

**UNIVERSITAT  
JAUME I**

**MARKETING PLAN DEVELOPMENT**



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## A. INDEX OF FIGURES

<b>Figure 1:</b> Company members.....	2
<b>Figure 2:</b> Organizational chart.....	4
<b>Figure 3:</b> The Factory.....	8
<b>Figure 4:</b> The bar located in the factory.....	9
<b>Figure 5:</b> The beer workshop.....	10
<b>Figure 6:</b> The fermenters.....	10
<b>Figure 7:</b> The cooling chambers.....	11
<b>Figure 8:</b> The brewery process.....	12
<b>Figure 9:</b> Golden, Happy Hoppy, Sant Rock and Engendro.....	14
<b>Figure 10:</b> Albinegra 1922.....	14
<b>Figure 11:</b> Jano Hop, EUKZ Veneno, Blanco y en botella and Animal Farm.....	15
<b>Figure 12:</b> Mango Juice, Nebula and 158° Fahrenheit.....	16
<b>Figure 13:</b> Moon Phases Citra, Moon Ekuanot, Moon Enigma and Collipa 2019.....	17
<b>Figure 14:</b> N7 Nitro Neipa, Countdown, Flower Sour Hibiscus and Big Bang.....	18
<b>Figure 15:</b> Destroyed Brains, Fifth Element, Beyond the Cemete and Valhöll.....	19
<b>Figure 16:</b> Range of products and product line.....	19
<b>Figure 17:</b> Brewery tours.....	22
<b>Figure 18:</b> Craft beer distributors.....	23
<b>Figure 19:</b> Lupulove bar.....	24
<b>Figure 20:</b> Distribution channels.....	25
<b>Figure 21:</b> Company social networks.....	26
<b>Figure 22:</b> Profile Untappd.....	27
<b>Figure 23:</b> Taste route (craft beer).....	28
<b>Figure 24:</b> 'Solomillo de cerdo a la cerveza Castelló Beer Factory'.....	29
<b>Figure 25:</b> Value chain.....	31
<b>Figure 26:</b> EPI Spain Report.....	43
<b>Figure 27:</b> Pestel analysis diagram.....	44
<b>Figure 28:</b> Diagram of Porter's Five Forces.....	48
<b>Figure 29:</b> Diagram of the four levels of competence.....	50
<b>Figure 30:</b> Top beer producers in the EU.....	58
<b>Figure 31:</b> Craft.....	66
<b>Figure 32:</b> Inexperts.....	67
<b>Figure 33:</b> Amateur drinkers.....	67
<b>Figure 34:</b> Ansoff Matrix.....	72
<b>Figure 35:</b> Positioning strategies.....	73
<b>Figure 36:</b> Porter's generic strategies.....	74
<b>Figure 37:</b> Miles&Snow's Organizational Strategies.....	75
<b>Figure 38:</b> Tin and bottle edition EURO 2021.....	81
<b>Figure 39:</b> Plate edition EURO 2021.....	81
<b>Figure 40:</b> New fermenters.....	82
<b>Figure 41:</b> Discount coupon.....	84
<b>Figure 42:</b> Delivery van.....	86
<b>Figure 43:</b> App of Castellon Beer Factory.....	89
<b>Figure 44:</b> Website QR code.....	90
<b>Figure 45:</b> Tasting stand.....	93
<b>Figure 46:</b> Display stand.....	94



<b>Figure 47:</b> Bar/restaurant menu .....	95
<b>Figure 48:</b> Personalized stand.....	98
<b>Figure 49:</b> Merchandising.....	99

## **B. INDEX OF TABLES**

<b>Table 1:</b> Financial profile .....	6
<b>Table 2:</b> Balance Sheet .....	7
<b>Table 3:</b> Profit and loss accounts.....	7
<b>Table 4:</b> Beer prices .....	20
<b>Table 5:</b> Castellón Beer Factory's main competitors .....	54
<b>Table 6:</b> Main producers in Spain .....	61
<b>Table 7:</b> Summary of actions .....	76
<b>Table 8:</b> Rebates to each type of consumer .....	85
<b>Table 9:</b> Timeline.....	100
<b>Table 10:</b> Budget.....	101
<b>Table 11:</b> Control.....	104

## **C. INDEX OF GRAPHS**

<b>Graph 1:</b> Evolution of Operating Revenues .....	5
<b>Graph 2:</b> Evolution of the exercise's result .....	6
<b>Graph 3:</b> Main problems of the Spanish people.....	35
<b>Graph 4:</b> Evolution of public debt in Spain.....	36
<b>Graph 5:</b> Evolution of the unemployment rate.....	37
<b>Graph 6:</b> Evolution of Spain's trade deficit.....	37
<b>Graph 7:</b> Evolution of the Spanish population.....	39
<b>Graph 8:</b> Evolution of average life expectancy.....	40
<b>Graph 9:</b> Average family income .....	40
<b>Graph 10:</b> Evolution of beer consumption.....	57
<b>Graph 11:</b> Regional distribution of beer sales in Spain .....	59
<b>Graph 12:</b> Evolution of production in the Spanish beer sector .....	60
<b>Graph 13:</b> SWOT Matrix.....	65
<b>Graph 14:</b> Positioning Price-Variety.....	69
<b>Graph 15:</b> Positioning Price-Quality.....	70
<b>Graph 16:</b> Budget.....	103



## **D. INDEX OF CONTENTS**

<b><u>1. EXECUTIVE SUMMARY</u></b> .....	1
<b><u>2. SITUATION ANALYSIS</u></b> .....	2
<b><u>2.1 Internal Analysis</u></b> .....	2
<b>2.1.1 Presentation of the company</b> .....	2
<u>2.1.1.1 Mission</u> .....	3
<u>2.1.1.2 Vision</u> .....	3
<u>2.1.1.3 Values</u> .....	3
<b>2.1.2 Company Resources</b> .....	4
<u>2.1.2.1 Human Resources</u> .....	4
<u>2.1.2.2 Tangible Resources</u> .....	5
<u>2.1.2.3 Technological Resources</u> .....	11
<u>2.1.2.4 Marketing Resources</u> .....	13
<u>2.1.2.5 R&amp;D</u> .....	29
<u>2.1.2.6 Corporate Social Responsibility</u> .....	29
<b>2.1.3 Capabilities of the company</b> .....	30
<u>2.1.3.1 Distinctive Capabilities</u> .....	30
<u>2.1.3.2 Value Chain</u> .....	31
<b><u>2.2 External Analysis</u></b> .....	33
<b>2.2.1 Macroenvironment (PESTEL)</b> .....	33
<u>2.2.1.1 Political Factors</u> .....	33
<u>2.2.1.2 Economic Factors</u> .....	36
<u>2.2.1.3 Sociocultural Factors</u> .....	38
<u>2.2.1.4 Technological Factors</u> .....	42
<u>2.2.1.5 Ecological Factors</u> .....	42
<u>2.2.1.6 Legal Factors</u> .....	44
<b>2.2.2 Microenvironment (Porter's five forces)</b> .....	45
<u>2.2.2.1 Threat of new entrants</u> .....	45
<u>2.2.2.2 Threat of substitutes</u> .....	45
<u>2.2.2.3 Bargaining power of customers</u> .....	46
<u>2.2.2.4 Bargaining power of suppliers</u> .....	46
<u>2.2.2.5 Competitive rivalry</u> .....	47



<b>2.2.3 Competitive analysis</b> .....	48
<u>2.2.3.1 Level of competence</u> .....	48
<u>2.2.3.2 Main competitors</u> .....	50
<b>2.3 Market Analysis</b> .....	57
<b>3. SWOT MATRIX</b> .....	62
<b>4. MARKET SEGMENTATION</b> .....	66
<b>4.1 Targeting</b> .....	66
<b>4.2 Positioning</b> .....	68
<b>5. MARKETING OBJECTIVES</b> .....	71
<b>6. MARKETING STRATEGIES</b> .....	71
<b>7. ACTION PROGRAMS</b> .....	76
<b>7.1. Summary of action plans</b> .....	76
<b>7.2. Product decisions</b> .....	79
<b>7.3. Price decisions</b> .....	83
<b>7.4. Place decisions</b> .....	85
<b>7.5. Promotion decisions</b> .....	88
<b>8. TIMELINE</b> .....	99
<b>9. BUDGET</b> .....	101
<b>10. CONTROL</b> .....	104
<b>11. BIBLIOGRAPHY</b> .....	106



## **1. EXECUTIVE SUMMARY**

In the present time, it is known that there has been a social change in terms of a greater concern for the products we eat. This has led to a significant growth in the demand for artisanal beers, due to the fact that these have natural components and a tiny amount of chemical ingredients.

For this reason, the marketing plan of the artisanal brewer Castellón Beer Factory is presented in this report, with the aim of making the company more structured and competitive and achieving better customer satisfaction by taking advantage of new business opportunities.

Immediately after carrying out the analysis of the macro and micro environment that surrounds us, detailing the resources and distinctive capabilities of our organization and carefully analyzing the beer market, the setting of objectives, strategies and the plan of actions relating to the four variables of the marketing mix (product, price, place and promotion) will be carried out.

Bearing in mind that this is a relatively emerging and growing sector, our strategies are designed to differentiate us from our competitors and to achieve greater brand awareness at the provincial, regional and even national level. We also aim to improve the quality and variety of our products.

By virtue of this, we have adopted a series of actions that include the launch of new product lines, an increase in production capacity, modification of the distribution and loyalty system and the implementation of a series of campaigns and promotional activities with the aim of increasing the knowledge and appreciation of our brand.

Likewise, the establishment of a schedule of actions will allow us to know the time frame and dates of the actions within a time horizon. Finally, setting a budget and a control system for the actions proposed will allow us to guarantee that the objectives, provided they are economically viable and do not involve a significant debt for the company, are being carried out within the established time frame and to correct any deviations in time.

In short, and despite being a small company, we intend to make a great commitment and investment in this marketing plan to reduce the weak points and enhance the strong points of the brand.



## 2. SITUATION ANALYSIS

### 2.1 Internal Analysis

#### 2.1.1 Presentation of the company

Castellón Beer Factory is a company born in 2016 dedicated to the craft production of beer. It was born from the union of four brewers from the town of Castellón, all of whom are beer lovers and passionate about brewing beer in their homes in an amateur way. The four components of the project decided to invest their money and time in this project with a common factor that united them, their passion for beer. That's why after a period of adaptation and professionalization they have achieved the production of 100% natural beers, with an exclusive taste and original from the population of Castellón.

Antonio, Jesús, Juanma and Víctor (figure 1) seek to improve and innovate every day in varieties of beer without additives, flavourings, colourings or preservatives. In their first years of history, their aspirations were to establish their products at a local level, although currently they do not refuse to brew beers for a wider public, but as long as the essence of the traditional is not lost.

**Figure 1:** Company members



**Source:** Website <https://castellobeerfactory.es/>



## 2.1.1.1 Mission

The mission of Castellón Beer Factory, that is to say the reason why it exists, is to be able to conquer the hearts of brewers with the quality of drinks with a soul, made with care and a passion, and above all, tasty. They seek to please the most meticulous brewers, generally away from industrial beers, not very tasty and bland drinks, and try to rescue the attraction for the craft.

## 2.1.1.2 Vision

The vision of this organization is to become a pioneering brand of beer in the market of the province of Castellón and gradually open up to opportunities at the national level. Also, to bet on high quality products to reach bars in all neighbourhoods.

## 2.1.1.3 Values

This company has adopted a series of values that are irreplaceable from a corporate point of view. The main values to highlight are:

**Personality/quality:** Nowadays it is very easy to find an infinite number of beers or companies that manufacture beer in an industrial way, but from Castellón Beer Factory they want their beers to be unique and inimitable for their quality at the moment the client takes his first sip.

**Honesty:** Value that defines the company not only in prices but it also in the manufacturing process of the beers. They only focus on natural products, so they have to be worthy when it comes to following their initial philosophy.

**Enthusiasm:** Necessary value to prosper in a business where it is difficult to stand out. In addition, the organization was started at home and with a large economic outlay by the founders.

**Native:** Very linked and rooted to the population of Castellón and the inhabitants of its province, considering that it is a province that stands out a lot for tourism and for the presence of many bars.

**Eco-friendly:** They seek to ensure that the packaging and packing of their products, as well as the raw materials used in their manufacture, promote a healthier and more conscious life with the planet.

**Cleanliness:** Since they produce in a traditional way, the machinery and facilities have to present their corresponding care and meticulousness to promote a good environment for the production of their beers.





## 2.1.2 Company Resources

### 2.1.2.1 Human Resources

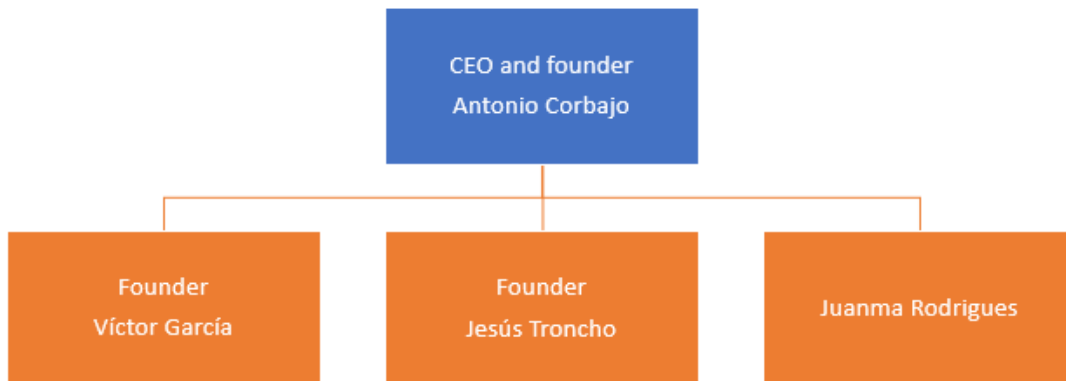
Castellón Beer Factory is currently made up of four members, all of whom are the company's administrators and workers in the day-to-day running of the business. This organization was initially founded by three partners, Antonio Carbajo Molina (CEO), Victor Garcia Troncho and Jesús Troncho Paredes, although at the end of 2018 Juan Manuel Rodríguez Puig joined in the project. Legally the company was constituted in 2015 under a legal personality of Limited Company, but it was not until the following year when it would start its economic activity.

All of them collaborate in the production of the beers and none of them is specialized in a certain task, but all the members have the capacity and freedom to do any of the tasks in order to carry out the day to day of the company.

The accounting of the accounts and the tax advice is carried out by an external company.

Below is a diagram of the organization chart (figure 2), although it should be noted that there is no departmentalization as such.

**Figure 2:** Organizational chart



**Source:** Own elaboration



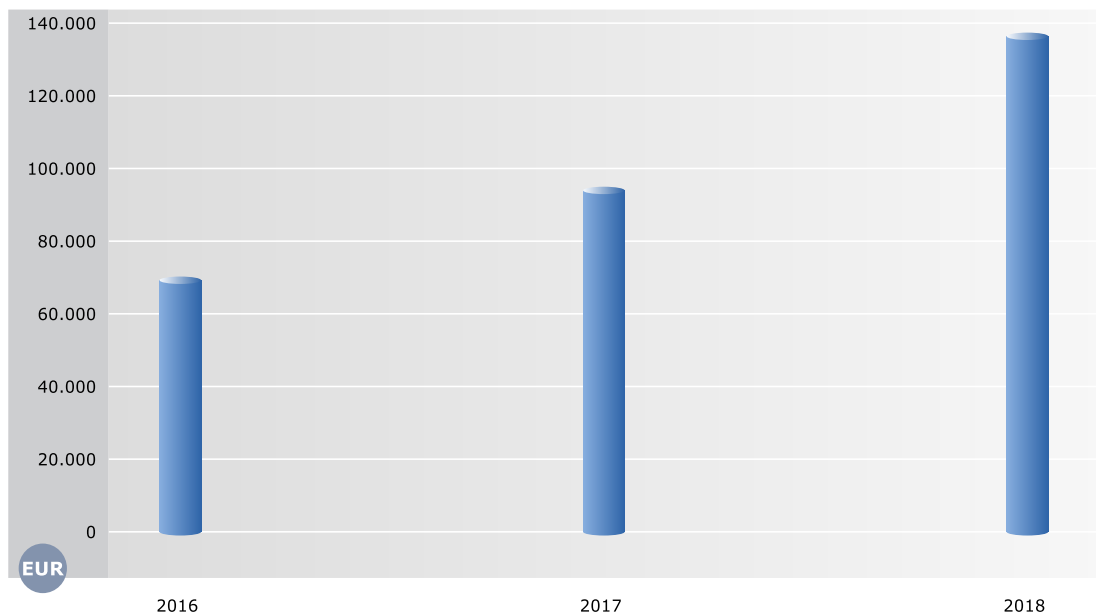
## 2.1.2.2 Tangible Resources

### Financial resources

Castellón Beer Factory was established in 2015 under the name of "Castelló Beer S.L" and with the commercial personality of a limited liability company, thanks to an initial payment by the shareholders of a fully subscribed share capital at the time of its constitution, valued at 4000 euros.

Taking into account the information consulted in the SABI database, and as can be seen in graph 1, the evolution of the operating income has increased progressively over the years, almost doubling the figure during the first two years. The results of the years have also meant growth over the years, as can be seen in graph 2, the final results have tripled, going from a figure slightly above 4000 euros in 2016 to over 14000 euros in 2018.

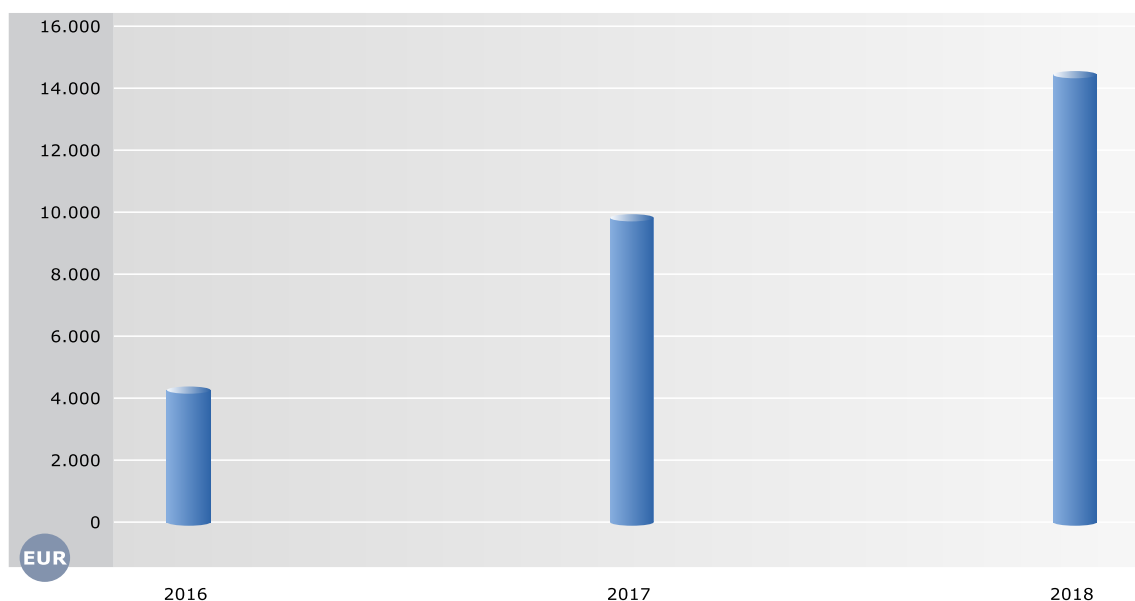
**Graph 1:** Evolution of Operating Revenues



**Source:** SABI



**Graph 2:** Evolution of the exercise's result



**Source:** SABI

The financial profile (table 1) summarizes the main items of the balance sheet and the profit and loss account, as well as the most important ratios for knowing the financial viability of the company. The table shows how the economic profitability ratio increases each year and the debt ratio decreases over the years. The liquidity ratio is also very positive, so this company has the capacity to face the payments coming from the obligatory current liabilities.

## CASTELLO BEER SL.

**Table 1:** Financial profile

Financial Profile	12/31/2018 EUR	12/31/2017 EUR	31/12/2016 EUR
Operating income	136,379	93,963	69,239
Result. Ordinary before Taxes	18,980	12,983	5,679
Result of the exercise	14,436	9,819	4,259
Total assets	55,731	39,840	23,695
Equity	32,514	17,078	7,259
Profitability (%)	34.06	32.59	23.97
Financial profit (%)	58.37	76.02	78.23
Overall liquidity	1.21	0.67	0.80
Borrowing (%)	41.66	57.13	69.36
Number of employees	4	3	3

**Source:** Own elaboration **Data:** SABI



The balance sheet (table 2) and the profit and loss account (table 3) for the last three years are also illustrated in more detail. It is important to stress that all acquisitions are covered by the profits of other years, trying to avoid financing banking companies through loans or any other form of financial operation.

**Table 2:** Balance Sheet

**Table 3:** Profit and loss accounts

Balance Sheet	12/31/2018	12/31/2017	31/12/2016
	EUR	EUR	EUR
Immobilized	28,817	24,962	10,678
Intangible assets	Unknown	Unknown	Unknown
Immobilized material	28,817	24,962	10,678
Other assets	Unknown	Unknown	Unknown
Current assets	26,914	14,878	13,017
Stock	Unknown	Unknown	Unknown
Debtors	18,423	11,511	5,912
Other liquid assets	8,490	3,367	7,105
Treasury	8,490	3,367	7,105
<b>Total Active</b>	<b>55,731</b>	<b>39,840</b>	<b>23,695</b>
Equity	32,514	17,078	7,259
Subscribed capital	4,000	3,000	3,000
Other equity	28,514	14,078	4,259
Fixed liability	913	458	142
LP creditors	Unknown	Unknown	Unknown
Other fixed liabilities	913	458	142
Provisions	Unknown	Unknown	Unknown
Liquid liability	22,304	22,304	16,293
Financial debts	Unknown	Unknown	Unknown
Trade creditors	1,583	748	Unknown
Other liquid liabilities	20,721	21,556	16,293
<b>Total liabilities and equity</b>	<b>55,731</b>	<b>39,840</b>	<b>23,695</b>
Working capital	16,840	10,763	5,912
Number of employees	4	3	3



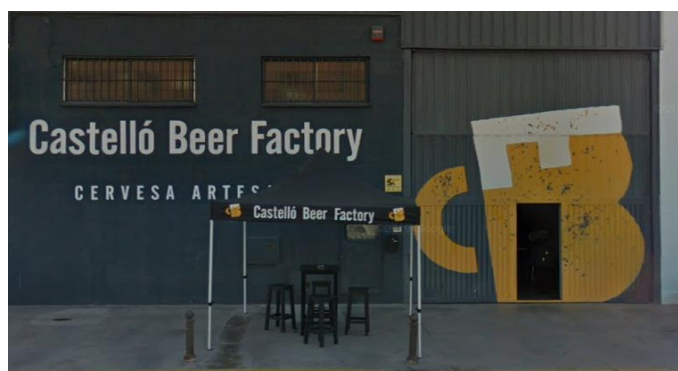
Profit and loss accounts			
Operating income	136,379	93,963	69,239
Net Revenues	136,379	93,963	69,239
Consumption of goods and materials	Unknown	Unknown	Unknown
Gross profit	Unknown	Unknown	Unknown
Other operating expenses	Unknown	Unknown	Unknown
Operating result	18,980	12,983	5,679
Financial income	0	0	0
Financial expenses	0	0	0
Financial results	0	0	0
Result. Ordinary before Taxes	18,980	12,983	5,679
Corporate taxes	4,544	3,164	1,420
Result Ordinary Activities	14,436	9,819	4,259
Extraordinary income	Unknown	Unknown	Unknown
Extraordinary expenses	Unknown	Unknown	Unknown
Results extraordinary activities	Unknown	Unknown	Unknown
<b>Result of the exercise</b>	<b>14,436</b>	<b>9,819</b>	<b>4,259</b>
Materials	71,729	49,631	44,602
Personal expenses	4,874	Unknown	Unknown
Endowments for Amortiz. Stationary.	4,729	2,059	122
Other Operating Concepts	-36,067	-29,291	-18,835
Financial expenses and similar expenses	Unknown	Unknown	Unknown
Cash flow	19,165	11,877	4,382
Value added	28,583	15,041	5,801

*Source: Own elaboration Data: Sabi*

## Physical Resources

The factory of "Castelló Beer S.L" is located in "Pol. Estadio nave 44", specifically on the outskirts of the town of Castellón de la Plana (figure 3). This is the factory where the craft beer is produced, being totally open to the public who want to make the famous beer tours. These tours consist of visits to see how the brewery works, with the founders showing the processes involved in making the craft beers. After the corresponding visit to all the facilities in the bar of the brewery, an open bar is offered so that visitors may taste any of the lines of beer (figure 4).

**Figure 3:** The Factory



*Source: Website <https://castellobeerfactory.es/>*



**Figure 4:** The bar located in the factory



**Source:** Website <https://castellobeerfactory.es/>

The manufacturing process is supported using three machines, such as the beer workshop, the fermenters and the cold rooms. The beer workshop consists of a high capacity hot water tank together with a filter that allows the wort to be brought to boiling point and then the hops are added, an essential ingredient to give the beers their characteristic aroma and bitterness (figure 5).

The fermenters allow the raw materials of the brewery to be converted into an alcoholic beverage. The ones in Castellón Beer Factory are made of stainless steel and cylindrical-conical, which allows dominating the fermentation and maturation temperatures, as well as a good clarification of the yeast (figure 6).

Finally, the cooling chambers are used for an optimal maturation and conservation of our beers once the packaging has been carried out. The most used containers for the filling are the barrels, bottles and cans (figure 7).



**Figure 5:** The beer workshop



*Source:* Website <https://castellobeerfactory.es/>

**Figure 6:** The fermenters



*Source:* Website <https://castellobeerfactory.es/>



**Figure 7:** The cooling chambers



**Source:** Website <https://castellobeerfactory.es/>

### 2.1.2.3 Technological Resources

Among the intangible resources to be highlighted are the compositions and formulas used to produce each variety of beer, the knowledge of the workers about the sector, the notoriety of the brand (reputation), the brand logo, the relations with customers and suppliers, etc.

Intangible resources would also include the stages of the beer production process. In any production of craft beers there are a series of essential stages (figure 8):

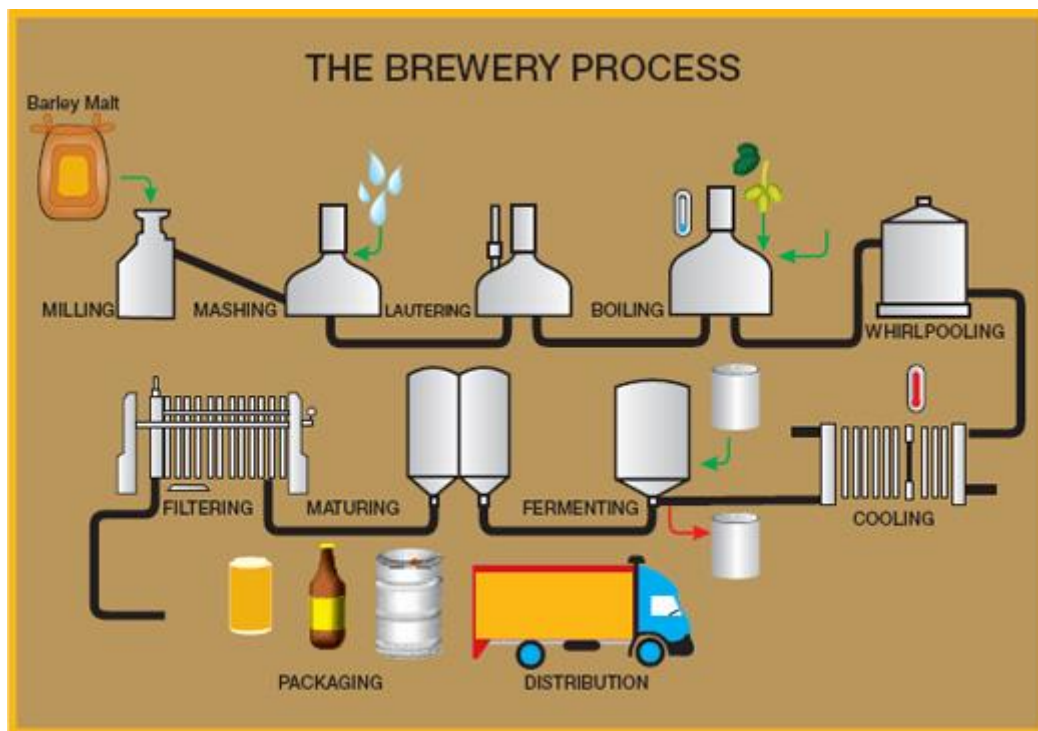
- 1) **Malt milling:** The malt grain has to be ground into a refined flour but without going too far by destroying the grain's husk, as this could spoil the wort.
- 2) **Maceration:** The mashing in Castellón Beer Factory takes between two and three hours and the result is a sweet must. The flour from the previous process tends to increase due to the starch it contains.
- 3) **Washing of the extract:** Through a hot shower all the juice is extracted from the must to be used in the boiling stage.
- 4) **Boiling:** The purpose of boiling is to ensure that the wort has all the properties and proteins necessary to make a tasty, aromatic beer.





- 5) **Wort purification and cooling:** This is the process before fermentation and is carried out by shaking the wort from the boiler. A heat exchanger does the job of cooling the hot wort in order to prepare the ferments that will later be transformed into the next stage.
- 6) **Fermentation:** In Castellón Beer Factory up to three different fermentations are carried out. The first one stands out for converting the cooled must into alcohol and the second one consists of treating the hops to make the beers more aromatic. The fermentation of the beers in this company takes between 4-6 weeks.
- 7) **Packaging:** The most used containers to complete the packaging are the barrels, bottles and cans.
- 8) **Bottle fermentation (third fermentation):** It is necessary if you want to get that characteristic sparkle of the beers. The convenient thing is that the beer is one month fermenting in its own bottling.

**Figure 8:** The brewery process



**Source:** Website [www.eightdegrees.ie](http://www.eightdegrees.ie)



## 2.1.2.4 Marketing Resources

### Product

Through the present we have been able to understand that beers are the product that satisfies the needs of the consumers of this company. It not only includes the liquid content (the beer) but also includes additional components such as packaging, packing, nutritional properties, expiration date, etc.

At present, the portfolio of products of Castellón Beer Factory is made up of a single range of products (the craft beers) and two product lines, one is beers produced exclusively by them and the other line is beers produced in collaboration with other brewery organizations.

Within the beers produced by them we find twenty different beers with a great variety of styles (Blonde Ale, India Pale Ale, Belgian Dubbel, American Pale Ale, New England IPA, Farmhouse Ale, Lager...)

On the other hand, four beers are produced thanks to the collaboration of beer companies, such as Valhalla, No Nation Brewing Co., Althaia Artesana and Zeta Beer Co.

Below is a summary of the beers brewed exclusively by the workers of Castellón Beer Factory.

- **Golden:** Made with a pale malt that brings lightness and a citric and fruity freshness to the sips. It has an alcohol content of 4.9° and the hops have a bitterness level of 19/100.
- **Happy Hoppy:** It presents a darker colour than the previous one. The degree of bitterness is much higher than that of Golden (58/100) and the alcoholic strength is 5.9°. It is not recommended for scary people.
- **Sant Rock:** Classic and sweetened with a slight taste of nuts. It has a high degree of alcohol by volume (7.5°) and a small measure of bitterness.
- **Engendro:** Gameboy beer due to its high degree of bitterness (43/100) and its 6.2°.



**Figure 9:** Golden, Happy Hoppy, Sant Rock and Engendro



*Source: Own elaboration*

- **Albinegra 1922:** Drink dedicated to the fans of the Castellón CD, the city's football club. Alcohol By Volume (ABV): 5,2%

International Bitterness Units (IBU): 20

**Figure 10:** Albinegra 1922



*Source: Own elaboration*



- **Jano Hop:** It resembles a mixture of tropical and citrus hops with the finesse of oats. ABV: 4,2° IBU: 32
- **EUKZ Veneno:** Ideal beer to go out with your friends and enjoy the most rock music. It has an alcohol content of 5.9° and the hops have a bitterness level of 32/100.
- **Blanco y en botella:** Beer with an alcoholic graduation of 7° and with a flavor mixed between tropical fruits and chocolate.
- **Animal Farm:** Fruity and aromatic combined with a high ABV index (7.8°).

**Figure 11:** Jano Hop, EUKZ Veneno, Blanco y en botella and Animal Farm



*Source: Own elaboration*

- **Mango Juice:** Refreshing and tropical beer made with a mango cream. ABV: 8,0
- **Nebula:** Canned drink with a slight yellowish colour and a fine taste.
- **158° Fahrenheit:** The canned beer with the lowest alcohol by volume (4.7°).



**Figure 12:** Mango Juice, Nebula and 158° Fahrenheit



*Source: Own elaboration*

- **Moon Phases Citra:** Made from a tasty blend of lemon, pineapple, orange, grapefruit, pineapple and soft cereals such as oats.
- **Moon Phases Ekuanot:** It has low acidity and a fruity flavor of loquat, peach and grape.
- **Moon Phases Enigma:** The alcohol content of this type of beer is 5.9°. It is characterized by its sweetness and fruity taste.
- **Collipa 2019:** Another of the canned beers but this time with a high alcohol by volume (7.2%). It leaves a floral taste in the mouth.



**Figure 13:** Moon Phases Citra, Moon Phases Ekuanot, Moon Phases Enigma and Collipa 2019



*Source: Own elaboration*

- **N7 Nitro Neipa:** Very soft and not very bitter, texture like milk. ABV: 6.0%
- **Countdown:** Powerful beer with an orange flavour. ABV: 7,4°
- **Flower Sour Hibiscus:** Beer that looks great because of its reddish color. Very soft and not very frothy.
- **Big Bang 1001 IBU 2020:** One of the latest developments from Castellón Beer Factory. The beer with the highest degree of alcohol by volume (9.7°) in the company.



**Figure 14:** N7 Nitro Neipa, Countdown, Flower Sour Hibiscus and Big Bang 1001 IBU 2020



**Source:** Own elaboration

The following beers are those that have been brewed in collaboration with other companies.

- ❖ **Destroyed Brains:** One of the beers with the highest degree of alcohol by volume (9.4°). Sweet and fruity taste and very sparkling. Collaboration with Zeta Beer Co. (Alboraya)
- ❖ **Fifth Element:** Manufactured in collaboration with Althaia Artesana, a company from Altea. Very tasty and with a good aftertaste. ABV: 7,0°
- ❖ **Beyond the Cemetery:** Thanks to the collaboration with the Madrid company No Nation Brewing Co. It is a dark beer.
- ❖ **Valhöll:** Beer dedicated to lovers of northern mythology. It was forged with the collaboration of the Valencian company Valhalla.

Alcohol By Volume (ABV): 7,2°



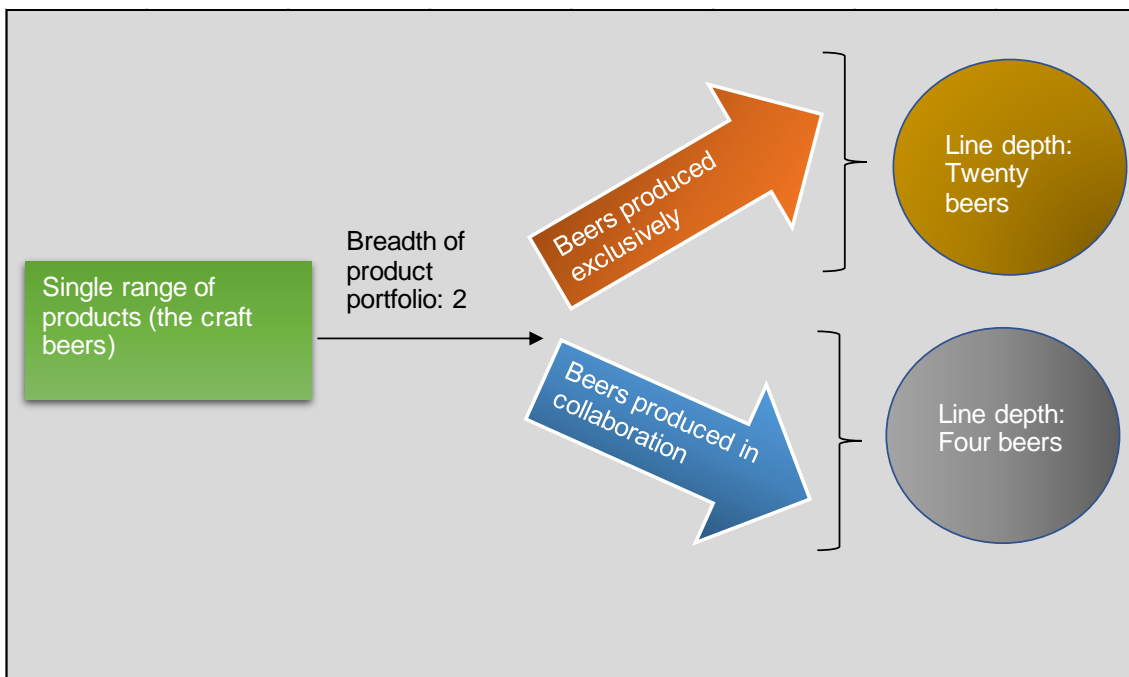
**Figure 15:** Destroyed Brains, Fifth Element, Beyond the Cemete and Valhöll



*Source: Own elaboration*

The following picture illustrates a summary of the range of products, product lines and their corresponding breadth and depth (figure 16).

**Figure 16:** Range of products and product line



*Source: Own elaboration*





## Price

When establishing the price strategy Castellón Beer Factory has considered different factors such as direct and indirect manufacturing costs, promotion, attraction and loyalty costs and margins to achieve the expected profit.

Likewise, they have considered the prices and offers of their closest competitors in the province dedicated to the production of artisan beer. They have also analysed in depth the real and potential demand of the artisanal beer sector, which we will investigate in more detail in later sections.

The price is the component that directly restricts the purchase, while it is the only variable of the marketing mix that really generates income, but necessarily has to be linked to the other variables (product, promotion and distribution).

The method of setting the various beer prices will depend to a greater extent on the volume of purchase, whether you buy in batches or on the capacity of the containers.

Here we can see a table of the final retail prices available on the website (table 4).

**Table 4:** Beer prices

BEER	RETAIL PRICE	
Flower Sour Hibiscus	4,00€ VAT included	
Golden	2,50€ VAT included	
Jano Hop	2,50€ VAT included	
Malaspina Brown Ale	2,50€ VAT included	



Veneno	2,50€ VAT included	
Happy Hoppy	2,50€ VAT included	
Pack Coleccionista	6,00€ VAT included	
Sant Rock	2,50€ VAT included	
Engendro	2,50€ VAT included	

**Source:** Own elaboration

The “Pack Coleccionista” is designed for people who want to buy the labels and tags of Castelló Beer Factory.

The pack includes:

- Six coasters Castelló Beer Factory.
- Two labels and two sheets of Golden.
- Two Happy Hoppy labels and two Happy Hoppy badges.
- Two labels and two Sant Rock plates.
- Two labels and two plates of Engendro.
- Two labels and two sheets of Jano Hop.
- Two labels Veneno.
- Two labels Albinegra 1922.
- Two labels and two experimental plates.



On the other hand, if you want to learn about the operation of the brewery and have the owners show you the process of making the craft beers, the brewery tours (figure 17) they offer are ideal. Paying 12 euros/person you have access to the tour and an open bar to taste any beer. There is also the tour service, open bar plus dinner for 20 euros/person.

**Figure 17:** Brewery tours



**Source:** Website <https://castellobeerfactory.es/>

As we have seen on both the beers and the tours, this company does not employ the psychological price technique.

### **Place**

The main distribution system of Castellón Beer Factory is online, based on large batches of beer. This company packages the shipments in boxes of 12 units, where consumers can include the product lines they desire. On its official website there is an online store where you can buy the beers or by calling the phone number of the factory you can also manage your order.

Once the purchase is made, where the payment method can be by bank transfer or by PayPal, a transport company makes the arrival of the orders to their corresponding recipients. The delivery of the beers is delayed between 24/72 hours since the products leave the factory, provided that they are orders within the peninsula.



During the summer period, the time of year when the demand for beer is highest, deliveries are only made on Mondays, Tuesdays and Wednesdays, thus preventing the order from spending many days in a logistic warehouse and the taste of the beer from being damaged by the heat.

In addition, there are several companies that are dedicated to the distribution of craft beers as SoloArtesanas, Abeerzing or 3er Tiempo that also sell products of Castellón Beer Factory online with a price slightly higher than the producer's price (figure 18).

**Figure 18:** Craft beer distributors



*Source: Own elaboration*

Thanks to its online store and these distribution companies, sales are not only produced in the province of Castellón, but have been extended to the provinces of Valencia, Alicante, Zaragoza, Teruel, Tarragona and Barcelona.

On the other hand, it also distributes in small local shops that give importance to the artisan beer movement. One of the clearest examples is the Lupulove bar, a central establishment in Castellón managed by the same partners of Castellón Beer Factory, which has known how to take advantage of beer production to use it as an exhibition of their products (figure 19).

**Figure 19:** Lupulove bar



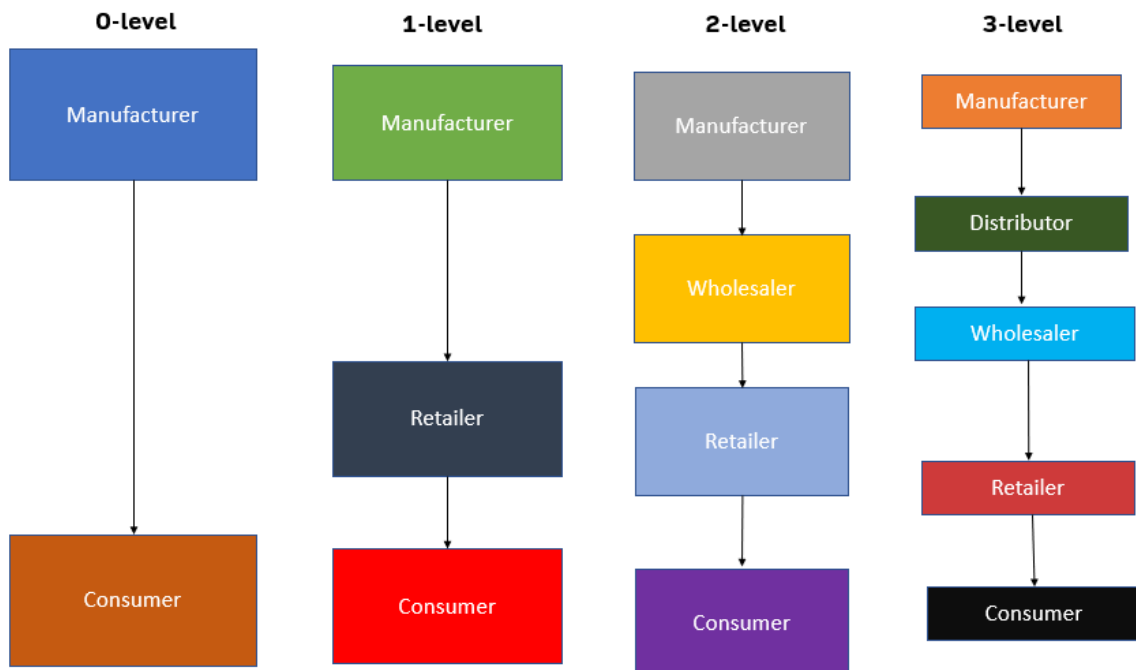
*Source: Own elaboration*

There is only one exception, customers can buy their own beers in the same factory on days when there are brewery tours, thus avoiding any delay typical of online deliveries, but are usually people for their own consumption.

The strategy used in the distribution channels is intensive because Castellón Beer Factory tries to reach all the sales points that are feasible. As it is a product of daily consumption, with an intensive strategy your beer can be bought in a massive way, reaching this way all the clients.



**Figure 20:** Distribution channels



*Source: Own elaboration*

Considering the previous image (figure 20), Castellón Beer Factory applies the level 0 and level 1 distribution channels.

At level 0, distribution has no intermediaries, that is, the manufacturer is in charge of marketing. In the case of the brewery tours, attendees can buy beer directly from the factory.

Level 1 is the most used by this company, this type of channel already has intermediaries, the so-called retailers. In this case they are the online stores that sell craft beers, or the transport companies themselves.

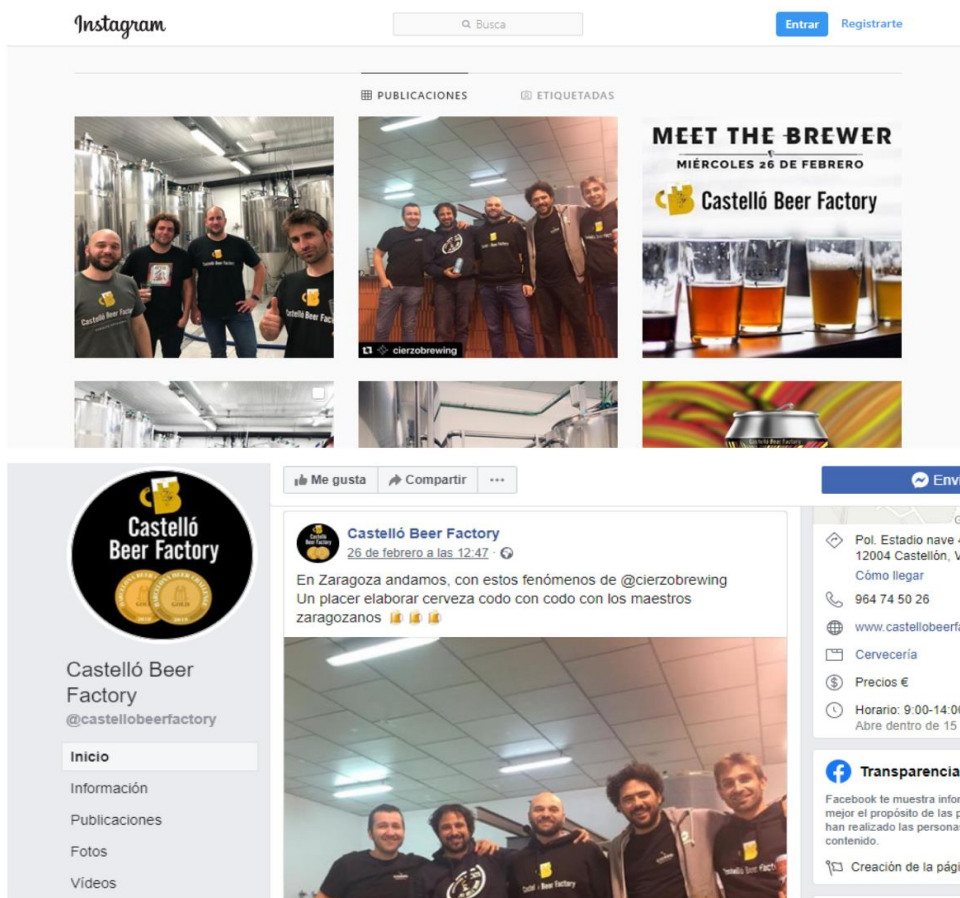
## Promotion

The last variable of the marketing mix that we are going to analyze is promotion. This company uses different communication tools in order to inform, persuade and remind its target audience. Among the most outstanding are:



**Social Networks:** It is a tool widely used by this company, where they reflect the day to day of the company. Castellón Beer Factory has an account in Facebook, Instagram, Twitter, YouTube and Untappd. In all of them with constant participation and communicating the different tours and launches of new beers. Untappd, a less popular social network, is very well known among beer lovers because it gives its users the possibility of making ratings and recommendations to their friends about different beer establishments and products (figure 21, 22).

**Figure 21:** Company social networks

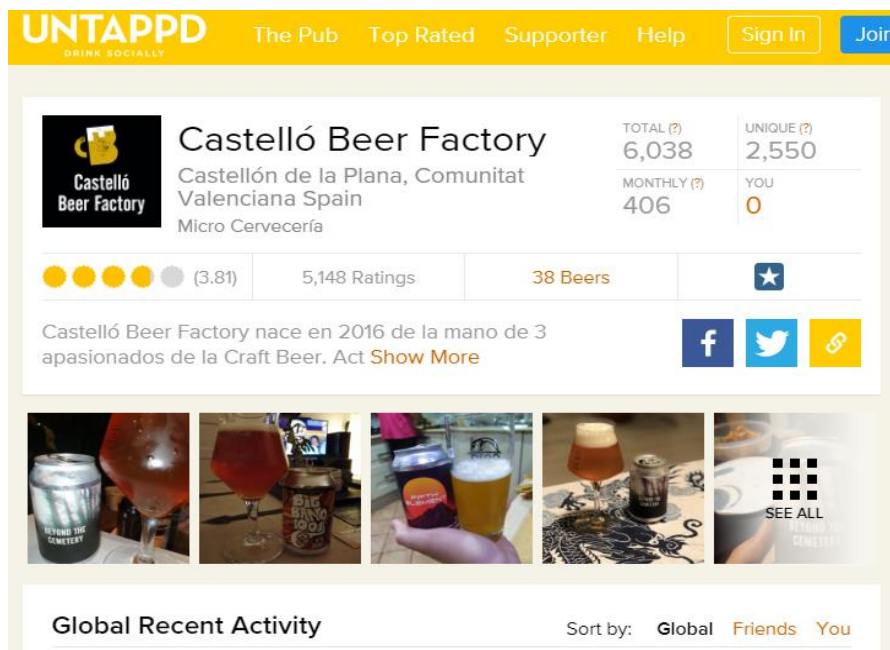


*Source: Own elaboration*



Source: Own elaboration

Figure 22: Profile Untappd



Source: Own elaboration





**Public relations:** This company usually participates in the taste route organized by the Castellón City Council (figure 23), where its assistants can taste different beers of different brands in the province. In addition, it usually supports other cultural events in the city.

**Figure 23:** Taste route (craft beer)



**Source:** Website [www.castello.es](http://www.castello.es)

**Gastronomic and ecological fairs:** They contribute to fairs in different towns of the province, making themselves known and to go deeper into the new preferences of consumers, as well as to relate to other companies and find out about potential competitors. For example, they participated a few months ago in the "I Fira Gastronòmica Castelló Ruta de Sabor" organized in Alcalà de Xivert, collaborating in the elaboration of the 'Solomillo de cerdo a la cerveza Castelló Beer Factory' (figure 24).



**Figure 24:** 'Solomillo de cerdo a la cerveza Castelló Beer Factory'



**Source:** Website <https://castellobeerfactory.es/>

**Web page:** In the website you can find any specification about the beers, data about the factory, book the beer tours and purchase the products.

**Sales Promotion or Merchandising:** Castellón Beer Factory sells cup holders and badges for collectors, goes to beer exhibition fairs, holds draws on its social networks and has promotional coupons and discounts.

**Direct Marketing:** Through e-mail it sends offers, announcements and reminders about its new products.

### 2.1.2.5 R&D

As a result of the fact that this is a newly created company and a sector where the biggest companies are not the artisan brands but the brands that produce the beers in an industrial way, there is not much research and development in discovering new forms of production. The most innovative are the raw materials (hops, malt, yeast ...), i.e. the components of the beers that increasingly allow imitation of better flavors. Castellón Beer Factory usually experiments and studies combinations of ingredients to achieve the desired flavour and increase its product line.

### 2.1.2.6 Corporate Social Responsibility

By using a small-scale production system, CO<sub>2</sub> emissions are reduced because heavy machinery is not used as it is by industrial brewers. Water consumption is also being reduced by the company every year.



As far as the manufacturing system is concerned, one of the waste products, bagasse, is stored to be given to local farmers to feed their animals, as it has good nutritional attributes for cows, pigs, chickens, etc.

Castellón Beer Factory avoids the responsible consumption of alcohol, although it is counterproductive to its business, the abuse of it can be seriously harmful to the health of consumers.

To conclude, it has a social commitment with the local establishments and tries to make its suppliers as local as possible, in order to guarantee that its raw materials are of high quality.

### 2.1.3 Capabilities of the company

#### 2.1.3.1 Distinctive Capabilities

Distinctive capabilities are strengths or qualities that a company has that its competitors do not have or are difficult to imitate. The following are the distinctive capacities that Castellon Beer Factory has.

- 1) Reputation:** It is a company that has good word of mouth publicity from its consumers at the provincial level.
- 2) Craft production:** They make very tasty beers at home under the premise of love and passion.
- 3) They take care of the raw material:** They take care of every detail to treat the raw material with great delicacy, for example the grinding of the malt is done manually, and they treat the water with the technique of osmosis. On top of that, they make sure that the ingredients are close at hand.
- 4) Great variety of beers:** They have in their product portfolio a great diversity of flavors, bitterness and alcoholic degrees for all publics.
- 5) Constant experimentation in discovering new flavors:** They try and examine combinations of ingredients to achieve new aromas.
- 6) Exclusive bar (Lupulove):** The same owners run a bar where they sell exclusively Castellón Beer Factory beers.
- 7) Presence in regional gastronomic and ecological fairs:** Their attendance makes it possible to learn more about new trends in the beer sector.



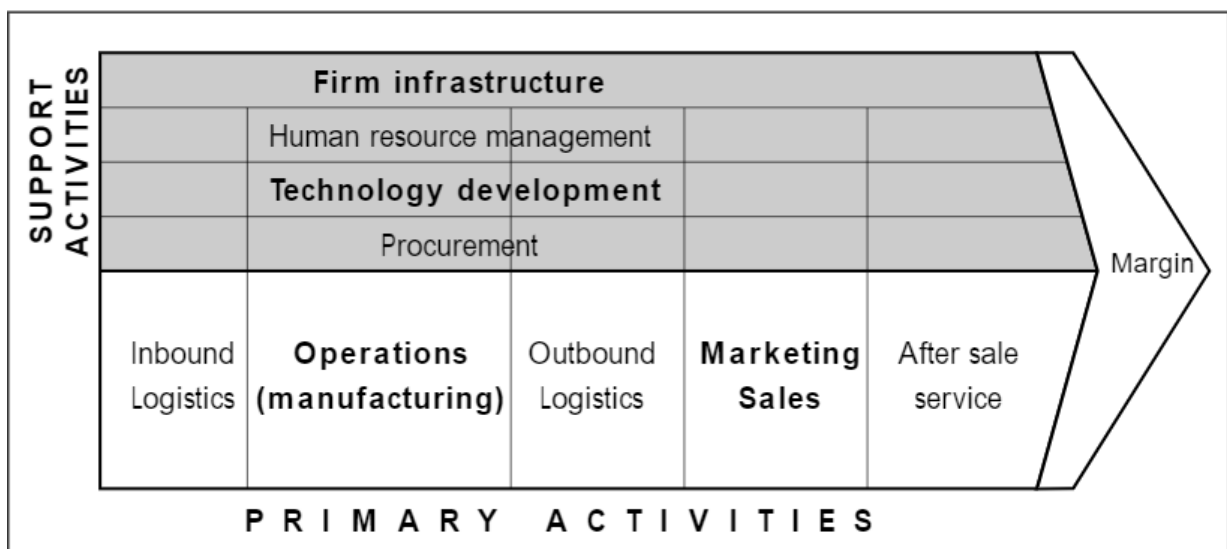
## 2.1.3.2 Value Chain

The value chain is a theoretical model that allows us to specify the development of a company's activities that generate value for the final customer. That is, as you go through the different phases, you add value to the product.

The tool developed by Michael E. Porter, one of the best thinkers in the business world, helps to determine a company's strengths and weaknesses and possible competitive advantages.

The following is a graph of the value chain and its activities that make it up (figure 25).

**Figure 25:** Value chain



**Source:** de Mozota, B. B. (1998). Structuring strategic design management: Michael Porter's value chain. *Design Management Journal (Former Series)*, 9(2), 26-31.

### → Support activities:

- **Firm infrastructure:** As it is a small company with only four employees, there is no clear departmentalization or hierarchy, but each one is in charge of those tasks he knows best.
- **Human resource management:** Due to the fact that the entry of new workers is zero, they do not need to manage human resources or make recruitment processes. They are in charge of motivating each other.
- **Technology development:** The technological development of the machines they use to make beer is scarce. The innovation of this company is more focused on getting new beers and new flavors.



- **Procurement:** This phase is especially cared for by Castellón Beer Factory, the purchases of the ingredients for making the beers (barley, flakes, yeast, hops...) are of high quality and acquired from reliable suppliers.

→ **Primary activities:**

- **Inbound Logistics:** The company's internal logistics are based on the warehouse (located in the same factory) where the raw materials and the final products are stored. Once the orders are placed, the beers are distributed through a transport company, assuming an affordable shipping price for the consumer.
- **Operating (manufacturing):** This stage is what differentiates this company from its competitors; the production is carried out in a traditional way and the raw materials are treated manually to obtain beers without additives, colourings, preservatives, flavourings, etc. Creating a product with a soul under a production system applied with care and passion.
- **Outbound Logistics:** From Castellón Beer Factory all the movements of finished goods are accounted for and orders are planned so that none of the orders are delayed from the stipulated date of arrival.
- **Marketing Sales:** This primary activity is one of the most relevant in the value chain for this company. The constant involvement in social networks, collaborations in local flavour routes, support for cultural events, interventions in gastronomic and ecological fairs and its modern website are actions that help to discover, promote and sell its beers.
- **After sale service:** According to its founders, customer service after the sale is vital for the consumer to repeat the purchase and more so in a sector where there are many brands that offer an infinite number of types of beer, at different prices and with a diverse service. That is why they put a lot of effort into knowing the impression their customers have had, for example the Untappd tool helps them a lot to know the reviews and ratings of their beers and services. In addition, they make phone calls and conduct evaluation surveys with their most loyal customers.



## **2.2 External Analysis**

### **2.2.1 Macroenvironment (PESTEL)**

The PESTEL analysis is used to examine the macroeconomic environment, detailing the set of external factors, such as political, economic, socio-cultural, technological, ecological and legal, that influence the organisation. The consideration of investigating these factors is based on the importance it will have later for strategic planning, in other words, it serves as a prediction of probable changes in the environment and constitutes the business strategies to be followed by the company.

#### **2.2.1.1 Political Factors**

To put it in a political context, it must be considered that Spain is a plurinational and sovereign country, constituted as a social and democratic state under the rule of law and whose form of government is the parliamentary monarchy.

In the current framework, after the general elections of April 2019, it was not possible to form a government and new general elections were held in November 2019. After two days of going to the polls, Pedro Sánchez and Pablo Iglesias announced an agreement between the PSOE and Unidas Podemos to form a coalition government. On January 8, 2020, the Socialist Pedro Sánchez was sworn in as president of the government after 254 days as acting president. Pedro Sánchez has formed a ministerial cabinet with members of the PSOE and Unidas Podemos, making up the first coalition government in Spanish democracy.

In the EU, Spain, as a member of the European Union, will be affected by the departure of the United Kingdom as a member state of the European Union (BREXIT). Our country is at the expense of an agreement between the United Kingdom and the European Union on trade matters in order to clarify the setting of customs and tariff agreements.

The current government is in the process of repealing the 2012 labour reform carried out by the Partido Popular. The aim is to achieve a labour reform based on greater power of trade unions in wage negotiations, to reduce downward pressure on wages by increasing the minimum inter-professional wage and to re-establish the sectoral agreement.



The constant cases of corruption in Spain have made the population lose hope in politicians. According to a study by the International Monetary Fund, in our country, due to corruption and embezzlement, 4.5% of the GDP is lost, that is, a total of 60 billion euros per year.

The process of self-determination and independence for Catalonia is one of the most sensitive political issues of recent times. The referendum on independence on October 1, 2017 was declared illegal by the Constitutional Court. The president of the Generalitat who called the referendum, Carles Puigdemont, was declared wanted for crimes of sedition, rebellion and embezzlement of public funds for political purposes. Although the latter undertook a trip to Brussels to avoid the judicial consequences.

On October 27, 2017, the independence of Catalonia was unilaterally proclaimed, however, the government applied "el 155" to intervene in the autonomy. The sentence of the "Juicio del procés", provoked strong criticism and demonstrations all over the Catalan territory. The current government is holding talks to redress a situation that is affecting the country socially, economically and politically.

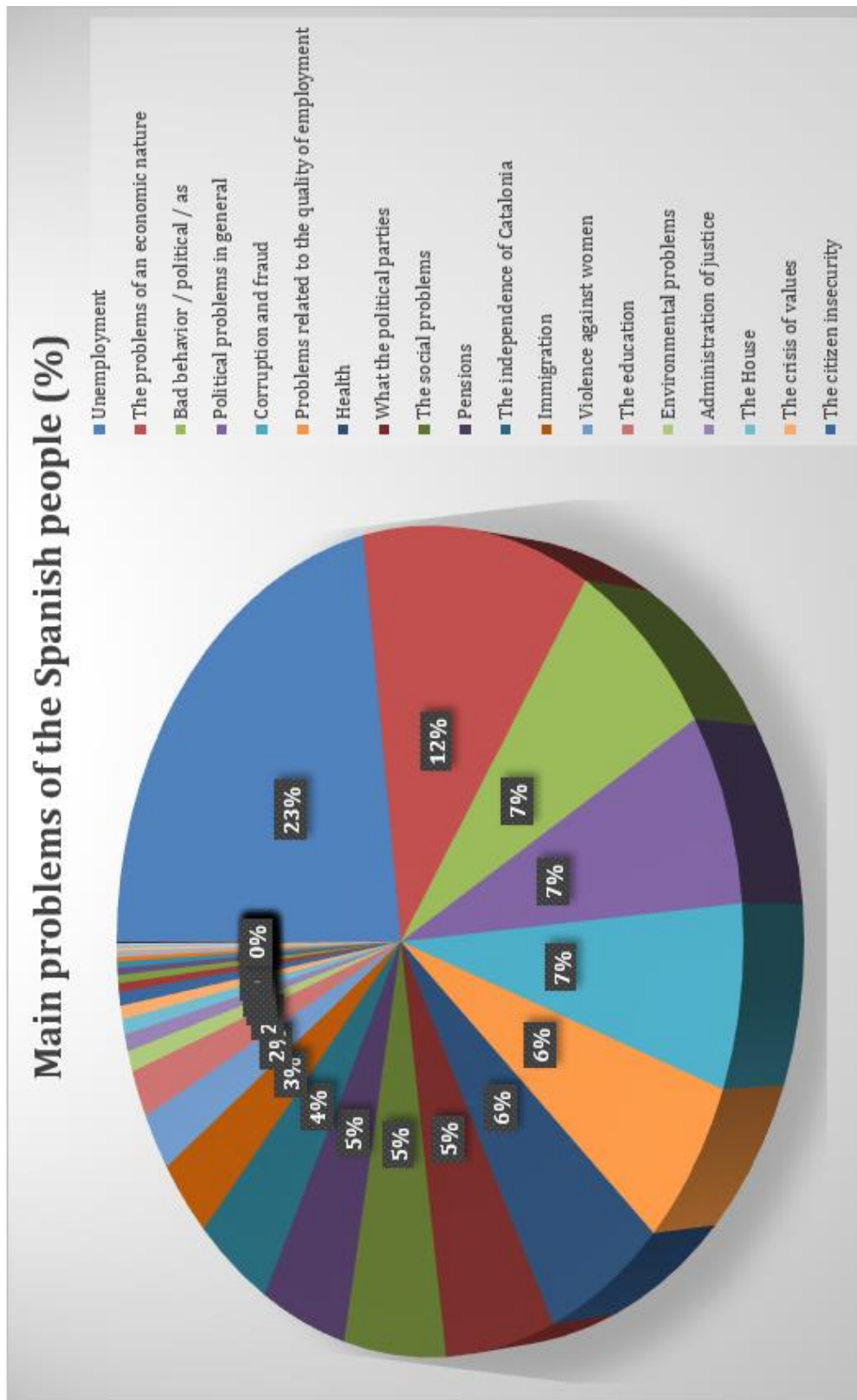
It is also important to highlight the rise of extreme right-wing political parties in several countries around the world in recent times, such as Spain. These parties repudiate immigration and oppose the rights of homosexuals and transsexuals (LGBT) and feminism.

The foreign policy of our country towards Venezuela and the political responsibilities for the management of the COVID-19, a disease first detected in Wuhan (China) and then spread throughout the world in the form of a pandemic, representing an unprecedented global health crisis, will become the future of the Spanish political scene.

According to the CIS, the main problems of the Spanish people are (graph 3):



Graph 3: Main problems of the Spanish people



Source: Own elaboration





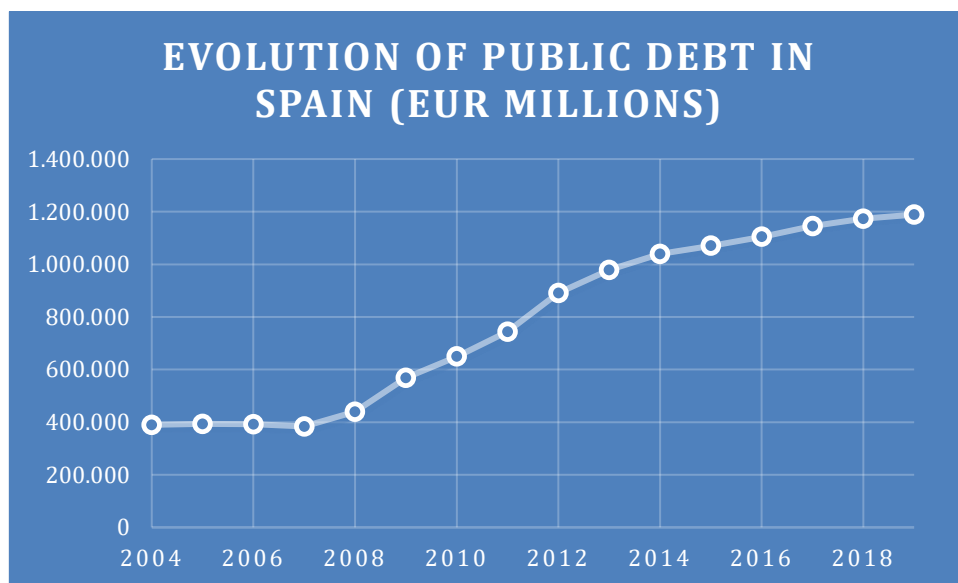
## 2.2.1.2 Economic Factors

In the last decade, our country has suffered the worst economic recession since the crisis of 29. The effects that this had on society were increased unemployment, increased social inequality and the loss of purchasing power. Although a great deal is being done to repair the economic structure and restore social stability, another economic crisis could have complex effects on the economic situation.

Through the present we have wanted to analyze some of the economic indicators to know the current performance of the Spanish Economy.

According to data from the Bank of Spain, public debt stood at 1,188,892.93 million euros in the last month of 2019, a reduction of 2,949.99 million euros compared to November. The current public debt lies at 97.8% of the GDP. Here we can see a graph of how Spain's public debt has evolved over the last fifteen years (graph 4).

**Graph 4:** Evolution of public debt in Spain



**Source:** Bank of Spain

The average unemployment rate last year fell by 1.15 points in comparison with 2018 to 14.1%. This figure represents the lowest unemployment rate in eleven years, symptoms that show that Spain is recovering from the economic crisis. In the strongest years of the crisis (2012, 2013 and 2014) the average unemployment rate was around 25%, reaching a historic high of 26.09% in 2013 (graph 5).



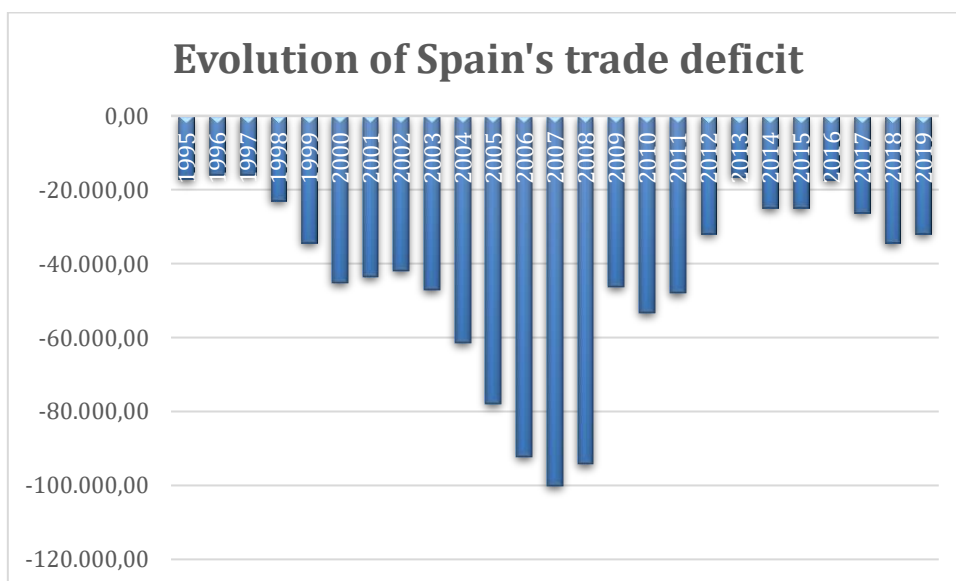
**Graph 5:** Evolution of the unemployment rate



**Source:** Own elaboration **Data:** INE data

The trade balance also improved last year, although as historically it presented a deficit situation of 34,353.3 million euros, representing 2.76% of the GDP. Optimistically, the increase in exports last year meant that the trade balance was lower than in 2018, which stood at 37,177.1 million euros, symbolising 3.09% of the Gross Domestic Product (graph 6).

**Graph 6:** Evolution of Spain's trade deficit



**Source:** Own elaboration **Data:** Ministry of Industry, Trade and Tourism



In summary, Spain has been growing economically above the European average for six years in a row, mainly because it has become the second largest exporter in the EU. On the other hand, it is of vital importance to maintain inflation, competitiveness and increase productivity to sustain this economic growth.

Despite the good trend of recent years, the COVID-19 health crisis reached Spain at the end of February 2020, representing a dramatic change in that forecast. The pandemic has caused, largely due to confinement and social concern, a drop in total production and in exports and imports, causing a large loss of jobs and many state companies have been forced to carry out a Temporary Employment Regulation File (ERTE). This employment procedure is based on temporary unemployment of workers, due to the slowdown in productive activity, and is different from an ERE because it cannot be dismissed within 6 months of returning to work.

The pandemic has led to a halt in the national supply and distribution chain, except for basic goods, and has had a downward impact on the stock market. Naturally, the economic losses due to the halt in productive activity and the significant expenditure on health will lead to an increase in public debt and deficit.

### 2.2.1.3 Sociocultural Factors

The Spanish population reached an all-time high last year. This was largely due to immigration, which compensated for a low birth rate. According to INE data, the Spanish population in 2019 stood at more than 47.1 million inhabitants, a year in which natural growth was negative, that is, there were more deaths than births. The migratory balance did present positive figures, with the 348,625 immigrants counterbalancing the 139,528 emigrations.

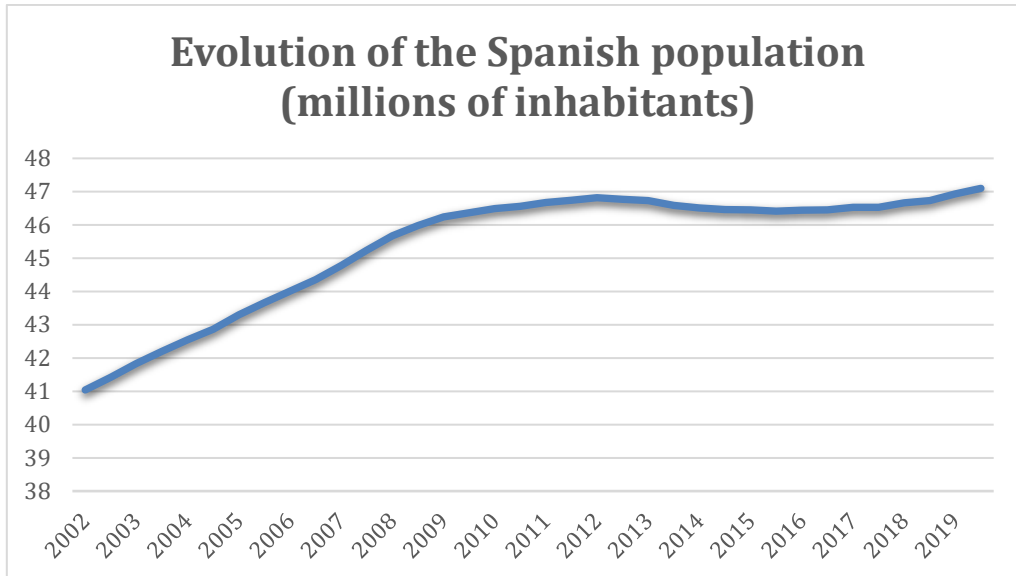
According to data from the National Institute of Statistics, 10.67% of the Spanish population is represented by inhabitants of other nationalities, mainly from countries such as Morocco, Romania, the United Kingdom, Italy, Colombia, China and Germany, among others.

It was in the Autonomous Communities of Catalonia, Valencia and Madrid where immigrants substantially settled.



The following graph illustrates how the Spanish population has evolved since 2002, you can see how in that year the figure was slightly over 41 million inhabitants and as year to year has increased, less in the time of more economic recession (2012,2013,2014,2015). In the last three years, where the symptoms of the crisis have softened, the population has increased (graph 7).

**Graph 7:** Evolution of the Spanish population



**Source:** Own elaboration **Data:** National Institute of Statistics

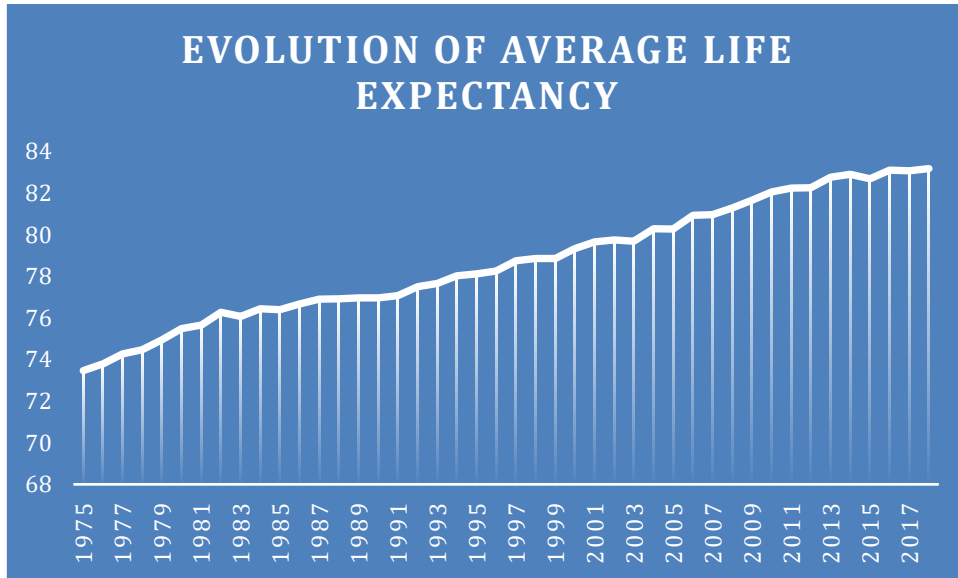
It is also important to highlight the increase in life expectancy of Spaniards in recent decades, largely due to the great health care available in our country and improvements in hygiene and nutrition.

Life expectancy in Spain has increased by more than 8 years since 1978. According to data from the INE, average life expectancy in Spain was 83.5 years in 2018, where female life expectancy was 86.3 years, considerably higher than male life expectancy, which was 80.7 years. Spain is currently the third country with the highest life expectancy of its inhabitants, after Japan and Switzerland.

The following graph shows how the average life expectancy of Spaniards has evolved since 1975 (graph 8).



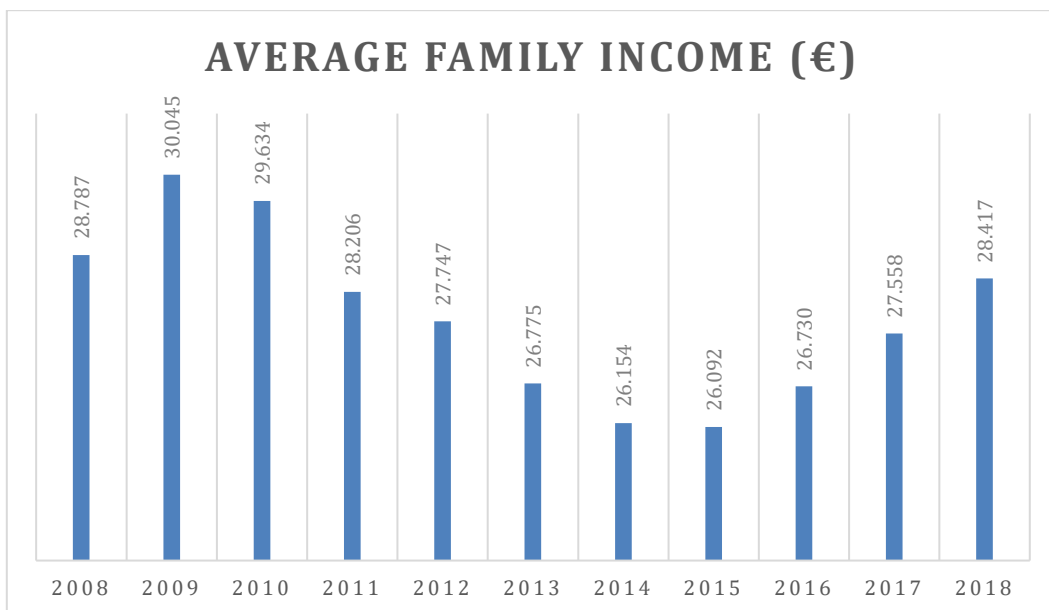
**Graph 8:** Evolution of average life expectancy



**Source:** Own elaboration **Data:** National Institute of Statistics

INE data estimated the average family income in 2018 at 28,417 euros. These figures are similar to those for 2010, the year before the worst consequences of the crisis were felt. The graph below shows how the average income of Spanish households has changed year after year (graph 9).

**Graph 9:** Average family income



**Source:** Own elaboration **Data:** National Institute of Statistics



With regard to the Spanish educational level, a recent OECD study estimated that the rate of graduation in higher studies than ESO reached 80.8% in our country in 2017, increasing by nearly 20% with respect to 2005. According to the same source, 37.3% of Spaniards have higher studies (university degrees or masters) and the schooling rate is approximately 97% after 3 years. In addition, in 2019 the EPA recognized the lowest dropout rate in the last decade in Spain.

According to the 'Bloomberg Healthiest Country Index', Spain was the healthiest country in the world in 2019. This is due to a change in the lifestyle of Spaniards who are advocating healthy eating habits, doing sports, quitting smoking, better rest, etc.

In recent times there has also been a social change in reference to the transition from analog to digital. Currently, the presence of the Internet and new electronic devices has meant that we are constantly connected from anywhere in the world with whoever we want. Most purchases are made online and according to recent data from the INE, 96.4% of Spaniards have a smartphone and 99.2% of Spanish households have at least one television. The most common hobbies used by Spanish citizens are connecting to social networks, watching series and films online, leisure trips, watching television, going to the beach, going to the gym, taking walks, listening to music, going to the theatre or cinema...

It is also important to highlight the social influence that advertising and propaganda have, provoking in people emotional and impulsive purchasing decisions that in certain people can lead to extreme consumerism.

Finally, the expansion of the COVID-19 pandemic between the end of February and March has led to an atypical situation in the first and second quarters of the year. First, because of the high number of people infected and killed, estimated at thousands of lives lost. Although it is a disease with a low mortality rate, its ease of transmission and its incubation period make it very difficult to control, thus causing the collapse of our health system. In addition, it must be taken into account that during the period of hospitalization you cannot be accompanied by your loved ones and even, in case of death, a burial cannot be carried out and the body is forced to be cremated.

Secondly, the state of alarm declared in mid-March led to the total confinement of the Spanish population and the closure of establishments that were not basic necessities, completely distorting the typical Spanish lifestyle.



The long period of confinement, prohibiting people from leaving their homes, will have significant social consequences in the future, such as the way we greet each other and communicate will be more reserved to prevent physical contact.

### 2.2.1.4 Technological Factors

As artisanal beer production does not require high-tech machinery, the technological factors are more geared towards improving the use of inputs and a more efficient supply chain. Also, very relevant is the optimization of the capacities and skills of the organization itself in terms of beer production (Know How).

If we have more global data as a reference, at a national level, investment in R&D increased by 6% with respect to the previous year, reaching an outlay of 14,052 million euros. It is also worth noting the boom in Information and Communication Technologies (ICT), where this sector increased by 3.5% of its revenue in 2019, reaching 56,130 million euros. In the beer sector, an ICT can guarantee better communication with customers and suppliers, digitize commercial information and automate work.

### 2.2.1.5 Ecological Factors

According to the EPI (Environmental Performance Index) our country is in the twelfth position in environmental performance, this index considers the protection of humans in environmental health and the defense of ecosystems and resource management.

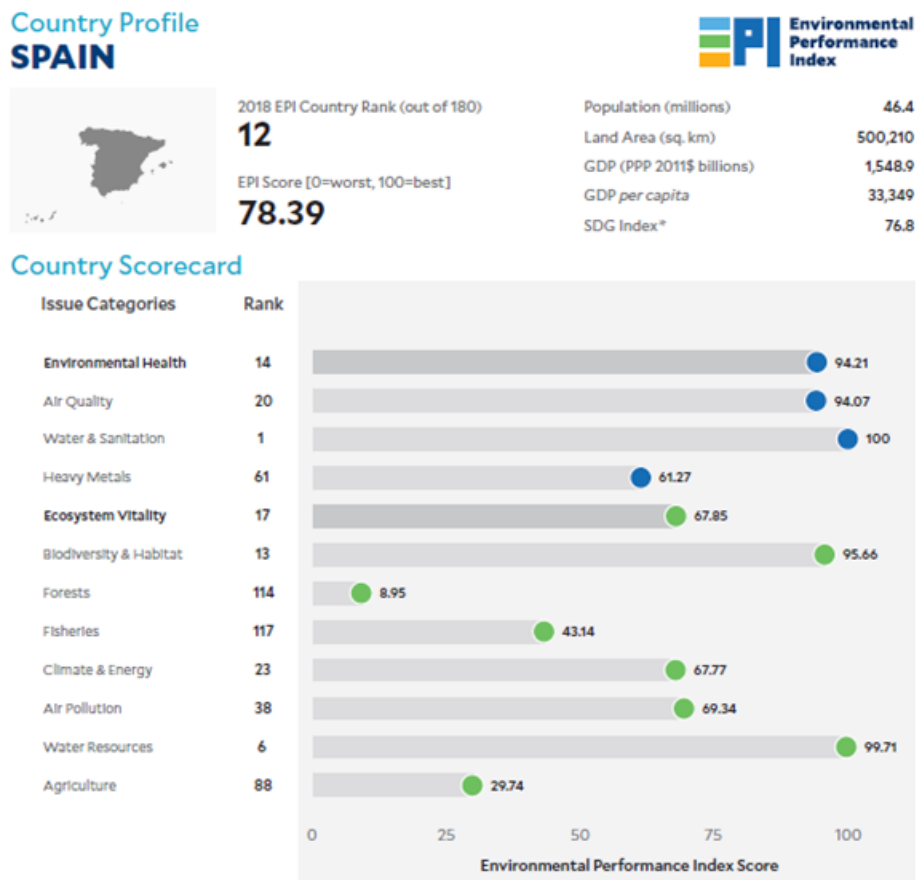
The countries of the European continent lead this EPI ranking; in fact, out of the first twenty countries, seventeen are European. The country with the highest environmental performance is Switzerland.

Spain stands out for being the most ecologically responsible country from a water point of view (sanitation, drinking water supply and sewerage).

In the following picture you can see part of the report that states the environmental performance index of Spain (figure 26).



**Figure 26: EPI Spain Report**



**Data: Environmental Performance Index**

The World Bank affirmed in 2016 that Spain occupies the 76th position in the world of countries with the largest forest area, which has increased by 33% since 1990. The main reason is the neglect of farmland, particularly in high and dry areas where it is difficult to grow crops.

In addition, 12% of the Spanish territory is declared as a protected area, adding up to a total of fifty-two UNESCO Biosphere Reserves, making it the country with the most protected areas in the world.

According to the reports issued by ECOEMBES in 2018, our nation is the sixth country that most recycles packaging in Europe. The same source affirms that the Spanish recycle 78.8% of the plastic packages, the paper and cardboard packages and bricks.





These figures have been achieved due to a good recycling policy based on the distribution of yellow and blue containers throughout all Spanish municipalities and cities.

To finish with the ecological factors, the data published by Red Eléctrica de España (REE) shows that renewable energies in our country symbolise 49.3% of the total volume of electricity generation, increasing by nearly 10% in 2019 with respect to the previous year.

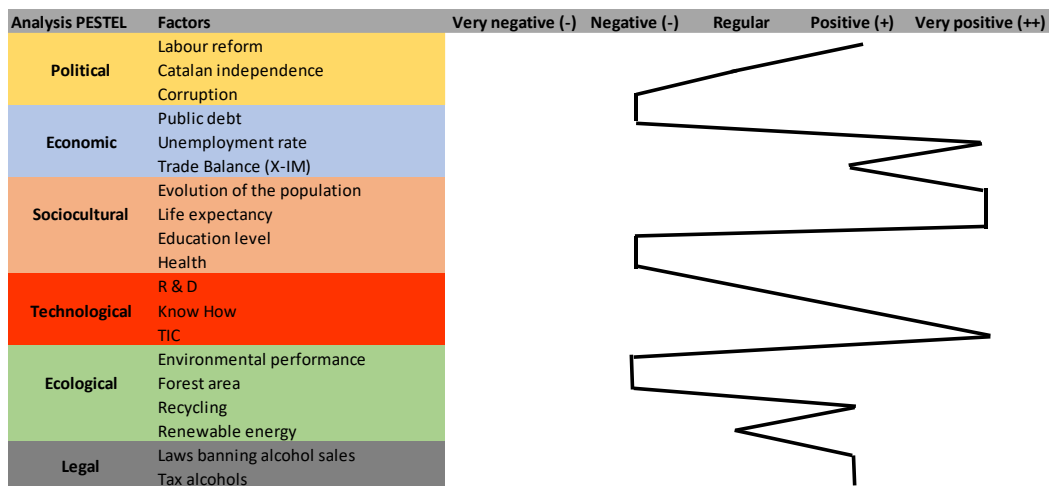
### 2.2.1.6 Legal Factors

The legal factors that have the greatest impact on the brewing sector are the ban on marketing alcohol to minors, the impediment to sales in places where they do not have the corresponding authorisation, the restrictions on opening hours in establishments and the refusal to drink alcohol in public.

Apart from VAT, alcoholic beverages are subject to excise duty. The alcohol tax in Spain varies according to the alcoholic strength and type of drink. In the case of beers, depending on the alcohol content, this tax can vary between 2.75 and 9.96 euros per hectolitre.

As a way of seeing the analysis of each of these variables more clearly, the following representation shows the factors that influence the macro-environment of the sector on a larger and smaller scale. The economic, socio-cultural and technological factors have the greatest impact and the political and ecological factors have the least influence (figure 27).

**Figure 27:** Pestel analysis diagram



**Source:** Own elaboration



## **2.2.2 Microenvironment (Porter's five forces)**

Once the macro-environment has been analysed, we move on to study the micro-environment, i.e. those forces close to the sector and the company that affect its ability to offer products/services and to make a profit. A variability in one of these forces, as a rule, means that the organization is forced to rethink its strategic position in the market.

For the analysis we will use the tool developed by Michael E. Porter, which described the five main forces affecting an industry. Two of them are at the vertical level (bargaining power of customers and bargaining power of suppliers) and three at the horizontal level (rivalry between competitors, threat of substitute products and threat of entry of new competitors).

### 2.2.2.1 Threat of new entrants

As I mentioned earlier, Castellón Beer Factory was set up with a low initial investment, so it is clear that the entry barrier in this sector is low. One of the reasons for this is due to the inexistence of a leading competitor that is very well positioned within the artisan beer sector. As a consequence, the threat of entry of new companies is high. The main barrier to entry may be not having timely access to distribution companies, for example, if you plan to set up a craft brewery in a very small town you will find it very difficult to reach the distribution channels.

It is also important to highlight that the exit barriers in this sector are low, because generally they are small businesses with a small turnover, and it is not a problem for them to take another professional route. As this is a low-technology sector, any of the competitors can produce a good beer if they know how to combine the ingredients and use the correct brewing method.

Finally, this sector allows for any launch of craft beers, so it is very hard to think that consumers will be loyal to a particular product.

### 2.2.2.2 Threat of substitutes

Craft beer can be replaced by any of the industrial beers we know, these are produced at a lower cost because the production is done in mass and the brands can afford to lower the price. Similarly, craft beer can be replaced by another type of drink, whether alcoholic or non-alcoholic.



Among the alcoholic drinks, we can find wine or rum, although the first one is the main substitute for beer because it usually combines very well with gastronomy and the alcoholic content is like beer. The preferred non-alcoholic beverages are carbonated soft drinks.

Considering the craft beer market, there are many small manufacturers producing this type of beer, which means that new and substitute products are increasingly appearing in this market, mainly due to new combinations of ingredients and aromas. In spite of all the notoriety of these beers will be given by the degree of differentiation from their competitors.

It can therefore be said that the threat of entry of substitute products into this sector is high, although it will be the consumer who will have the final say, depending on his taste and brand loyalty.

### 2.2.2.3 Bargaining power of customers

In the craft beer sector, since it is a differentiated type of production and since there is increasing demand for this type of beer, the bargaining power of customers is low to medium. The main reason is that consumers of craft beer are loyal to the brand and prefer to pay a little more money, because this guarantees that their drink is of quality.

However, it is also important to point out that, from a global point of view, the offer in the beer sector is very large, so that it is affordable for the customer to change brands. In addition, the excess of information has allowed consumers to be well informed about the characteristics and prices of beers.

### 2.2.2.4 Bargaining power of suppliers

In the production of craft beer, we can think that the ingredients are simple to approach, but nothing is further from the truth because it depends a lot on the ingredients you are going to use and the country of origin of these. As a result, the quality of the beer depends mostly on the quality of the raw materials, since the power of the suppliers when it comes to negotiating is greater.

If there is a large difference in size between suppliers within a given sector, there will be more concentration in the market and then bargaining power will increase.



Depending on the type of ingredient we are talking about, it will have one degree of concentration or another, for example in the case of water or oats, there are many suppliers that offer it, therefore the buyer will be able to negotiate more the price because there are many bidders.

On the other hand, ingredients such as hops, malt and yeast, are not so easily found in our country and you have to buy them abroad. This causes a considerable increase in cost and gives these producers greater bargaining power.

Another issue to consider is the cost to those brewers of changing suppliers. We must also not lose sight of the possibility that these suppliers may become vertically integrated forward, becoming brewers.

### 2.2.2.5 Competitive rivalry

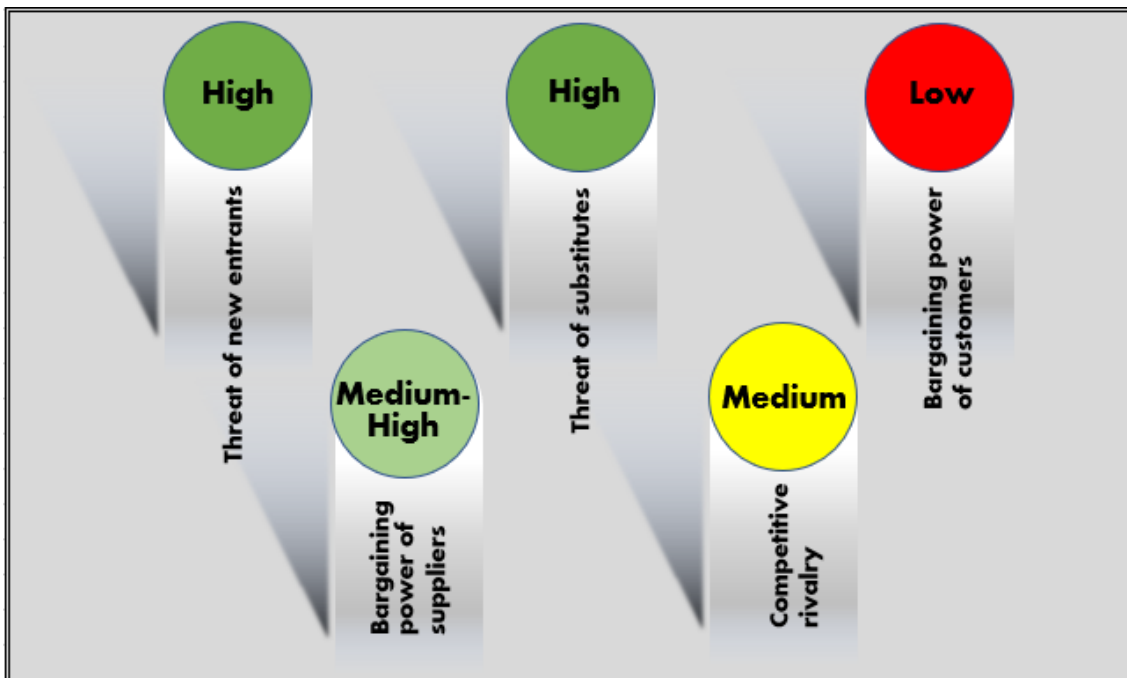
The last force I will analyze is the rivalry between competitors, in the mentioned sector of craft beers there is not a high degree of rivalry between the current competition, rather it could be a medium intensity. The first reason is because there is no competition aimed at taking market share away from competitors, but rather, as it is a relatively emerging and growing sector made up of small producers, it is more geared to feedback between the same competitors in order to continue the growth of the sector.

As mentioned in the socio-cultural factors of the macro-environment, there has recently been a social change in terms of greater concern for the products we eat. This has caused a significant growth in the demand for artisanal beers, although it is true that alcohol is not the greatest ally of health, consumers are opting for beers produced in an artisanal way, because they present natural components and a tiny amount of chemical ingredients.

Obviously, manufacturers, however small, want their beers to be different from those of their rivals, but to achieve this they have to produce beers with different characteristics in terms of taste or combination of ingredients. Apart from this, it is very difficult for these small producers to compete in the future with the large mass-producing breweries, because they do not have the necessary economic structure, and it would surely mean the loss of the initial idiosyncrasy, as well as the detriment of the quality of the beers.

After analysing the five factors that affect the microenvironment, a summary diagram of how these factors affect the craft beer sector is illustrated (figure 28).

Figure 28: Diagram of Porter's Five Forces



Source: Own elaboration

## 2.2.3 Competitive analysis

### 2.2.3.1 Level of competence

I will then carry out a competition study, for which I will consider the four existing levels (*competition in the form of product, competition in product category, generic competition and competition in the budget*).

- **Competition in the form of product**

Group those products and brands with the same attributes that cover the same need for the same segments. In this case it would be the producers of artisanal beer. Bearing in mind that this is a sector in which there are small local producers throughout Spain, I will only have as a reference those companies which are within the Valencian Community. Producers of this autonomous community dedicated to the manufacture of craft beer include La Vidigonera and Badum (Castellón), Cervezas Alegría, Jabeerlñi, Birra & Blues, La Quarantamaula, Cervezas Abadía, Zeta Beer, Cerveses Lluna, Cerveza Galana and La Socarrada (Valencia) and Althaia Artesana and Cervezas Spigha (Alicante).



- **Competition in product category**

It includes those products and brands with the same attributes, but different presence. In this sense we find any variety of beers. The most outstanding brewing companies in our country in terms of sales volume and production are Mahou-San Miguel, Alhambra, Heineken, Grupo Damm, CCC and La Zaragozana, all of them under an industrial and mass production system.

- **Generic competition**

Generic competition is made up of those substitute products for beers which cover the same need (thirst/drink). Within this level of competition, we find products such as tea, water, coffee, any type of alcoholic beverage, soft drinks, juices, lemonades, slush drinks, sports drinks, among others.

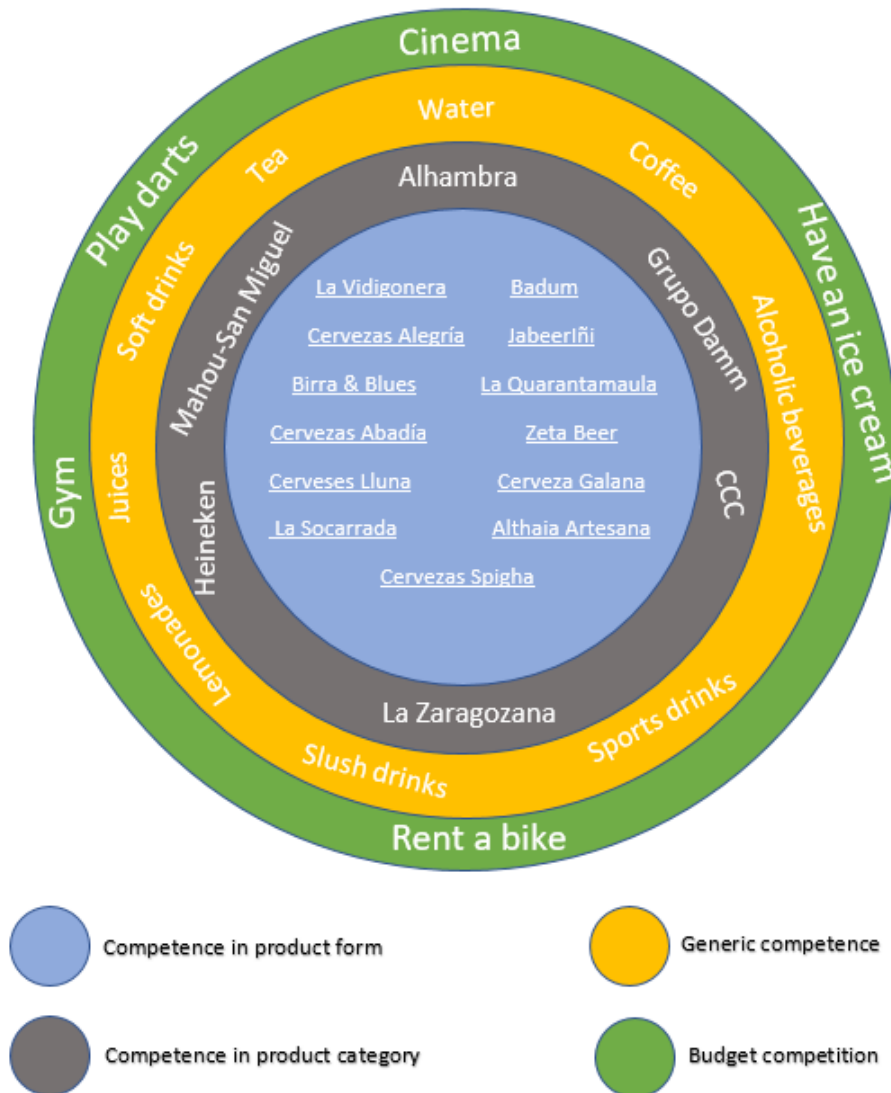
- **Budget competition**

Products and services that "fight" for the same consumer budget. I will give an example to clarify this, if a person carries 5 euros in a pocket and has decided to spend that same afternoon the mentioned amount, because he wants to enjoy his leisure time, all the establishments that are close to him are competing for that certain person to spend his money on his product/service. He can go for a few beers or choose other options such as going to the cinema, having an ice cream, playing darts, going to the gym, renting a bike...

In the image below, the analysis of the four levels of competence can be seen more clearly (figure 29).



Figure 29: Diagram of the four levels of competence



Source: Own elaboration

2.2.3.2 Main competitors

**La Vidigonera** (Castellón): This brewery produces its products in a traditional way with the essence of the waters of Montanejos, the most important thermal water spring in the Valencian Community. Its name comes from the people of Montanejos, a town in Castellón with barely 572 inhabitants, but very much appreciated by rural tourism.

It only sells one type of beer, La Vidigonera, which has an alcohol content of 5.0% and an international unit of bitterness (IBU) of 20.



The points of sale of this beer are the hotels, spas, spas, restaurants and bars of this town. A bottle costs 2.83 euros and is sold in lots of 6 bottles. Shipping is free if you buy more than 59 euros.

**Badum** (Castellón): A producer of artisan beer in Peñíscola. Visits are organised in his brewery to see the facilities and the production process. Peñíscola, a town on the coast of Castellón, stands out for its history and tourist visits. One of these historical monuments is the Badum tower, a medieval defensive fortification with a great deal of architectural and emblematic importance, which gives its name to the beer. This brewery has three varieties of beer: pilsen, wheat and artichoke. The points of sale are the shop-bar they have in Peñíscola and in some virtual shops, the price of each beer is 2 euros and they are distributed in boxes of 12 units.

**Cervezas Alegría** (Valencia): Craft beer brewery in Massanassa. It offers a TapRoom service, i.e. a bar within the brewery itself, where they suggest the most appropriate beers for your tastes, and you can also accompany your drink with tapas. They also offer the service of making presentations and business meetings. They have six varieties of beer that can be purchased through their website, for 2€ per bottle and sold in boxes of 6 or 12 units.

**Jabeerñi** (Valencia): This is a very young microbrewery of artisan beers without a physical brewery. The owners, Scottish residents in Valencia, brew their own products in their own homes. They only sell one type of beer, American IPA style. It can be purchased by SoloArtesanas and the price of each bottle is 3,84€.

**Birra & Blues** (Valencia): From 2011, they will be producing handmade beers in Massalfassar. It was the first BrewPub-Restaurant in the Valencian province and one of the pioneers in Spain, where you could eat and taste the beers in the same factory. Very satisfied with the production system have allowed to have more than fifteen different varieties of beer. It is a company that takes great care of social networks and the website. In their online store their products are sold for 2.4 euros/bottle in boxes of 12 units, while in SoloArtesanas they are available for 2.58 euros/bottle.

**La Quarantamaula** (Valencia): A company from Catarroja that makes beer and wine in the traditional way. As a wine producer it is well known and famous by its consumers, but it only has three varieties of beer. These are sold in SoloArtesanas in lots of 12 or 24 units for 3.25 euros/beer. It is a business that does not give much importance to digital marketing.





**Cervezas Abadía** (Valencia): Producer founded in 2008 and established in La Pobla de Vallbona. As in the previous case, they also produce three varieties of beer, where each variety of beer is very different in terms of price. They offer many varied lots of beers, as well as visits to their facilities and sales of T-shirts of the brand. It is present in social networks, but its website contains a lot of over information.

**Zeta Beer** (Valencia): Founded in 2013 in the town of Alboraya, is valued as one of the best craft brewers in the Valencian Community.

It has four varieties of beer that allow it to produce hundreds of thousands of litres per year and to be present in more than 150 bars in Valencia. Not only do they compete at a regional level, but they have also reached a national and European level through a wide network of distributors. The designs of their cans/bottles and labels are very creative and visual.

The prices of their beers are around 2.50 euros/unit.

Very good presence in regional media and social networks, although the SEO positioning of the website could be better being a very visually attractive website.

**Cerveza Galana** (Valencia): Producer of La Yesa founded in 2011. Only family members work there, where all the ideas and beers have been born from their hands, machinery and furniture included. They use water from La Yesa for the production process, a factor which has enabled them to produce more than ten varieties of totally natural beer. The downside is that they do not have a virtual shop and sell everything through wholesalers. The prices of their products are around 2.5 euros/unit. It is appreciated that it is a small family business because they do not have much activity in social networks and their website is very basic.

**La Socarrada** (Valencia): It is one of the best known artisan breweries in Spain because of its daring in terms of flavours and mixing of ingredients. This company, founded in Játiva, has accumulated prizes, mentions and distinctions over the last few years.

It is understood by great chefs as one of the best beers to combine with any dish, in fact almost all Michelin starred chefs have this beer on their menus. The annual production is approximately 700,000 liters, a figure much higher than its competitors. According to the International Taste & Quality Institute of Brussels, in 2012 La Socarrada was awarded as the best craft beer in the world.



The internationalization of this product is very high, it is sold in almost 25 countries, including Amazon, El Corte Inglés and Carrefour. On top of that, it has a production plant in Buenos Aires that allows it to expand beyond the pond. This differentiation has given La Socarrada the ability to have a higher price than its competitors, since the amount of their beers are around 3 euros.

On a marketing level it is unreachable by its competitors, it has the approval of the best chefs in the world, its presence in social networks is daily and its web page is run by companies specialized in promotion. Its good public relations work, such as attendance at national and international gastronomic fairs, has led to good recognition by the media.

**Cerveses Lluna** (Alicante): Organic brewery born in 2008 in Alcoy. Its products are produced in a traditional and ecological way. It is recognised as the only producer that makes all its beers under organic certification. They offer around ten different varieties of beer. In order to be ecological, prices are cheaper than the competitors I mentioned before. The price of each unit is approximately 2.20 euros, distributed in boxes of 6 or 16 units. It has an innovative website and is present in social networks, betting on the Valencian language.

**Althia Artesana** (Alicante): Artisan beer company born in 2014 in Altea, run by a couple from the same town. It has a wide variety of beers that it sells online through its website. They offer many varied lots of beers with prices ranging from 2-4 euros/unit distributed in boxes of 12 units. For a fairly small company with few workers has well updated social networks and has an organized website.

Also, this business sought at the end of last year to raise funds through crowdfunding to expand the brewery and its production.






**Cervezas Spigha** (Alicante): Founded by two young people from Alcoy in 2011, this artisan brewery has only three varieties of products that are sold through wholesalers and online distributors. The prices of their products are around 2.5 euros/unit.

Despite being a humble company, its current production level is close to 3,500 liters per month, they have a lot of activity and recommendations on their social networks, although their website can be improved.

Below is a summary table of Castellón Beer Factory's main competitors (table 5).



**Table 5:** Castellón Beer Factory's main competitors

Company	Product variety	Sales outlets	Communication	Price
	1 variety	Hotels, spas, spas, restaurants and bars	Social networks and website	2,83 €
	3 varieties	Your shop-bar and some virtual shops	Social networks and website	2€
	6 varieties	TapRoom service and online shop	Social networks, website, presentations and work meetings	2€
	1 variety	Acquired in SoloArtesanas	Social networks	3,84€
	15 varieties	Acquired on their website and SoloArtesanas	Social networks and website	2.4€ (on your shop) 2.58€ (SoloArtesanas)





# MARKETING PLAN DEVELOPMENT



	<p>3 varieties</p>	<p>Sold in SoloArtesanas</p>	<p>They don't give much importance to digital marketing.</p>	<p>3,25€</p>
	<p>3 varieties</p>	<p>Web shop and online distribution pages</p>	<p>Visits to their facilities, sales of branded T-shirts, social networks and website</p>	<p>Each variety of beer is far away in price</p>
	<p>4 varieties</p>	<p>Present in more than 150 bars in Valencia</p>	<p>Good presence in regional media and social networks. Designs of their cans/bottles and labels are very creative and visual</p>	<p>2,50€</p>
	<p>More than 10 varieties</p>	<p>They do not have an online store and sell everything through wholesalers</p>	<p>They don't have much activity in social networks and their website is very basic</p>	<p>2,5€</p>

# MARKETING PLAN DEVELOPMENT



	<p>1 variety</p>	<p>It is sold in almost 25 countries, including Amazon, El Corte Inglés and Carrefour.</p>	<p>Its presence in social networks is daily and its website is run by companies specializing in promotion. Its good public relations work, such as attendance at national and international gastronomic fairs, has led to good recognition by the media.</p>	<p>About 3€</p>
	<p>10 varieties</p>	<p>Online shop and physical store</p>	<p>It has an innovative website and they are present in social networks, betting on the Valencian language.</p>	<p>2,20€</p>
	<p>Wide range of beers</p>	<p>They sell online through their website. They offer many lots</p>	<p>They have well updated social networks and have an organized website.</p>	<p>Prices ranging from 2-4€</p>
	<p>3 varieties</p>	<p>They market through online wholesalers and distributors</p>	<p>They have a lot of activity and recommendations in their social networks, although their website can be improved.</p>	<p>Around 2.5 €/unit</p>

Source: Own elaboration



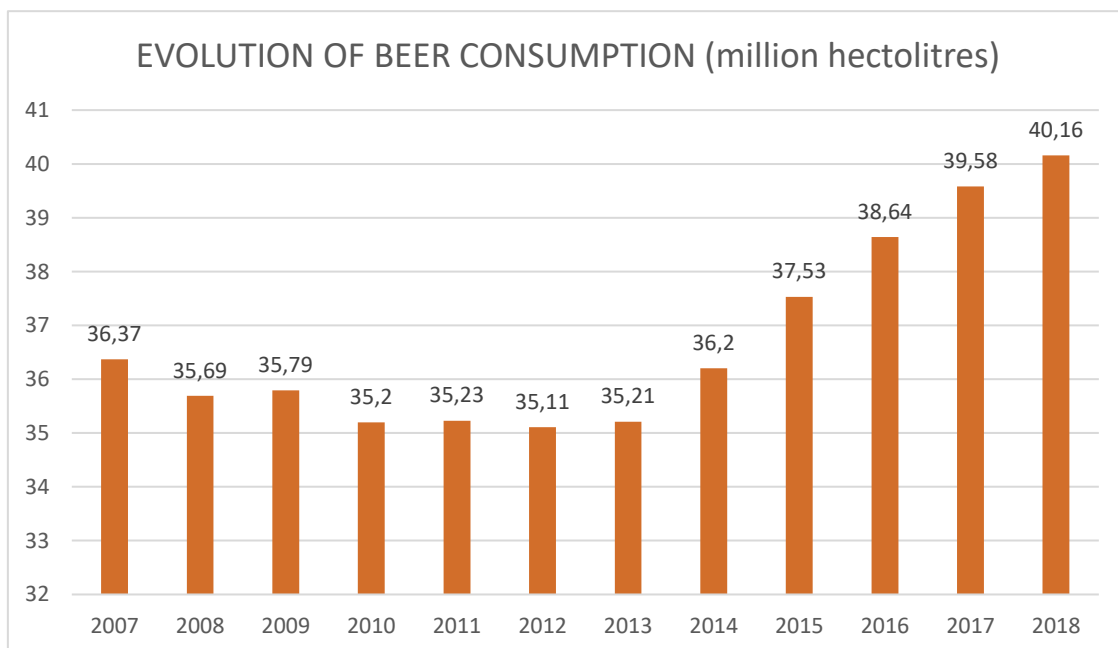
## 2.3 Market Analysis

Spain is a country of sun and beach, so there are many bars and terraces in our geography. It is never a bad time to sit down in one of these and have a cold beer with the best company and enjoy a moment to socialize, talk about some current affairs or accompany some tapas.

Next I detail the most relevant data of the beer sector, at a general level and also specifying the influence of craft beers on that sector.

According to Cerveceros de España, in 2018 beer consumption in Spain slightly exceeded 40 million hectolitres. These figures have made Spain the fourth largest consumer of beer on the European continent, only behind Germany, the United Kingdom and Poland. One of the main reasons for these high figures is the number of tourists who visit us throughout the year, considering data from the Ministry of Industry, Trade and Tourism last year 83.7 million tourists visited us.

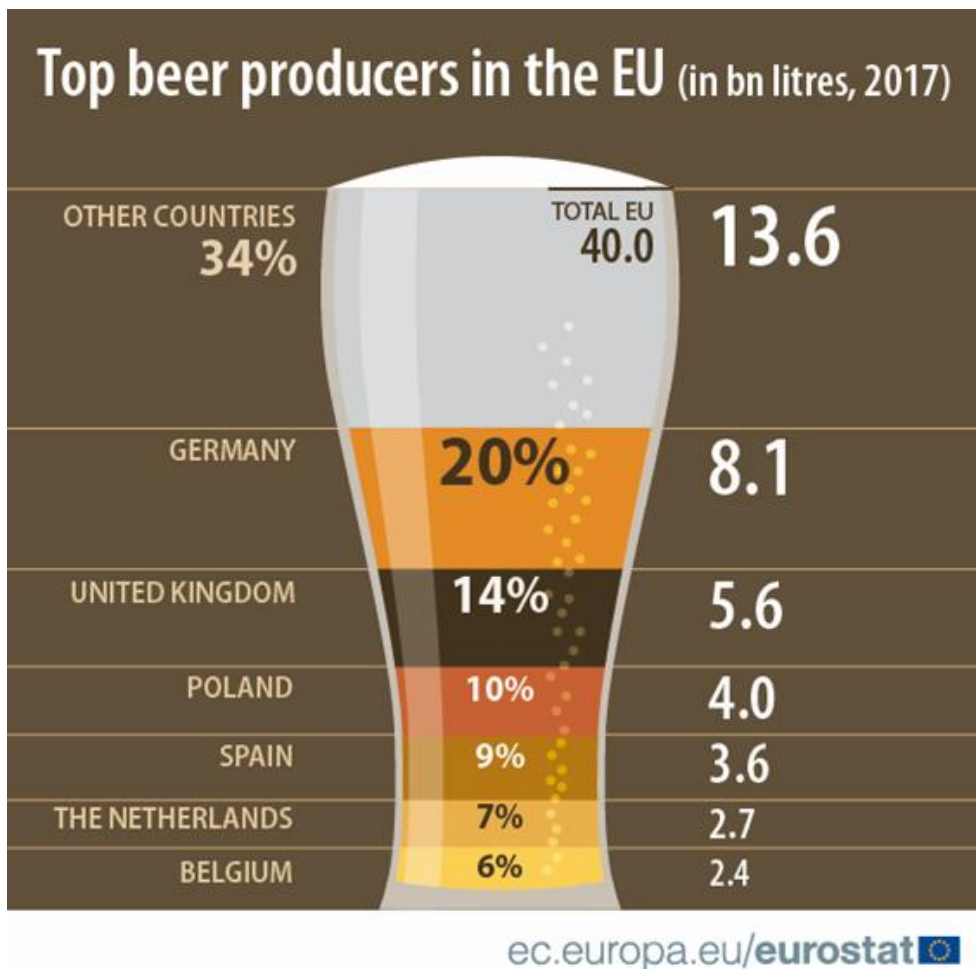
**Graph 10:** Evolution of beer consumption



**Source:** Own elaboration **Data:** Cerveceros de España



Figure 30: Top beer producers in the EU



Source: Eurostat

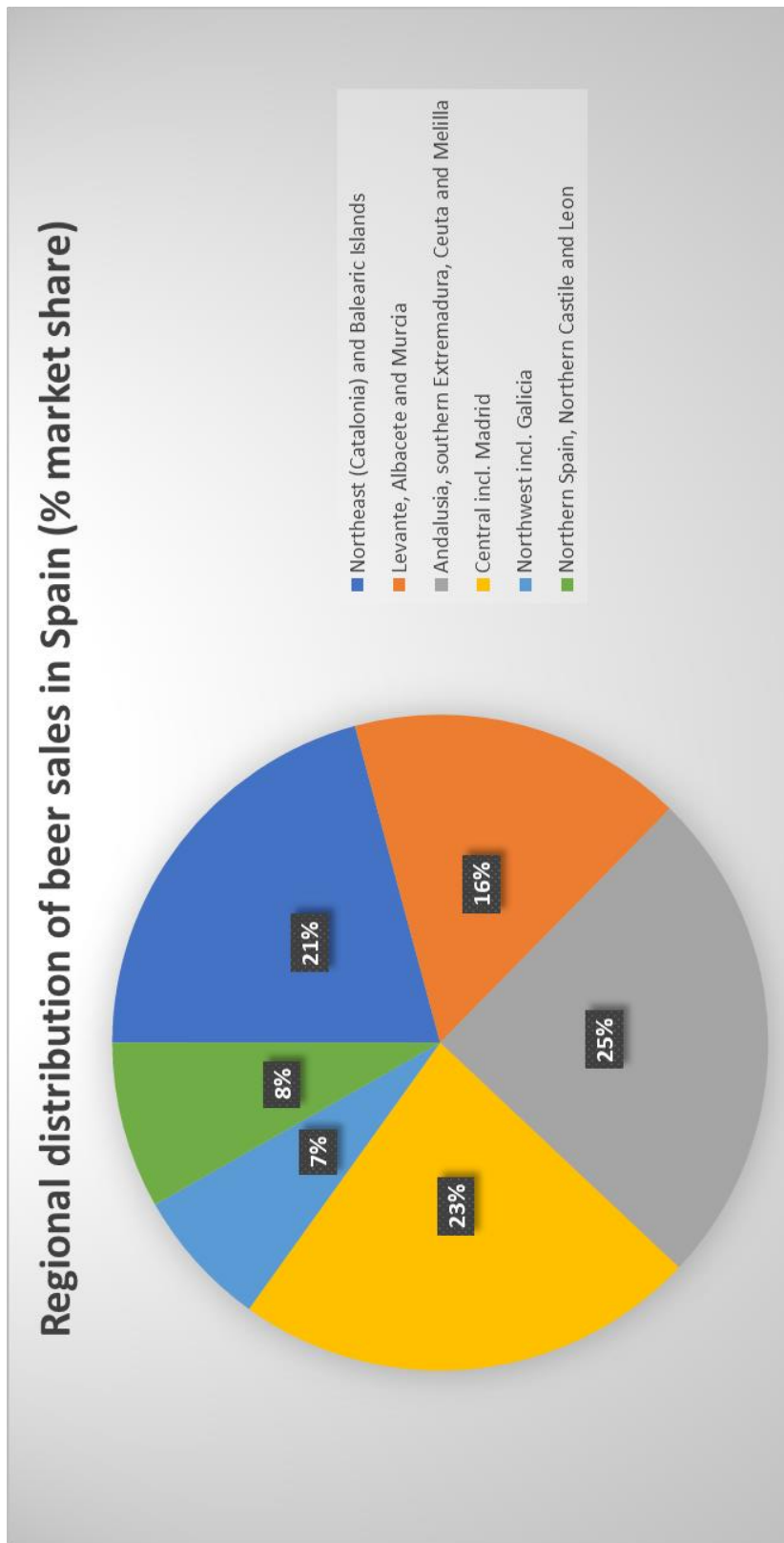
As shown in the graph, since it fell to 35.11 million hectolitres in 2012, total beer consumption has been growing for six consecutive years.

Of this consumption (40.16 million hectolitres), 67% represents consumption in some hotel or restaurant establishment, while the remaining 33% is consumption of beer in the home.

The subsequent graph clarifies the regional areas of Spain where the most beer is consumed. Andalusia, Extremadura, Catalonia, Madrid, Valencia, Murcia and the Balearic Islands stand out, while Galicia, Asturias and Cantabria are the regions with the lowest consumption of beer (graph 11).



Graph 11: Regional distribution of beer sales in Spain



Source: Own elaboration Data: Socio-economic report on the beer sector.





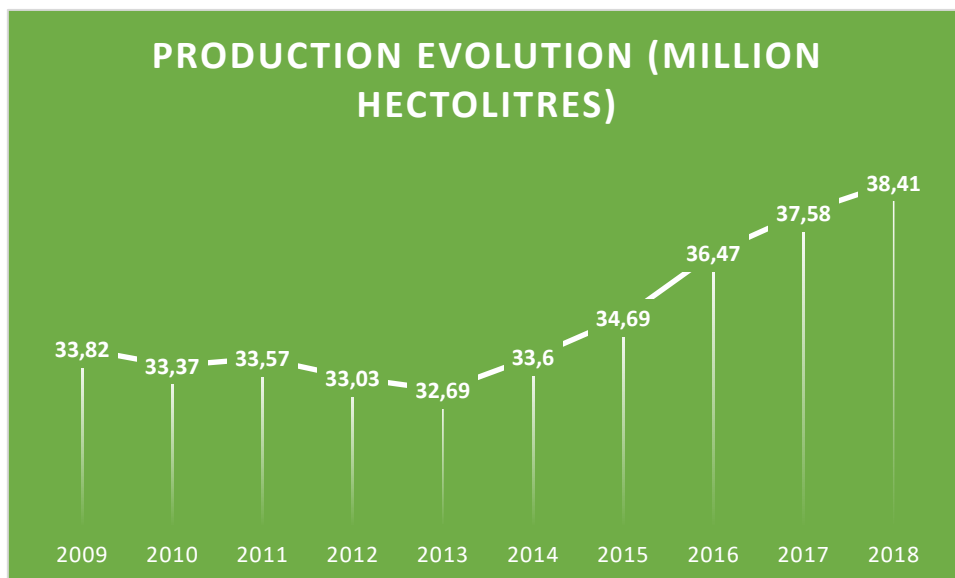
Another of the interesting data and clichés that have always surrounded the world of beer, have been dismantled in recent years, because consumption among women increased by 12% in the period 2017, something that illustrates the consolidation that beer is a matter of both.

Beer production in Spain grew by 2.2% in 2018 compared to the previous year, according to data from the Socio-economic Report on the Beer Sector. In total, in 2018, beer production reached 38.41 million hectolitres.

According to the Association of Brewers of Spain, the brewing sector causes about 350,000 jobs. These figures have transformed our country into the second European country that creates more jobs. Taking into account the alcohol taxes on beer, the government managed to collect more than 350 million euros in 2018.

Below is a graph of the evolution of production in the Spanish beer sector over the last decade (graph 12).

**Graph 12:** Evolution of production in the Spanish beer sector

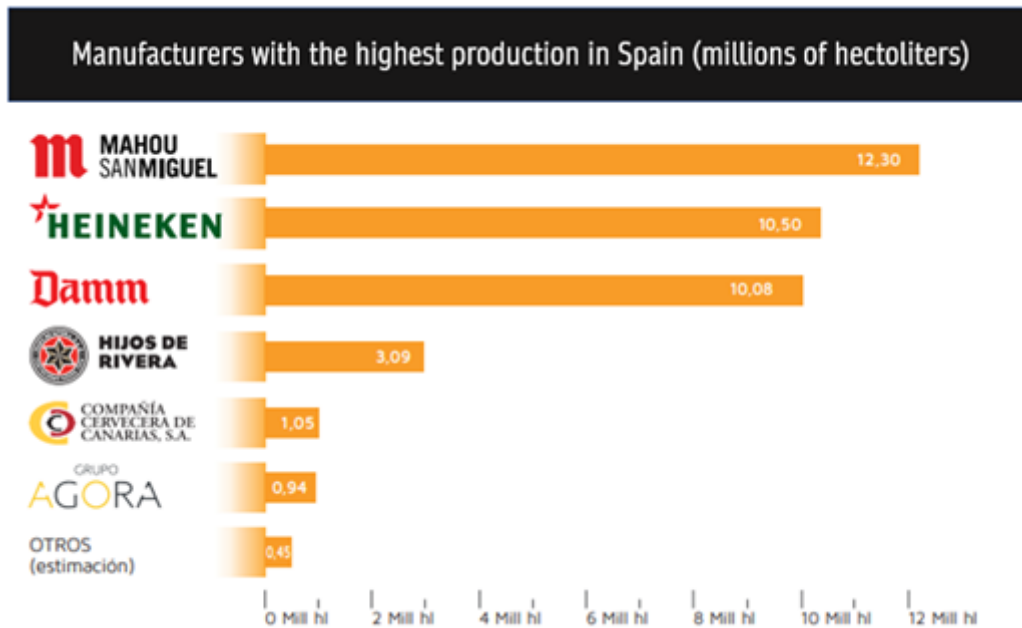


**Source:** Own elaboration **Data:** Socio-economic report on the beer sector.

The following table shows who are the manufacturers that produce more beers in Spain (table 6).



**Table 6:** Main producers in Spain



**Source:** Own elaboration **Data:** Socio-economic report on the beer sector.

Of this total production, in 2018 exports of beer manufactured in Spain reached a figure of 2.97 million hectolitres, tripling the figure exported in 2009. The main destination countries are the United Kingdom, Portugal and China.

These data must take into account the representation of artisanal beers within the total production. As I have commented during this document, craft beers have had a notable growth in recent years. Figures that support this statement are that the number of craft beers in our country has increased by 7, at the beginning of the decade there were around 70 producers of craft beers, while currently there are more than 500 manufacturers. The autonomous communities where most of the craft producers are located are Catalonia (21%), Andalusia (15%) and Castilla y Leon (10%).

In spite of this development in our country, craft beer only represents 1.17% of total beer production. That is to say, approximately 450,000 hectolitres of beer were produced in a totally artisanal way.

The latest forecasts from the artisan beer sector predict that this year's turnover could reach 100 million euros, although the COVID-19 health crisis puts this prediction on hold, mainly due to the loss of tourist activity in the summer period.



## 3. SWOT MATRIX

### Strengths

**Differentiated products:** Castellón Beer Factory produces 100% natural beers, without additives, flavourings, colourings or preservatives and with an exclusive, unique and inimitable flavour. The clients highlight the quality of the beers and the manual treatment of each of its components.

**Reputation at provincial and regional level:** The aforementioned company enjoys good word of mouth advertising on the part of its consumers, which has been spreading at provincial level and throughout the rest of the Valencian Community.

**They take care of the raw material of proximity:** With the exclusion of looking for that the ingredients are of the greater possible proximity, they treat the raw material with extreme delicacy, it is possible to be mentioned like example the milling of the malt made manually and the treatment of the water with the technique of the osmosis.

**Qualified brewing staff:** The four employees of the company, as beer enthusiasts, started from scratch in brewing beer in their own homes, which has enabled them to acquire specific knowledge of the brewing system and the treatment of ingredients.

**Great variety of beers and constant experimentation:** They have in their product portfolio 24 types of beers with different diversities of flavors, bitterness and alcoholic degrees for all types of consumers. In addition, they are constantly examining new combinations of ingredients to achieve new aromas.

**Exclusive bar (Lupulove):** This central Castellón establishment is run by the same partners as Castellón Beer Factory. They use the brewing process to display and sell only the beers produced in the factory itself.

**Great success of their brewery tours:** These tours consist of visits to see how the factory works and the manufacturing processes of the craft beers. Later on, in the same brewery, an open bar is offered so that those attending can taste any of the varieties of beer.

**Presence in social networks:** A tool widely used, where they reflect the day-to-day life of the company. They have profiles on Facebook, Instagram, Twitter, YouTube and Untappd. In all of them with a persistent activity and announcing the different tours and launches of new beers.



**They carry out communication actions (public relations):** Castellón Beer Factory contributes to flavour routes organised by the Castellón City Council and supports other cultural events in the city.

**Participation in gastronomic and ecological fairs:** They collaborate in various provincial and national gastronomic and ecological fairs, making themselves known and finding out about new consumer preferences, linking up with other companies and investigating potential competitors.

**Use of Sales Promotion or Merchandising:** They sell cup holders and badges for collectors, move around beer exhibition fairs, hold raffles on their social networks and offer promotional coupons and discounts.

### **Weaknesses**

**Some varieties of beer are very expensive:** Especially beers that have been brewed in collaboration with other artisan brewers are very expensive.

**Location of the brewery:** The brewery where the beers are produced is on the outskirts of Castellón. This is in principle common and does not seem to be a weakness but considering that the brewery tours are carried out in the same brewery the location is not the most suitable.

**Distribution:** They depend on transport companies to carry out the arrival of the orders to their corresponding addressees, which means a high cost, when it is a question of long distances, and possible delays of delivery. In addition, deliveries are only free for orders over 100 euros.

**Difficulty of competing with the industrial brewers in terms of production volume and price:** Large industrial brewers produce automatically, using industrial machinery, and human participation in the production process is negligible, which makes it possible to produce thousands of litres a day and to reduce the selling price of the beers.

**They avoid financing by financial institutions:** All acquisitions and investments are covered by the profits of other years, trying to avoid financing by banking companies. This is not entirely detrimental, but as the company grows, it will be necessary to think about using other means of financing.



**The absence of well-defined objectives:** Being a recently created company with a small size, the short-term and long-term objectives are not clearly defined. They do specify the production they want to achieve throughout the year, but for example they do not define sales or budget targets.

### Opportunities

**Healthy lifestyle:** In recent years we Spaniards have experienced a change in style more focused on defending healthy eating habits, doing sports, quitting smoking, better rest, etc. In this case, craft beer is healthier than industrial beer as it is produced from 100% natural ingredients.

**Growth of tourism:** We must bear in mind that in 2019 we were visited by nearly 84 million tourists. For example, in the Valencian Community last year we registered the highest number of tourist visits ever, over 9.5 million visitors. In the province of Castellón it is approaching that they arrived near 2 million tourists, with the purpose of enjoying the rural tourism and of beach characteristic of our province.

**Development of the gourmet movement:** More and more restaurants and shops are betting on the gourmet movement; this movement defends a cultural idea based on the culinary art and good drinking. That is, they prefer to offer a product or service with a higher price but with good quality for the diner.

**Undeveloped market with a large margin of growth:** Being a relatively young market (not very mature), there is still much room for growth and for reaching new customers. Because of this, it is a market in full expansion that represents an opportunity for the future of these brewers.

### Threats

**Entry of new competitors:** The low investment required to set up a small-scale brewery has meant that the barrier to entry in this sector is low, so more and more companies are entering this sector. Moreover, there are industrial brewers that are already experiencing the sale of craft products.

**Possible increase in the price of raw materials:** High quality hops and malts, essential components for making a good craft beer, are becoming increasingly difficult to obtain, firstly because their prices are being increased by constant demand, and secondly because they tend to come from distant countries.

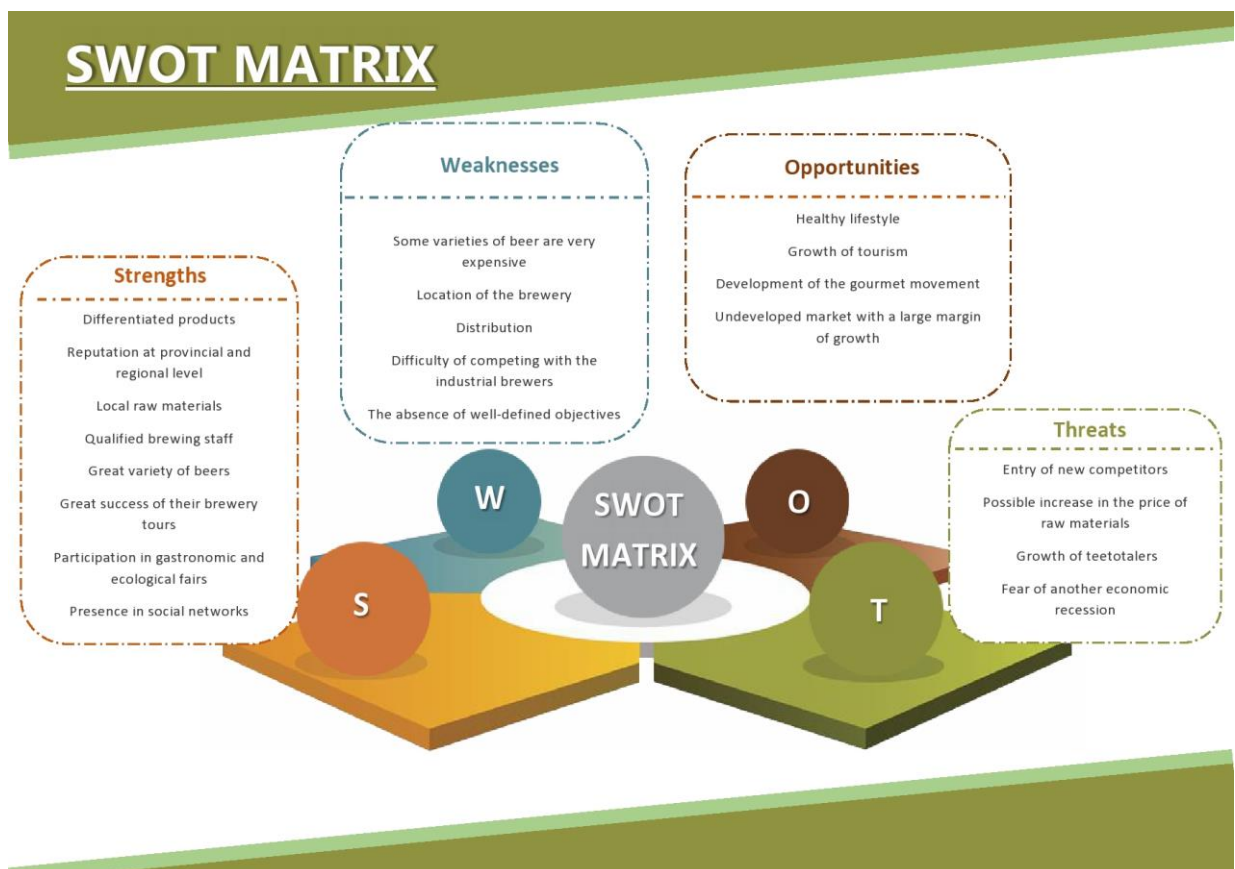


**Growth of teetotalers:** A recent WHO (World Health Organization) study reported that the number of young Europeans, aged between 15 and 24, who have never tried alcohol grew.

**Fear of another economic recession (effects of COVID-19):** Many expert economists have expressed concern in previous years about a possible slowdown in the world economy in 2020. Although the COVID-19 pandemic was not present in those predictions, this slowdown will be even more obvious. As happened in the last economic crisis, this would cause many employees to be out of work and therefore be forced to reduce household spending. Furthermore, the effect of this health crisis in Spain will greatly affect the arrival of tourists and the losses of tourism will be difficult to recover.

A summary of the SWOT matrix is shown below (graph 13).

**Graph 13:** SWOT Matrix



**Source:** Own elaboration



## 4. MARKET SEGMENTATION

### 4.1 Targeting

After reading several studies on consumers of craft beers, I have been able to learn about the different consumer profiles. These are some of the most prominent consumer groups:

#### Craft

The first target I will analyze is the craft, this group of consumers is between an age ranging from 25 to 45 years, mostly men (60%) than women (40%). They are characterized by being a public accustomed to drinking beer and consume it slowly, tasting all the flavors and aromas of the drink and that recognizes that the raw materials are of good quality. They tend to stand out for being restless, thinking people, globetrotters, extroverted but intrinsic to their leisure time. They prefer handcrafted beer, although they are also consumers of industrial beer.

Their weekly consumption of beer is usually three times a week.

**Figure 31:** Craft



#### Inexperts

The second group of consumers I will detail are the inexperienced. This target is characterized by people between 18 and 25 years old, who are currently studying and taking their first steps in the world of beer. They tend to be people who drink mostly industrial beers, they are guided when choosing a certain brand by their friends' recommendations and by the price, no matter how much quality they have.



Their average beer consumption is usually twice a week, without taking more than two drinks each time they are left, although when they go out to party their consumption tends to increase much more.

**Figure 32:** Inexperts



## **Amateur drinkers**

This third target stands out because it is older than the previous group of consumers, usually between 25 and 35 years old. People who have already finished their studies and their lives, both in terms of work and relationships, are beginning to be more stable and consolidated. Their socioeconomic level is low to medium because they are beginning to become independent from their parents and their initiation into the world of work has given them their first income. They drink both craft and industrial beers, the craft beers are usually on the weekends, when they meet their friends and during the week, they choose to consume industrial brands.

**Figure 33:** Amateur drinkers







## **4.2 Positioning**

In this section, I am going to precede to detail the positioning that the brand Castellón Beer Factory occupies in the mind of the consumer. This positioning is composed from the perception that the consumer has individually about the brand to the perception that he has about the competing companies.

Previously, analyze the main competitors of this company. Of all the regional industrial beer companies, La Socarrada is the most differentiated, both in quality and price. This company only markets one variety of beer and has a national and international reputation unattainable for the rest of its competitors. In fact, it is sold in almost 25 countries and its distribution system includes large chains such as Amazon, El Corte Inglés and Carrefour.

Zeta Beer is the other company with the greatest reputation, as it has reached both the national and European levels thanks to a wide network of distributors. For this reason, it is valued as one of the best artisan brewers in the Valencian Community. In spite of having a good brand awareness, its price is similar to other artisan brewers with lesser renown.

On the other hand, Castellón Beer Factory is characterized by being the company that has more varieties of beer than its competitors, that added to a remarkable quality of their products give it a good positioning in the minds of consumers. The company that comes second in terms of marketing more varieties of beer is Althaia Artesana. This company also has prices very similar to those of Castellón Beer Factory .

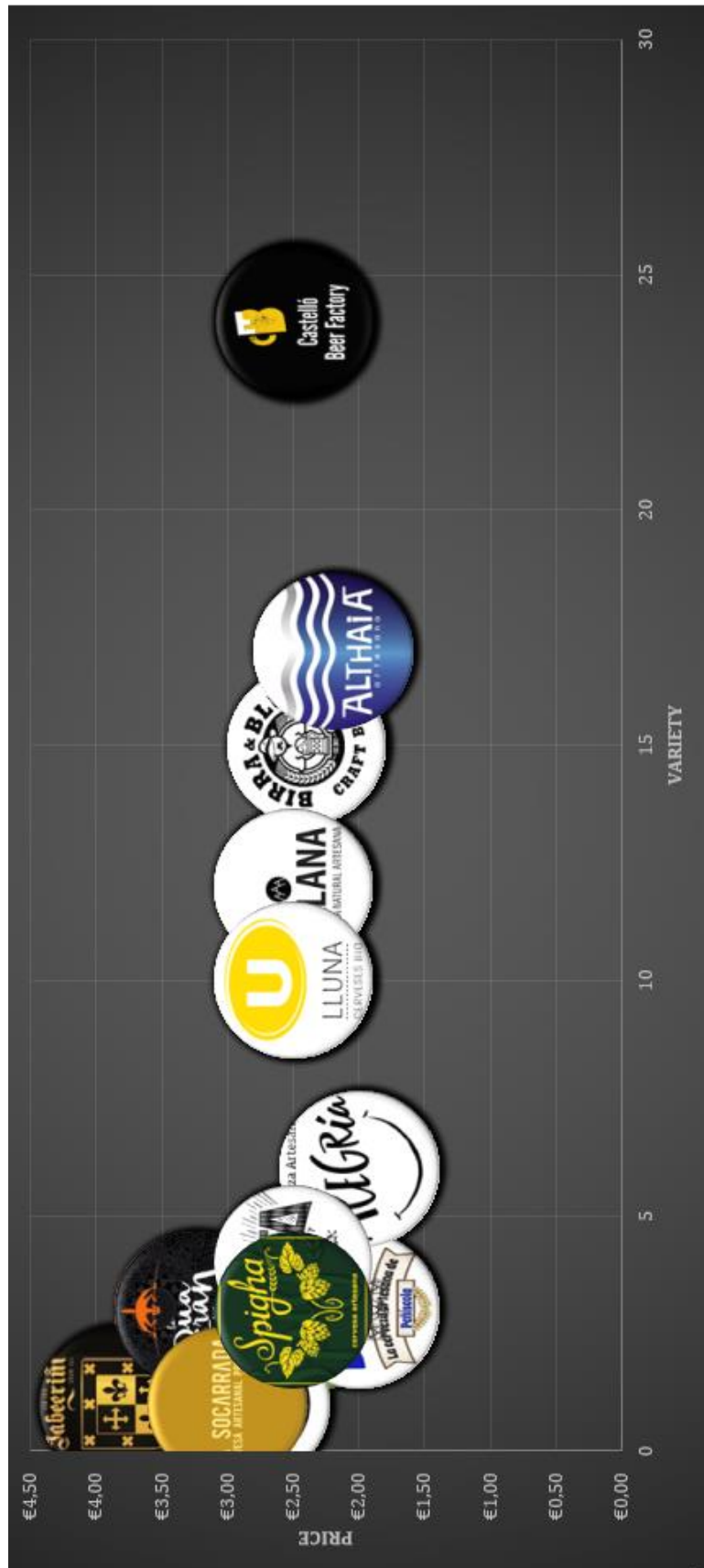
Birra & Blues is the third company that offers more varieties of beer, although its price is a little lower than the company analysed. It should also be noted that the quality of the beers of these companies is not as valued as those produced by Castellón Beer Factory.

The breweries that offer their products at lower prices are Badum (2€), Cervecería Alegría (2€) and Cerveses Lluna (2,2€). On the other hand, the producers who sell their beers at a higher price are Jabeerlñi (3.84€), La Quarantamaula (3.25€) and La Socarrada (3€).

Next, I offer some positioning maps as a form of marketing analysis, which makes it possible to visually show the perception that customers have of a company and its competitors in the sector (graph 14 and 15).

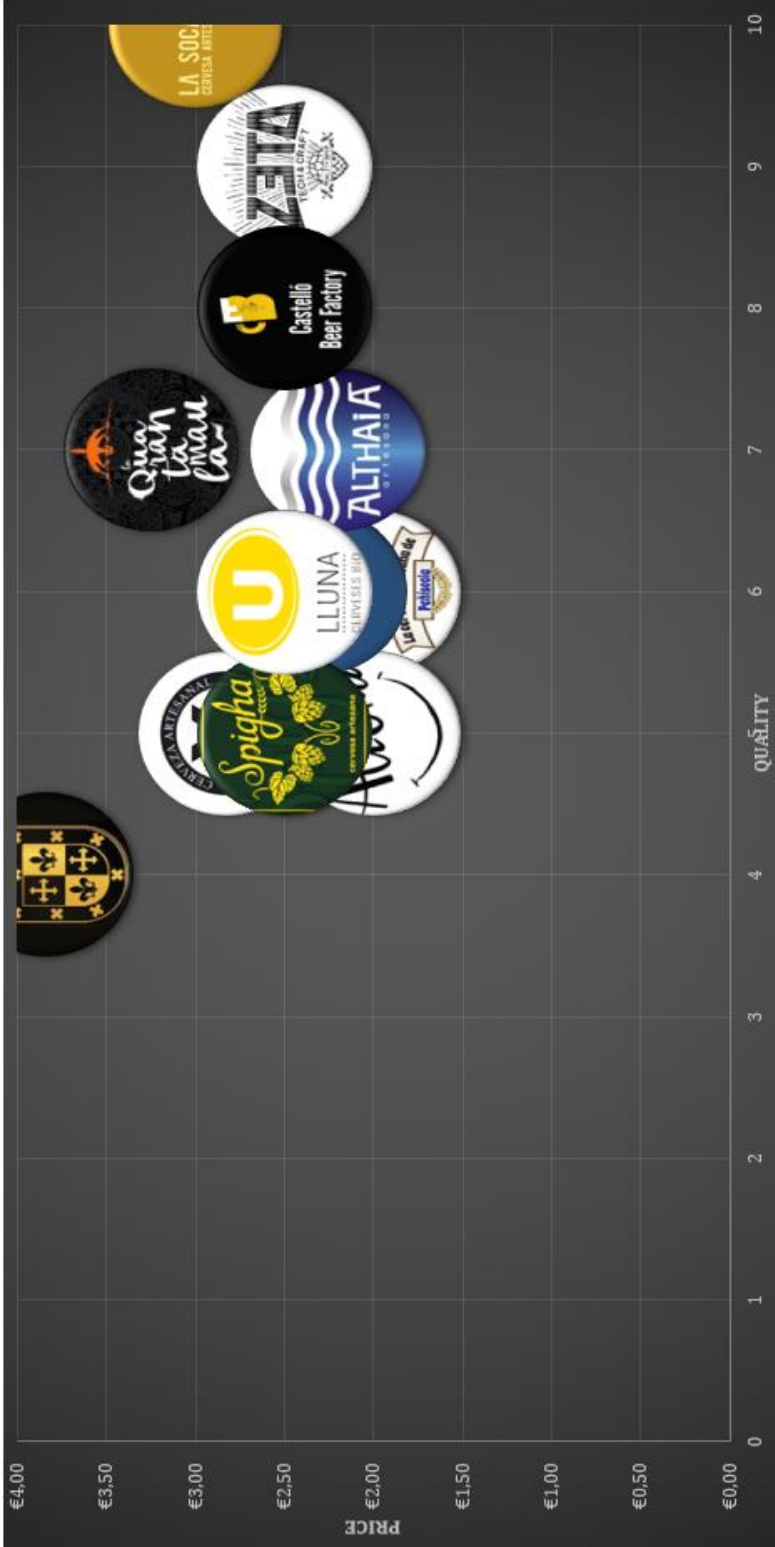


Graph 14: Positioning Price-Variety





Graph 15: Positioning Price-Quality



Source: Own elaboration



## 5. MARKETING OBJECTIVES

This section specifies the marketing objectives to be achieved for the present exercise. All these objectives must be SMART (specific, measurable, achievable, realistic and timely) because, in this way, the measurement and evaluation of the company's strategies and actions are favoured. Thus, it is possible to control the evolution of the results and correct, if necessary, the possible deviations.

You require a clear definition of your marketing objectives in order to later formulate your marketing strategies. Furthermore, setting specific objectives is essential to prosper in any sector.

These are the marketing objectives set for Castellón Beer Factory:

- 1) Increase web traffic by 50% (from 2,000 to 3,000 monthly visits) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 3) To increase annual production at the factory (from 100,000 litres to 150,000 litres) during the current financial year.
- 4) To increase the gross margin to 10% for each sale for the next year.
- 5) Increase presence at fairs or events by 30% during 2020.
- 6) To manage to supply the beers to their recipients in less than 36 hours, before the end of 2020.
- 7) To increase the number of followers (approximately 1,000) in each of our social networks before December 31, 2020.

## 6. MARKETING STRATEGIES

A marketing strategy is the set of actions designed to achieve the objectives defined in the previous section. They can be used to discover how you are going to satisfy the needs and desires of your customers, access your target market, define the positioning of your brand and decide on the variables of the marketing mix (product, place, price and promotion).

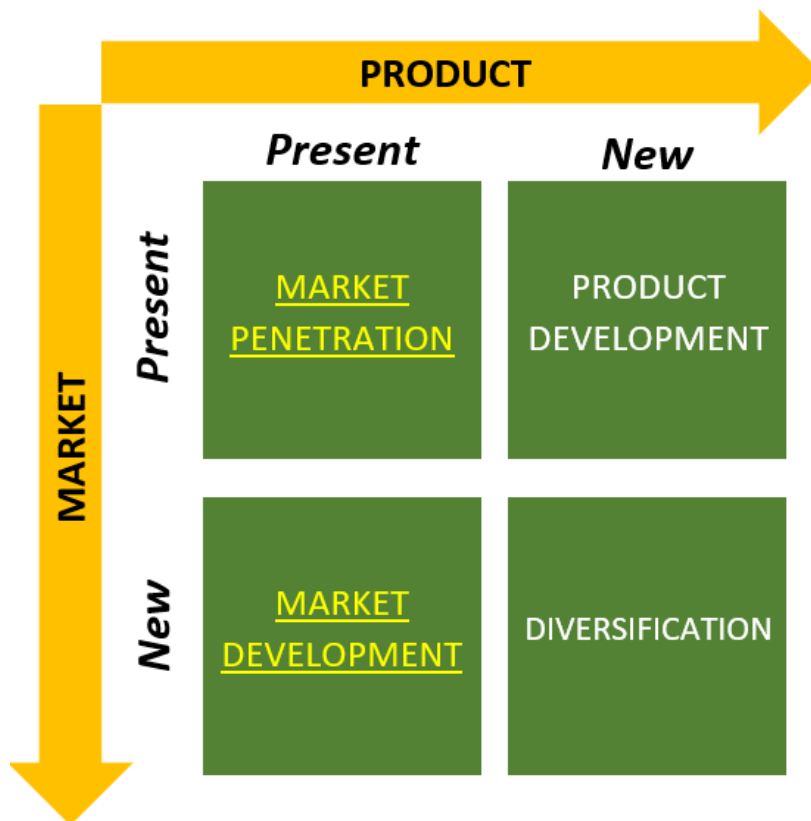


## Growth strategies (Ansoff matrix)

In order to choose the growth strategy that we are trying to carry out, I am going to base myself on Ansoff's matrix, which is oriented towards identifying the growth opportunities of a company, in which, depending on whether the products to be introduced into the market are current or new, there are four possible strategies.

These four possible strategies are reflected in the following image (figure 34).

Figure 34: Ansoff Matrix



Source: Own elaboration

Castellón Beer Factory must carry out a market penetration strategy, which is based on the opportunity to achieve a higher market share through the current products marketed in the current markets.

This strategy is ideal when it comes to traditional markets and products, as is the case in the brewing sector. The objective of the strategy is to persevere in what you do, providing more inclination towards increasing sales and increasing customers, through persuading consumers of our rivals and building customer loyalty.



This can be achieved through actions such as cross-selling (offering the customer different complementary products), advertising and promotion, improving our image and giving the products new uses.

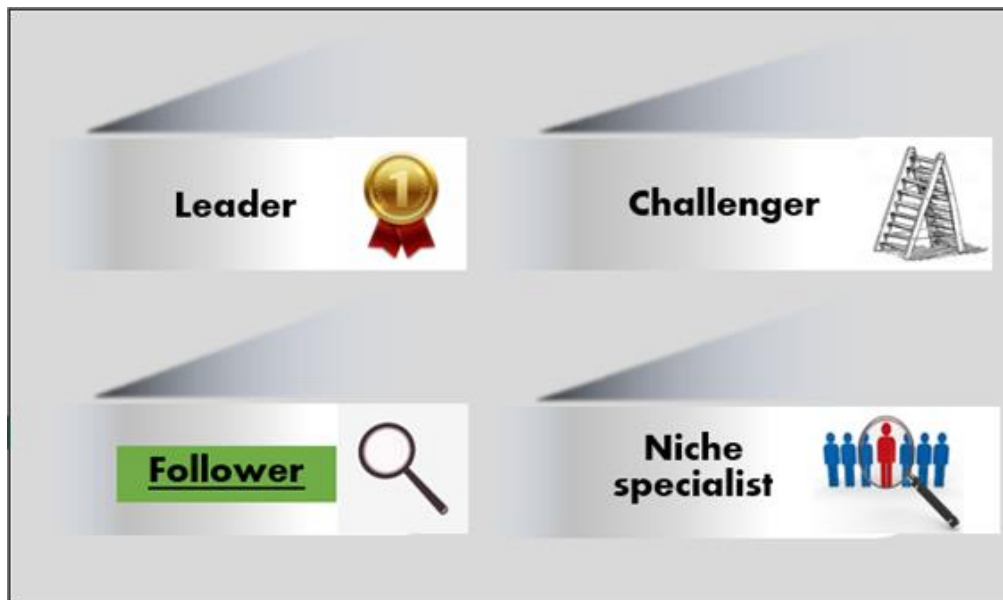
Another growth strategy that may be interesting to consider is market development. This strategy is recommended when it comes to identifying new markets in which our products can be introduced.

In order to put this strategy into operation, it is essential to determine an opening towards new geographical markets, new market segments and new distribution channels. Some of the actions of this strategy can be any related to geographical expansion, online sales, change in distribution policy (new agreements with distributors) or variation of product packaging.

### **Strategic positioning strategy**

Every company seeks to position itself better in the market and to be ahead of its competitors and the most viable way to achieve this is through strategic positioning. The different existing positioning strategies are leader, challenger, follower and niche specialist (figure 35).

**Figure 35:** Positioning strategies



*Source: Own elaboration*



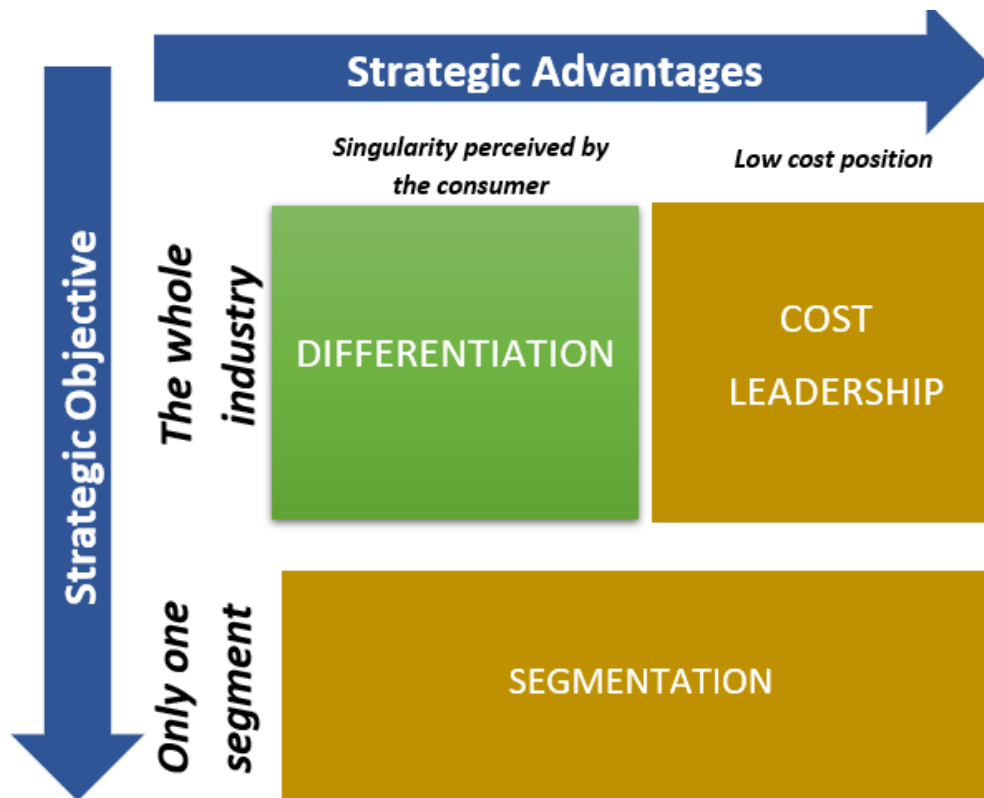
Castellón Beer Factory is part of the follower strategy, that is, it is part of many brands that do not occupy the position of leader in the market and are not able to dispute it (challenger). The aim of these companies is to keep their market share, without giving up the possibility of approaching challenging companies, and differentiating themselves from other followers with proposals that provide some kind of advantage with respect to their target market.

### Competitive strategy

The competitive strategy explains how the actions carried out to achieve an advantageous position vis-à-vis the rest of the competitors, in order to obtain a competitive advantage.

The competitive strategies developed by Michael E. Porter are the strategy of cost leadership, product differentiation and market segmentation (figure 36).

Figure 36: Porter's generic strategies



Source: Own elaboration



Castellón Beer Factory, like the great majority of artisan breweries, is based on the strategy of differentiation. The differentiation strategy focuses on the very characteristics of the beers that make customers inclined towards the beers of one brand rather than others. This strategy enables the company to demand a higher price for its products, increase sales and establish brand loyalty.

### **Competitive strategy in relation to the environment (Miles and Snow)**

Miles and Snow established a set of business strategies, based on the entrepreneurial spirit and the dynamism of the company with the environment. The strategies, according to these authors, are prospective, analytical, defensive and reactive (figure 37).

**Figure 37:** Miles&Snow's Organizational Strategies



**Source:** Own elaboration

In the case of our company, I can say that the strategy that it defends is the analyzing one. That is, they focus on sustaining their activity, but under the premise of launching new products and, as I said before, developing new markets. It is also an analyzer because there are many competitors and the configuration of the craft beer market is still in a phase of consolidation, in addition there are many changes about the distribution of market shares.





## 7. ACTION PROGRAMS

### 7.1. Summary of action plans

The following table summarizes the actions proposed to achieve the marketing objectives that I have detailed in previous sections, these actions are more individually specified in subsequent sections (table 7).

**Table 7:** Summary of actions

<u>ACTIONS</u>	<u>OBJECTIVES</u>	<u>STRATEGIES</u>
<b>PRODUCT DECISIONS</b>		
<i>1. Launch of a special Euro 2021 beer</i>	2) Increase sales by 20% by 2020. 3) Increase annual production at the factory (from 100,000 litres to 150,000 litres) during the current financial year. 4) Increase the gross margin to 10% for each sale for the next year.	Differentiation
<i>2. Adding new fermenters</i>	2) Increase sales by 20% by 2020. 3) Increase annual production at the factory (from 100,000 litres to 150,000 litres) during the current financial year. 4) Increase the gross margin to 10% for each sale for the next year.	Product development Market penetration
<b>PRICE DECISIONS</b>		
<i>3. Discounts on beer tours to buy online</i>	1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities. 2) Increase sales by 20% by 2020. 4) Increase gross margin to 10% for each sale for the next year.	Market development

# MARKETING PLAN DEVELOPMENT



<p><b>4. Rappels on sales for the most common customers</b></p>	<p>2) Increase sales by 20% by 2020. 4) Increase the gross margin to 10% for each sale for the next year.</p>	<p>Market development</p>
<p><b>PLACE DECISIONS</b></p>		
<p><b>5. Setting up home delivery</b></p>	<p>2) Increase sales by 20% by 2020. 4) Increase the gross margin to 10% for each sale for the next year. 6) To be able to deliver the beers to their recipients in less than 36 hours, before the end of 2020.</p>	<p>Market development</p>
<p><b>6. Sales Force Recruitment (commercial)</b></p>	<p>2) Increase sales by 20% by 2020. 4) Increase the gross margin to 10% for each sale for the next year. 6) To be able to deliver the beers to their recipients in less than 36 hours, before the end of 2020</p>	<p>Market penetration</p>
<p><b>PROMOTION DECISIONS</b></p>		
<p><b>7. Creating an App</b></p>	<p>1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities. 2) Increase sales by 20% by 2020. 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.</p>	<p>Market penetration</p>
<p><b>8. QR Code</b></p>	<p>1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities. 2) Increase sales by 20% by 2020. 7) Increase the number of followers (appro. 1000) in each of our social networks by December 31, 2020.</p>	<p>Market penetration</p>

## MARKETING PLAN DEVELOPMENT



<p><b>9. Online catalogue of our beers</b></p>	<p>1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.</p> <p>2) Increase sales by 20% by 2020.</p> <p>7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.</p>	<p>Market penetration</p>
<p><b>10. Supermarket tastings</b></p>	<p>1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.</p> <p>2) Increase sales by 20% by 2020.</p> <p>4) Increase the gross margin to 10% for each sale for the next year.</p> <p>7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.</p>	<p>Market penetration</p>
<p><b>11. Point of Sale (POS) advertising in supermarkets</b></p>	<p>1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.</p> <p>2) Increase sales by 20% by 2020.</p> <p>7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.</p>	<p>Market penetration</p>
<p><b>12. Renewal of the menus of the bars and restaurants</b></p>	<p>1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.</p> <p>2) Increase sales by 20% by 2020.</p> <p>4) Increase the gross margin to 10% for next year.</p> <p>7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.</p>	<p>Market development</p>



<b>13. Conducting raffles through social networks</b>	<p>1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.</p> <p>2) Increase sales by 20% by 2020.</p> <p>7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.</p>	Market penetration
<b>14. Stand for increased attendance at beer fairs</b>	<p>1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.</p> <p>2) Increase sales by 20% by 2020.</p> <p>5) Increase presence in fairs or events by 30% during 2020.</p> <p>7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.</p>	Market penetration

**Source:** Own elaboration

## 7.2. Product decisions

### Action 1: Launch of a special Euro 2021 beer

**Objectives to which it contributes:**

- 2) Increase sales by 20% by 2020.
- 3) Increase annual production at the factory (from 100,000 litres to 150,000 litres) during the current financial year.
- 4) Increase the gross margin to 10% for each sale for the next year.

**Implementation period: Four months**

**Budget: 30.000€**

Football and beer have always been linked, in fact, when World Cups or European Football Championships are held, their consumption soars. That is why it is interesting to take advantage of the postponement of the Eurocup, with a date scheduled for this year, but the problem of the COVID-19 has caused the European bodies to postpone it for next year.



As it is a date that many football fans have been waiting for four years, we are going to take advantage of that expectation to launch a special Euro 2021 beer. As of the 2010 World Cup, where Spain was proclaimed world champion, many industrial breweries are betting on launching a special edition of beer at the national level.

I see a good idea to try to imitate that idea for the company under analysis, but with the aim of expanding at a provincial and regional level, taking into account the advantages that being an industrial brewery would bring, since our competitors do not make this kind of special editions.

The idea of marketing these beers would be a set of 6 cans of 33cl, if purchased through the web, or if you buy it in one of the local bars would be available in bottle format. The design of the beer would be a tribute to the Spanish team with historical images and with the figure of footballers of the current team.

The launch of this new line of beer would take place in May 2021, a month before the celebration of the tournament and would last until August, firstly to take advantage of the summer tourism and secondly in case Spain wins the European Cup to have more sales.

The retail price would be 2.5 euros/unit. However, the set of 6 cans could be acquired for 12 euros (2 euros/unit) during the celebration of the Eurocup. Furthermore, when the Spanish team plays, an option to predict the result would be enabled on the website and in the App and whoever succeeds would get a discount for the next purchase, only valid for the special Eurocup 2021 set. That discount would be 2 euros, that is, for 10 euros you could buy the set of 6 cans.

This guarantees an increase in web traffic and an increase in sales. If demand were much higher than expected, the possibility would be considered of temporarily increasing the number of staff for the distribution of these beers.



Figure 38: Tin and bottle edition EURO 2021



Source: Own elaboration

Figure 39: Plate edition EURO 2021



Source: Own elaboration



## **Action 2: Adding new fermenters**

### **Objectives to which it contributes:**

- 2) Increase sales by 20% by 2020.
- 3) Increase annual production at the factory (from 100,000 litres to 150,000 litres) during the current financial year.
- 4) Increase the gross margin to 10% for each sale for the next year.

**Implementation period: Four months**

**Budget: 17.000€**

This company currently produces around 100,000 litres per year and has a simultaneous fermentation capacity of 8000 litres. As the production has been increasing every year in a notorious way, I see the opportunity to increase the production capacity by acquiring new fermenters. Indeed, fermenters allow the conversion of raw materials into an alcoholic beverage. They would have to be stainless steel and cylindrical-conical and based on an isobaric process, in order to control the fermentation, maturation and purification temperatures of the yeast. The ideal capacity of each fermenter would have to be 1500-2000 litres and we will acquire two fermenters, in order to increase the effective capacity by approximately 4000 litres, which would mean about 50,000 additional litres per year.

These new fermenters would mean a greater production in each variety of production and you could make more litres in those varieties that have more demand, as well as it would enable the possibility of launching new products, as the case that I have detailed in the previous section.

**Figure 40:** New fermenters





## 7.3. Price decisions

### Action 3: Discounts on beer tours to buy online

#### Objectives to which it contributes:

- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 4) Increase gross margin to 10% for each sale for the next year.

**Implementation period: One month (but impact throughout the year)**

**Budget: 1.000€**

Beer tours are one of the most successful services offered by Castellón Beer Factory and one of the main sources of income for the company. These tours are based on visits to see how the brewery works and the manufacturing processes of artisan beers. Then, in the factory itself, an open bar is offered, paying 12€ per person, so that those attending can taste any of the varieties of beer. There is also the option of an open bar plus dinner for 20€ per person.

At the end of the tours, each of the attendees will be given a discount code of 2€ to buy on the web or the App in the online store on any of the products offered on those platforms. This discount will be valid for 15 days.

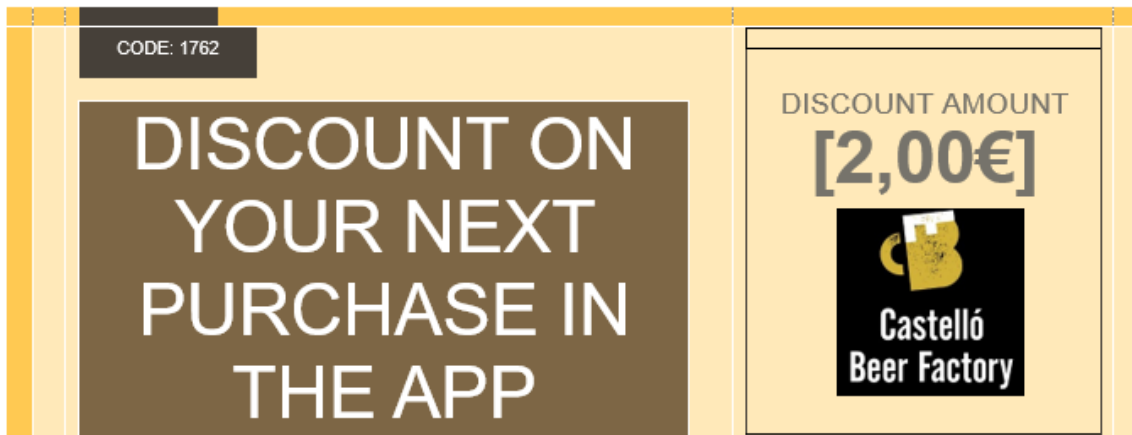
In case you have purchased the open bar + dinner service you will be rewarded with the same discount, plus an additional reduction of another 2€ on your next beer tour. This discount will not have an expiration date.

In this way you get an influence on the consumer's purchase decision, you ensure an increase in web traffic (web portal and App) and an increase in sales. As well as, you manage to get customer loyalty as you manage to retain and reward them. In addition, you encourage tour attendees to return to participate in subsequent events.





Figure 41: Discount coupon



Source: Own elaboration

**Action 4: Sales rappels for the most regular customers**

Objectives to which it contributes:

- 2) Increase sales by 20% by 2020.
- 4) Increase the gross margin to 10% for each sale for the next year

**Implementation period: One month (but impact throughout the year)**

**Budget: 1.000€**

These types of discounts will be mainly for hotel establishments such as bars and restaurants. A reduction of a percentage of the total amount purchased will be applied from a certain volume of sales.

To this end, we will discriminate between two types of customers according to their volume of purchases. The "gold" customer is the one who places more than 40 orders a year, i.e. if each order is a batch of 12 bottles of any variety of beer, there is a total purchase of more than 500 bottles a year. On the other hand, the "silver" customer is the one that makes more than 30 orders a year, that is, what would mean a total acquisition of 350 bottles of Castellón Beer Factory.

Once the discrimination of types of customers has been made, the following table details the rebates that would be applied for each type (table 8).



**Table 8:** Rebates to each type of consumer

<u>TYPE OF CUSTOMER</u>	<u>PURCHASE QUANTITY</u>	<u>DISCOUNT</u>
	<p>More than 500 bottles per year</p>	<p>5% of the total</p>
	<p>More than 350 bottles per year</p>	<p>3% of the total</p>

*Source: Own elaboration*

It should be noted that the rebate, either 5% or 3%, will be on the total sum of the different invoices.

**7.4. Place decisions**

**Action 5: Setting up home delivery**

**Objectives to which it contributes:**

- 2) Increase sales by 20% by 2020.
- 4) Increase the gross margin to 10% for each sale for the next year.
- 6) To be able to deliver the beers to their recipients in less than 36 hours, before the end of 2020.

**Implementation period: One month (but impact throughout the year)**

**Budget: 18.100€**



Currently in Castellón Beer Factory is a transport company that is dedicated to making the delivery of all orders that are made via online. These deliveries take between 24/72 hours once the beers have left the factory.

However, in the summer, when the demand for beer is growing, deliveries are only made on Mondays, Tuesdays and Wednesdays, which further delays the delivery of orders. The positive side of having a transport company is that it allows you to reach beyond your own province, as this has enabled the expansion of our products to provinces such as Valencia, Alicante, Zaragoza, Teruel, Tarragona and Barcelona.

Although it is important to emphasize that most of our customer base is in Castellón de la Plana and nearby towns. Therefore, I see a good opportunity to establish home delivery in Castellón de la Plana and in locations such as Benicasim, Almazora, Borriol, Burriana and Villarreal.

The idea would be to rent a small van, with its corresponding sign with the logo of the company and the forms of contact so that it makes the task of mobile advertising poster, to distribute the orders. To do this, it would be necessary to hire a new worker to do the job of a carrier plus the work of a commercial, which I will comment on later.

In this way, the aim is to supply the beers to their recipients in the shortest possible time and without possible delays in delivery.

**Figure 42:** Delivery van



**Source:** Own elaboration



## **Action 6: Hiring of the (commercial) sales force**

### **Objectives to which it contributes:**

- 2) Increase sales by 20% by 2020.
- 4) Increase the gross margin to 10% for each sale for the next year.
- 6) To be able to deliver the beers to their recipients in less than 36 hours, before the end of 2020

**Implementation period: One month**

**Budget: 17.970€**

As I mentioned in the previous action, and being a small and local company, I have proposed that it would be an interesting option to hire a worker to do the task of transport and the work of commercial. With such a task Castellón Beer Factory would strengthen the relationships with its most usual clients and would allow reaching more points of sale, thus achieving an increase in the company's market share. In addition, it would make it easier for you to expand into neighbouring towns in Castellón de la Plana.

As it is a company with very few workers, four to be precise, the initial idea would be to hire only one worker with a full working day, dedicating his working day to the distribution of orders and to travel to bars, restaurants and even supermarkets to bring the products of Castellón Beer Factory to the final consumer in order to satisfy his needs.

This worker, apart from having a driving licence, will have as an indispensable requirement a detailed knowledge of the sector and the company and know how to communicate properly with the client.

The hiring process would consist of a publication in a job web portal, communicating the job description and the relevant requirements, or it is even possible that the owners themselves select someone close to them or recommended in order to speed up the hiring process, which would take place before the arrival of the summer period of the current year. Obviously, after formalizing the recruitment would have to make a small investment in training, so that the employee gets the best possible adaptation in the shortest time.



## 7.5. Promotion decisions

### Action 7: Creating an APP

#### Objectives to which it contributes:

- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.

**Implementation period: One month**

**Budget: 2.000€**

As I have mentioned throughout this document, one of the main forms of sale of this company is through e-commerce (online shop of the web portal). As this is a business that has been growing over the years and dedicated to e-commerce, I see the need for an application on Google Play and Apple Store, through the app you provide your customers the ability to interact with the company through mobile devices. The truth is that the application intensifies the link between the company and the customer. With this step, you would not only take advantage of e-commerce but also the benefit of m-commerce.

Currently, according to the Cetelem Observatory, the smartphone is the device most used by Spanish consumers to make online purchases. Bearing in mind that the craft beer sector is in a phase of development and expansion, I see a good business opportunity in creating an application, since most of our competitors do not have an application for purchasing their beers and it would be an even more effective way of differentiating themselves and improving their positioning.

In addition, it allows you to have a good database on the movements and characteristics of your customers and facilitates the work of retaining the consumer.

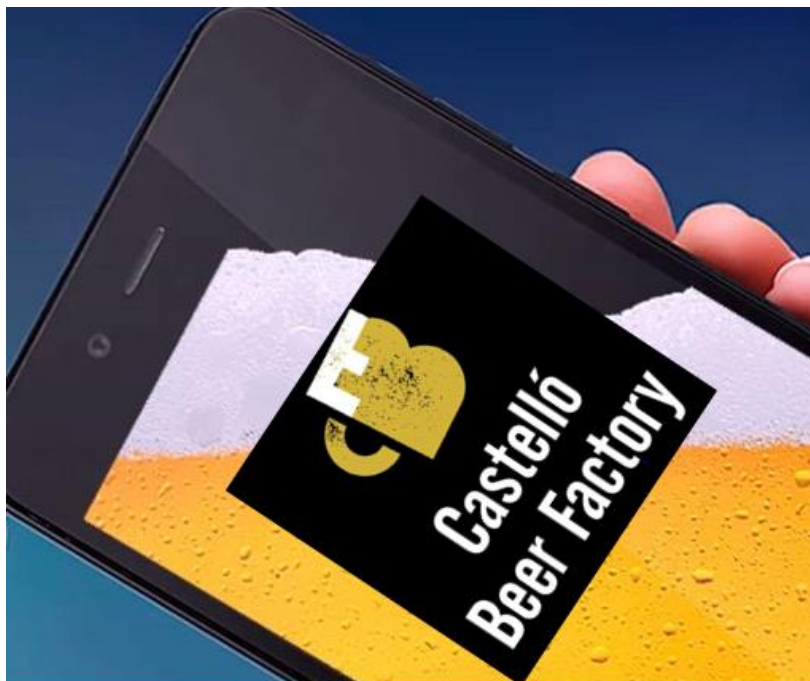
The idea would be an app available for free on Google Play and the Apple Store, with an attractive design that is simple to use, that is, without too much information and with an easily accessible menu. The beer store menu has to be the most important and the most attractive, with an intuitive payment system.



The action would take a long time to implement, since it must be an application with the capacity to withstand the traffic of visits, without announcements and without unexpected drops. Once the definitive application is launched, the icon of the app would be placed on the website and on all social networks, with its corresponding launch promotion and with the relevant direct links to the download.

Finally, at the time of downloading the application, a promotional code would be delivered telematically with a discount of 2 euros on your next purchase, only valid with the purchase made through the application.

**Figure 43:** App of Castellon Beer Factory



*Source: Own elaboration*

## **Action 8: QR Code**

### **Objectives to which it contributes:**

- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.

**Implementation period: One month**

**Budget: 900€**



The QR code is a type of barcode that has become an excellent digital marketing tool in recent times. By scanning the QR code, which can be done with the camera of any smartphone or other electronic device, the information contained in this code can be reflected. It is useful to redirect to the company's web portal, the application, to a social network, customer service...

The main advantage of this is the low investment that must be made and that enables you to affordably track how many people have used the QR code.

The action would be based, taking advantage of the launch of the app, on the printing of the QR codes on the bottles of all varieties of beer, in order to redirect us to the download of the application. This action would be carried out for one year from the launch of the app. After that time, the printing of the QR codes on the bottles would be links to the website, application and social networks of the company, indistinctly.

**Figure 44:** Website QR code



*Source: Own elaboration*

## **Action 9: Online catalogue of our beers**

### **Objectives to which it contributes:**

- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.

**Implementation period: Four months (summer and christmas campaign)**

**Budget: 1.200€**



In the web portal of Castellón Beer Factory we can find the characteristics and specifications of each variety of beer but having a simpler way of seeing all the characteristics at the same time would make it easier for the client to have all the relevant information for his purchase decisions. For this reason, I have proposed to carry out an online catalogue where each of the products and services offered by this company are shown concisely.

The main drawbacks of this proposed action are the costs of creation, distribution and maintenance, although it is true that the total costs are much cheaper than if it were a physical catalogue. The positive side of this action is the flexibility of consultation that a digital catalogue implies, since it can be seen at any time and from any place. In addition, it would provide a lot of information for the salesperson to do his job.

The initial approach is that the digital catalogues are sent by e-mail to regular customers and potential customers, and obviously, are uploaded to the web portal, the application and social networks. The catalogue will be updated twice a year, one for the summer period and another for the Christmas season.

### **Action 10: Supermarket tastings**

#### **Objectives to which it contributes:**

- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 4) Increase the gross margin to 10% for each sale for the next year.
- 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.

**Implementation period: One month**

**Budget: 14.850€**

The next action I have proposed for this marketing plan is the tasting of the beers of Castellón Beer Factory in different supermarkets of the town. The marketing of tastings is one of the most effective techniques if they are done properly, these consist of giving small samples of a certain product to potential customers in order to stimulate sales. Through tasting, users awaken their desires and needs and remember the product more simply. On top of that, it could mean the instant purchase of the products.





The stewardess's work is vital to carrying out this technique, firstly, because they must be adequately trained to test their target audience and also have knowledge to resolve consumer doubts. And, secondly, it is the administrator himself who verifies the customer's response in his own place, so he must know how to act in any situation and how to channel each case.

The main advantages that this action implies are greater knowledge and reputation of the brand, increased sales, differentiation from competitors and obtaining new consumers. The most notable disadvantages are the investment you must make to set up a certain establishment and that the results depend a lot on the skill of the hostess.

Planning what the action itself would be, the most suitable supermarket in the town of Castellón to do the tasting would be Supermercados Consum, since it is a Valencian cooperative and is a distribution chain that gives much importance to local produce. In this town there are a total of eight supermarkets belonging to this cooperative and they are well distributed geographically because there are establishments in the university area, on the ring road and in the centre. After the corresponding meetings with the managers of each supermarket we would see the economic viability and the cost that it would suppose for the company and in how many establishments we could carry out these tastings.

The tasting in the supermarket would be based on the installation of a small stand personalized with the logo of the brand, a phrase emphasizing that it is handmade beer, information from the relevant social networks and the availability of a limited number of brochures on the table of the stand. The tasting would consist of a small sample of craft beer and if they see that the response has been positive could be given to try other varieties of beer and explain how to buy, or if it is the case that the consumer is very welcome close the sale at the same stand.

The location of the stand would be at the beginning of the aisle of the alcoholic beverages section, located in a place that people who go between the aisles clearly see the stand and can enter the curiosity to see what it is.

The hostess could be the employee of the company who has more commercial skills and may even be the commercial worker himself that we will incorporate into the company, if he does not have much workload. The tasting period would be one month, ideally during the summer, and it would be even more appropriate once the Euro 2021 edition has been launched.



**Figure 45:** Tasting stand



*Source: Own elaboration*

## **Action 11: Advertising at the Point of Sale (POS) of the supermarkets**

### **Objectives to which it contributes:**

- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.

**Implementation period: One month**

**Budget: 6.800€**

Complementary to the previous action, this type of advertising consists of a series of advertising messages that are displayed at the point of sale in the supermarkets. The objectives pursued by Point of Sale Advertising are to facilitate the sale, to surprise and highlight the brand to customers and to resort to a passionate decision.



The main advantage that POS brings, provided that factors such as location, price, colour, height and the surprise factor are taken into account, is that the objective of increasing sales is obtained with relative ease. The main disadvantage is that many factors have to be considered to ensure the success of the action.

Taking up what I said in the previous section, the supermarket chosen to carry out the POS will be Supermercados Consum. The tool we are going to use is advertising displays with personalized cardboard with the corresponding silk-screen printing of the company. This tool will be manufactured by a company specialized in advertising and digital printing. The display stand will show different varieties of our beers organized in a clear and visually attractive way.

The location of the display stand would be at the beginning of the aisle of the alcoholic beverages section, located at an appropriate height and inclination so that people who go between the aisles can clearly see the display and can approach to see what it is about.

The display stand will be available for one month in the Supermarkets of Castellón de la Plana, and will be the month after the tasting stand is set up, so that the person who came to taste the beer shortly afterwards can find it and remember the brand, through an advertising message displayed in the supermarket itself in a surprising way.

**Figure 46:** Display stand



**Source:** *Own elaboration*



## **Action 12: Renewal of the menus of the bars and restaurants**

### Objectives to which it contributes:

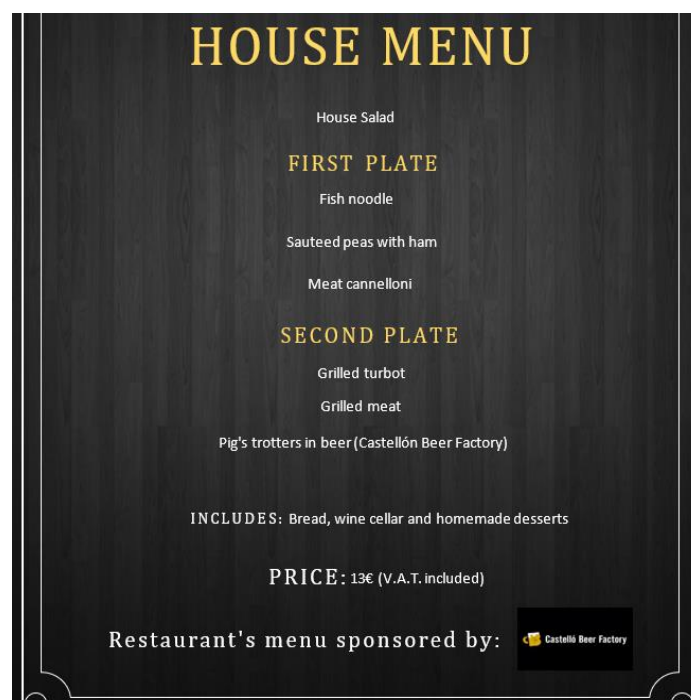
- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 4) Increase the gross margin to 10% for each sale for the next year.
- 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.

**Implementation period: Two months**

**Budget: 500€**

The approach of this action apart from being promotional is a form of gratitude to our customers, such as bars and restaurants, more assiduous. It would be a beneficial manoeuvre for both parties, because we would take care of the total cost of renewing the menus of the bars and restaurants in exchange we would put our brand logo on the final part of the menu, as well as a QR code redirected to the web portal. In this way, our customers have an updated and modern menu and our company remains present in the daily activity of the bar/restaurant.

**Figure 47:** Bar/restaurant menu



**Source:** Own elaboration



## **Action 13: Drawings through social networks**

### **Objectives to which it contributes:**

- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.

**Implementation period: One month (but impact throughout the year)**

**Budget: 700€**

Nowadays it is very rare to see a company that is dedicated to marketing online that does not have social networks to promote their brand. That is why, in this marketing plan, I have stipulated the objective of strengthening and vitalizing the online community. A good way to activate and encourage our followers is by conducting raffles, because it allows you to show in a different way the launches of the beers, increase the positioning and knowledge of the company, as well as increase sales.

The initial idea is to hold a draw on each social network, remembering that Castellón Beer Factory has an account on Twitter, Instagram and Facebook, approximately every month. In short, three simultaneous draws every month.

We will start with Instagram, a very popular social network among young people, in this one we will make a draw based on comments. The idea is to publish a post with what is being raffled (a new product, a free beer tour, a batch of beers, the collector's pack, a 2x1 discount...), as well as the rules and requirements for it. To enter the draw, you will be required to be a follower of the Instagram account, comment on the post and mention two/three friends.

On Facebook, being the social network where the company has more followers, we would make a similar approach to the previous one. That is, a raffle based on comments, a post of the raffle would be published, and we would ask the participants to give me like to our Facebook page and comment something in the raffle message itself.

On Twitter, a social network more intended to know the latest news and as it has a slightly different functionality than the two previous ones, we are going to make a draw based on retweets + follow.



This would consist of an advertising message and the participants of the raffle have two essential requirements, one is to give retweet to the message and the second is to be a follower of the company's Twitter account, so we can achieve more diffusion.

However, we do not rule out a raffle through a multi-network raffle app in order to combine and facilitate the management of the promotional action. With this tool you would only have to do a single draw for the three social networks I mentioned before. The negative side is the high price you have to pay to have the application available, as well as the difficulty of making it if you don't have advanced notions of promotion in social networks.

Regardless of the method used, the draw would have a maximum participation date of one month.

### **Action 14: Stand for increased attendance at beer fairs**

#### **Objectives to which it contributes:**

- 1) Increase web traffic by 50% (from 2,000 to 3,000 visits per month) in the next 12 months, with the aim of increasing sales opportunities.
- 2) Increase sales by 20% by 2020.
- 5) Increase presence in fairs or events by 30% during 2020.
- 7) Increase the number of followers (approximately 1000) in each of our social networks by December 31, 2020.

**Implementation period: Two months**

**Budget: 11.900€**

In this document I have explained that Castellón Beer Factory is present throughout the year in fairs, both beer and food, mainly in towns in the province of Castellón, but also at regional and national level. The objectives of their attendance are to make themselves known, to go deeper into the new preferences of consumers, to relate to other companies and to get to know potential competitors.

Therefore, in this marketing plan, I have specified the objective of intensifying the visits to provincial, regional and national fairs. To carry out this task, the planned action is to have a more corporate, spacious, illuminated and aesthetically more attractive stand, as the current stand is too basic.



Apart from having a better stand, the schedule of the fairs has to be reviewed, in order to maximize those events that are really interesting and profitable and to minimize those acts that are not useful for the company or only its assistance is by commitment.

In the fairs, especially the breweries, there are many stands that are present, so we must differentiate ourselves and offer something different in order to capture the attention of attendees. A good way, apart from having a creative and attractive stand, is to put a clear and suggestive message and bet on a tasting service of our varieties of beer, and some snacks to liven up the conversation with those present. Another good option is to give a corporate gift (backpack, pen, umbrella, headphones, key ring, beer opener) to those who come to the Castellón Beer Factory stand. It is also possible to make a raffle of a batch of beers in the same fair taking advantage of the social networks, uploading a photo of the stand together with a special hashtag of the fair in any of the official accounts of the company.

In reference to the manufacturing of the corporate stand, this would be carried out by a company dedicated to the design of personalized stands.

**Figure 48:** Personalized stand



*Source: Own elaboration*



Figure 49: Merchandising



Source: Own elaboration

## **8. TIMELINE**

After the analysis of each of the proposed actions in the marketing plan, I will include each of these actions in a time frame for implementation. The purpose of this is to allow the actions of the marketing plan to have the greatest possible visibility and by providing a properly drawn up time horizon to ensure that the designed objectives are achieved and to support the implementation of the marketing plan in an effective manner.





**Table 9:** Timeline

<i>Action</i>	J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c
1. Launch of a special Euro 2021 beer					x							
2. Adding new fermenters						x						
3. Discounts on beer tours to buy online.				x								
4. Rappels on sales for the most common customers				x								
5. Setting up home delivery						x						
6. Sales Force Recruitment (commercial)						x						
7. Creating an App						x						
8. QR Code						x						
9. Online catalogue of our beers						x					x	
10. Supermarket tastings						x						
11. Point of Sale (POS) advertising in supermarkets							x					
12. Renewal of the menus of the bars and restaurants											x	
13. Conducting raffles through social networks						x						
14. Stand for increased attendance at beer fairs								x				

**Source:** Own elaboration



## 9. BUDGET

Table 10: Budget.

ACTION	OVERALL BUDGET	
	CONCEPT	TOTAL
<b>BEER THROWING</b>		<b>30.000,00 €</b>
	Press and advertising	3.000 €
	Manufacturing cost	15.000 €
	Labelling + packaging	12.000 €
<b>ADDING NEW FERMENTERS</b>		<b>17.000 €</b>
	Price fermenters(x2)	16.000 €
	Installation	1.000 €
<b>DISCOUNTS AND REBATES</b>		<b>2.000 €</b>
	Printing codes	2.000 €
<b>HOME DELIVERY</b>		<b>18.100 €</b>
	2nd hand van	15.000 €
	Labelling	1.400 €
	GP's	200 €
	Gasoline	1.500 €
<b>CONTRACTING COMMERCIAL</b>		<b>17.970 €</b>
	Selection	150 €
	Formation	200 €
	Remuneration	15.500 €
	Commission	1.800 €
	Mobile	320 €
<b>APP CREATION</b>		<b>2.000 €</b>
	Development	1.500 €
	Maintenance	500 €
<b>QR CODE</b>		<b>900 €</b>
	Code creation	150 €
	Change of bottle label	750 €
<b>ONLINE CATALOG</b>		<b>1.200 €</b>
	Design and digitalization	1.200 €
<b>SUPERMARKET TASTINGS</b>		<b>14.850 €</b>
	Establishment	5.000 €
	Stands	1.000 €
	Clothing	350 €
	Stewardess	3.000 €
	Sample beers	5.500 €
<b>POINT OF SALES (POS) ADVERTISING</b>		<b>6.800 €</b>
	Establishment	5.000 €

## MARKETING PLAN DEVELOPMENT



	Display stands	1.800 €
<b>RENEWAL MENUS</b>		<b>500 €</b>
	Printing letters	500 €
<b>DRAWINGS</b>		<b>700 €</b>
	Graphic design	300 €
	Value of products raffled	400 €
<b>BUY STAND</b>		<b>11.900 €</b>
	Personalized stand	6.000 €
	Transport+installation	1.800 €
	Merchandising gifts	1.200 €
	Beer tasting	2.900 €
<b>TOTAL BUDGET</b>		<b>123.920 €</b>

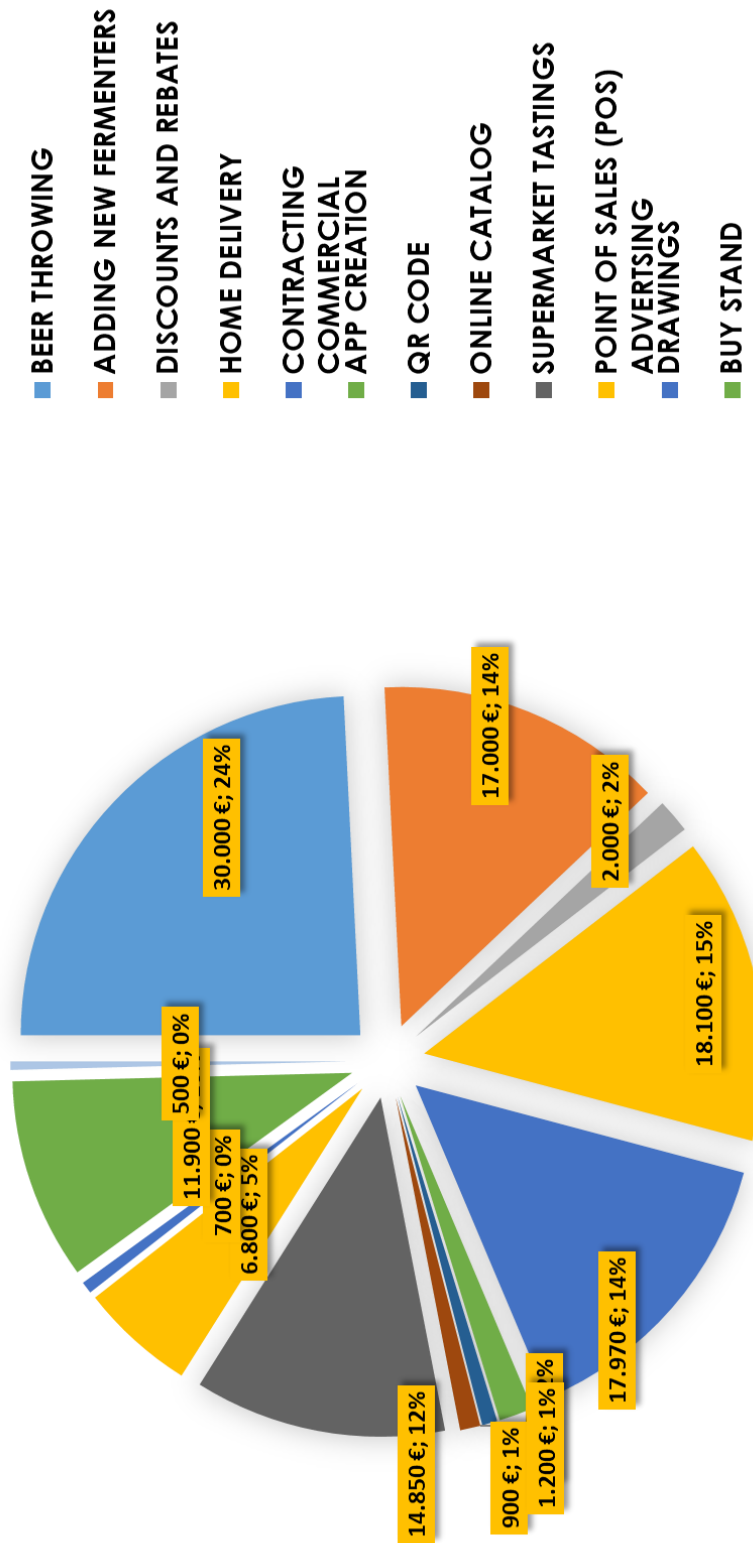
## BUDGET MARKETING PLAN

	<b>% OF BUDGET</b>	<b>BUDGET</b>
<b><u>BEER THROWING</u></b>	<b>24,2%</b>	<b>30.000 €</b>
<b><u>ADDING NEW FERMENTERS</u></b>	<b>13,7%</b>	<b>17.000 €</b>
<b><u>DISCOUNTS AND REBATES</u></b>	<b>1,6%</b>	<b>2.000 €</b>
<b><u>HOME DELIVERY</u></b>	<b>14,6%</b>	<b>18.100 €</b>
<b><u>CONTRACTING</u></b>	<b>14,5%</b>	<b>17.970 €</b>
<b><u>COMMERCIAL</u></b>	<b>1,6%</b>	<b>2.000 €</b>
<b><u>APP CREATION</u></b>	<b>0,7%</b>	<b>900 €</b>
<b><u>QR CODE</u></b>	<b>1,0%</b>	<b>1.200 €</b>
<b><u>ONLINE CATALOG</u></b>	<b>12,0%</b>	<b>14.850 €</b>
<b><u>SUPERMARKET TASTINGS</u></b>	<b>5,5%</b>	<b>6.800 €</b>
<b><u>POINT OF SALES (POS)</u></b>	<b>0,6%</b>	<b>700 €</b>
<b><u>ADVERTISING</u></b>	<b>9,6%</b>	<b>11.900 €</b>
<b><u>DRAWINGS</u></b>	<b>0,4%</b>	<b>500 €</b>
<b><u>BUY STAND</u></b>		
<b><u>RENEWAL MENUS</u></b>		
	<b>100%</b>	<b>123.920 €</b>

Source: Own elaboration



Graph 16: Budget



Source: Own elaboration



In the previous graphs and tables I have been able to reflect the disbursement that it will mean for the company to carry out all the actions proposed in previous sections. The initial outlay will be 123,920 euros, which may be a very outlandish amount for the size and turnover that this company usually has, but I wanted to take advantage of the good trend in recent years regarding the results of the years and the optimistic forecasts for the sector. In addition, as a form of financing, a loan of 125,000 euros will be requested from a bank to repay it over the next 10 years with a fixed interest rate of 3%, which would mean a monthly payment of 1,207 euros and total interest after the expiry of the repayment period of about 20,000 euros.

## 10. CONTROL

The last section of the present document is the control that Castellón Beer Factory will have to carry out for each of the objectives that I have proposed previously. We must remember that the control is essential for the organizations because it is the exceptional way to guarantee that the objectives are being carried out in the dictated terms or, on the contrary, it is necessary to take inevitable decisions to modify the actions in an opportune period.

**Table 11:** Control

<b>Objectives</b>	<b>Frequency of measurement</b>	<b>Method of control</b>
<b>1. Increase web traffic by 50% (from 2,000 to 3,000 monthly visits) in the next 12 months, with the aim of increasing sales opportunities.</b>	Monthly	<b>Quantify the increase in web traffic with Google Analytics and analyze the statistics on a monthly basis</b>
<b>2. Increase sales by 20% by 2020.</b>	Annually	<b>Measure the increase in sales and new customers compared to the previous year.</b>



<p><b>3. Increase annual production at the factory (from 100,000 litres to 150,000 litres) during the current financial year.</b></p>	<p>Annually</p>	<p><b>Quantify the increase in production capacity over the previous year</b></p>
<p><b>4. Increase the gross margin to 10% for each sale for the next year.</b></p>	<p>Quarterly</p>	<p><b>Review costs, revenues, and especially profits compared to the previous quarter. Calculate CPS (Customer Profitability Score)</b></p>
<p><b>5. Increase presence at fairs or events by 30% during 2020.</b></p>	<p>Quarterly</p>	<p><b>Determine how many people visit our stand at the fairs and the increase in visits and sales on the web or app in the days following the fair</b></p>
<p><b>6. Deliver the beers to their recipients in less than 36 hours, before the end of 2020.</b></p>	<p>Annually</p>	<p><b>Calculate the decrease in the average delivery time of orders compared to the previous year.</b></p>
<p><b>7. Increase the number of followers (approximately 1,000) in each of our social networks before December 31, 2020</b></p>	<p>Monthly</p>	<p><b>Measure monthly the increase of followers in social networks and the number of participants</b></p>

*Source: Own elaboration*



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