

The trajectory has taught the company that it must learn from the mistakes of the past, from its own mistakes as well as from those made by its competitors. Therefore, it spreads from the top of the pyramid that information flows in both directions

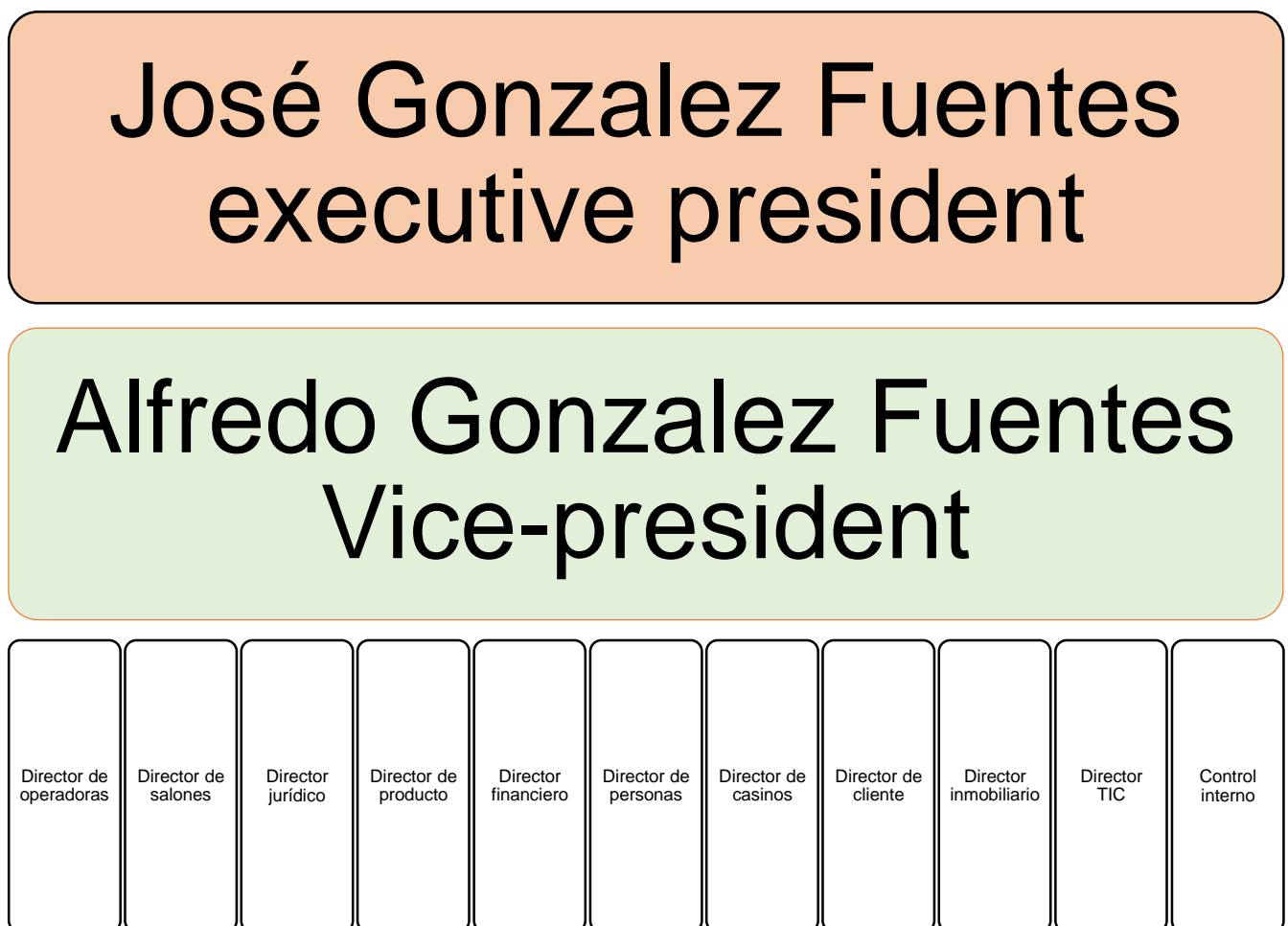
2.5 Tangible Business Resources

Next, all the resources that the analysed company has will be analysed so that later on we can conclude if it is making a correct use of them.

2.5.1 Human Resources

The Group's workforce is made up of more than 2,500 people around the world, which is separated by different barriers such as distance, language, culture ... but united by strong principles governing how to act in the company is wherever the headquarters is located. It is led by José González Fuentes president of the firm, which has been awarded the Business Leadership Award.

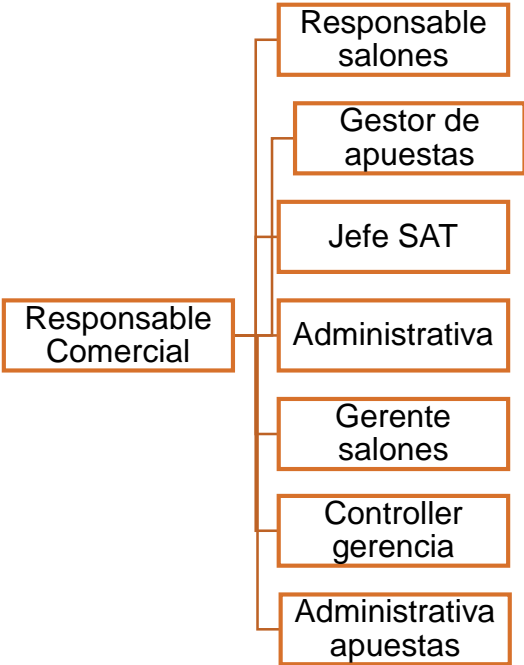
Figure 1: Chart of Luckia Gaming Group



Source: Own elaboration. Data: Website Luckia Gaming Group (2018)

As shown in the chart there are managers from all areas of the company and these are in charge of each division and the division becomes autonomous from communities. The organization of more than 2,500 people is difficult to translate why then will expose a specific division in a specific community to better understand the workings of the company

Figure 2: Chart of Levante Division Luckia Gaming Group



Source: Own elaboration. Data: Website Luckia Gaming Group (2018)

2.5.2 Financial Resources

In 2017, the firm obtained total income from the provision of services and the sale of products amounting to 269 million euros, of which it obtained a return of 43.5 million euros. This figure is an estimate of its profitability since the financial expenses have not been taken into account for this estimate. The company also has consolidated equity of 136 million euros and total assets of 359 million euros.

Figure 3: Economic data of Luckia Gaming Group



Source: Website Luckia Gaming Group (2018)

2.5.3 Physical Resources

These are the countries where Luckia Gaming Group operates with its different casinos, as can be seen both in America and Europe and aims to expand by executing an ambitious strategic plan that, with a strong digital approach will make Luckia Gaming Group, a sure world reference in the entertainment industry. It is present in Spain, Chile, Peru, Colombia, Portugal, Croatia and Malta and in 2021 they expect to operate in twelve countries.

Figure 4: Countries where Luckia Gaming Group work

EUROPA			
CROACIA Major International, D.O.O	ESPAÑA Luckia Gaming Group, SA.	MALTA Luckia entertainment LDT	PORTUGAL Luckia Portugal, SA.
AMÉRICA			
CHILE Gran Casino Copiapó, SA.	COLOMBIA Egasa Colombia, SA.	PERÚ Egasa Perú, SA.	

Source: Own elaboration. Data: Website Luckia Gaming Group (2018)

But in addition to these physical resources around the world will also include locals who have in Spain that are not casinos, in this case we speak of gambling hall, bingo halls, lounges, cafes and shops, which total more than 200 local distributed Spain. As you can see on the map the premises are concentrated in two areas, the south and the northwest

Figure 5: Gambling hall of Luckia Gaming Group



Source: Website Luckia Gaming Group (2018)

2.6 Intangibles Resources of the company

2.6.1 Marketing Resources

Luckia Gaming Group uses different marketing tools to reach its target audience, among these tools we highlight the advertising campaigns on the radio during the retransmission of important matches, pamphlets in the autonomous communities that allow it, web positioning

and sponsorship. On the other hand, they also use marketing as a means of loyalty with draws or prizes from a specific amount bet, direct prizes, distribute promotions and vouchers outside the stadium where an important game will be played or which require increasing the level bet, discounts, merchandising (pens, notebooks, portable batteries, notebooks, articles for the car, lighters, key rings among others.), strengthen ties with the customer to feel part of the company and thus if you are going to bet it is in one of the premises of the company, so several autonomous communities have a privileged place in the box of the local team (Valencia, Madrid, Barcelona) where one of the workers takes the customer because he has won a draw or simply because it is good customer

Each autonomous community has a party of the overall budget to devote to marketing actions that have an impact both to capture and retain customers and keep those who already know the company.

2.6.2 Product

Luckia Gaming Group operates in different business areas in order to offer a complete service. The first product offered by the company, and the one that is clearly growing exponentially, is the online game. The **online game** offered by the group is one of the references in the gaming market due to the advantages it offers over its competitors, offers its customers welcome bonuses, the best in the market, facilities, plus a website and a very intuitive app that offers a wide variety of games (different tables, slots, live roulette, live sports betting) and all the odds on which you can bet

The second product offered by the company is **face-to-face betting**, in this segment Luckia Gaming Group competes against the most powerful companies in the sector, is a benchmark in what face-to-face betting is concerned due to the great importance they give to customer service and how they loyalty to the customer. The company has its own premises where you can make the bet while you can follow the event live, market shares and markets in which you can bet, but also has betting machines in restaurants or bars

Luckia Sport Café Luckia Sport Café this type of business is very little known by bookmakers in Spain, it is about offering the same services as in the presential bookmaker (proximity, facilities, resolution of doubts or clarification of markets, help for beginners ...) but also offer different variety of gambling, slot machines, live sports but what really makes it different is the gastronomic offer it has, as well as being a betting house is also a bar-café by which the customer can have a 360 ° experience in the same place.

Another area of business with significant importance are the **casinos**, recently opened one of the best casinos of hotels, Casino Luckia Arica, which has more than 450 gaming positions, 60 positions of bingo 352 slot machines, and 12 gaming tables in addition to the tables for tournaments and not only that also offer a lot of show in direct and fine dining. This is the most comprehensive, modern and ambitious departure from the group because Luckia Gaming Group does not make traditional Casinos, you want to offer a unique experience where you can enjoy all its products elegant and cozy style.

Luckia Slots is another product offered by the group and is own premises which are scattered throughout the geographical area of Spain, these playrooms a variety of slots, games and recreation offer. These rooms are created for individual and group fun.

Operator Luckia Gaming Group also has gaming machines that operate in the local catering, these machines can be betting machines or traditional gaming machines, slot machines, and all this also in almost all the Spanish territory.

DistributorThe company began manufacturing slot machines and marketing the same as the main activity and even now is not their primary activity Luckia Gaming Group continues to operate leading distributor different local gaming machines or putting the same about

3. EXTERNAL ANALYSIS

3.1 General E

Next, we are going to analyze the situation of the general environment in which the company operates in order to draw a conclusion which will show whether political, economic, legal, social, technological and environmental factors directly affect business activity in the present and in the future, that is, to analyze the external factors that are happening now in order to predict how they will affect the company in the future.

3.1.1 Political Factors

Throughout this year, Spanish politics has gone through many changes, one of the most marked and which has had the greatest consequences on Spanish politics is the motion of censure carried out by Pedro Sánchez against Rajoy. This is a significant event as it has affected the economy due to investment limitations due to a lack of confidence, all of this has come at a time of economic "weakness" as the tax cut that Spain was receiving has come to an end, another factor worth mentioning is the threat of not approving the general budgets due to the discord that exists between the political parties.

The situation that Catalonia is going through with the independence movement has considerably affected the Spanish economy due to the risk that a divided country does not generate security for investment, this movement has also had serious consequences on the Catalan economy and that after calling the independence referendum companies began to relocate their headquarters in order not to be affected economically by political instability in Catalonia, the vast majority of companies have changed their headquarters but have remained in Spanish territory but not in its entirety and this is investment that Spain is letting go.

Last but not least, this year Spain has broken records in the world ranking of corruption of international transparency (TI, 2018), so TI requires the Spanish government and all its political parties a state pact and approve the bill to fight corruption, which is already in Congress. According to this ranking, Spain is ranked 48th on the world list where, even if it approves, it remains at the bottom of Europe, where only 7 countries are behind Spain in the ranking of corruption. The Spanish population is becoming less and less permissive on the issue of corruption as it has suffered the crisis very deeply and has come to the conclusion that many of the economic problems that Spain is going through are due to corruption plots on the part of the different parties that have governed, for this reason and because of the pressure exerted on the parties, throughout the year several plots have been uncovered in different parties. All these events mean that Spain is now in a situation of political instability that is reflected in a lack of confidence in international markets, resulting in a lack of investment and economic instability.

The political instability of the country can directly affect the gambling sector since the different political parties do not agree on how to regulate the betting houses and while some parties are more permissive others choose to try to restrict their activity alleging that in times of crisis their activity has grown and that it is affecting society, which is starting to bet younger and younger. This instability has also caused many of the betting companies to decide to expand into Latin America since their policies are not so harsh and the situation is more stable in this area.

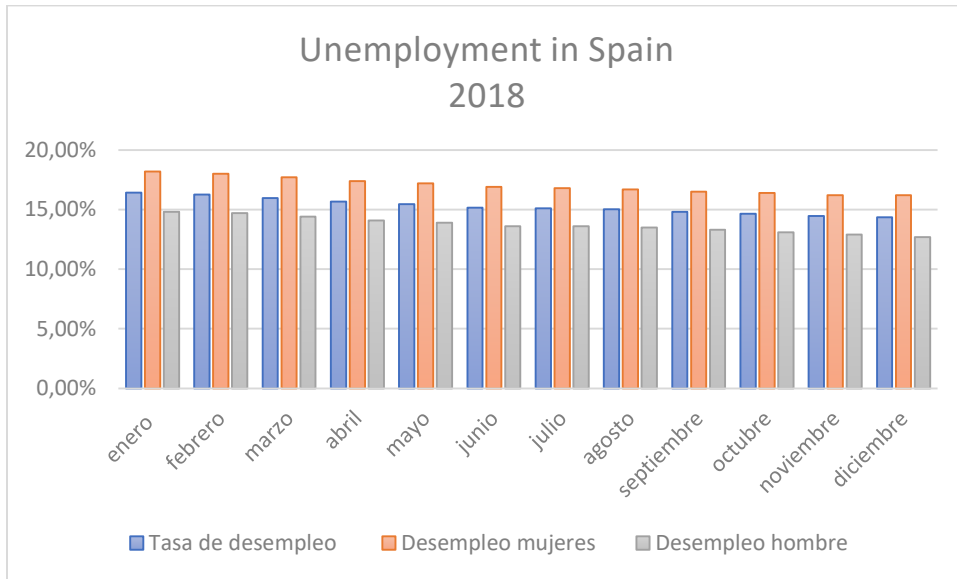
3.1.2 Economic Factor

After the great crisis in which Spain plunged due to the bursting of the real estate bubble, society, the market and the economy were seriously affected. With the passage of time and government reforms, Spain has managed to improve its situation every year until this year

when the recovery is showing signs of exhaustion, due to the fact that international markets are going through a complex moment, the protectionism that the president of the United States is taking along with the trade war with China. The majority of expert economists suggest that this slowdown that is suffering the Spanish economy is not the prelude to a recession, but all of them agree that we must pay attention to international markets, according to the economist of the foundation savings banks Maria Jesus Fernandez the economy will maintain its rate of growth unless the international risks materialize. This opinion is also shared by the CEOE's employers who say that the slowdown is gradual and fully compatible with the growth of the economy. In the last quarter of 2018 different international institutions have modified their economic growth forecasts in Spain for 2019, such as the European Commission (two tenths, to 2.2%) or the OECD (two tenths, to 2.2%), while the International Monetary Fund (IMF) maintains it at 2.2%, all below the estimate by the Government (2.3%).

Another decisive economic factor is the unemployment rate that currently presents the Spanish society, a significant change in this area is the increase that has been carried out in the minimum wage to 900 euros, this measure will not have a direct impact on consumption and that companies will be less willing to hire a worker therefore the number of unemployed will grow and will be compensated by increased spending by people who if they work therefore this increase will not move as a direct increase in consumption or demand in Spain, in the words of the president of the central bank, "in percentage terms, the upward effects on the average wage will be roughly offset by a loss of employment of a similar magnitude" (Pablo Hernandez de Cos, 2018). Even so, the unemployment rate for 2019 is expected to be lower than the previous year.

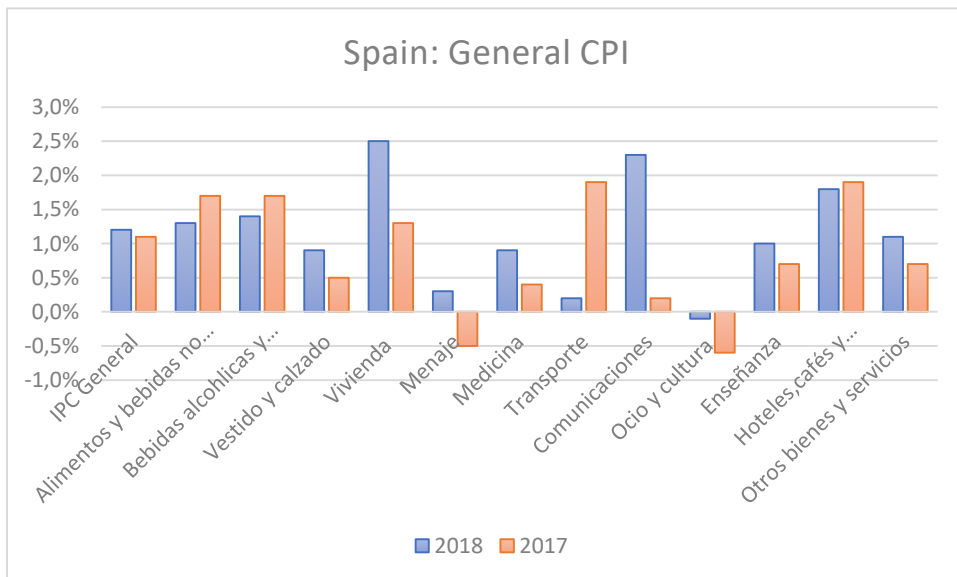
Figure 6: Unemployment in Spain 2018



Source: Own elaboration. Data: INE (2019)

The following image shows the evolution of the Consumer Price Index (CPI) in Spain and the comparison with the previous year. The CPI shows the evolution of the prices of national goods and services in order to determine the extent to which life has become more expensive in a given period of time. It should be noted that the annual variation of the CPI in January has been 1% two tenths below the previous month, accumulated inflation to January 2019 is -1.3%. Only note that the price of communications has had a rise of 0.5% and the item of clothing and footwear has fallen by 15.4%.

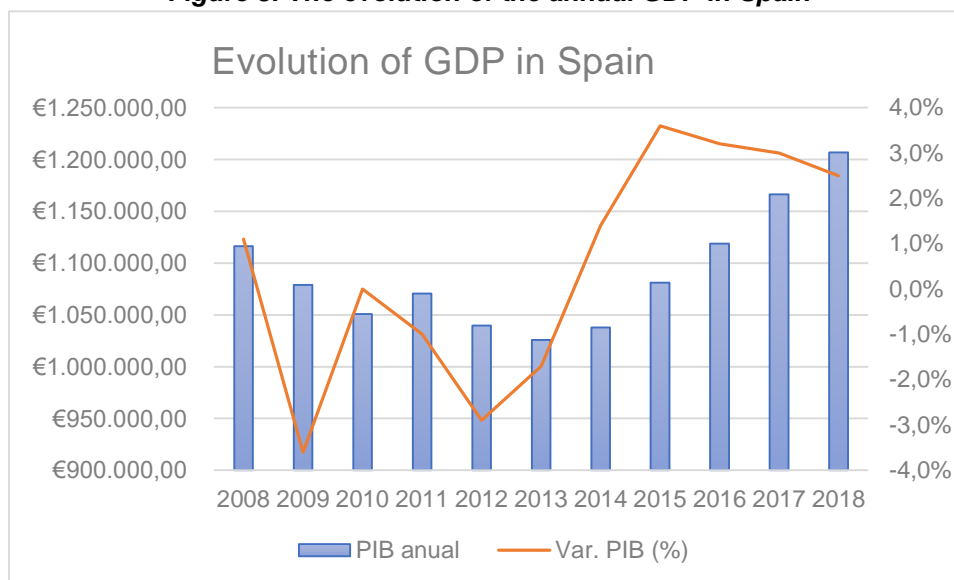
Figure 7: CPI General in Spain



Source: Own elaboration. Data: INE (2019)

Finally, in the economic section we must mention Spain's Gross Domestic Product (GDP) which measures the monetary value of everything produced (final goods and services) in Spain. The GDP in Spain in 2018 grew by 2.5% with respect to the previous year's GDP figure was € 1,206,878 million, and thanks to this Spain ranks 13th out of 196 in the ranking that measures GDP. On the other hand, Spain's GDP per capita ranks 32nd out of 196 countries analysed and its value in 2018 was €25,800, €700 more than the previous year.

Figure 8: The evolution of the annual GDP in Spain



Source: Own elaboration. Data: INE

All this economic situation that the country is going through benefits companies in the gaming sector because with the crisis the number of players has increased, although the amount bet is slightly lower than that bet before the crisis, according to a study that has been carried out this year only 7.9% of people between 18 and 75 years have never bet. This same study states that people with fewer resources are those who bet more both in frequency and quantity and do so motivated by the hope of being able to get out of the situation in which they find themselves or at least improve it, the researchers themselves declare that "The crisis has encouraged people who played very occasionally to play small amounts driven by the desire or illusion of obtaining some prize, big or small, that can solve life or at least alleviate some economic hardship" (Carlos III University Report (UC3M) and Codere, 2018).

3.1.3 Sociocultural factors

The first thing to mention is that Spanish society is more or less equal in terms of gender, 51% of the population are women and 49% men, the average age is 42.9 years and life expectancy that is increasing is almost 82 years. The Spanish population now exceeds 46 million inhabitants, where the vast majority (37.3%) of the population is between 16 and 44 years. Thanks to improvements in living habits and the quality of the health system, the Spanish population not only has a longer life expectancy, but is also of better quality. Spain ranks second, only behind Japan, with higher life expectancy. (El País Report, 2017)

The World Health Organization (WHO, 2010) has been warning Spain of its disastrous demographics for ten years: few people of low age and a large population of high age, which must be maintained, this does not mean that a country cannot have an older population but that the base must be in the young population as these are the ones who with their contributions support the welfare state.

On the other hand, another factor that is affecting Spanish society is the loss of population due to the economic situation of the country, immigrants who came to Spain in search of work are returning to their countries of origin or are going to other countries of the European Union in search of greater employment and economic stability, This is reflected in the loss of population for the sixth consecutive year and in the drop in the birth rate which puts the Spanish demography in serious danger, which according to studies by the National Statistics Institute says that in 2052 the Spanish population will be 10% smaller and will also be a country of older people (37% of the population will be over 64 years old) which would be unsustainable.

The cities are losing population in addition to the loss of the economy of proximity, for example, the city of Seville has lost 13,000 inhabitants in the last 5 years (The newspaper of Seville, 2018), Santander has gone from 184,000 inhabitants to not reach 174,000, Leon has lost almost 9% of its total population in recent years and Cadiz has lost 16% of its population (BBVA Blue Report, 2018).

The crisis has also affected Spanish society as it has led to a widening of the gap between rich and poor, but not only has the crisis aggravated this situation, but during the recovery the data warns that it has favoured the rich four times more than the rest of the population (Oxfam Intermon Report,2017) since right now in Spain 10% of the Spanish population concentrates more than half of the total wealth (53.8%) This report also points out that the

evolution of the distribution of wealth is unfair, since 1% of the richest population in Spain concentrates a quarter of the wealth (25.1%), almost the same as 70% of the population (32.1%). In 2000, 1% accumulated just over 20% of total wealth. Since that year, on the other hand, the poorest 50% in Spain have seen their share of national wealth fall by almost one percentage point, from 10.9% to 10.2%.

The Oxfam Intermon report (2017) also shows that it has taken two years longer for wages to recover than corporate profits and that in 2017 profits already registered almost a 10% increase compared to 2009. This report also draws a conclusion where it says that since 2012 productivity per hour has grown ten times more than the average wage per hour worked.

According to data from the Tax Agency (AEAT, 2017) people who receive higher wages are the most favoured have emerged from both the crisis and recovery, this population that only represents 0.03% earns almost 30 times the average wage of the population, in 2011 was 25.5 times higher.

This evolution of the highest wages contrasts with the evolution of the lowest wages, which between 2008 and 2016 have been reduced by 15%, while the wages corresponding to the section with the highest wages have grown by 15.2% during the reference period (El Diario, 2018).

The tax system also does little to help the situation of disadvantaged families in Spain, as while VAT and personal income tax accounted for 83% of tax revenue, corporate income tax accounted for only 12% of total revenue in 2017, ten times less than in 2007.

For all these reasons, Spain is considered one of the worst countries in redistributing the income of the European Union.

All this situation in which our country finds itself clearly shows why online betting and gaming companies are invoicing more year after year because according to a report prepared by Codere and the Carlos 3 University of Madrid (UC3M ,2017) the market that has grown the most in recent years is sports betting, in such bets the regular public is between 18-45 years rank where a high percentage of Spanish society is concentrated also mention that in that rank there are more men than women and as expected these are the most betting on this modality. The Spanish society is one of the most money spent on sporting events and is considered one of the most passionate about football, in Spain football is culture and is deeply rooted, so it is to be expected that, although income is lower in families, than years

past, Spaniards continue to bet on their favourite team because they are moved by two reasons of weight, confidence in their team and the hope of improving the economic situation in which they are.

On the other hand, the fact that Spanish society has been impoverished has also benefited betting houses since its target audience is the lower middle class, which in recent years has grown ferociously, and it is this that leaves money in such houses in order to improve their current situation.

3.1.4 Technological factor

In recent years, technology has advanced more significantly but also too quickly, all this has led to all companies in all sectors as they can now stay in touch with customers without being face to face, also helps find potential customers through their databases, on the other hand technology helps companies collecting information of all kinds, its customers, suppliers, competitors, creditors involved to be more prepared and thus more competitive.

New technologies and ease of internet access have helped businesses to expand and be released without much effort or much investment in marketing, many of them have succeeded only by social networks which have become popular among companies to reach a younger and less formally public.

In the specific case of betting companies, the technology has served to offer another type of product, which is the online game, which is gaining more followers year after year because it is increasingly easy for a person to have daily Internet either from home via Wi-Fi or from the Smartphone. According to Expansión Journal (2018) 85% of the Spanish population is connected and 60% of the population say they use social networks daily.

Increased penetration of digital technology is due to the lower price that the same has suffered since now buy a smartphone does not mean spend a lot of money have since appeared new companies offering smartphones at very affordable prices that accompanied the release of phone market has made have internet at home is not a luxury but a well affordable for the population.

3.1.5 Ecological Factor

Is public domain the need for the vast majority of countries in improving their system to alleviate the damage caused by climate change, Spain for six years a member of the 195 countries that drafted the agreement in Paris to carry out a new economic model where the environment is respected and growth this based on respect.

Spain is already aware for it is running the new law on climate change and energy transition. In addition, the agreement signed by Spain in Paris has to meet sustainability goals such as reducing emissions by 40%, a decrease in temperature by 2 degrees, the decarbonisation of the economy as it is this which produces 76% of emissions of greenhouse gases. (Paris Agreement, 2016)

On the other hand though Spain ensure that wants to improve the environmental situation has undertaken several actions that cannot see this, as charging an "interest" people who once benefited from the grants and subsidies for change renewable energy, investment that made many people in solar panels for energy savings throughout the years and also contribute to improving the medium is being truncated by the new policies carried out what is causing other individuals and businesses have become discouraged in ecological alternatives.

Big cities are taking steps to reduce pollution in the city and many of them have made in city centres is only pedestrian, but this has not been well received because it has not increased public transport to the problems caused by the measure is counteracted.

3.1.6 Legal Factors

The Spanish legislative framework in the field of gambling is quite complex since it is necessary to take into account 3 different types of rights, private law, public law and autonomous law, so the private gambling sector does not act in a generalized manner in the Spanish territory. It is not the same to have a betting house or a bingo in communities such as Galicia than to have it in the south of Spain, for example in Andalusia, although they have the same facilities and the same level of turnover.

Spain has 17 autonomic regulations for the game and two state regulations which makes, as previously mentioned, that in Spain identical companies are regulated in different ways.

In Spain, the part of the game that is worse with these laws is that of bingo and there is hyper regulation, while other games such as online gambling has achieved a breakthrough

legislative, according to the president of the employer's games (Alejandro Landuce, 2016) With this breakthrough has been achieved that online gambling is the least taxed, the average online taxation in Spain is 10%, in addition to other advantages that online gambling has on the face to face game such as being able to advertise on different Spanish television channels.

This so hard regulation comes from the history of Spain where, until 1977 the game was not considered legal, for that reason what now is tried to obtain is to normalize the game like any other entertainment and for that reason important companies of the sector joined and they took out ahead an employers' association that agglutinates to more than 70% of the market. (Acrismatic Group, Cirsa, Codere, Conei Corporation, D.C. Group. Diaz Carbajosa, Egasa, Orenes Group and Recreativos Franco)

In 2018 in the draft general budget of the state Minister Montoro has affirmed that a reduction of the rate applicable to net income will be carried out, therefore these activities will go from paying 25% to 20% of taxes on gambling activities throughout the Spanish territory.

3.2 Specific Environment

In order to analyse the microenvironment or specific environment we will use Porter's 5 forces as tools, with them we will analyse the negotiating power of both clients and suppliers, the products that can replace the one offered by the analysed company and the entry barriers that exist to conclude with the intensity of the competition that this sector has and in this way draw conclusions to translate them into the commercial strategies that we will carry out to take maximum advantage of the opportunities and address the threats that this generates.

Figure 9: Porter's five forces model



Source: Own elaboration

3.2.1 Bargaining power of costumers

When we talk about the Bargaining power of costumers we are talking about the strength that customers have to change aspects such as price, product quality, sales conditions, improvements in customer service or improvements in service, among others. If the number of clients is low, the power will be high because demand is minimal and therefore companies have to take care of the demand so that it does not go with the competition, also the degree of competition that exists in the market will affect the power of the clients because if there are many substitute products the clients will have more where to choose and therefore more power. In the specific case of the company the negotiating power of the clients is quite low since the demand in this period is very high, although the offer is also very high but even so

the clients do not have any power at the time of establishing the levels of quota that are paid by each bet nor how much is gained by euro bet in the slots or similar since if they change of company these hardly notice it due to that constantly they have new clients.

3.2.2 Bargaining power of suppliers

The bargaining power of suppliers refers to the ability of suppliers to increase the price of the products or services offered without affecting the demand for that product or service, the bargaining power of suppliers depends on several factors such as the size of the market compared to the size of demand, if demand is greater than supply the power of suppliers increases, on the contrary if there are many substitute products in that market the power of suppliers is reduced. Luckia Gaming Group has a network of fixed suppliers this makes the relationships are more stable and secure over time which causes the supplier has almost no bargaining power because the volume of purchase and the loyalty of the company offers discounts and contract improvements and not the other way around, therefore, we can say that the bargaining power held by suppliers of the company is minimal.

3.2.3 Threat of substitute products

Businesses may be affected by substitute products when the product or service offered does not have special characteristics that make customers perceive it as the best option. We consider a substitute product of another when it covers the same needs but they do not share the same properties or characteristics. The threat will be greater when the customer only perceives a difference between the products for the price as it will keep the lowest cost because it does not perceive any specific advantage from one product to another. The threat also increases if the company is easy to change or switch.

From what has been said before, we can conclude that the company analysed is very affected by substitute products due to the fact that today there is a large network of gaming halls, sports betting, casinos, games of chance (the ONCE) that can cover the needs of customers who bet with Luckia Gaming Group, in addition to this the threat is aggravated by the lack of differentiation that exists in the gaming sector.

3.2.4 Threat of new entrants

The intensity of the threat of entry of new competitors into the sector will depend on the entry barriers that the sector has for new entrepreneurs who want to develop their activity.

3.2.4.1 Legal Barriers

To open a gambling hall or a casino there are many legal guidelines, starting with a petition to the Autonomous Administration of State Monopolies to obtain a concession in addition to a public security license that must be requested at the police headquarters of the community in which you want to open the business, this procedure usually takes between 60 and 90 days, also the applicant of such procedures cannot have a record because if he is not denied the license immediately. On the other hand, the authorization of the establishments to carry out the practice of games and bets have a limited duration, being able to be renewed provided that, when it is desired to renew all the requirements are fulfilled. On the side of propaganda and publicity the sector of the game also has limitations and the law marks that this publicity besides needing an administrative authorization to know if it fulfils the conditions that each CCAA demands, this publicity must not incite or stimulate to the practice of games or bets, the publicity can only have informative character. There are also barriers when choosing where to place the business due to the fact that by law it is forbidden to place it in areas where there is soon a school or a centre of attention to minors, this prohibition also includes bars or leisure establishments that have gaming machines but this is not their core activity. (Chamber of Commerce business start-up service, 2015),

In addition to all of the above, each Autonomous Community will have specifications that will be necessary for the opening or maintenance of the business.

3.2.4.2 Investment Barriers

These barriers are the most important since any new company in the sector needs a large investment due to the fact that the gaming sector has very high outlays at the beginning, since it must have a very high capital because the furniture needed to start has a high cost, such as large screens to see all the sports that can be bet on, a local, gaming machines, staff, a network of both fibre and TV, an analysis to be able to strategically locate the local, liquid money for the winners of the bets or for the winners of the slot machines, a mandatory minimum deposit.

3.2.4.3 Lack of experience

One of the advantages that entrepreneurs who are already in the sector have is that they know by experience how everything works, how competition is, what intensity it has, which are the strongest, which suppliers offer the best conditions, which type of customers you want to attract and how to do it, the laws they must follow and which can be used in their favour, but also has advantages such as knowing how to solve problems with customers more quickly and effectively because experience has made them know how to act. The lack of experience is also reflected in the quality of service you are able to offer due to the knowledge and skills your employees have. In addition to all of the above, each Autonomous Community will have specifications that will be necessary for the opening or maintenance of the business.

3.2.4.4 Scale economics

This entry barrier can be avoided by opening a franchised games room instead of your own as the betting machines, slot machines, furniture, local would have a much lower price if we have bargaining power because the volume of purchases is higher, but if we only want to open a games room we would have to bear very high prices because we cannot apply any kind of rapport, on the other hand by not knowing the supplier this will ask for many more guarantees than if it is a supplier who already maintains a stable relationship

3.2.5 Rivalry between competitors

Below is a summary table of the previous sections so that, based on this, we can conclude the intensity of competition in this sector.

Figure 10: Summary table

	High	Low
Threat of substitute products	X	
Bargaining power of costumers		X
Bargaining power of suppliers		X
Threat of new entrants	X	
Rivaly between competitors	X	

Source: Own elaboration

In Spain this sector is one of the most competitive and there are many companies that are dedicated to the gaming sector because it is a very attractive sector because it is one of the least adversely affected has emerged from the crisis period, also the service offered is not one that differs from what offered by their competitors and all betting houses usually have a very similar winning share so the competition is greater, another factor that in this case makes the intensity of competition is the ease with which all companies in the gaming sector open their business online 24 hours seven days a week, on the other hand, the entry barriers that this sector has slows down a little competition as these barriers put limits on the entry of competitors.

For all the above it can be concluded that the intensity of competition is high, but not as much as it would be if the entry barriers were not so strong, because there are various services that can replace ours, there are many companies that offer the same service, our service does not differ from the competition because it is a very homogeneous sector.

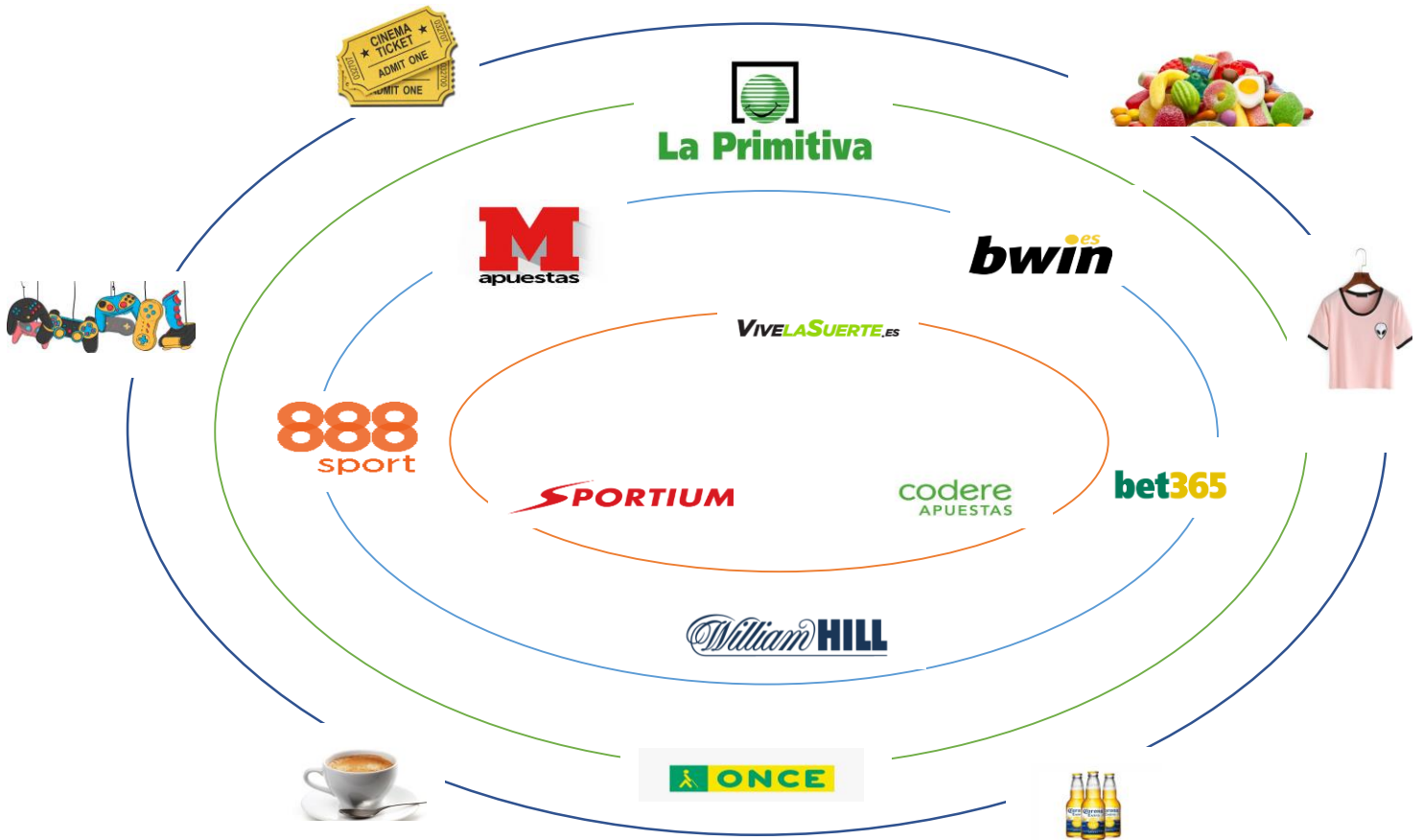
3.3 Competence Analysis

3.3.1 Levels of competence

It is important to know the competition that exists in the market so that the company can carry out the necessary actions to satisfy customers better than competitors. Luckia Gaming Group has a strong competition so it is necessary to analyse its most direct competitors. In the following image we can distinguish four levels of competition, analysing all these levels we will be able to conclude which are the competitors, but not only those

that compete directly but to all the competition that can offer the same service or another service that can cover the same need that the analysed company.

Figure 11: Levels of competence



Source: Own elaboration

In the first level we find the competition "in the form of a product" is the narrowest level and is where the most intense competition occurs because at this level are the companies that compete with a product that offers the same attributes and is also aimed at the same target audience or market segment, the competition of this first level is very restrictive and also does not show a vision of real competition that faces the company. As we can see in the previous image in this level we find companies like Codere, Sportium and Vive la suerte.

To continue with the analysis of the levels of competition, the second level is the competition in "product category" at this level the competition offers a product similar to that offered by Luckia Gaming Group, but with different attributes. As we can see in the previous image at this level are companies like Marca apuestas, William Hill, Bet365, 888 sport or Bwin, these companies are dedicated to sports betting and gambling with the difference that only operate online so they are at this level and not in the first because they offer the same product, but with other attributes.

In the third level we find the competition in "product category", in this level the competition that we find are the products that can replace us, that is to say, products that cover the same need that the product that offers the analysed company, but without having the same attributes. This competition is defined by analysing the competition beyond the company, taking into account the benefits that the substitute product brings to the consumer. In the case of Luckia Gaming Group the competition that has at this level are all companies that cover the need to "bet" as we see in image 12 LA ONCE would be the company that is at this level of competition with all its games, primitive, bonoloto, scratches, lottery among others.

The last level of competition is the competition in "form of budget" this competition is in every market and not only must think of companies that offer similar products or cover the same need must also take into account that the budget of consumers is limited and therefore, to determine competitors at this level, we must consider competition to all companies that offer their product in the same price range. At this level we find competition such as going to the movies, buying clothes, going out for a drink or even buying a video game. The budget comparison has been made with the average bets per person in Spain, almost 25€ per month according to the online newspaper La Información (2016).

3.3.2 Major Competence

In the gaming sector competition is very important because it is a sector that over the years has grown both in demand and supply that has made Luckia Gaming Group carry out different actions to differentiate itself from the competition, for example the company has opted for minority sports such as beach volleyball or even horse racing online without neglecting the important sports in betting such as football or basketball, another action that has led to differentiate itself from its competition are the welcome bonuses offered, the highest in the market both online and in their physical casinos. All competitors are important

because the demand they cover will not generate profit, but in this section the competitors we will analyze are those who compete in the market in "product form" because they are the competitors who offer the same product as the company analysed.

According to a study carried out by apuestasdeportivas24.com and apuestasonline.net (2018), these are the companies that stand out the most in the sector and therefore generate the most competition.

- **Codere:** This company is a strong competitor and not only for the good offer of services it can offer but also for its years of experience in the sector, since 1980, this company has loyalty to the vast majority of its customers, but also has loyalty to its partners and owners of salons that are not their own and this gives a competitive advantage over other companies operating in the same market. Codere is also the company with the most gaming machines in Spain due to the fact that it is the number one manufacturer of these machines in the country. Codere also competes with its products online and although the first thing it did was to stand out from the big online companies (William Hill, 888, Marca...) and offer what they can't, Codere offers its customers the proximity of its halls, but with the advantage that you can play where and when the customer wants, but also with an advantage, winning customers can collect their bets both personally and in the online account.

Codere is the first Spanish company that obtained the license to operate legally in the country, the company started as a machine operator and now also has gaming rooms, betting points not only in national territory, but is also present in different Latin American countries. Codere has also achieved a corporate image due to the time it has been in the sector, but also because it is a company that knows how to use sport as a way of approaching its customers, is an official sponsor of Real Madrid, NBA Mexico and uses people as "ambassadors" to further associate the brand to sport. In the following image we can see the business areas in which this company developed its activity.

Figure 12: Áreas de negocio Codere



Source: website gupocodere.com

As you can see the business areas of this company and the one under study are very similar, The Codere Group has its own racetracks and Luckia Gaming Group does not this is a clear advantage that this group has over the company under study as it only broadcasts this sport.

Sports betting: The Codere Group has 7,659 betting points in 2018 in addition to offering this service also offers the "how to do" (know-how) for its partners and employees in their own salons. The group has been in this business area for more than 20 years, since in 1998 it started with the betting business in Mexico, driven by the partners it had in that country. It then expanded to Brazil (2006) and in Spain until 2008 it did not have a betting license, but it was still the first company to open an on-site betting room in the country and now has more than 2000 rooms in the provinces regulated for sports betting. In the markets of Panama and Uruguay, the betting rooms are linked to the management of the Presidente Remón (Panama) and the Hipódromo Nacional de Maroñas (Uruguay) racetracks.

Racetracks: The Codere Group has managed to manage all or part of the racetracks with the help of the Rioplatense equestrian centre; this has been achieved thanks to the fact that Codere has been in the sector for many years and in the 90's the recession of this sport led the company to see a market niche to cover. This business has evolved over the years and now the model they follow is Racino, ie the combination of horse racing and casino so that you can finance one activity with the other. The racetracks of Panama, Uruguay and Mexico belong to the International Federation of Equestrian Authorities (IFHA), this organization is well known due to the international prestige it has for the improvements and regulations it has implemented in this activity.

Gaming Rooms: These gaming rooms are places of leisure and entertainment where the customer can bet on different types of game where if winning the prize is immediate, in these gaming rooms also the customer can carry out their sports bets and in some cases also within these rooms there are bingos and casinos.

This company is a world reference operator in this activity because it has many years of experience and also many businesses with this activity both own and partners. The Codere Group currently has 148 gaming rooms in all the countries where it operates.

Gaming terminals: This is the business with which Codere Group began in the gaming sector over the years to its main activity has been integrated with other different that are currently the main. The Group currently has more than 57,130 gaming terminals in Mexico, Spain, Colombia, Italy, Argentina, Panama and Uruguay. Recreational machines can be found in different places of leisure such as our own game rooms or those of members, bingos, racetracks or hotel and catering establishments where this activity is permitted.

Online gaming: This is the game where the group has the least experience since only 4 years ago has the license to operate in the online market, because until then no licenses were granted. The Group continues to open market in this activity is also training its staff by offering advice and digital development in markets that are gradually being regulated in online gaming.

Codere has a very intuitive and interactive website to offer a customer service very similar to that offered in their lounges, also has advantages to play from home as welcome bonuses.

Currently, the license that Codere Group has is both for online sports betting and slots.




Sportium: It is the betting house with more recognition in Spain, and not by the years that it has been in the sector since it is relatively young. Sportium was created in 2007 after the union of two greats of gambling and chance, Cirsa España and Ladbrokes of Great Britain. This union obtained a better result than expected and Sportium came to be considered as a Spanish version of the great British betting house. In 2013 Sportium obtained the license to operate legally on the Internet in Spain.

The recognition that has been gained in the gaming sector is due to the dedication and involvement that this bookmaker has with the sport, Sportium is the official

sponsor of the Santander League and the League 1 2 3 this is no coincidence, this is a purpose marked with clear objectives that were to increase the number of customers and the amount of these bets and as previously commented the leading sport in Spain is football. In addition to these sponsorships has also been able to use big stars to give more credibility to its brand and reach the largest number of potential customers, Iker Casillas or who was the coach of Olympique de Marseille Michel have been the ambassadors of the brand.

The betting house Sportium has its own channel, SportiumTV, where it offers its clients the chance to watch live matches of Basketball (NBA), football (all the Spanish football divisions, the Italian A series and the Copa Libertadores) as well as tennis. This company carries out its business both online and offline, i.e. in person at its betting houses and via the internet, both via its website and app. The variety of products offered is infinite, online has more than 100 different machines and games where more than a score has accumulated jackpot, but Sportium also offers the possibility of playing in demo version to many of them with this aim that undecided customers try their product and thus lose the fear and start betting. The following shows which are the most popular games of this betting house in its online version.

Figure 13: The most popular games of Sportium

Los juegos más populares en Sportium		
		
Tragaperras (119)	Ruleta (11)	Blackjack (13)
Jackpot Giant	Europea	Cashback
Man of Steel	Francesa	Perfect Blackjack
Pantera Rosa	Multijugador	Surrender
The Incredible Hulk	Americana	Americano
Football Legends	en Vivo	Super 21
Lotto Madness	Premium	Lucky Lucky

Source: website Sportium

As you can see the most popular games are the so-called slots where the offer offered by Sportium is one of the most varied of the market with 119 types of slot games, followed by the roulette that has 11 different games where the European-French, the American, and the live platform that is considered as one of the best in the country, and finally Blackjack in its different variants.

In the online variant Sportium has a customer service that should be mentioned, if the customer has a problem can contact directly with a Sportium operator directly from the page through a chat that is fast and efficient, also has a phone number that is available 365 days a year 18h a day, but if the customer does not want to wait on the phone the company has implemented call back, where the operator is put in direct contact via telephone with the customer to resolve their doubts or complaints. On the other hand, but also referring to the online business Sportium offers the Sportium Fantasy in two sports, Sportium Fantasy Basketball where you can bet on the NBA (National Basketball Assotation), Europaleague and league ACB or Sportium Fantasy Football where you can bet on both the UEFA (Union of European Football Associations) in its modalities Europaleague and Championsleague, The Santander League and the Premier League, this modality is carried out by choosing both teams and real players and depending on the performance of that team and the lineup chosen will depend on the benefit obtained is the only way in Spain to earn real money in this mode of play. You can also make bets on horse racing, futsal, tennis in all its variants and volleyball.

Sportium is certified by associations such as lugar Bien, Juego Seguro, Jugadores Anónimos and Vida sin Juego, which shows their interest in the game under control and their concern for controlling the age of the players.

On the other hand, Sportium also has betting rooms to be more specific the company has more than 3,000 points of sale throughout the Spanish territory both its own and partners who are fully dedicated to sports betting, these rooms have everything necessary for the activity is developed in the most effective way to get the customer to repeat the experience. All the terminals in the Sportium lounges are self-service tactile. In addition, Sportium has put a lot of effort into making these machines fast, easy to operate and intuitive so that the most adult players can also bet without any kind of problem.

These rooms also have giant screens where you can follow live the most important sports of the day and in which you can bet, also has screens that show all the quotas available at all times. These rooms also have detailed information, statistics, to help the customer when it comes to betting.

- **Vive la suerte:** This company has more than 40 years of experience in the gambling sector, but it was not until 2017 that it obtained the license to be able to operate online and be able to open its live rooms under its new brand Vive la suerte. The company is based in Murcia and is a company with great growth potential, is expanding throughout the Spanish territory and now operates in Murcia, Valencia, Catalonia, Andalusia, Balearic Islands, A Coruña, La Rioja, Ciudad Real, Cuenca, Madrid.

Being a company with few years in the sector, although backed by one of the oldest operating in the territory, have had to publicize their brand and have used sponsors, such as the Murcia Football Club, is the betting house of Cadiz CF, Extremadura UD, Elche CF, Pontevedra CF, Hercules Alicante CF and Albacete Balompié.

Below, you can watch the most popular games of Vive la suerte online.

Figure 14: The most popular games of Vive la Suerte.

Los juegos más populares en Vive la Suerte		
		
Tragaperras (50)	Ruleta(7)	Blackjack (4)
Starburst	Ruleta Vertical	Multimano
Motörhead	Europea VIP	VIP
Citarcus	en Vivo	Multimhand Oro
Mojo Spin	en Vivo (automática)	Atlantic City
Invisible man	Americana	—
Steamtower	Multirueda	—

Source: website of Vivelasuerte

The offer of Vive la suerte is much lower in variety of games compared to other companies that are considered major competitors for Luckia Gaming Group, but this company is making a great effort to make this offer ever greater and is what it has achieved in the section of slots where it offers 50 different types of games of this type, half that Luckia Gaming Group but more than other online bookmakers, Vive la

suerte has integrated a new modality in all its games and is the free trial, that is, before betting with money the less experienced players can try their luck with the demo versions.

It also has online roulette, only seven, which are few, but have an advantage over their competitors, has integrated the VIP Vertical Roulette, Live Roulette and Live automatic games that attract many followers, in this section Luckia Gaming Group only offers three different types of roulette.

Viva la suerte offers 4 different types of tables from Black Jack, Multigame, VIP, Multimhand Oro, Atlantic City for the tables this company has added a trial mode that deals with a free invitation, a real bonus of money, so that customers become familiar with these games and later it is easier to open a customer account, this has allowed this company, although small has grown and improved its presence in Spain.

In the part of sports betting is improving every day, but compared to other strong companies in the sector the markets offered are few, because it is true that this company offers major markets such as double chance, winner without tie, both teams score, only one team, total goals or Asian handicap, but lack others that are in high demand in competition such as markets that are related to match cards, players who score goals, minute of goals, number of corners or number of fouls.

This page has a limit that does not present the website of Luckia and is that in Viva la suerte can only register players residing and domiciled in Spain.

In the physical part of Viva la suerte, i.e. offline, has a wide network of physical terminals to carry out sports betting, more than 1500 machines distributed by the most important Spanish autonomous communities, Viva la suerte has invested a lot in R+D+i so it offers the most competitive terminals in the market with the latest technology and in constant evolution. This company also has more than 350 own gaming rooms and more than 400 hotels and catering establishments, in the Spanish territory, which have a betting machine of this company. This company stands out in its personal premises with its great closeness, customer service and for its particular and unique betting system. In the physical points the client can bet on a wide variety of sports such as basketball, football, tennis, greyhounds and horses.

3.4 Market Analysis

After analysing the microenvironment and the macro environment, a specific analysis of the sector must be carried out in order to know if this is viable or not, so that the company can have an idea of the factors that can influence and that probabilities of change this sector has for those same factors. This market study will be carried out on the basis of "The annual report of the gaming sector" which is carried out by the Directorate General for Gaming Management (DGOJ,2018), supplemented with information from Jugar Bien, Ministry of Finance and Europapress (2019).

3.4.1 Sector Analysis

Next, we are going to analyze how the gaming sector has developed and thus analyze its growth over the years and whether this sector continues to be so profitable for start-ups.

This analysis will be carried out in two parts, the analysis of the in-person gaming sector and the online gaming sector as the latter has had a very marked growth over the last few years.

The online gaming sector has entered 30% more than the previous year (2017) and this year its figure was 17,349 million euros (Ministry of Finance, 2019).

Figure 15: Annual Variation (millions €)



Source: Own elaboration. Data: Ordenación del juego.es

As can be seen in the graph above the Gross Gaming Revenue (GGR), is the indicator of business viability and is calculated with all the money bet on this sector and deducting the prizes satisfied by the operator to the customer, is 699 million euros more than 25% than the previous year so it can be said that the viability of the business is good, stable and also rising. It is also worth mentioning that the new deposits made to your gaming account in 2018 are more than two and a half million, which means a variation in deposits of 53.5%, as can be seen in the following table based on the data from the gaming order (2019).

Figure 16: Variación (%) anual sector juego online

Año	2015	2016	2017	2018
Deposito	31,86%	39,25%	40,57%	53,50%
GGR	25,43%	34,38%	30,79%	25,48%
Marketing	17,50%	68,34%	-1,87%	48,00%
Retiradas	35,76%	41,38%	43,03%	67,01%

Source: Own elaboration. Data: Ordenación del juego.es

Withdrawals, which are the total amount of withdrawals made by players from their game account during that period, have also increased this year's variation by more than 67%.

The online game has allocated 328,511,519 € to marketing, that is, to campaigns that attract new players, promotions or sponsorships that have a positive impact on your trading account. This is 48% more than last year because many autonomous communities are allowing advertising to this sector. Of these 328 million euros, 39 million have been invested in affiliations, 13.4 million in sponsorships, 116 million in promotions and the largest item to advertising with 168.1 million of total marketing expenditure (europapress,2019).

All this can be seen visually in the following graph where it can be seen that the item of marketing has increased over the years, less in 2017 than even that were allocated more than 220 million euros the variation was negative because it was invested less than the previous year (2016).

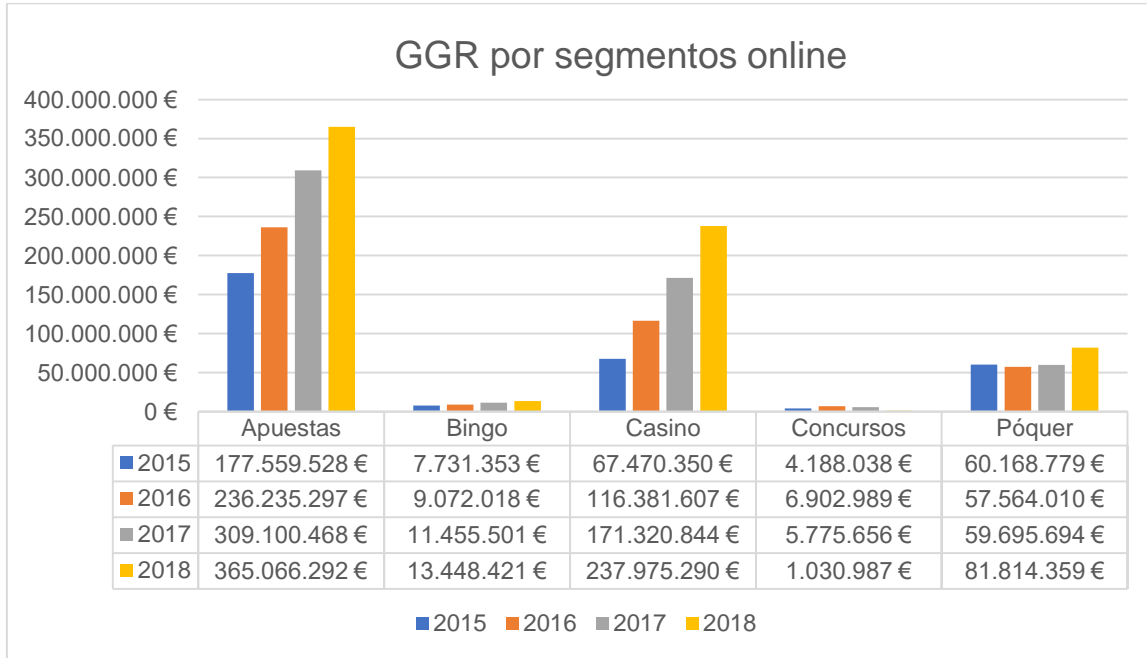
Figure 16: Annual Variation (%) online game



Source: Own elaboration. Data: Ordenación del juego.es (2018)

To go into more depth, we comment that the increase that has had the online game, 30% more than the previous year, we see that is due to an increase in several games. Of the almost 700 million (GGR) that the online gaming sector obtained 365.1 million are only sports bets which means that more than half of the income comes from that game (52.2%), the next big game with 237.9 million is the Casino which accounts for 34.03% of the GGR, 81.8 million pokers and 13.4 million bingo which represents respectively 11.7% and 0.15% of the total income that the sector has obtained online.

Figure 17: GGR segments (millions €)



Source: Own elaboration. Data: Ordenacióndeljuego.es (2018)

The bets have experienced a growth rate of 18% more than last year (2017), this is mainly due to sports bets which increased by almost 25% over the previous year and account for 48% of total bets.

The casino is the game that more variation, has had exactly 38.91% and represents 34.03% of the quota of GGR, in the following table you can see the quotas that represent each game of the total of the GGR.

Figure 18: Evolution of share (%) GGR online by segment

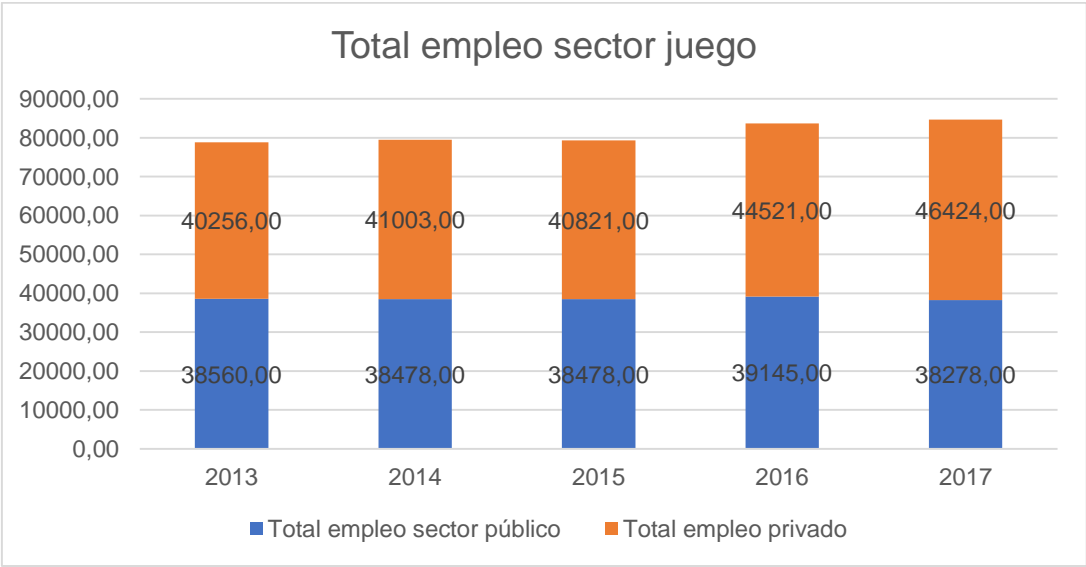
Año	2015	2016	2017	2018
Apuestas	55,99%	55,43%	55,46%	52,20%
Bingo	2,44%	2,13%	2,06%	1,92%
Casino	21,28%	27,31%	30,74%	34,03%
Concursos	1,32%	1,62%	1,04%	0,15%
Póquer	18,98%	13,51%	10,71%	11,70%

Source: Own elaboration. Data: Ordenacióndeljuego.es

In order to deepen in the sector of the presential game we will base ourselves on the barometer of the game halls (2018) that I carry out the Spanish Association of Businessmen of Salons of Games and Recreation (ANESAR), in the data of the Spanish market of the game facilitated by the Ministry of Treasury and to playbien.es (2019) and in the yearbook of the game in Spain (2018) carried out by Codere.

In Spain there are more than 3100 salons and more than 600 different companies of which only three of them have more than 100 salons, four companies have between 51 and 100 salons, 22 companies in the sector have between 10 and 50 salons and the rest of the companies have less than 10 own salons (ANESAR,2018) from this information we can conclude that the companies in the sector are rather small companies and that most of the power falls on the large ones, this sector is not a homogeneous sector there are companies that invoice thousands of euros per year and in return there are Groups (Cirsa, Codere, Luckia Gaming Group, Grupo Orenes) that invoice millions of euros per year.

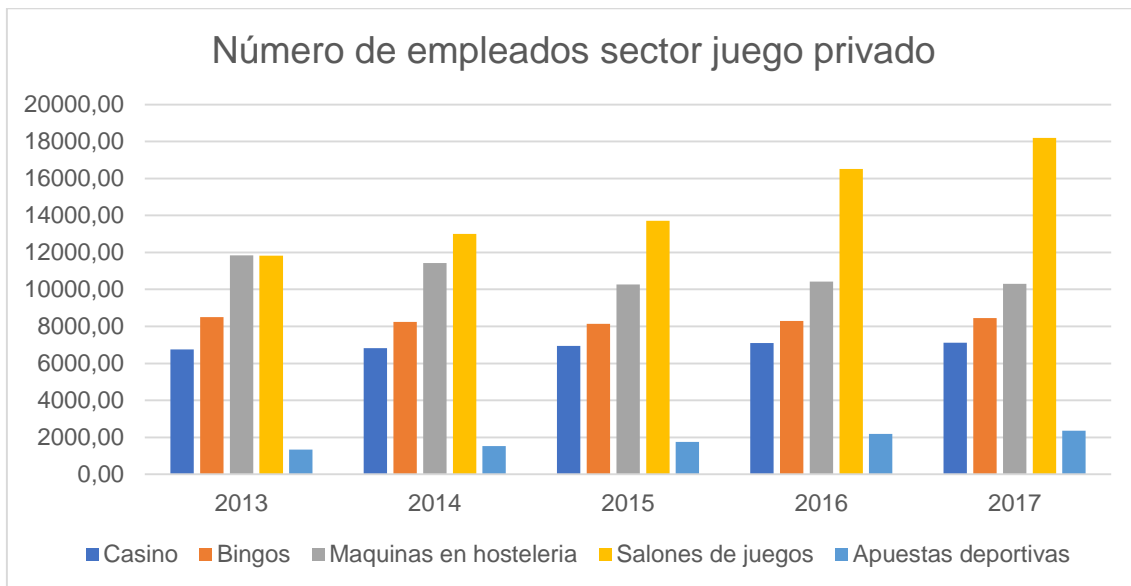
Figure 19: Total number of jobs in the gaming sector



Source: Own elaboration. Data: Anuario del juego en España (2018)

As we can see in the graph above the jobs in the private gaming sector is higher in all years shown, since 2013 the public sector instead of creating jobs has been reducing them to be exact the public or parapublic sector has lost a total of 282 jobs, in return the private sector has been growing and gaining importance in the gaming sector and has generated more than 6000 jobs in the period indicated (Anuario del juego en España, 2018).

Figure 20: Total number of employees in the private sector



Source: Own elaboration. Data: Anuario del juego en España (2018)

The private gaming sector is the one that has shown strong growth in recent years, currently the private gaming sector employs with direct work more than 84,000 people, so it is important to study which segments are those that have led to such growth. As shown in figure 20, the game halls are the ones that have generated more jobs and with a growing trend in all the years studied at the end of 2017 this segment had 18,200 direct jobs, the same happens with sports bets that, although employability is lower is also a game that is booming and in all the years studied has increased the number of jobs, since 2013 has generated more than 1,000 new direct jobs. The machines in catering have lost more than 1,000 direct jobs, but according to ANESAR estimate (2018) the private gaming sector generates more than 64,000 jobs indirectly.

The private gaming sector has earned more than a quarter of its turnover, not its profits, for the Spanish coffers in the form of taxes. These private companies have entered 1093.8 million euros in autonomous taxes, and the state has entered in the form of taxes due to the law 13/2011 113.8 million from taxes to the gambling sector in addition to 52.9 million in taxes to the online game (Anuario del juego en España, 2018)

The number of monthly active accounts rose to more than 800,000 which translates into an increase of almost 30% over the previous year, the average of new monthly accounts was

more than 250,000 new users, all this has led to an increase in the number of active players by 5.24% over the previous year. With all the previous data and the more or less constant growth that the gaming sector has experienced, the big businessmen and directors of gaming halls are quite positive and they consider that the sector will have a sustained growth but that it is necessary to take care of the saturation of this market (José Vall, president ANESAR, 2018).

In conclusion, it is not risky to say that the gaming sector will continue to grow as this year has increased almost 7% in face-to-face gambling and 30% online gambling, in addition to all the information provided by the regulatory bodies of the game applications for new licenses do not decrease.

3.4.2 Análisis del consumidor

In this section we will analyze the potential consumer of this type of products, for it we will analyze who buys, when it does it and with what motivation. This analysis will be based on a study called "The profile of the current and future player" (2018) carried out by the University of Nottingham (Prof. Mark Griffiths, International Gaming Research Unit), Stockton University (Lloyd D. Levenson, Institute of Gaming Hospitality and Tourism) as well as the online player's annual report (2018) provided by Dirección General de Ordenación del Juego (DGOJ) which will help us to know what the type of online consumer is like, the average expenditure made and the average level of activity.

According to Eduardo Morales, iGamingCo, (2018) some do it to show how good they are by predicting, others because they are superstitious, others because they are looking for entertainment, others because they hope their economic situation will improve. Once determined because consumers bet, the most common profiles have to be explained.

.According to iGamingCo (2018) 5 types of profiles can be distinguished.

- The first is the "Adventurer" this is the catchiest profile, speaking from the point of view of addiction, as it fears nothing, tries new games and uses all its possibilities, betting does not mean for this player any risk to the contrary what he feels is satisfaction of discovering new games.

- Competitive this is the second profile, for this player the important thing to win for it does not like the risk of trying new things, he always bets on the same games that are in which he has more knowledge to see to his closest circle the capacity that he has in this area.

- Strategist this player does not let his results come given by the tsar or bet randomly, this player thinks, meditates and implements a plan with a clear strategy to bet, this player profile is given in people who are perfectionist and meticulous in all areas of their daily lives.

- The fourth profile is one of the most booming is the so-called "Friend" is a consumer who had never bet and had not even thought about doing so, but by his closest circle does so because in his group is something increasingly common. It's just another way to hang out and share moments. That's why these people suddenly become gambling experts.

- Superstitious: For this player everything depends on luck and many times he bases his luck on rituals or routines that have given him luck once, such as always wearing a specific garment, or not betting on rainy days, betting on the same numbers, amulets ... are examples in which a superstitious player would base his bet.

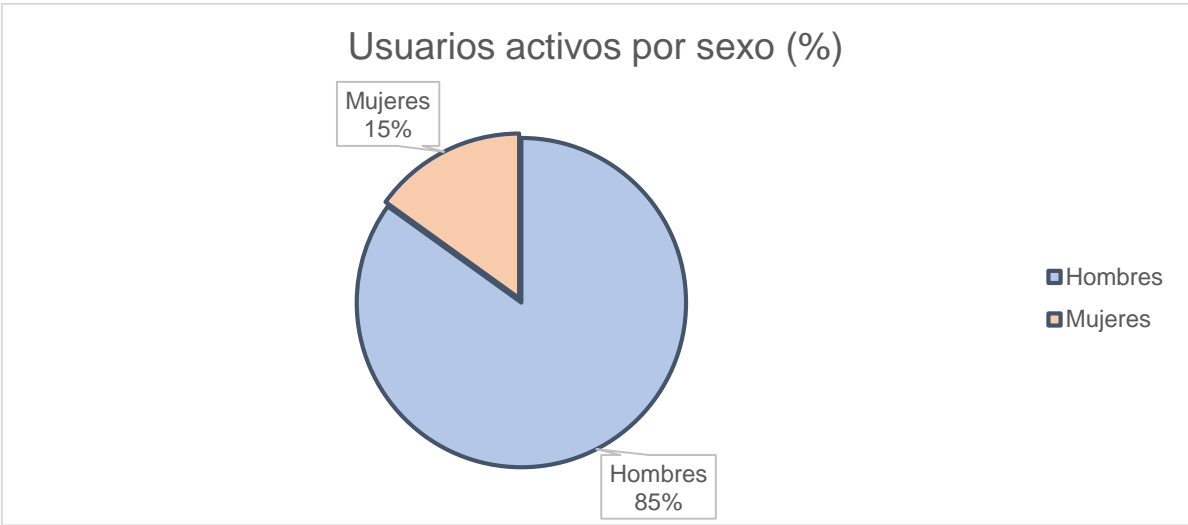
As is to be expected, the profile of the offline player differs from the online player, the traditional or offline player is an adult male over 40 years old and who has always had a predisposition to the traditional game, bingo, casino, poker, slot machines among others... This consumer is more traditional and values the added services more since betting is always going to bet, values closeness and "gifts", with the traditional player companies can get the most out of their marketing campaigns.

Next, we will analyse who plays, what they play and how much they play, so that we can conclude with the exact online player profile. All this can be done thanks to data from the Internal Control System (ICS) of authorized online game operators and qualitative information from the DGOJ.

The first comment is that the number of active online users amounts to 1,394,949 million unique users, ie if the user is in more than one company with the same name and NIF is counted as a single user. Of this total (1,394,949) only 15% are women (210,174) and 85% are men (1,184,775).

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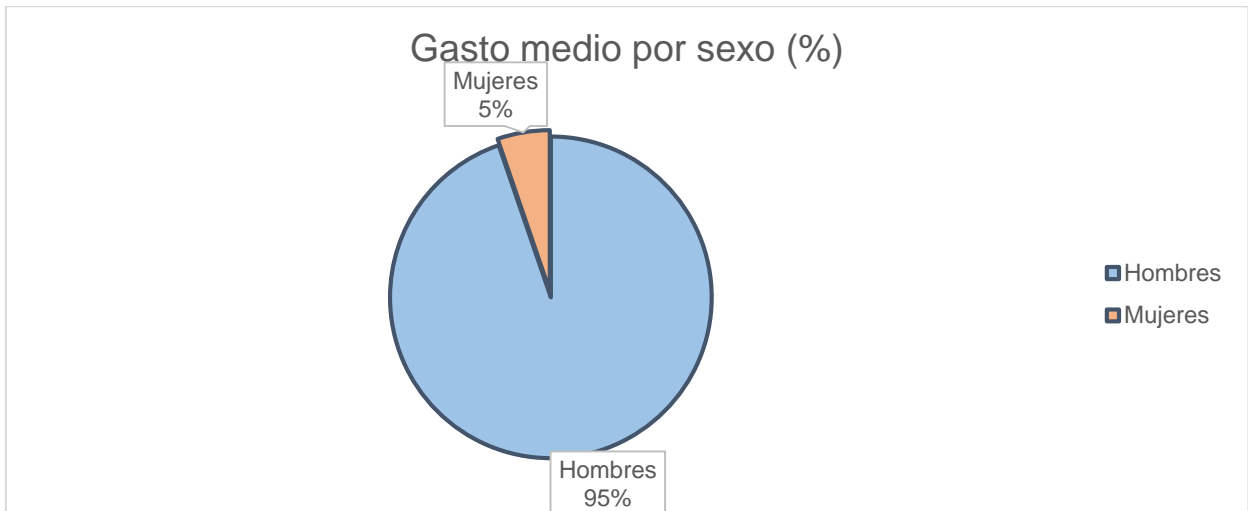
Figure 21: Actives usurious (%)



Source: Own elaboration. Data: Ordenación del juego.es (2019)

Men spend on average much more than women as we see in the graph below where of the total bet online, 17,349 million euros (Ministerio de Hacienda, 2019), 94.74% is bet by men and only 5.26% of total money bet women.

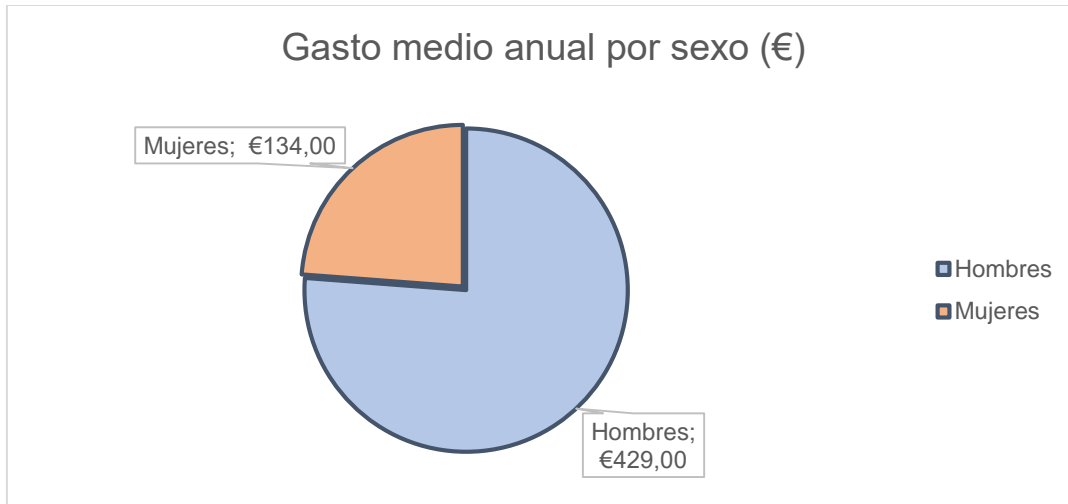
Figure 22: Average expenditure (%)



Source: Own elaboration. Data: Ordenación del juego.es (2019)

According to "Informe del jugador online" (DGOJ, 2018) the average spending of users also depends on sex, women bet much less than men to be exact women bet an average of €134 per year while men bet more than €400 per year. It is also important to note that the variation in spending from one year to another (2017/2018), this variation has been significant in women as this year women have bet almost twice as much as the following year (Annual variation 52.88%).

Figure 23: Average annual expenditure (€)



Source: Own elaboration. Data: Ordenación del juego.es (2019)

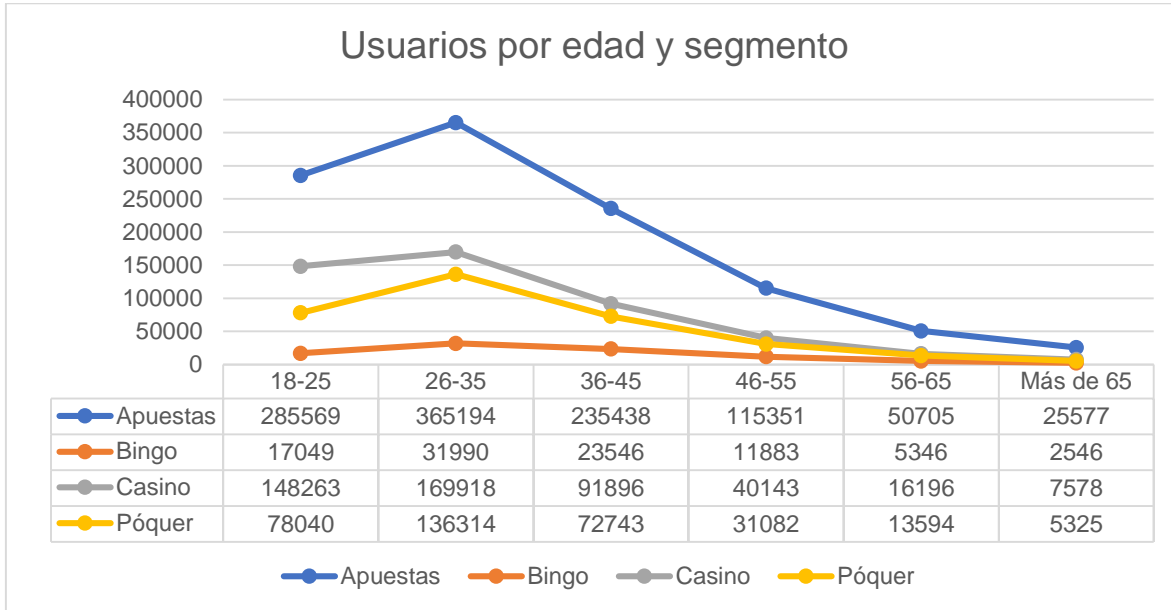
The average monthly number of active users is 523,869 and the average time they remain active is 4.51 months, 34.36% of the total number of users more or less are active during a month. (DGOJ,2018)

In order to answer the question "What do you play?" we will base ourselves on the following graph which is based on the data of the DGOJ,2018.

As you can see the highest level bet is the age range of 26-35 years because that is when the person has greater economic flexibility you have. As the graph also shows, the segment with the highest number of active users is betting. In all age ranges, the casino follows that in the first two age blocks (18-25 26-36 years old) is higher than the other segments but then (36-45 years old) is equal to poker. Bingo is the last if the number of users refers, but unlike the other segments, it is relatively stable in all age brackets.

According to data from the "Informe del Jugador Online" conducted by the DGOJ,2018 the vast majority, almost 68%, played only one segment, the segment with the most exclusive participants, is gambling

Figure 24: Number of users by segment and age



Source: Own elaboration. Data: Ordenación del juego.es

The next thing to look at is How much do they play?

The average expenditure as previously mentioned is 134€ per year for women and 429€ per year for men, but now what we are talking about is the average expenditure of a regular user for it we are also based on the data from the "Informe del Jugador Online" made by the DGOJ, 2018 which states that this expenditure amounts to 384€ per year, 32€ per month and a weekly average of 7.39€. Speaking of age brackets, the one that bets the most with 593€ per year is in the 36-45 years old bracket and the lowest 220€ per year in the 18-25 years old bracket, this is something to expect since the population between 18 and 25 years old are not people with a stable income or with a surplus of money at the end of the month.

To finish, to comment that 30% of the users who bet obtain net income, for the 5% of the active users the net prizes are superior to 331€ annual, 35% of the users realizes a net cat inferior to 100€.

4. ANÁLISIS DAFO

Next, we will conduct a SWOT analysis to understand the strengths and weaknesses that Luckia Gaming Group has about its competitors and the opportunities and threats that arise in the sector where it operates. On the conclusions obtained in this analysis we will base our strategies so that they are adequate and manage to strengthen the strengths and opportunities and minimize the effects of the threats and weaknesses.

- **Strengths:** The company has more than 2500 people on the staff who are carefully selected so that they can offer an adequate service, in addition Luckia Gaming Group conducts extensive training so that each of its employees is aware of news, promotions and service improvements that must offer the end customer, the company is one of the best welcome quota has offered (up to 120 €) of the market for customers who enter new to its online gaming service, the game also offers a careful and preferential treatment to customers vip these customers have at their disposal 24h to an agent who will solve all your doubts and also study each case for itself to be able to offer the best quota and the best promotion. This closeness is also offered in each of its halls where workers are all trained to establish a stable relationship a closeness that will allow the company that customers are loyal in less time. Another strength of the entity is the ability to adapt and flexibility it has because it operates in different countries with completely different cultures which has allowed it to have experience in managing differences and the ability to standardize all the rules and how to make the company. Loyalty goes beyond the customers, Luckia Gaming Group also loyalty to its partners, which provide more than 50% of the result, offering a commercial that is at your disposal to solve any problem or doubt that arises from the lounges of these, also having details such as merchandising, passes to football matches, prizes and / or draws.
- **Opportunities:** In Spain from 2012 is when they began to give licenses for online gaming and this market is becoming increasingly striking for its great growth which is giving as a result that more licenses and permits are granted which gives Luckia Gaming Group the opportunity to get all the new demand that is generating this new mode of gaming, in addition innovations in this mode of gaming are accessible to a company with a turnover like that of Luckia Gaming Group, allowing to be constantly improving for customers. The company can also take advantage of alliances with other companies, newly created or already positioned in the market, in order to obtain

mutual benefits. The barriers of entry that the sector has are advantages of the environment because in this way the growth of demand does not attract so many competitors. Luckia Gaming Group throughout 2018 and 2019 aims to expand and reach different countries in America this offers a great opportunity for the company to operate in a less restrictive than in Spain.

- Threats: Sports bookmakers depend a lot on the regulations that exist in the country where they operate. This conditions the actions from one country to another and therefore the benefits are also affected since in some countries it may be easier to persuade society through advertising, but in other countries cannot even be advertised, even if this announcement is only informative. The new modality of online gaming is generating a greater intensity in competition because the initial outlay is much lower than that of bookmakers this is causing the online market to be saturated. In the vast majority of countries, even in the most permissive, the taxes that have to be paid for the profits obtained from the game are high for both entrepreneurs and winners because the tax remains a significant percentage which leads many not to bet so much so that the prize is less than 2500 € and thus prevent the tax to keep part of the prize. Last but not least are the licenses as is well known licenses to open a gambling hall or a betting house are limited by areas and by inhabitants which leads to state that the limitation on licensing in this sector is a threat to entrepreneurs.
- Weaknesses: Throughout the years of crisis the gaming sector has grown considerably this has led to it being in the sights of different agencies and by the vast majority of the population, such growth has led to an increase in false reports of fraud, complaints for discontent (loss of ticket and therefore not paying the same, lost money, accusation of tricked machines ...), complaints by people who are not program. Also this growth has led to these companies having bad press because everyone asks if it is ethical to take advantage of the country's bad situation and use it as a springboard to sell illusion. This sector also does not have much representation and union among entrepreneurs which allows the state to hyper regulate with hardly any protests.

Figure 25: Table DAFO

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Más de 2500 empleados, X máquinas. • Formación específica e extensa para los trabajadores • Mejor cuota de Bienvenida (online) • Clientes VIP → Promociones personalizadas. • Relación estrecha → Fidelización clientes. • Capacidad de adaptación y flexibilidad. • Fidelización de los socios. • Cercanía clientes. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Incremento de denuncias. • Denuncias falsas • Mala imagen y mala prensa. • Poca representación • Incremento de la población que está en contra del juego. • No uso de los medios para llegar a más clientes.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Licencias online. • Nueva demanda → Posibilidad de fidelizar nuevos clientes. • Innovaciones asequibles para el juego online. • Alianzas. • Barreras de entrada. 	<p>THREATS</p> <ul style="list-style-type: none"> • Elevada regulación (Hiperregulación del juego). • Totalmente diferente en cada país. • En España prohibido incitar al juego mediante publicidad. • Mayor intensidad de la competencia. • Saturación del mercado. • Elevados impuestos. • Licencias limitadas.

Source: Own elaboration.

5. MARKET SEGMENTATION

Once the current situation of the sector has been analysed, the opportunities that the company has in this sector and the threats, the market situation, its growth and future forecasts, the habitual consumer and the different types of consumers with which the company works is the moment when the target market is analysed, for this purpose we will segment the market based on the information previously offered (section 3.4.1).

To segment the market there are different criteria, based on the size of Luckia Gaming Group and its international growth is logical to say that the segmentation criterion that will be used is geographical, because with the expansion into Latin American countries has to reformulate its marketing actions because in these countries the legislation is not entirely the same as in Spain therefore it is correct to segment customers by continents so that you can target the campaign and products suitable for this demand. Another segmentation criterion that will be used is the psychographic, segmenting in this way is important because the company has different types of customers and each of them with different lifestyles which makes them use more or less one product or another. With these segmentation criteria together with the prior information of consumers, 4 different segments have been identified.

- **Virtual consumer:** This segment includes all people who decide to play in a non-presential way, in addition to what has been previously mentioned in the section on consumer analysis, who are very used to using the internet for their daily life, they are usually people with little free time to go to a presential betting house or who directly feel that they do not fit in such houses, they are middle class people between 25-36 years old with a more or less stable income and surplus at the end of the month due to the fact that they do not have fixed expenses. This type of customer is not very faithful because when he enters a website to bet look at others to compare the share or profits that gives a company against another.
- **Presential consumer:** This segment includes all those consumers who, although they use the Internet for their daily life, with their Smartphone or Tablet, prefer to gamble in person because they consider that chance on the Internet is not entirely "lucky" and that it is not as neutral as it is in presential houses, that is to say, there is more distrust or suspicion towards the online modality. In this segment there are usually middle class people between 40-45 years with stable income, but also stable expenses, but with more surpluses than the previous ones because the job is better.

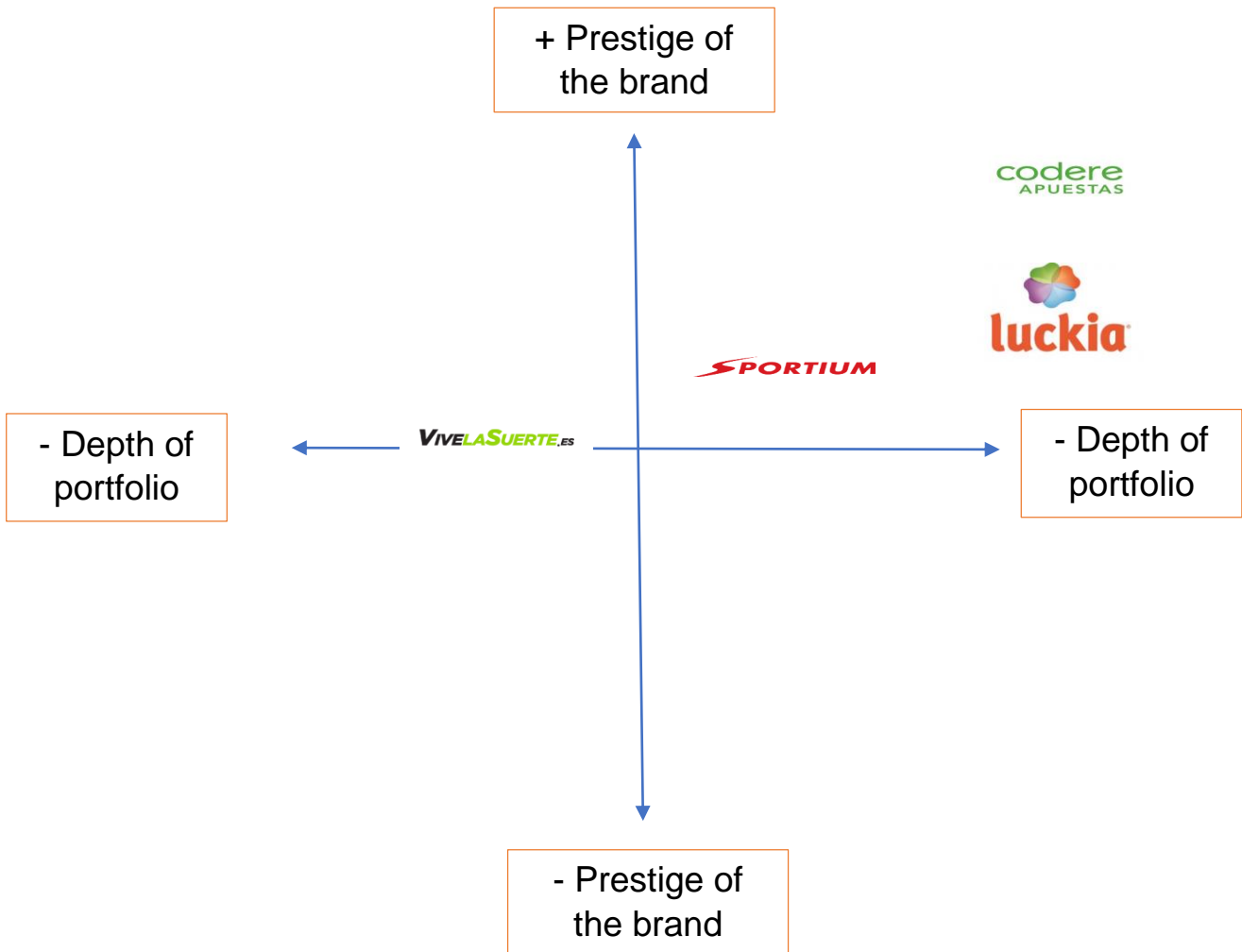
- **European consumer:** In this segment we include all consumers on the European continent, the profile of this segment is male with an average income not exceeding 1500 € that usually bets on custom and because it seeks those extra incomes that cannot get by other means. Normally it is an experienced player who in one way or another has always played games of chance.
- **American consumer:** This segment is separated because in America the game is still not as penetrated as in Europe, but there are not as many limitations as in Europe, there are legal vacuum which has allowed in this time that companies can operate at the edge of the law. Latin America is a young market in this sector and little taken advantage of it is essential that the company directs the resources that are necessary for the brand to be known and take full advantage of the marketing tools that in Europe are more limited.

It is clear that all segments are important, but it should be noted that the online consumer and the American consumer should be treated with care in addition to devote more time and money because they are segments that are booming, who are loyal and would present a GGR high increase for the company.

5.1 Positioning

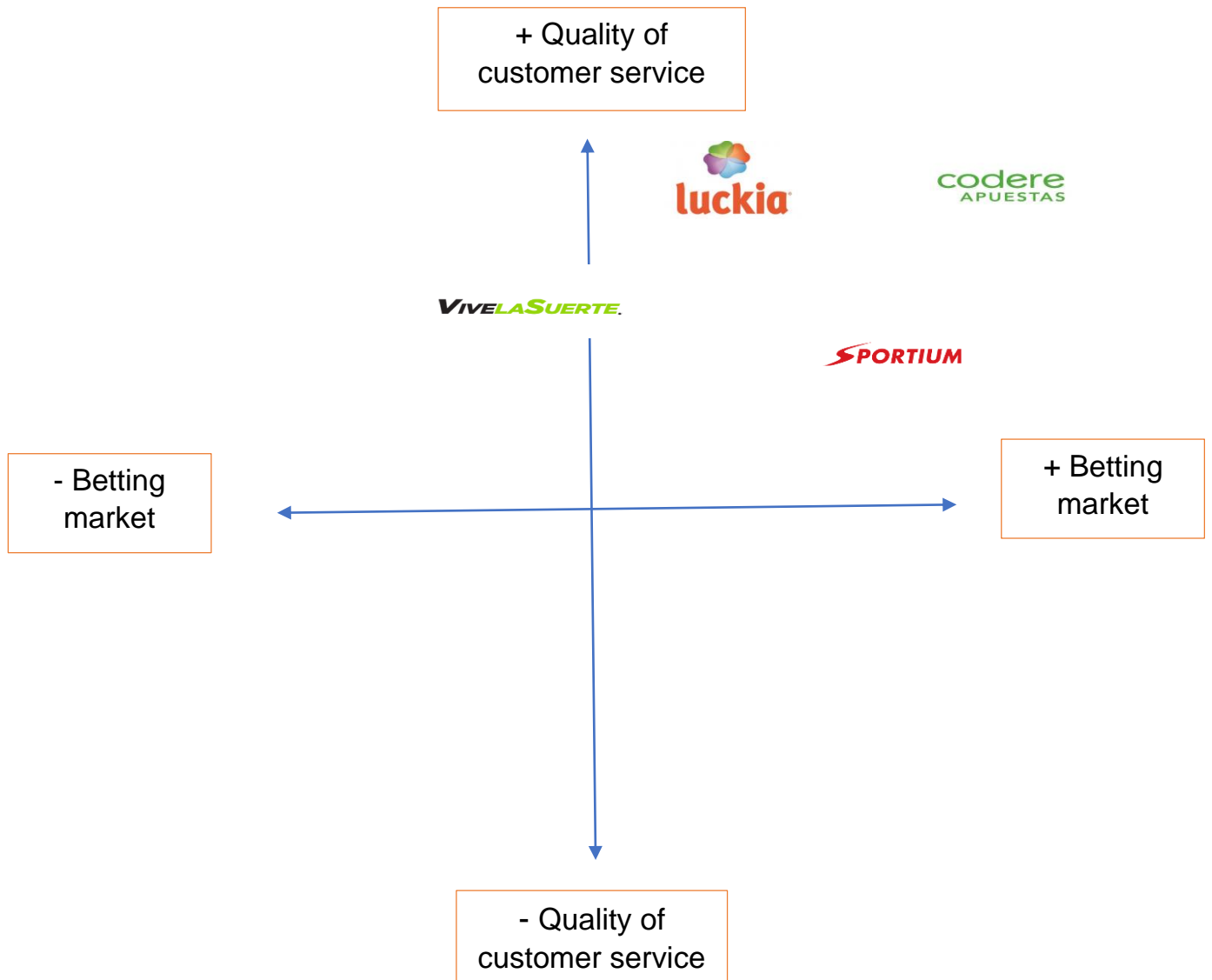
After analysing the market and obtained the different segments that the company should direct more resources to display maps positioning is based both on the previous analysis and analysis of the major competitors in the form of product, Sportium, Viva la Suerte, Codere. These maps are based on different positioning attributes such as quality of customer service, the number of markets offered to bet, the prestige of the brand and depth of product portfolio.

Figure 26: Positioning Map 1



Source: Own elaboration.

Figure 27: Positioning Map 2



Source: Own elaboration.

6. MARKETING OBJECTIVE

Next, we show the 5 objectives that are tried to reach in a period of time not superior to 12 months, they are clear objectives, accessible since with the resources that the company can carry out them, and in its great majority of quantitative nature what is going to allow us to take a control of the attainment of these same ones.

1. To increase the international presence.

2. To increase the prestige of the company.
3. To increase by 10%, the volume of face-to-face bets.
4. Increase the number of vip online clients by 5%.
5. Increase customer satisfaction, obtaining an average score higher than 7.

7. MARKETING STRATEGIES

According to Navas y Guerras (2001) "Competitive strategy is the way in which a company confronts its competitors to try to obtain a superior performance to theirs". Based on this definition, the strategies chosen are the following.

The strategy as a competitive advantage that the company has already implemented is that of differentiation, the group places great emphasis on differentiation in the services offered and knows that in the sector is very complicated to differentiate the product, therefore, as discussed in previous sections invests much effort and resources in training workers so that they can offer a quality service and are prepared to respond quickly to questions and also to offer help to customers who do not yet know how the machines or bets work, also tries to differentiate itself by the dedication to customers so that they do not feel one more, they do this by offering products and gifts to measure, ie, their tastes are studied based on their bets and decide whether it is better to give him a gift or offer for example a bonus to continue betting. This strategy is on the right track in this company, but more differentiation actions must be made so that customer satisfaction increases and customer loyalty can be built more quickly.

In relation to the environment the strategy that follows is the analyzer because it knows perfectly what is your main business and carries out the actions and measures necessary to maintain and care for that business, but does not stop there, this company wants to continue expanding and reach new markets. This strategy is the one that has to continue carrying out since, as previously mentioned, it wants to increase its presence in America by opening new premises and thus taking advantage of the opportunities offered by this continent. Luckia Gaming Group has to keep trying to bring out new products or improve those of the competition because this way will get to take care of its market, but also get not to get stuck.

Finally, it is worth mentioning that the growth strategy that will be carried out in order to achieve the objectives set is that of market development. According to Ansoff (1976) there

are several ways to carry out this development but first the company must study the portfolio of products and see the viability they have outside the territory where it already operates, then must take into account whether it is better to carry out a temporary strategic partnership (joint venture) and that in some Latin American countries is already operating and knows companies in the sector with which it already collaborates, or if it should take advantage of this knowledge of the American market and open premises themselves without collaboration. This strategy is going to allow the company not to depend so much on the change of legislation in Europe, in addition the growth as long as the already existing businesses are not neglected will always propitiate a greater stability and a growth in know how that will be able to be transmitted to all the premises that the company has. It would also be good to develop products that are already in the market, such as online gaming, since in many countries where you want to expand there are no limits or barriers to promote, in addition this product is booming and there is still much to innovate and contribute to the game online. These strategies if carried out correctly will be of great help to achieve the most important goal, to grow and expand internationally and stop depending on the same markets that are increasingly congested.

8. ACTION PROGRAMS

8.1

ACCION 1: NEW MARKETS

Objective to which it contributes:

Objective 2: Increase the prestige of the company.

Objective 3: Increase the volume of traditional bets by 10% in 12 months.

Objective 4: Increase the number of online VIP clients by 5% in 12 months.

Implementation period: Six month

Description: What is this action is to create new markets betting that in this way clients are attracted competition, also for customers who already bet on this company increase its average ticket betting. It's called gambling market those where customers can bet. The company already has a large variety, but there is a modality with which do not count and that Spain is recently coming. Create a market with many options at once, where the player is buying players, create your own team and brings play he believes these decisions will

report more or less points depending on how you do these players in reality. This method has become very famous for the game called Communion, the difference is that here is played with real money.

ACCION 2: HAPPY DAY

Objective to which it contributes:

Objetivo 2: Increase the prestige of the company.

Objetivo 3: Increase the volume of traditional bets by 10% in 12 months.

Objetivo 4: Increase the number of online VIP clients by 5% in 12 months.

Objetivo 5: Increase customer satisfaction

Implementation period: One day

Description: Luckia Gaming Group has a very important budget line for events with and for customers, this action is that each game room make a drawing or decided directly by bet volume, two customers with their respective companions so that they spend a day cohabitation with two classroom assistants. Happy Day start in one of the premises catering for a lunch presentation is made, then when everyone is present it will be divided people into two teams to carry out a football championship 7. After finishing the game will be all customers elected to a restaurant (each community chooses yours as long as everyone is under the same standard)

ACCION 3: FREEBETS

Objective to which it contributes:

Objetivo 3: Increase the volume of traditional bets by 10% in 12 months.

Objetivo 4: Increase the number of online VIP clients by 5% in 12 months.

Objetivo 5: Increase customer satisfaction

Implementation period: 2 month

Description: VIPs portfolio customers is essential to maintaining business profitability so we have to take action to take care of these. The first is to look at is the number of VIP customers and which of them have to be so over a year to better segment and to offer gifts to them. Second, what to see is those who do not become VIP customers give them bonuses betting to increase their average ticket betting and thus increase our portfolio of VIP customers. For the first destine 5000 € to offering free bets with no minimum bet, but for the latter if we will set a minimum bet because what we want is that their average ticket increases for these destine 4000 € in vouchers 15 € 20 € 30 € provided the bet is greater than 10 €.

ACCION 4: FORMACIÓN

Objective to which it contributes:

Objective 2: Increase the prestige of the company.

Objective 3: Increase the volume of traditional bets by 10% in 12 month.

Objective 5: Increase customer satisfaction

Implementation period: One month

Description: This action is intended to increase customer satisfaction, but the result will lead to also increase the prestige of the brand due to improved customer attention and in turn if customers are satisfied will return therefore the number of bets will also be positively affected. It will spend 1000 € per community for a workshop to train workers in the halls both bets as to detect that type of customers it faces and to give the necessary tools to face any problem with any client knows solve it maximum speed and efficiency.

ACCION 5: NEW SOCIAL NETWORK

Objective to which it contributes:

Objective 1: Increase the international presence.

Objective 5: Increase customer satisfaction

Implementation period: Six month

Description: To whet your way in South American countries where the company does not have great recognition it has in Europe is convenient to go open market and becoming

known, what is proposed is the creation of a social network in this case an open profile company Facebook, where they will be hanging pictures of events held with customers in Europe as football 7 or parties where customers takes great Spanish stadiums (Bernabeu and Camp Nou), gifts are given to the customers (free bets, merchandising ...) and may be made surveys and sweepstakes to know which country is where there are more potential customers and thus begin analysing whether to open a new headquarters

ACCION 6: FOOTBALL

Objective to which it contributes:

Objetive 3: Increase the volume of traditional bets by 10% in 12 month.

Objetive 5: Increase customer satisfaction

Implementation period: Four month

Description: Destine 500 € per province to buy fertilizers football at national level. The criterion of this promotion is all the higher stakes to 10% of their average ticket (each community has its own) will serve to enter the promotion. We use national media, where we get that differentiation to generate competition by offering sweepstakes entries in the community teams. Personnel management is important; they depend on the success of the promotion. Allocating 500 € per community can give more or less tickets depending on the location that will always depend on the charge of classrooms and they are the ones who know their customers and know they would like more.

ACCION 7: SOOLIDARY CAMPAIGN

Objective to which it contributes:

Objetive 2: Increase the prestige of the company.

Objetive 5: Increase customer satisfaction

Implementation period: one month in each local

Description: The first thing you should do choose 3 locations in different parts of Spain, once chosen location will be held a campaign consisting of a "Fiesta Solidaria" there will be

snacks, merchandising, sweepstakes and all money raised will go to an association of the neighbourhood where the campaign will be held this way for residents to see that the company is going beyond its own development. This will get first the neighbours who are more reluctant to get into a game room does and can see the treatment staff offers which will improve the vision of the brand, secondly, will get increase prestige of the company to carry out campaigns of corporate social responsibility (SCR).

9. TIMETABLE

Once we have explained the proposed actions, we will show the schedule in which it is displayed the start and duration of actions:

Figure 28: Timetable of actions

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
ACCION 1: NEW MARKETS												
ACCION 2: HAPPY DAY												
ACCION 3: FREEBETS												
ACCION 4: TRAINING												
ACCION 5: NEW SOCIAL NETWORK												
ACCION 6: FOOTBALL												
ACCION 7: SOLIDARY CAMPAIGN												

10. CONTROL

Objectives	Measuring Frequency	Control Method
Increase the international presence.	Biannual	<ul style="list-style-type: none"> • Number of new locations abroad.
Increase the prestige of the company.	Annual	<ul style="list-style-type: none"> • Questionnaire
Increase the volume of traditional bets by 10% in 12 month.	Quarterly	<ul style="list-style-type: none"> • Compare the number of bets of the quarter with those of the previous year in the same quarter.
Increase the number of online VIP clients by 5% in 12 months.	Quarterly	<ul style="list-style-type: none"> • Compare with the number of vip clients of the previous year. • Use a tool on the website to count range apostado and number of new costumer
Increase customer satisfaction, obtaining an average score higher than 7.	Four-monthly	<ul style="list-style-type: none"> • Number of complaints. • Questionnaire to customers.

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