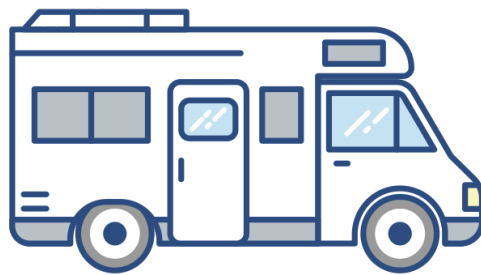


**UNIVERSITAT  
JAUME·I**

**MARKETING PLAN OF:**

**LAS MORERAS AC**



**CAMPER PARK**

**ALCOSSEBRE**

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**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 - FINAL GRADE WORK**

**2020 - 2021 COURSE**

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## **1.- EXECUTIVE SUMMARY**

Las Moreras AC is a company dedicated to the caravanning sector. Located in Alcossebre (Castellón) it offers lodging and parking services to people who travel with motorhomes. Although it focuses on all national and international customers, our main audience comes from Spain, France and Germany. The Spanish public usually comes from Cataluña, Valencia and the Basque Country. Las Moreras AC is an organization with little time in the market but its partners have a lot of experience in their areas. Since its creation, the company has been growing year after year, and is now quite well known in the sector.

The company is best known for its very economical prices, as well as the quantity and quality of its services, and also for being exclusive for motorhomes. Currently the company is a leader in the motorhome segment of the province of Castellón. It competes with many other companies that compete only in that segment and in some others such as bungalows or campsites.

One of the main opportunities that has been observed in the market is the boom in the purchase of motorhomes lately. That is why making a new area of motorhomes in the field that was recently adhered to has been proposed. The whole process should start any time soon so that in the middle of next year it could be inaugurated so as to try to meet all the demand, which we currently cannot do at some times.

In addition, it is proposed to expand into new markets where we do not currently have much presence and caravanning is an important trend. If we mean Spain, these places are Galicia, Asturias, Cantabria and Navarra, and if we refer internationally, we mean Italy, Austria, the Netherlands, Belgium and Switzerland. It also aims to make adjustments to its current prices as well as improving the website and its social media. It also plans to carry out sales promotions to current customers and attend motorhome concentrations from all over the country and abroad to make us known.

With all this, the objectives described in the marketing plan are aimed at increasing the number of customers, both nationally and internationally, plus increasing sales and reducing their debt. Finally, the budget of the proposals made has been established, as well as a timetable and a control plan to achieve all the objectives described.

## **2.- SITUATION ANALYSIS**

### **2.1.- Internal Analysis**

#### **2.1.1.- Presentation of the Company**

Las Moreras AC is a company that was born to meet the lodging and parking needs of motorhomes, as it is a market that is booming where the amount of motorhomes in Spain is increasing rapidly. Every day more people need a service like the one we offer. In this way, with our service, customers manage to meet their needs in terms of their habit of traveling, knowing the world and resting in their motorhome.

Las Moreras AC is a Spanish company located in Alcossebre dedicated to offering a parking area in addition to countless other types of services to motorhomes. Las Moreras AC was founded in 2016 in Alcossebre, Castellón, Spain by Jaime José Gumbau Roda and Carlos Icka and opened its doors to the public in June 2017. At that time they opened their doors on Violante de Hungría Street, N°18 with very limited services and only 20 parking spaces for motorhomes, since they only partially opened their spaces.

**Figure 1. Las Moreras AC Facilities**



*Source: Las Moreras AC Facebook Page(2021)*

Later, in 2018 the parking spaces were completed on all their land and this extension meant increasing their parking spaces to 55. Then, in 2020 due to a much higher demand than expected they were forced to carry out another extension at Violante de Hungria Street, Nº 17, Alcossebre, reaching up to 93 parking spaces. But these new places have limited services, since they do not have neither a water intake nor electricity intake, because many customers do not want these resources because they have them themselves inside their motorhome, besides that the price per night is much cheaper.

In early 2021, facing the possibility of the area where the business is currently located becoming an urban area, they decided to acquire in the same city and within walking distance of the current area, a much larger land than the current one, on plot 57, polygon 15, Alcossebre, and that is a non-urban area for the distant future, to move the business to that place.

As for its characteristics, the company has countless services to please its customers, because as its website says, it is 'an area of motorhomes designed for our customers'. Customer service hours are from 8am to 10am, but in case of any issues customers can contact the 24-hour phone at the front desk, so as to fix any urgent issues that may occur to our audience.

Currently the price for an overnight stay is 13€ per day, and this price includes the parking space, electricity and water with an independent socket in the same square, deposits emptying, access to showers and bathrooms, and use of any service such as washing machine, dryer or dog shower. Only in August, the price goes up to 17 euros. We increased prices earlier this year because we are already more introduced to the market and customers will not be affected by the price variation as it is very small. Previously the price per day was 12 euros per day and 15 euros per day in August. They were very low prices compared to competition, and as we will apply later, our goal is not to be the market leaders for low prices, but to have the best quality-price of this. To all this we must add that prices continue to be much lower than the competition.

Within its infinity of services the motorhome area offers - apart from light and water in its parking spaces- bathrooms and showers with excellent hygienic conditions, washing machines and tumble dryers, a space conditioned for showering and cleaning pets, a swimming pool, caravan wash, emptying service of both clean water and grey water, as well as black water. To all this it should be added that for customers who stay overnight in our facilities, the emptying service is completely free, and only those who perform our Stop&Go



services are charged. Stop&Go is a service that we offer for those who only use our facilities to empty their dirty water tanks, to fill their water deposits and to charge their batteries, once they do so, they continue with their roadtrip.

When it comes to parking spaces, it must be said that they are large spaces (40 square meters each) except for some spaces that are special for big motorhomes, and are therefore larger. These squares have electricity, water and individual lighting as well as shade for the hottest days of summer.

Finally, Las Moreras AC has a collaborative project with SOS CAN Benicarló, which is a non-profit organization that provides shelter to abandoned dogs that have been rescued from the street in addition to rescuing dogs with "expiration date" from kennels near the shelter. This is a shelter that was created by a group of volunteers in May 2012. From Las Moreras AC we have some piggy banks so that customers can collaborate with that organization.

### **2.1.2.- Mission**

The mission of Las Moreras AC has a very clear message regarding its customers: "To offer its customers the best accommodation and the best parking with the best services to make them feel safe in our facilities with one of the best prices on the market".

With this, what Jaime Jose Gumbau Roda and Carlos Icka -main partners and company administrators- are looking for, is that customers are attracted by the quality of our services and our low price, so that, with the help of the activities that can be carried out and the beautiful landscapes of Alcossebre -which is one of the best places to go on vacation not only from the Valencian Community, but from Spain- our customers feel at home and return to our facilities the next time who want to travel around this area.

### **2.1.3.- Vision**

Although we are currently a leader in terms of low price in the market, with our good services in addition to the wide variety of them, our vision is a little different, since our goal is "to be the reference company in our market in value for money so that customers can enjoy a wide variety of services and good quality, without their pocket noticing".

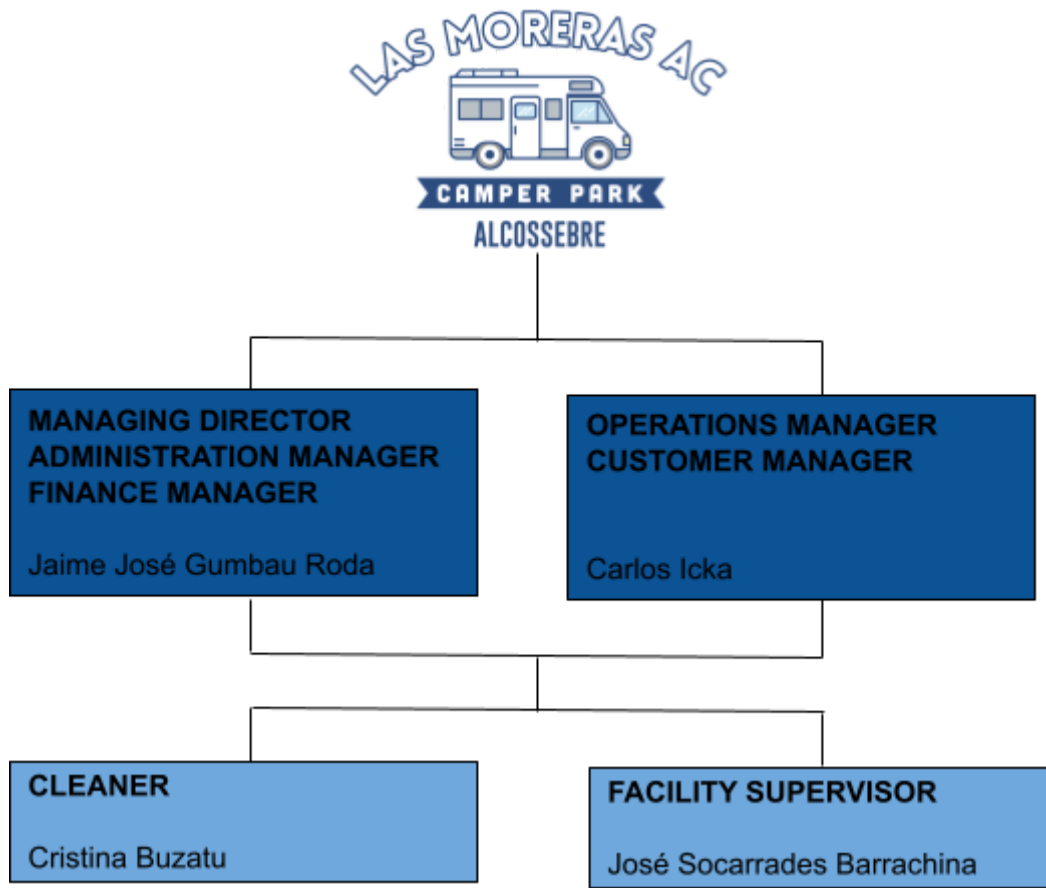
As mentioned above, Las Moreras AC is a company with many values and great social responsibility, such as its use of solar panels or its collaboration with SOS CAN Benicarló. That is why, our company wants to show a vision that also shows our values through the satisfaction of our customers and the quality of our services, and all this is reinforced by our competitive prices, so that, despite the current pandemic situation that has caused an economic crisis that has harmed our customers' pocket, these can come without any problem.

## **2.1.4.- Company Resources**

### **2.1.4.1.- Human Resources**

Las Moreras AC has only 4 workers currently in its workforce. This is why the company is organized the following way: Jaime José Gumbau Grau, as majority partner, co-founder, general manager of the company and in charge of administration and the financial field, he is at the top of the organization chart together with Carlos Icka, who is also a co-founder and partner of the company. They perform the main functions of management and making the most important decisions. In addition, Carlos is in charge of the entrances and departures of customers in the motorhome area and makes sure that everything in the area works correctly. Below them is José Socarrades Barrachina, who performs maintenance functions in the facilities and makes sure that there are no problems to make customers feel like at home. Finally, Cristina Buzatu, is in charge of cleaning the facilities, especially the showers, bathrooms and reception. She is in charge of the facilities being clean and the customers feel comfortable in our area.

Figure 2. Organization Chart Las Moreras AC



Source: Own elaboration from Las Moreras AC(2021)

#### 2.1.4.2.- Tangible Resources

The most important physical asset owned by Las Moreras AC is the land acquired in 2016 located at Violante de Hungría Street, N°18, in Alcossebre. This land, which is 7000 square meters, has a very privileged location, since it is located in the same village of Alcossebre, but right where it ends, in this way, it is located near the city but with a lot of tranquility in its facilities because it is on the edge of the urban area. In addition, it is located a few meters from a Consum so that our customers can easily acquire anything they need. In addition, it also has a privileged location because it is very close to the CV-142, which connects directly to the N-340, so it has easy access for any motorhome.

**Figure 3. Location**



Source: Google Maps(2021)

In addition, it should also be added that these facilities are perfectly equipped to carry out the business activity of the company, since it has fully equipped parking spaces for the use and enjoyment of customers, bathrooms and showers in perfect condition, as well as the reception, the restaurant and the pool.

**Figure 4. Some Infrastructures of Las Moreras AC**



Source: Own elaboration from Google Images(2021)

Finally, they have another tangible resource, which is a land acquired in early 2021 located on plot 57, polygon 15, Alcossebre. This land, which has 43000 square meters, can not yet be used for the activities of a motorhome area since it is under construction, this is why we will not talk about its facilities yet, but we can talk about its privileged position, since

in our opinion, it is even better located than the other terrain. About this terrain, we will talk about the CV-142 road passing exactly through its entrance, and on this road, there is a bike path plus a sidewalk in excellent condition so that our customers can enjoy bike rides and walking along Alcossebre. It is located less than 300 meters from the urban area of the city, and one kilometer away from a Consum Supermarket and within the same distance of a Spar supermarket. In addition, the future motorhome area will have a rear exit to a road that faces directly into the sea.

### 2.1.4.3.- Financial Resources

The following table lists some of the company's financial data. As you can see below during 2020, the company had an operating income of more than 120,000 euros having an asset of more than 600,000 euros with a financial debt of less than 400,000 euros. By contrast, if we go back to 2017, the first year that the company won on a farm, the table shows us an income of just over 8,000 euros with an asset value of just over 32,000 euros, raising its financial debt to 500,000 euros. But this year was the year of opening and inserting into the market, this is why we will not really take it into account.

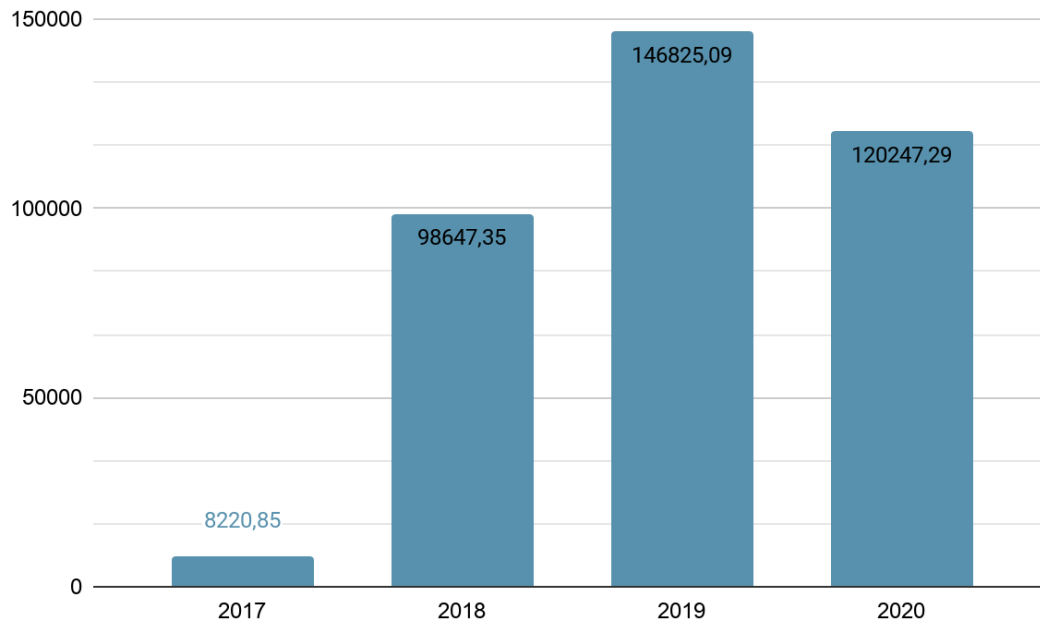
**Table 1. Financial Data**

<b>year</b>	<b>Operating income</b>	<b>total active</b>	<b>Financial debts</b>
<b>2017</b>	8.220,85	32.866,74	500.000
<b>2018</b>	98.647,35	540.358,10	425.000
<b>2019</b>	146.825,09	562.103,59	413.447,78
<b>2020</b>	120.247,29	618.477,72	390.847,83

Source: Calabuch Asesores, S.L. (2021)

As you can see in the graph below, it is observed how operating incomes have been increasing in the first few years because entering a new market is always hard and that the first year is only open for 6 months. In addition you can see how in the last year the revenue has declined due to COVID-19 and lockdown, but if we take into account that it was closed for quite a longtime, we can say that sales have also increased.

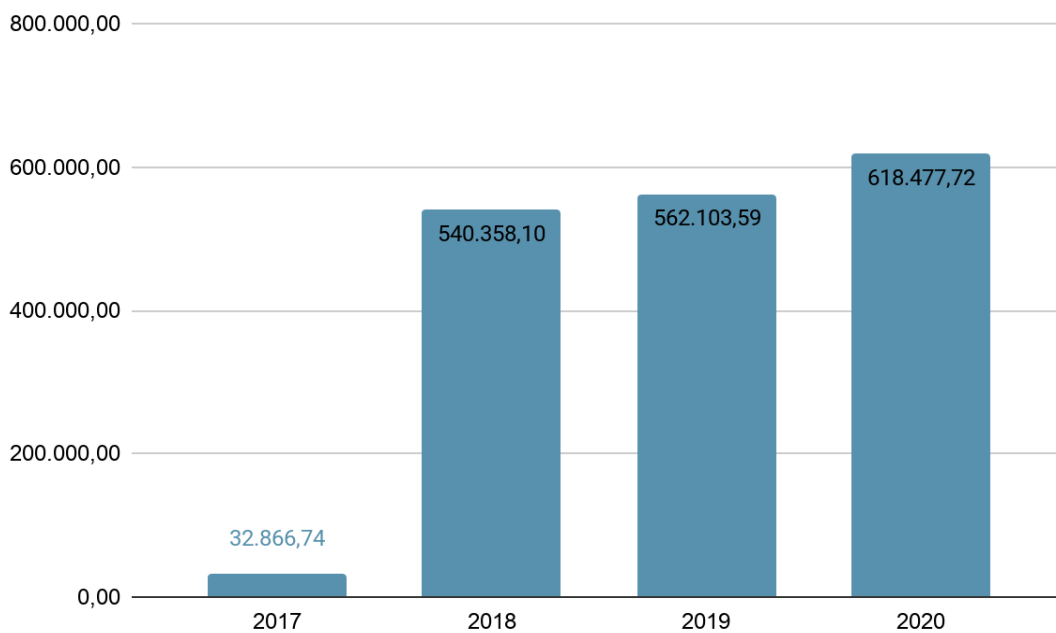
**Graph 1. Operating Income**



*Source: Own elaboration from Calabuch Asesores, S.L. (2021)*

The following graphic shows how the asset has been increasing year after year, because the facilities have been expanded and improved and cash flow has been increasing. All this represents an increase in the value of the facilities and the emdam.

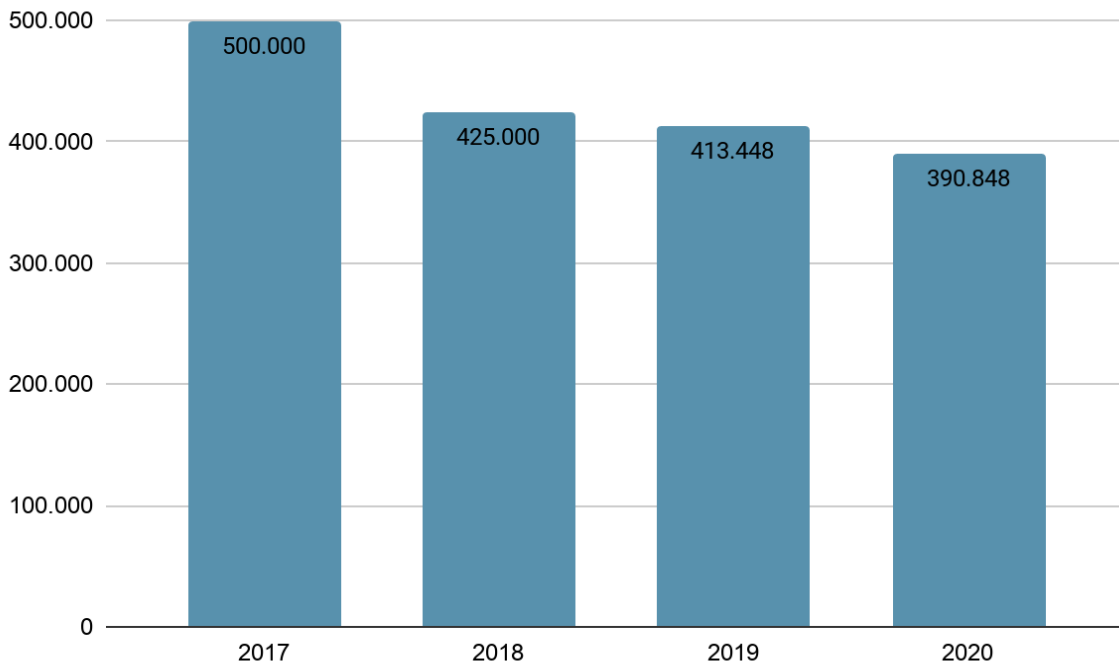
**Graph 2. Total Assets**



*Source: Own elaboration from Calabuch Asesores, S.L. (2021)*

This latest graphic shows the financial debt that the company holds. It is noted that this debt has been declining year after year, even in 2020 with hub or large confinement throughout the Spanish territory. Considering that financial resources have been invested each year in expanding and improving facilities, that debt decreasing year after year is very good news.

**Graph 3. Financial Debt**



*Source: Own elaboration from Calabuch Asesores, S.L. (2021)*

#### 2.1.4.4.- Marketing Resources

##### **Product/Service:**

The services and products offered by Las Moreras AC are exactly the same all year round, except for the use of the pool, which has a seasonal character, you can only access it during the warmest months (from the beginning of May to fine October, depending on whether the weather accompanies it). To understand the type of service it offers and its different classifications, it should be noted that the company only offers services to individuals and only to final consumers.

In addition, following a classification according to the characteristics of the final consumers, we can say that the products commercialized by the company are services and comparison products. These services are not acquired as frequently as others, so before obtaining them a comparison of prices and quality is made. These are services that require a greater concern in the purchase.

On the other hand, in relation to tangibility, these are classified as intangible as it is a service that occurs in the facilities with the participation of the customer, and is a service that is provided, is not storable and is not purchased forever.

Now, to analyze the service provided, all the services offered by the company will be exposed:

- **Parking spaces:** Las Moreras AC has a total of 93 parking spaces. These squares are very spacious, of 40 square meters each, except for 4 seats that are larger because they are used for special motorhomes, which are much larger than a normal motorhome. These squares, in addition to water intake, individual electricity, have individual lighting and trees that shade to slow down the hot summer.

**Figure 5. Parking Spaces**



*Source: Las Moreras AC, Camper Park Alcossebre Web Page(2021)*



- Light and water intake: Each customer has exclusive use in their parking space of one light outlet and one of individual water. We clarify that it is individual since in many areas the shots are shared, and this causes that if the other has a problem in the socket, you also have it, and in the case of a breakdown in the installation, only one square is affected, no more.

**Figure 6. Light and Water Intake**



*Source: Las Moreras AC, Camper Park Alcossebre Web Page(2021)*

- Bathrooms and showers: Las Moreras AC has two bathing areas and two shower areas, located in the very center of the motorhome area. On one side of the building the men's bathrooms along with their showers are located. On the other side of it we find the women's bathrooms, and right next door, their showers.
- Washer and dryer: In our facilities we offer laundry services so that our customers can use our washing machine and dryer whenever they want. We are currently looking to buy another washing machine due to the great use given by customers and the increase of consumers that we expect in summer.

**Figure 7. Laundry Service**



*Source: Las Moreras AC, Camper Park Alcossebre Web Page(2021)*

- Pet cleaning: Next to the showers and bathrooms, we have a place that our customers can use to clean their pets. It is a kind of bathtub that dogs can access through a small ramp built for this purpose.
  
- Reception: In our company we have reception service and a place intended for such use, in this way customers, upon arrival, can stop by the office to know where their parking spot is, to ask for the Wi-Fi password, to make any necessary queries or solve any kind of doubt, and finally to make the payment for the services we have provided them.
  
- Restaurant: next to reception we have a very cozy restaurant so that customers do not have to worry about cooking their own food. This is why our prices in the restaurant are quite cheap. This way, our customers can enjoy our restaurant without it implying a great expense.
  
- Swimming pool: Las Moreras AC offers guests the use and enjoyment of its swimming pool. It is located behind the reception building and next to the restaurant,

so guests can enjoy a soft drink or a beer in the surroundings of the pool in addition to being able to enjoy it. There are two parts inside it, the splash area, for the little ones, and the large pool with stairs to access it.

**Figure 8. Swimming Pool**



*Source: Las Moreras AC Facebook Web Page(2021)*

- Motorhome wash: Located behind the showers and bathrooms, this area serves so that our customers can clean their motorhome.

**Figure 9. Motorhome Laundry and Emptying**



*Source: Las Moreras AC, Camper Park Alcossebre Web Page(2021)*

- Water drain service: just where the motorhome wash is, our company has a motorhome water emptying system. To know exactly what the water types of a motorhome are, we will now explain the three types carefully so that everything can be understood much better:
  - Clean water is the water used for cooking, scrubbing, for individual grooming... This water is recharged in motorhomes at any point of water supply with a hose, but it is not advisable to drink it, as it may not be drinkable and it may not be treated (meaning it may contain bacterias). In our facilities, there is a special place to perform said emptying, which is located in the motorhome washing room.
  - Grey water is a type of water with low chemical residue, as it is basically clean water that has been used for the sink or the shower, it only carry soapy water or some food residue. With the latter you have to be more careful, since you have to avoid bad odors. The emptying of this type of water must be done in the areas enabled for this purpose, in our case, there are a couple of portable tanks that are used for it.
  - Finally, the black or faecal waters, where the waters poured into the toilet are collected, since the motorhomes have a toilet. These waters are housed in an airtight tank that does not usually cause odors, as well as containing chemicals that kill bacteria that cause odor. These waters can only be emptied in specific places for this purpose, because they use chemicals and the water must be treated. That is why many motorhomes come to our facilities only to empty their waters, since such a cost is only 6€ for the people who make said emptying. In our facilities, such an emptying system is located in the same place as clean water.
- Butane bottle replacement: This is a small service that we offer to customers, since many of them run their motorhome kitchen on butane gas. That's why we offer you the replacement service of these cylinders so you don't have to worry about anything.

**Price:**

In such a complex market due to the different ways of approaching the sector by customers it is difficult to allocate a price since the law of supply and demand does not act too well. In addition, it is not a price that can be changed daily, you have to define a price and it can only be changed on certain occasions. This is why when it comes to setting our prices, first of all we rely on our cost, to know the lowest price we could put, then we look at the demand and decided that in August, due to the increase in demand, the price would be higher, and finally we look at the price that the competition had. With all this, we decided to have higher prices than our costs, but much lower than our competitors, to enter the market in a better way.

We use a discount by volume or purchase quantity, with the aim of encouraging our customers to consume more of our services. This type of discount consists of a reduction in the price by staying in our facilities a greater number of days. There are also non-cumulative discounts, which apply to that specific purchase and cannot be accrued, in order for customers to increase their purchase in this consumption of the service. In this way, our prices are as follows:

**Table 2. Price Chart 2021**

<b>1 Night</b>	<b>With Electricity</b>	<b>13€/24h</b>
<b>+5 Nights</b>	<b>With Electricity</b>	<b>12€/24h</b>
<b>+10 Nights</b>	<b>With Electricity</b>	<b>11€/24h</b>
<b>+30 Nights</b>	<b>With Electricity</b>	<b>10€/24h</b>
<b>1 Night</b>	<b>No Electricity</b>	<b>10€/24h</b>
<b>1 Night in August</b>	<b>With Electricity</b>	<b>17€/24h</b>
<b>Loading/emptying Motorhomes in Transit</b>		<b>3€</b>

*Source: Own elaboration*

### **Distribution:**

Being a company intended for the services sector and having no products to sell to the public, we do not have any distribution channels or warehouses to be able to develop this section. This is why we will only indicate that in our company we do not have distribution channels.

### **Communication:**

- Advertising: The company invests in advertising through road signs in areas near the motorhome area and in diptych advertising brochures.
- Sales promotion: The tool that Las Moreras AC uses as a sales promotion is aimed directly at its customers by making a discount for the number of days they stay, in this way, as we explained in the price section, from 1 to 4 days it costs them 13 euros per day, from 5 to 9 days it costs them 12 euros per day, from 10 to 29 days costs them 11 euros per day and 30 days or more, 10 euros per day.
- Public Relations: Las Moreras AC is made known through its website and its Facebook page.

## **2.2.- External Analysis**

### **2.2.1.- Macroenvironment (Pestel Analysis)**

#### **2.2.1.1.- Political Factors**

- First, one of the most important political factors is the presence of the AISECAR institution as a representative of Spanish entrepreneurs related to elements of self-carving. This institution has as its most important objectives:
  - Defend the caravan sector.
  - Innovate with professionals.
  - Ensuring users' rights.

- It is also worth mentioning the great political uncertainty that is being experienced both in Spain and in the rest of the countries due to the great crisis caused by COVID-19. With this, and as quoted by Alex Plana, lawyer and editor of the magazine AGM Abogados in his study carried out in 2020, the investment and entry of new companies into the sector is limited due to such an unstable situation, hindering the much-needed growth of the sector to meet all the growing demand.
- Finally, Spanish political conditions are not going through their best moments and the public deficit in Spain reached 10.97% of GDP in 2020 that placed the country 175th out of 190 countries in the deficit ranking relative to GDP 1(Expansion, 2020).

#### 2.2.1.2.- Economic Factors

- The COVID-19 pandemic has greatly affected the global economy and the worst is perhaps yet to come, as the World Bank says in its 2020 analysis. In his article he names that cases of company closures will rise, and therefore the rise in unemployment and the increase in poverty. This is why the motorhome sector, as it belongs to the tourism sector, has gone through and will do so in the future, the consequences of this crisis. A clear example is the reduction of our income and profits or we currently have fewer customers than in previous years.
- According to DatosMacro, GDP growth of 6.7% is expected by 2021 compared to 7.9% in September 2020. Despite all this, GDP will not fully recover the ground lost from the start of the crisis until the start of 2023. This also assumes that we too will have a hard time recovering.
- In this section we must also name the growing trend of motorhome registration and the tendency to a new type of viajes, motorhoming. ASEICAR, in its annual studies on enrolments, refers in its articles this increase, since according to them, in 2013 1293 motorhomes were registered in Spain, for the 8903 that were registered in 2019.

#### 2.2.1.3.- Social Factors

- One of the most important factors is society's growing interest in motorhome travel. M3 Caravanning, in his article published last 2019 names that caravanning is increasingly a more common and more frequent fashion among us, both among the younger audience, so us having quite competitive prices, can attract this audience.
- It should also be noted in this section that, according to the Ministry of Industry, Trade and Tourism people in the near future will try to go on vacation, so our offer may interest them. That is why the Ministry expects an increase in tourism of between 3% and 4%, compared to -3% last year. This is because many families, as much as their incomes have not been reduced or have only declined a little, have not been able to go on vacation because of the pandemic, and nothing else they can, they will.
- Another growing trend throughout the population is that of estar more in contact with nature, hiking, mountain routes, etc. This is why according to Eftur, in 2020 there was a 45.9% increase in rural house reserves, in addition that many communities such as Asturias or the Valencian Community are enabling routes and trails so that their population and tourists can go hiking. And the serra d'Irta, where we meet, already offers all this.

#### 2.2.1.4.- Technological Factors

- In recent years technology has been significantly developed, so the production processes in the manufacture of motorhomes have improved and companies like Benimar can manufacture more motorhomes at more affordable prices for everyone, as explained on their website.
- In the areas of motorhomes the production processes have also improved, but this does not happen in Spain. According to Camping Profesional, in his study conducted in January 2021, in other countries such as Germany, you can see how their installation has been improved by digitizing and automating them. This involves large upfront investments but an increase in long-term profitability. This trend is more present in campsites and not so much in motorhome areas.



- Related to the above, this produces in the sector a saving of the cost of labor for companies, since many functions that a person previously performed are now carried out through machines.

#### 2.2.1.5.- Ecological Factors

- Environmental problems in recent years have concerned society as a whole, increasing interest in alleviating the consequences of nature and appearing what is called environmental awareness as the Ministry for Ecological Transition says.
- This is why many measures are being implemented in companies to carry out the correct sustainability of the planet. In many cases, these companies install solar panels to harness solar energy, including Las Moreras AC. Similarly, there are more and more electric motorhomes and the Dethleffs brand has designed a motorhome with 31 square meters of solar panels.

**Figure 10. Solar Panels**



*Source: Google Images (2021)*

- According to La Vanguardia, climate change will affect both positively and negatively this sector in our country. From the end of November to the end of February temperatures are much higher than usual, which attracts international tourists and the

north of the country, however, in the summer months it is getting hotter and hotter. If it continues to increase, it can be a problem for tourist attractions.

#### 2.2.1.6.- Legal Factors

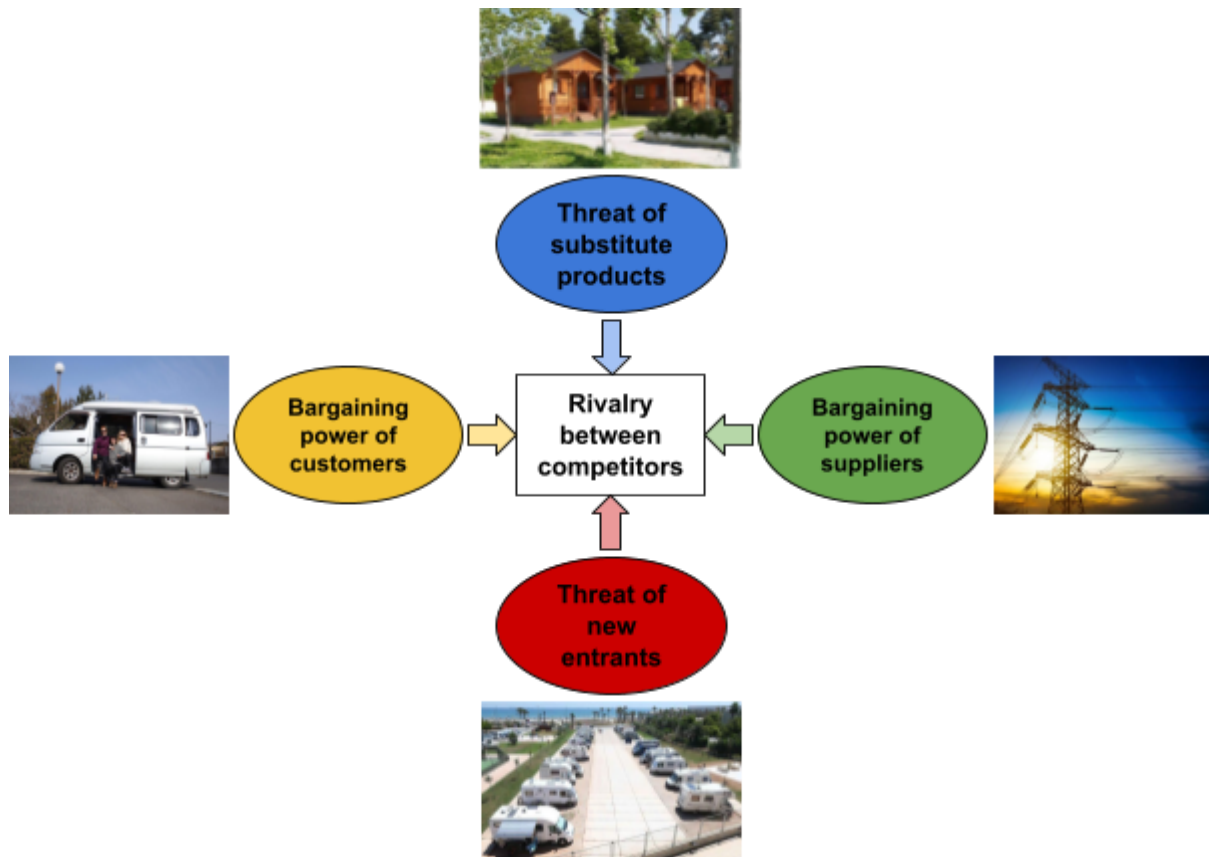
There are many decrees and laws that govern the motorhome sector. Below we will show the most important legal factors:

- First, we will name the rules on the rights and obligations of motorhomes. This regulation is updated annually and explains where you can drive, where you can park, stay overnight or camp with your motorhome.
- Next, it is necessary to take into account the DECREE 6/2015, of January 23rd, of the Council, regulator of the campsites and the overnight areas in transit for motorhomes of the Valencian Community. [2015/563] This process explains the rules that any company that wants to offer this type of service must comply with.

#### **2.2.2.- Microenvironment**

In this section, we will use Porter's 5 competitive forces to analyze the motorhome hosting and parking industry, so that, later, we can develop the business strategy by taking advantage of the opportunities, facing threats, strengthening our strengths and eliminating our weaknesses.

Figure 11. Five Porter Competitive Forces



Source: Own elaboration

### 2.2.2.1.- Bargaining Power of Customers

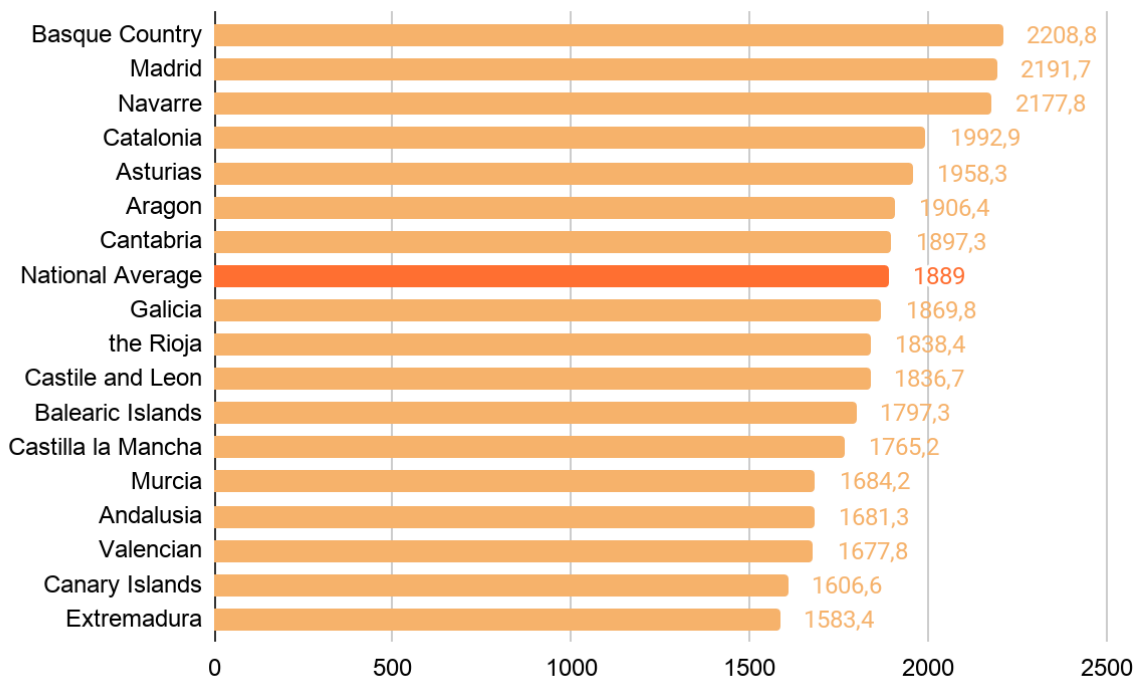
The bargaining power of customers can be defined as the degree to which they have to obtain good conditions and good prices compared to companies that sell or offer them the products or services. A determining factor in the trading power of customers is the number of these and the suppliers that are in the market. In other words, if there are few buyers, then the client's bargaining power will be high, due to the threat of not continuing to purchase such a product or service, or canceling the contract. And otherwise, if there are many consumers willing to purchase the product or service, then the customer's power will be lower.

In relation to the market for the lodging and parking of motorhomes, it should be added that it depends on a lot on external factors, especially now, not only for the closure of borders that exists or has existed in many of the countries where we have a lot of target market such as Belgium, Germany, Netherlands, France, Switzerland... but also because of

the perimeter closure between communities in Spain, from which 40% of our audience comes from.

But it should be noted that despite being a market of imperfect competition, the slope is less inclined than one could imagine, that is why customers are not greatly affected by price variation, which makes the trading power of clients lower. But here we must separate Spanish clients from foreigners, since in other countries the interprofessional minimum wage is much higher than in Spain. An example is Germany, with an minimum interprofessional salary of 1,614 euros for the 1,108.3 euros in Spain or the 1,554.6 euros in France, or the 1,625.7 euros in Belgium, or the 3,351 euros in Switzerland, or the 1,684.8 euros in the Netherlands. This makes foreigners have higher purchasing power than Spaniards, and that they also have more bargaining power. But this factor also occurs within Spain, and this is why people from communities with a higher middle salary such as the Basque Country, Madrid, Navarra, Catalonia or Asturias (almost all Spaniards who come to our facilities come from one of these communities) have more bargaining power towards us than others like Extremadura, Canarias or Andalusia.

**Graph 4. Average Monthly Wages per C.C.A.A.**



Source: Own elaboration from Conic (2021)

In conclusion, the trading power of clients can be very varied and can change depending on where it comes from, its purchasing power or its consumer profile. In addition, there are also not many companies to be able to re-anchor an overnight stay with your motorhome, and there are many customers who need an area like ours to perform such an overnight stay, information that improves our position and worsens theirs as negotiators. Finally, there is a lot of differentiation between one area and another, so the service may end up being very different (this also worsens your position as negotiator) and there are several substitute services for them (this improves your position as negotiator).

#### 2.2.2.2.- Bargaining Power of Suppliers

The negotiating power of suppliers is also defined as the influence these have on decisions with customers. This is why in a market where there are many suppliers, these will have little bargaining power, because customers will be able to choose from many competitors and, on the contrary, if there is little number of suppliers, then this will become more trading power over the client, since this will not have too many options to choose from.

However, as a company dedicated to the services sector, we do not need any suppliers at the moment and that is why we only have creditors and we will talk about them in this section. This is why our main creditors are Germans Tite, a repair, conservation and construction company, Naturgy Iberia, our light suppliers, As-Me, the company installing electrical installations and solar panels, Facsa, as water suppliers, Jardinería y Piscinas Alcossebre, those in charge of the maintenance of our pool, Preving Consultores, a occupational risk prevention company and Calabuch Asesores, our financial and accounting advisors.

Considering who our suppliers or creditors are, it is easy to know that some of them like Naturgy Iberia or Facsa have all the power over us, since we, as a company, can do absolutely nothing to be able to modify the price. This is because they have very little or almost no circumstances and there are many customers to offer them their product. However, there are others such as Germans Tite, As-Me or Jardinería y Piscinas Alcossebre who have low bargaining power, as there are also not many clients to offer them their service and have quite a few competitors. Then there are Preving Consultores and Calabuch Asesores with which the bargaining power is shared, since no longer there are enough companies to offer their service, they also have quite a few competitors.

In conclusion, we can say that in our industry there are almost no suppliers because we work in the services sector. In addition, the bargaining power of creditors depends a lot on your industry, and this is why some have more power to spy on us than others.

### 2.2.2.3.- Threat of New Entrants

This section refers to the difficulty of entering a particular market. That is why, if there are strong barriers to get into the industry, there are fewer options for new companies to enter, so this can be beneficial for those companies that are already in the market and are competing in that industry, as they will have fewer potential competitors in the future. Otherwise, if there were no barriers to entry into an industry, there would be many more options for new companies to enter and this would be detrimental to companies already introduced into the industry.

In relation to the position in which Las Moreras AC is located, the main barriers of entry that a new company that wanted to enter to compete in our sector would find, would be the following:

- High initial capital investments. Since in order to enter this sector, any company would have to bear a fairly high initial investment. You would have to buy or rent land in a certain area, probably tourist, to subsequently condition it to be able to carry out the activity by installing the parking spaces with their corresponding light and water intake, the minimum services requested by law in the bathrooms and showers, the reception...
- Bureaucratic barriers. To do all this, they would have to ask the city council for a work permit, create a commercial company, define the activity and ask for a lot more permits, which as we all know is a topic that works very slowly...
- The businesses already introduced in the sector will be able to put a much higher price and their sales will not be affected and their profits will increase. This is because since they are already in the market, they have an already consolidated audience and that it will not be very affected by a price variation. Instead, a new competitor will have to put much lower prices to get public, so the profit will be lower.

- Scale economies. Companies that are already consolidated in the sector will enjoy economies of scale that will allow them to increase their profits. This is because already consolidated companies are usually larger than the new ones, this is because they have been making expansions. And there are services such as light, water, the expense of maintenance or cleaning personnel, which are distributed among more places, and therefore more cost effective.
- Lack of experience and knowledge. Companies that are already working in the sector will have more experience and therefore greater productivity than new competitors. This is because they have a knowledge and organizational functioning that new competitors do not yet have. Also the relationship with many customers, suppliers and creditors will be better, faster and more effective due to having carried out on different occasions the same transaction of buying and selling or providing the service.

Therefore, we can say that barriers to entry into our sector are very important and that the threat of entry of new competitors is considerably reduced. That is why new companies that want to venture into the sector of hosting and parking motorhomes, will have a great disadvantage compared to competition, and therefore, it may not be attractive to enter to compete in our industry. In conclusion, we can say that these strong barriers to entry are a strength for both Las Moreras AC and companies already competing in the sector.

#### 2.2.2.4.- Threat of Substitute Products

Substitute products could be defined as those that cover the same needs but have different characteristics. In the sector of lodging and parking motorhomes, there are several services that can replace a motorhome area. There is not a very high threat, but it needs to be taken into account that our service can be replaced by another. The services that can be replaced by ours are campsites, bungalows, municipal areas, road areas and air-conditioned car parks.

Although there is the threat with these substitute services, it must be said that the public looking for municipal areas, road or air-conditioned parking, are usually people who want to travel "low cost" and only go to a facility like ours to perform a Stop and Go, this being, emptying deposits, fill their water tank and charge their batteries. By this I mean that

there is no way to attract that audience, and the only way would be to reduce the price so much that it would no longer be profitable for us.

As for camping and bungalows, it is a threat only to a part of our audience, as much of our audience itively values being in an area for exclusive use of motorhomes. This audience is usually adults and elderly. Instead, young people don't care, and it's up to the public that it does pose a real threat because they are the most likely to be able to trade our service for a bungalow or camping.

#### 2.2.2.5.- Rivalry Between Competitors

This element is the most important and decisive in Porter's model, and also refers to the force with which the organizations carry out the actions to improve their positioning, in addition to maintaining their competitive advantage over the rest of competitors.

There are many companies that come to compete in our industry around the entire national territory. To explain the rivalry of these competitors, we will differentiate them in the two areas in which we operate, being these Stop and Go, and motorhome areas.

In the first field, the Stop and Go service, there are quite a few companies offering this service, but, like many of them, we do not believe that it is an interesting market due to the limited public that this service requires besides where we get profitability is in the other field. This is why we will not take into account the rivalry that exists in this area because it is very low.

In the other area, the motorhome areas, there are different companies that offer this service related to the lodging and parking of motorhomes. It is a sector where there is a concentration in the coastal area, as is the case of the areas and campsites concentrated in Peñíscola-Benicarló, those of Alcossebre or those of Benicassim-Oropesa. They are vices that, although they may seem very similar, are quite differentiated, since each one is completely different, and this is why there is quite a rivalry in the sector.



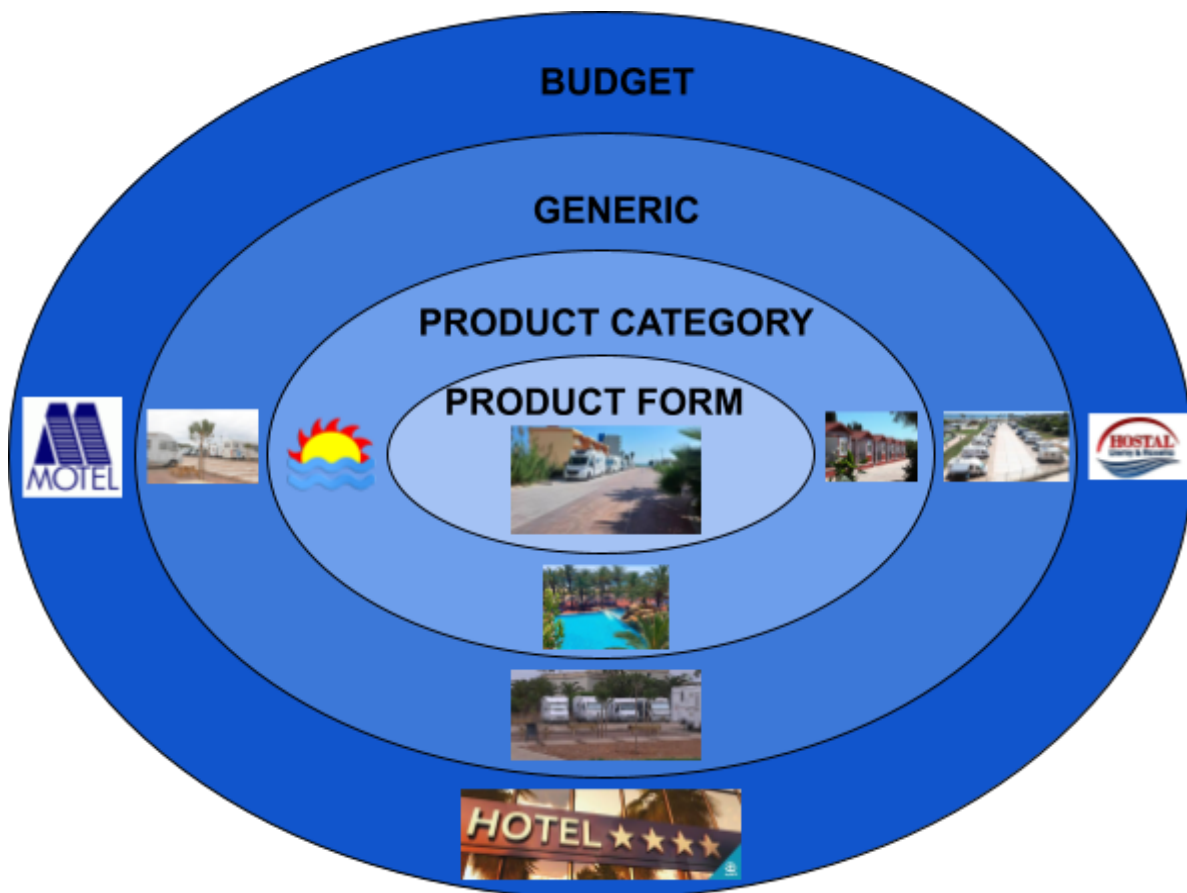
### 2.2.3.- Competitors Analysis

Our company must provide its clients with the greatest satisfaction. To do this you have to know and take advantage of its competitive advantages, in order to be better than the competition. But to achieve and know what our competitive advantages are, we must first know and evaluate the nature and strength of market participants. To do this we will carry out a competition analysis that will identify, analyze and select the main competitors.

#### 2.2.3.1.- Levels of Competence

In identifying the levels of competition, we will talk about the four levels that exist, ordered from highest to lowest degree of competition, in this way, we will start with the competition in the form of product or service, to continue with the competition in the category of product or service, then the generic competition and finally ending the competition at the budget level.

Figure 12. Competition Levels



Source: Own elaboration

Competition in the form of a product or service, is the products or services that target the same market segment. And when searching over the motorhome areas, we realize that in the surroundings of Alcossebre there is none of this where the use is exclusive for motorhomes. The closest we can find to something that looks like it is in the Grao de Castellón or in Benicarló. Area Sista Camper, located in the Grao de Castellón, could be selected as a competition in the form of a service, because even if it is owned by the town hall and is free up to 48h, it offers services similar to ours. As for Benicarló, there is the Motorhome Area that competes with us in terms of motorhome area with services similares to ours, and Stop and Go La Volta, where it competes with us in terms of Stop and Go service.

As for the competition in product or service category, we already place those competitors who have the same technological alternatives as ours. Here we find Camping Playa Tropicana as one of the main competitors to consider because it is located in the same town as us as it is with Camping Torrenostra, which despite belonging to Torreblanca, is quite close. Nearby, in the Serra d'Irta is the Ribamar Camping & Bungalows that we also have to give importance to. Not so close, in Peñíscola there are a few competitors, such as Camping los Pinos, Camping el Cid, Bungalows Camping Ferrer and Camping Bungalow Sol d'Or. In the opposite direction, in Oropesa, we find camping and Bungalows Didota, Bravoplaya Camping Resort and Camping and Bungalow Oasis. A little further away, in Benicassim, we find Camping Azahar, Bonterra Resort Camping-Bungalows, Camping Gran Avenida, Camping Florida and Camping Tauro among others.

As for generic competition we have to refer to all the products or services belonging to the same reference group, in this section, apart from all the above, many other areas equipped for this purpose would enter as is the case of the Parking of Motorhomes of Castellón, the Parking la Nau located in Castellón or the Parking Caravanas located in Benicarló.

Finally, as regards competition at the budget level, all companies offering the same service at the consumer budget level would be found, in this case the money intended to stay overnight and park the car. Here we would enter all hotels, hostels, motels, etc. In addition to all areas, car parks and campings named above.

### 2.2.3.2.- Main Competitors

To perform this analysis of key competitors so as to select them later on, we have decided to create a chart with a comparison of them to make it all the easier to compare them to how to select them.

**Table 3. Competitor Analysis**

	<b>Proximity</b>	<b>Price</b>	<b>Services</b>
<b>Sista Camper Area</b>	45 km - 43 min	Free up to 48 hours	**
<b>Motorhome Area</b>	31 km - 27 min	free	**
<b>Stop and Go La Volta</b>	29 km - 24 min	20€ per day	****
<b>Camping Playa Tropicana</b>	3.8 km - 7 min	20€ per day	****
<b>Camping Torrenostra</b>	11 km - 14 min	65€ per day	****
<b>Ribamar Camping &amp; Bungalows</b>	4.9 km - 12 min	105€ per day	****
<b>Camping los Pinos</b>	28 km - 23 min	45€ per day	****
<b>Camping el Cid</b>	28 km - 23 min	10€ - 40€ per day	***
<b>Camping Bungalow Sol d'Or</b>	28 km - 22 min	55€ per day	****

<b>Didota Camping and Bungalows</b>	22 km - 22 min	129€ for 15 days	****
<b>Bravoplaya Camping Resort</b>	22 km - 23 min	210€ for 2 days	****
<b>Camping and Bungalow Oasis</b>	22 km - 22 min	350€ - 550€ for 7 days	***
<b>Camping Azahar</b>	31 km - 28 min	42€ - 60€ per day	***
<b>Bonterra Resort Camping- Bungalows</b>	33 km - 28 min	100€ per day	****
<b>Camping Gran Avenida</b>	36 km - 30 min	18€ per day	****
<b>Camping Florida</b>	38 km - 32 min	50€ per day	***
<b>Camping Tauro</b>	34 km - 27 min	45€ per day	***

Source: Own elaboration

The motorhome areas, campsites and so on that we have named above and have not put in the table, is because in the proximity-price-services ratio, we did not find them as key as these and therefore we did not see necessary to analyze them.

Figure 13. Logo Stop & Go la Volta



Source: Google Images

Now, after an in-depth analysis of all the competitors we believe could enter our key competitors, and after analyzing their main characteristics regarding us and how customers see them both individually and to them regarding us we have come to certain conclusions. To reach them, we have analyzed their proximity to us, their price and the quality of their services, being 5 stars as much as possible, and just a star as little as possible.

Figure 14. Logo Camping Playa Tropicana



Source: Google Images (2021)

Once we have analyzed all this, we find that the real key competitors are Camping Playa Tropicana, due to its proximity to us and its high quality of its services, and Stop & Go la Volta, due to its resemblance to us both regarding service and price, even though we are a little cheaper and our services are a little wider.

## **2.3.- Market Analysis**

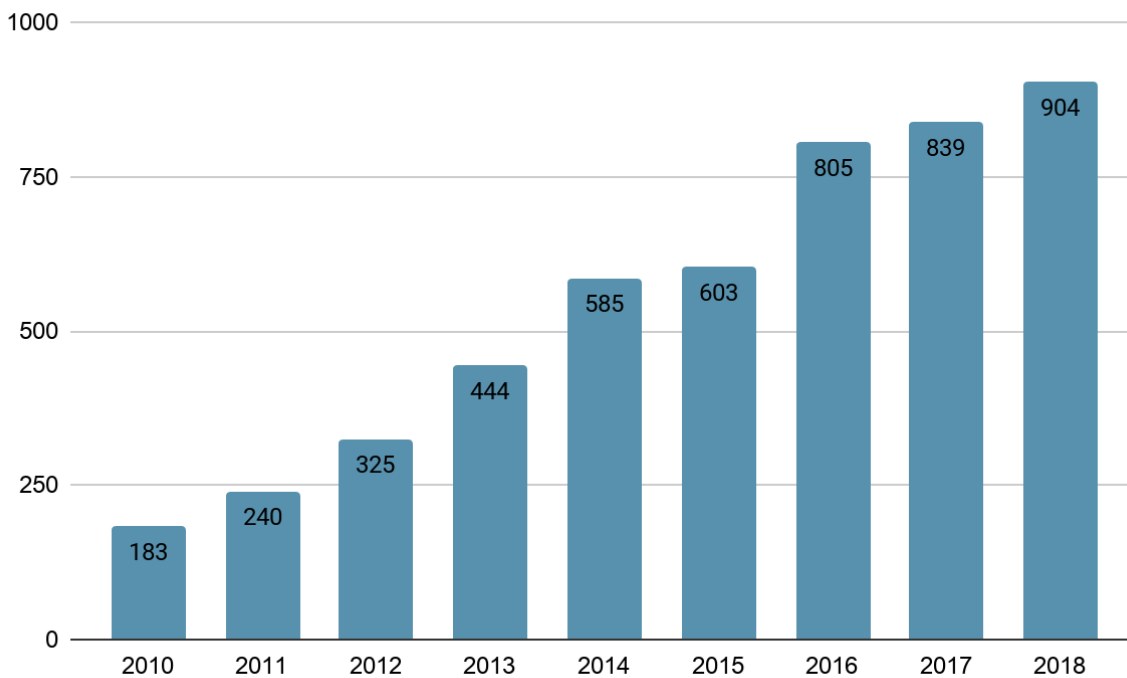
### **2.3.1.- Sector Analysis**

To carry out this sector analysis it must be taken into account that it is a booming market, and that it was not until 2010 that the beginning of this boom occurred. This growth is due to the increase in motorhome registrations year after year, 10-15 years ago, annual

registrations in Spain did not exceed 2,000, however, currently exceed 8,000 registrations per year.

As you can see in the graph below, there are more and more motorhome areas and the caravan sector is experiencing a boom in our country and is the European country where it is growing the most in recent years. It is growing so fast that every month an average of five new motorhome areas open their doors.

**Graph 5. Evolution of Motorhome Areas in Spain**



*Source: Own elaboration from AutoCaravanas and ASEICAR (2021)*

In addition, it is a sector that is mainly concentrated on the coast, as it can be seen in the image below that almost all areas of motorhomes, service areas and car parks for them are concentrated in the Mediterranean Coast, the north of the country, concentrating on the coastal area of Galicia, Cantabria, the Principality of Asturias and the Basque Country. In addition, in Andalusia the exact same thing happens. Finally, the others are spread over the most touristic areas that are not located on the coast with important mountain ports and in large towns with many cars such as Madrid, Valladolid or Badajoz.

Figure 15. Service Areas and Parkings for Motorhomes in Spain

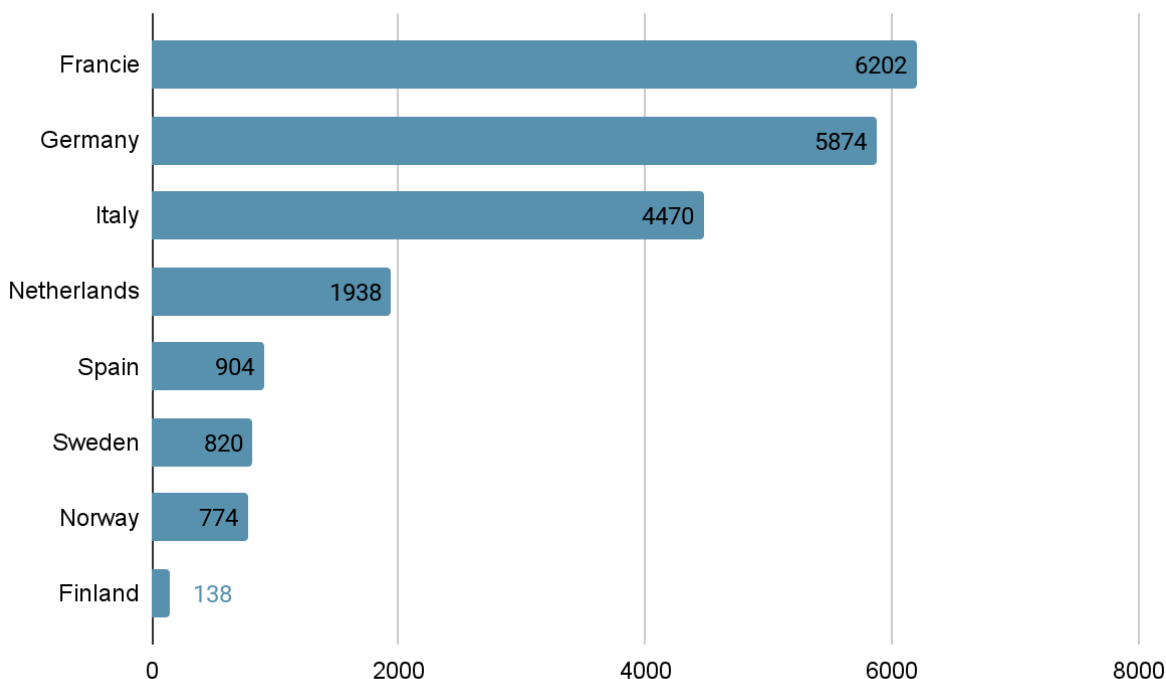


Source: AreasAC (2021)

In addition, around 250,000 motorhomes transit Spain each year with an average occupancy of three people per vehicle, an estimated 750,000 people in total. In August alone, 200,000 motorhomes run through our territory, more than half a million people in motorhomes alone. Of these, more than 60% are foreigners, and motorhome areas reach more than 90% occupancy.

According to ASEICAR, this boom clearly clashes with the lack of parking areas and motorhome drive-off overnight. There is a big difference in the number of Spanish motorhome areas when compared to other countries. In Spain there are currently fewer than 1,000 motorhome areas, a number that draws attention compared to the 6,000 areas in France, Germany's 6,000, Italy's 4,500 or the Netherlands' 2,000. These are precisely the foreign motorhomes who visit us the most.

**Graph 6. Countries with more Motorhome Areas**



Source: Own elaboration from AreasAC (2021)

### 2.3.2.- Demand Dimensions

The dimensions of the demand of Las Moreras AC could be understood as the total volume of product and service that would be acquired by the market, in a place and period of time fixed for certain environmental conditions. The main objective of calculating demand is to see in an approximate way the volume of sales in the future, so that with past and current data, we will be able to pray to future events and continue with our site in the market. Thanks to the graph below, companies, based on this, will be able to know the dimensions of their demand to take into account when making decisions.

In the image, total sales refer to all sales of companies in the Hosting Industry sector. Industry sales are all sales of campsites and motorhome areas. In the company's sales, we already focus only on all sales made by Las Moreras AC. In this market study we will analyze only the market of motorhome areas, since we are in the camping sector or caravan areas, because they are a completely different audience.

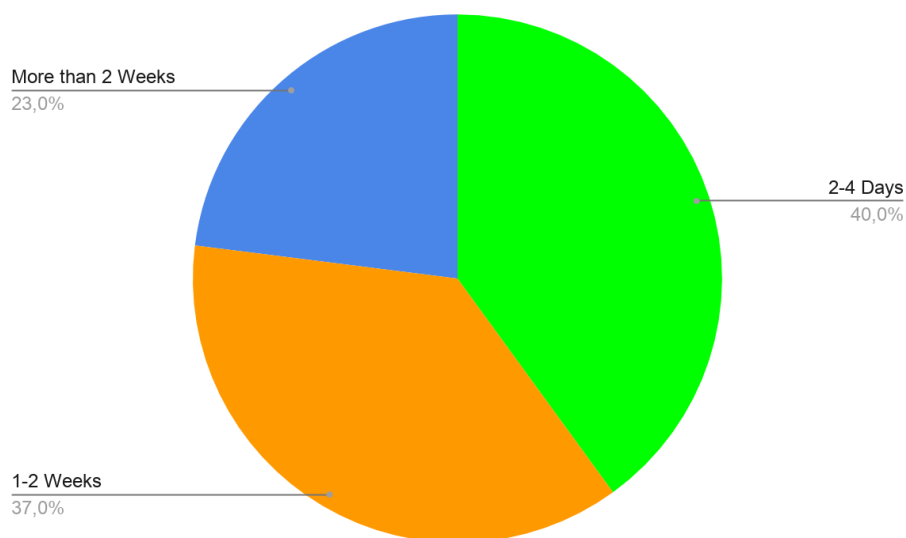


### 2.3.2.1.- Shopping Habits

As for consumption habits, after conducting a survey of 100 people who travel by motorhome and have performed overnight in our facilities, we have detected three large groups:

- The first group is usually young people, who are between 18 and 40 years old, and usually stay between 2 and 4 days. They are people who usually come to spend the weekend at our facilities. These are usually about 40% of our customers.
- The second large group are usually already older people, starting with people in their fifties. They usually stay more days, between one or two weeks. They are usually around 37% of our customers.
- The last group are usually people over 65, except in some particular cases. They are retired people who spend many days in our facilities, more than 15 days. We have found a few cases where they exceed the month in our facilities. Others can go two or even 3 months without moving from here. Finally, the most curious case we have found is that of a person with Belgian nationality who has informed us that he has been in our facility since November 2019 and who does not plan to leave. This group is usually around 23% of our customers.

**Graph 7. Percentage of Customers with Different Shopping Habits**



*Source: Own elaboration*

### 2.3.2.2.- Average Expense

The average expenditure in this sector is very important. Because as much as we have customers who enjoy our facilities more than others, and some customers who stay in our facilities for about 10 days compared with those who stay more than 2 weeks, the average expense of the latter is much higher because their stay is longer. We are not saying that the rest are less important, this means that the customers who stay in our facilities the most time are the most important.

After taking out an average calculation of the expense of the customers regarding the days that are left, we notice that the first group that stays between two and four days, leaves in our facilities an average of 39 euros. However, the second group that spends in Las Moreras AC between one and two weeks, have an average expenditure of 115 euros, a much more considerable figure than the previous one. The last group cannot be calculated very accurately since it's created by those who stay three weeks, the ones who stay three months... and it would not make much sense to calculate it, but a person who spends a month in our facilities, leaves in the coffers of our company about 300 euros.

And how do we know that this last group is the most important? Because if we multiply their average expense by percentage, which when asking 100 people the percentage matches the number of people, we get that these 23 customers will end up depositing 6,900 euros (23 customers per 300 euros on average, however much that number is down to, so they will end up depositing much more money). The second group will end up depositing 4255 euros (37 customers per 115 euros), and the first group, 1560 euros (40 customers per 39 euros).

### 2.3.2.3.- Calculation of the Estimated Demand

The calculation of estimated demand is complex, as there are more and more motorhomes. Despite the current pandemic state, last summer the motorhome sector lived its goldensummer, due to its exaggerated demand and motorhome rental companies increased their fleets, which resulted in a 35% increase in enrolments.

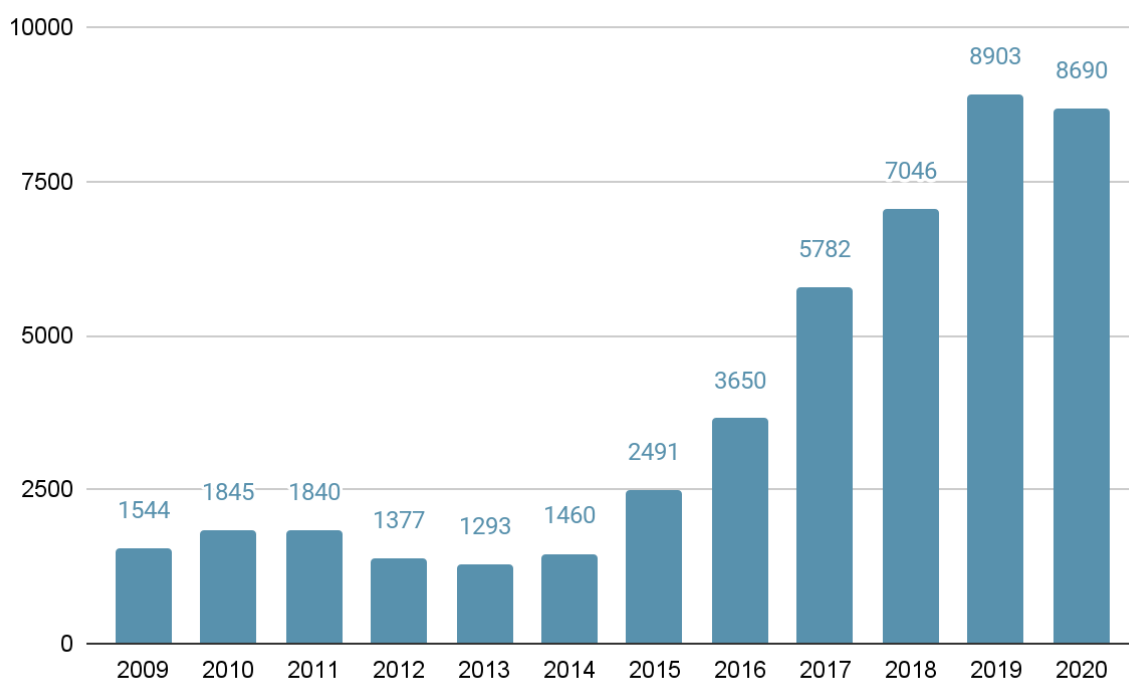
This must be contrasted with the other tourism sectors, which have been greatly affected by the current situation. This has also been thanks to the fear of crowds during the

holidays and the opportunity to visit the country as there are mobility restrictions between countries.

Last July, 1525 motorhomes were registered, 48% more than in the same period of the previous year, very good data after the 2020 quarter for the entire motorhome sector.

To all this it should be added that the increase in registrations is increasing, as shown in the graph below, but that also represents an increase in motorhome areas like ours in Spain. In 2010 there were only 180 motorhome areas, for the thousand there are today. Considering that there are an estimated 300,000 motorhomes that can drive in Spain and that large areas of our audience are foreign, you can see that there is little competition in terms of motorhome areas. The sector believes that it would take twice as many areas to meet the growing and current needs of the sector.

**Graph 8. Evolution of Motorhome Registrations in Spain**



*Source: Own elaboration from SoyCaravanista and Statista (2021)*

With this and based on our growing salesdata, we estimate to have around 50 motorhomes during seasonal periods such as August, Easter and Bridges, 40 caravans in June, July, October, November and December, and around 30 motorhomes in the low season months that are January, February, March, May and September.

### 2.3.3.- Types of Customers

For this type of product market there is only one type of consumer, final customers, as organizational consumers move by the same stimuli as final consumers, which we will later discuss, but these act as intermediaries between the company and end consumers, and their main reasons for purchase are for use by their commercial activities for later purchase or rental, and as what we offer is a service, this is more difficult, as they cannot resell this service or use it for their business activities.

#### 2.3.3.1.- Final Customers

Final customers are consumers of our service who move by marketing stimulus such as price, product, service, communication, and to much less, distribution. In addition they also move by the stimulus of the environment, since customers, through a website, due to different types of features, decide which area of motorhomes to go, and in the case that they choose ours, the type of rate they want, based on their own tastes, their interests and their needs for their use.

## 3.- SWOT ANALYSIS

Table 4. SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Good market positioning.</li> <li>- Low price.</li> <li>- Great knowledge of industry and experienced staff.</li> <li>- Good location.</li> <li>- Good infrastructure.</li> <li>- Loyal customers.</li> <li>- Large barriers to entry into the sector.</li> <li>- Great financial management.</li> <li>- Use of renewable energies.</li> <li>- Lots of tourist resources.</li> </ul>	<ul style="list-style-type: none"> <li>- High fixed costs.</li> <li>- Few audiences from some parts of Spain.</li> <li>- Little international presence.</li> <li>- Limited budget.</li> <li>- Dependence on sun and beach tourism.</li> <li>- Difficulty for proper differentiation.</li> <li>- Low advertising.</li> <li>- Less time in the market than its competitors.</li> <li>- Low market share in some countries.</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- We still need to get more into the sector.</li> <li>- Favorable weather conditions.</li> <li>- Increased motorhome registrations.</li> <li>- Increased presence of foreign audiences.</li> <li>- Increased trend of motorhome travel.</li> <li>- It is a very young sector.</li> <li>- Good temperatures in winter.</li> </ul>	<ul style="list-style-type: none"> <li>- Threat of substitute products.</li> <li>- Climate change in the future.</li> <li>- COVID-19 crisis.</li> <li>- Increased spending of our customers.</li> <li>- Increased price of light and water.</li> <li>- Economic recession.</li> </ul>

Source: Own elaboration

### **3.1.- Strengths**

- **Good market positioning.** Despite having little time in this industry, we are already quite positioned and we know many people in the sector, in addition to having a lot of fixed clientele and customers who come to our facilities every year.
- **Low price.** Currently customers associate us with fairly low prices and without leaving aside the quality of the services. This will help us in the future to position ourselves in a better way in the quality-price strategy.
- **Great knowledge of the industry and experienced staff.** Carlos Icka, co-founder of the company has been working in this sector for many years as he previously owned a motorhome area in Peñíscola, so he can apply his knowledge and his power of attraction to people in our favor.
- **Good location.** Our motorhome area has a privileged location as it is located in the same village of Alcossebre, one of the most touristic villages of the Valencian Community. In addition, it is located a few meters away from a Consum so that our customers easily acquire anything they need. Also, it also has a privileged location because it is very close to the CV-142, which connects directly to the N-340, so it is easy access for any motorhome.
- **Good infrastructure.** Our infrastructures are excellent, not only parking spaces, but also our swimming pool, our restaurant or services and showers.

- **Customer Loyalty.** The Moreras AC already has many loyal customers despite the short time it has been in the industry. We conducted a survey of 100 of our customers, and of them, 56% had purchased our services more than 2 times, compared to the 13% who had come to our facilities a couple of times, and only 31% of the people we interviewed were the first time they had requested our services. We also asked them if they would come back at another time, and 89% responded that they would return safely and 11% replied that they would almost return. No one answered "can be", neither "I don't believe", nor "no."
- **Large barriers to entry into the sector.** Large initial capital investments, lack of experience and knowledge of the sector or red tape are a large barrier behind the sector.
- **Great financial management.** Jaime José Gumbau Roda, co-founder and financial and accounting advisor of the company has a great knowledge of financial management.
- **Use of renewable energy.** The motorhome area works almost entirely in sunlight, this is thanks to the solar panels that our facilities have on the reception roof. That not only reduces long-term variable expenses, but customers see it with good eyes, especially young audiences who are most environmentally conscious.
- **Lots of tourist resources such** as the sun, the beach, the sea, the Via Verde, the Serra d'Irta, so our customers can get attracted to these experiences.

### 3.2.- Weaknesses

- **High fixed costs.** The company must cover large fixed costs such as land mortgage, other land rental, construction bills and insurance.
- **Few audiences from some parts of Spain.** This is the case of Andalusia or Extremadura, areas from which we have nearly no customers.
- **Little international presence.** Although 64% of our audience is foreign, according to our survey, if we consider the audience moving by motorhome around our country, this number would have to be somewhat higher.

- **Limited budget.** With the latest investments buying the new land to move there in the future, the company has made a great economic effort and currently has a limited budget to continue investing in other actions.
- **Dependence on sun and beach tourism.** This produces a great seasonality of demand and greater tourism in hotter and sunnier months.
- **Difficulty for a correct differentiation** of the services we offer from the competition, that is, for customers to really appreciate the differentiating attributes we offer against competition is somehow difficult.
- **Little publicity.** We spend very little on advertising, which is a brake when it comes to expanding and promoting the business.
- **Having been in the market less time than its competitors,** Las Moreras AC still does not have as much brand or is not as known to some competitors as they can have camping Playa Tropicana, Camping los Pinos, Camping Sol d'Or or Stop and Go la Volta.
- **Low market share** in some countries such as Austria, Belgium, the Netherlands or Switzerland.

### **3.3.- Opportunities**

- **We don't have to get into the sector anymore.** This means that you still have to know us more publicly, so we will have the possibility to increase our audience.
- **Favorable weather conditions for the** practice of our activity. In the Valencian Community there is a privileged climate for tourist attraction due to the high temperatures, the great beaches, the tourist attractions... So there is more opportunity to attract customers both nationally and internationally.
- **Increased motorhome registrations.** As we have explained above, in Spain more and more motorhomes are registered, so when you travel, you will need a parking lot.

- **Increased presence of foreign audiences** in our country especially from specific areas such as France and Germany in search of sun and better weather conditions than in their country.
- **Increased trend of motorhome travel.** Motorhome travel is becoming very fashionable in recent years mainly between young audiences because it is cheaper to move otherwise.
- **It is a very young sector.** Just a few years ago, the number of motorhome areas did not reach 200. Currently they exceed 900, and according to ASICAR, around 2,000 areas in Spain are needed to meet all current demand.
- **Climate change.** Increased tourism in the winter months of the winter as there are higher temperatures in those months and better weather.

### **3.4.- Threats**

- **Threat of substitute products.** Both from exclusive Stop and Go areas, as well as with campsites and bungalows. The first thing is because more and more areas offer that service and more and more populations offer free parking to motorhomes. With campings and bungalows, the same thing is happening. The trend towards this type of practice is also increasing and more and more companies offer that service, so our audience may become attracted to that offer.
- **Climate change.** The economic and social impacts of climate change in the future can be very serious, so even higher summer temperatures, the increasingly strong autumn and spring storms, along with the ever stronger wind gusts can be further increased and tourists can move to other areas within Spain such as Galicia, Cantabria, Asturias or the Basque Country, and to other countries such as Italy, Greece or Croatia.
- **COVID-19 crisis.** The closure of borders and the closure of many companies has reduced the demand of both foreign tourists, because they cannot cross into our territory, as well as for the Spaniards, who have seen their income reduced, have been introduced in ERTes, fired, or their company has closed, so demand has declined.



- **Increased expenses of our customers** when traveling such as increasing the price of gasoline and diesel, increasing motorhome insurance and tax on driving, increasing prices in supermarkets ...
- Increased **price of light and water**, which causes our expenses to increase and therefore our benefits are reduced.
- **Global and above** all Spanish economic recession that does not favor our sector or our customers at all.

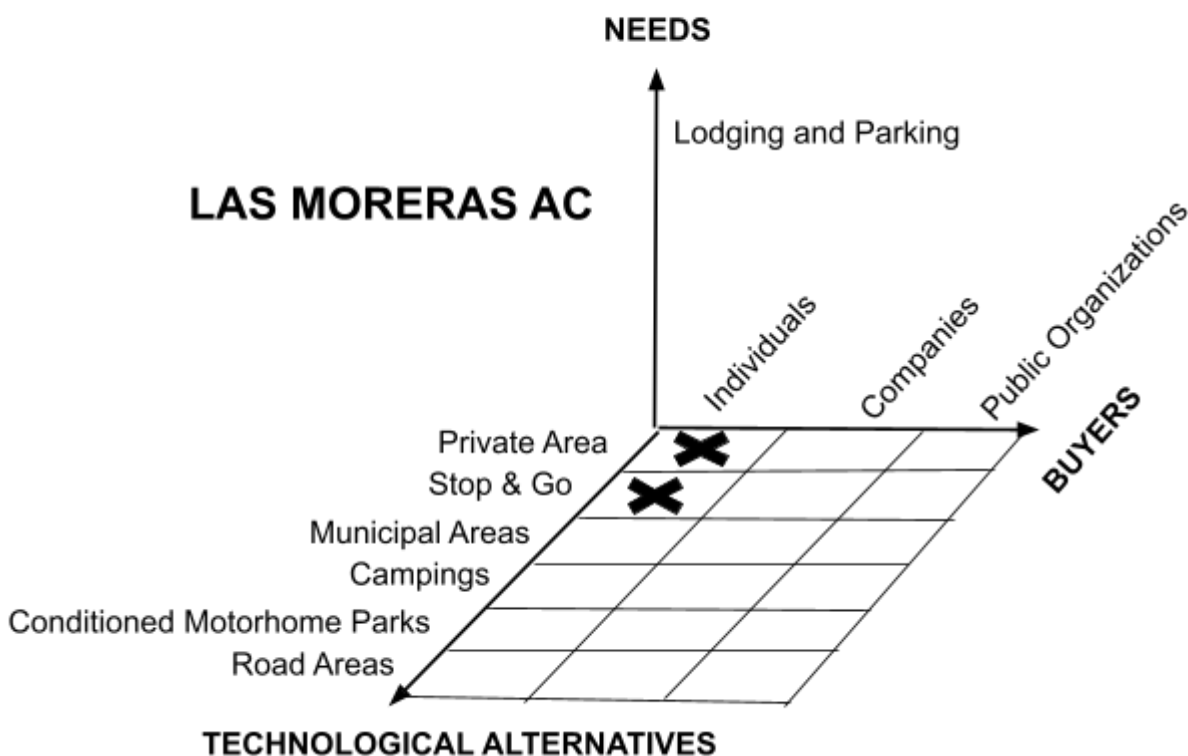
#### **4.- MARKET SEGMENTATION**

Segmentation is a process by which consumers are identified with homogeneous preferences in order to be able to establish for each segment chosen by the company a differentiated marketing offer or program, that is, an appropriate coverage strategy according to the product-market demanded by consumers.

##### **4.1.- References Market**

The reference market could be defined as the market comprising all the goods and services that consumers consider interchangeable or replaceable because of their characteristics, price or the intended use of it. This is why the main objective of the reference market is to systematically determine the limitations that may arise in the company from the point of view of competition. Now we will analyze Las Moreras AC and its main areas where it can sell, and thanks to the chart, the company will be able to take into account these possibilities in its internal decision-making process.

Figure 16. Current Reference Market of Las Moreras AC



Source: Own elaboration

The Moreras AC satisfies the need for lodging and parking for individuals, since companies and organizations would not be interested in these services even if they tried to satisfy them. As for technological alternatives, users have several alternatives when it comes to meeting their needs. They can choose a private area, as is our case, a Stop and Go, where users access this facility to empty their grey or black water tanks, fill their water tank and other functions. In addition they can also choose municipal areas, where they can be free or at a very low cost, as well as road areas or car parks conditioner for motorhome parking. Finally you can also choose a camping. Las Moreras AC offers its customers to meet the needs with their private area in addition to also operating Stop and Go's in the event that the client comes for this purpose.

#### **4.2.- Relevant Market**

The relevant market could be defined as what includes all products and services among which there is close competition. This is why all services that are substitutes for the

consumer are considered. In order to determine our relevant market, it is necessary to take into account whether our products or services are reasonable substitutes or not, and this depends on two factors: the first, whether competitors can start offering the same as us with reasonableness; the second, whether consumers consider them to be replaceable or not.

From our point of view, as a company, it may obviously seem easy for competitors to be able to offer the same as us, but it is not that simple. First of all we will talk about the entry of new competitors. It is not easy to set up a motorhome area, camping, etc. Not only are there economic impediments, but there are also many fiscal barriers. First of all a new competitor would have to find a place to carry out such activity, either buying a land or renting it, then he would have to ask for many permits for both work and activity, create a society, start the work... We as a competition would have plenty of time to position ourselves and counter attack against such a threat.

Now, could current competitors do what we are doing? Certainly yes, but then, why does almost no one do it? Well, if no one does, it is because they are more interested in other things. We offer service only to motorhomes, however, in almost all campsites, in addition to offering service to motorhomes, they also offer service to caravans, roulotés, camping service, bungalows, etc. But then, why do we only meet the demand for motorhomes? Precisely because these are usually people with a medium-high purchasing power, who want tranquility, and people with caravans or who go camping usually have a lower purchasing power than them and are usually very noisy. This is why much of our audience seeks the exclusivity of engaging with people in their social sphere. In addition, it should be added that we have very competitive prices compared to our competitors, who cannot match it. Our low prices are due to our recent market entry and our excellent financial and economic management.

Do consumers think our services are replaceable? Many of our services obviously do, but at a much higher price. And inside here you have to take into account how sensitive the customer is to the price change. If the customer is not very sensitive to the price difference, he may not choose us, but if he is, he will choose us. Then, there are many who want the exclusivity we have named before, and if so, there are very few areas for exclusive use of motorhomes. If the consumer does not want that exclusivity, other factors such as price, services, the importance of the proximity to the sea, to the city, to a supermarket...

### **4.3.- Product - Market**

The market product is the basic concept of a business. It defines a market segment with one or more specific products or services. This section searches for a customer who shows a particular behavior and attitude for a product or service with features directed towards its specific profile.

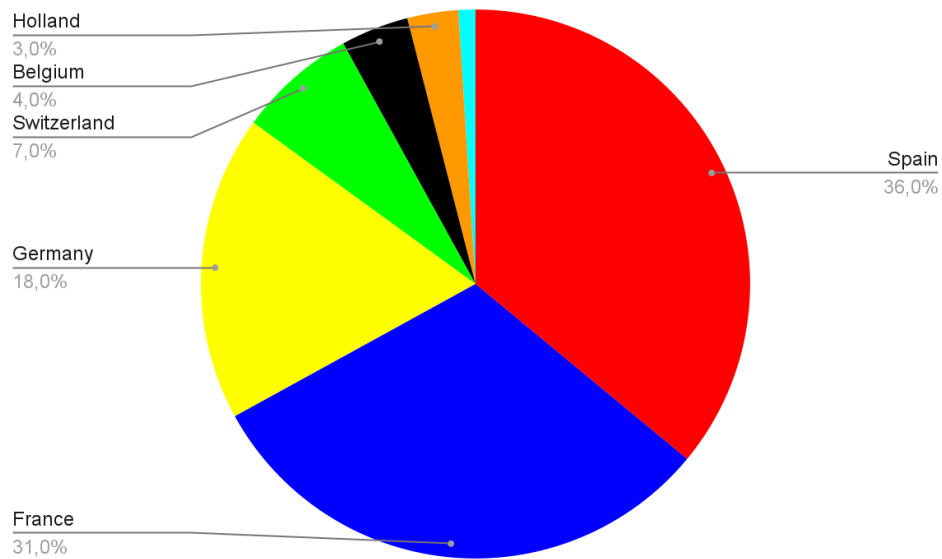
That is why after analyzing our market product, we can conclude that our company, Las Moreras AC, focuses on offering lodging and parking services to private individuals with motorhomes.

### **4.4.- Segments**

Once we have identified the reference market, the relevant market and the product market of Las Moreras AC, we will proceed to identify the following consumer segments of our company. To do this, we have conducted in our facilities or surveys at different times to a total of 100 people to be able to carry out conclusions, so the data shown below are the result of our own research:

- First of all we segment customers according to their origin. As you can see in the chart below, 36% of our customers are Spanish, 31% French and 18% German. This makes up 80% of our audience, but the other 20% is also important and is made up to a greater extent in Switzerland, Belgium, the Netherlands and Austria. With this we identify three large segments, one in our country, one in France and one in Germany.

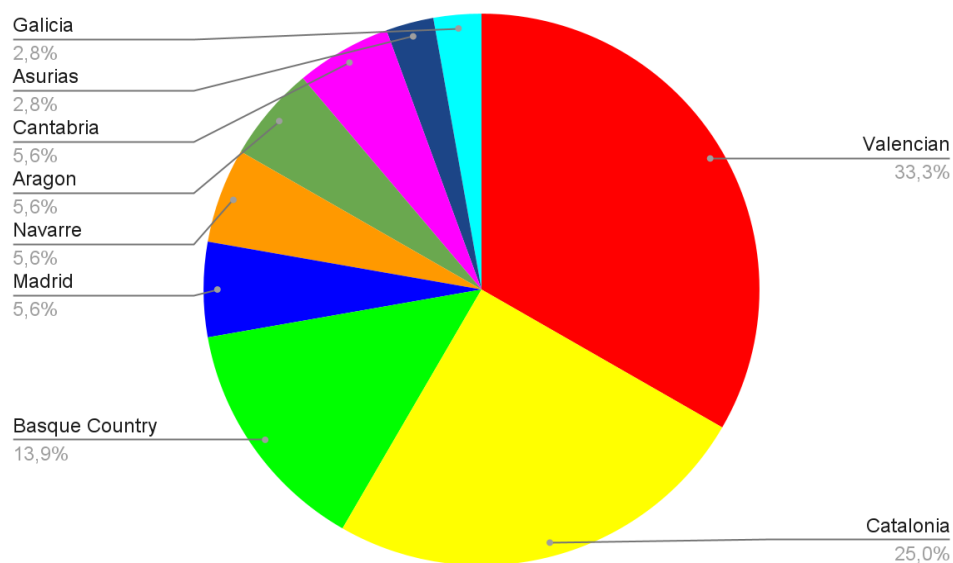
**Graph 9. Country Segmentation**



Source: Own elaboration

- Now we segment the 36% of Spaniards by their province of origin. In this way we can observe how more than 33% of our audience comes from the Valencian Community, 25% are Catalans and almost 14% are Basques. The other provinces where we also have quite a few clients are; Madrid, Navarra, Aragón, Cantabria, Asturias and Galicia. With this, we identify two large segments, one, the north of the country and the other in the Mediterranean area.

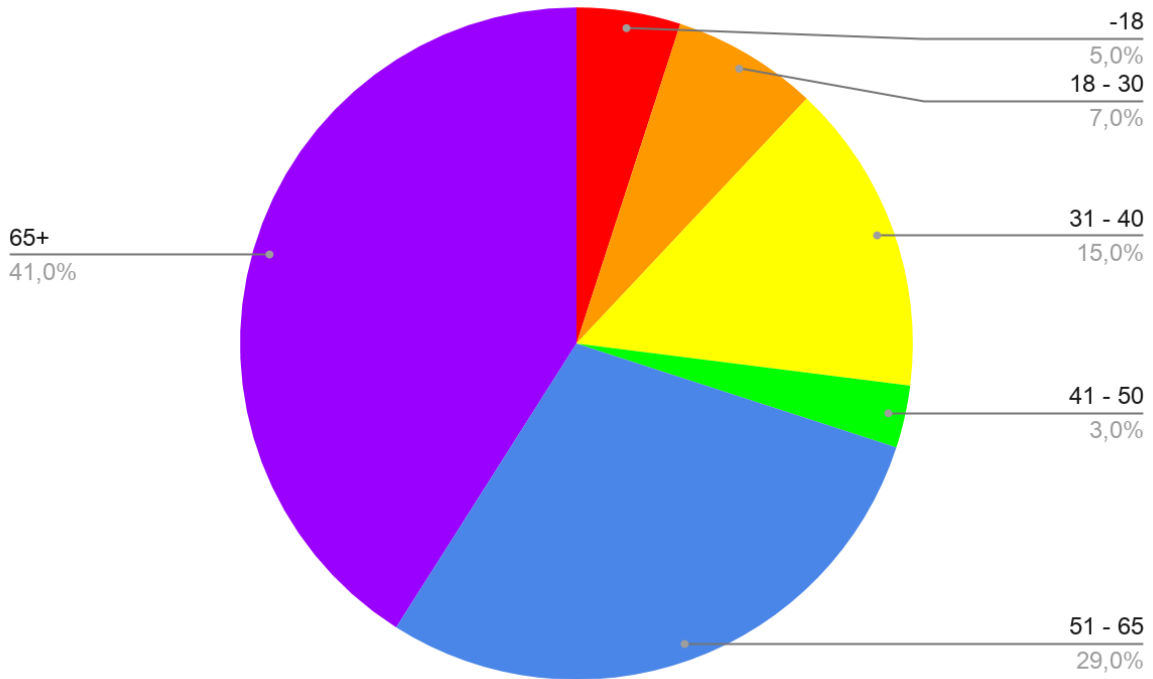
**Graph 10. Province Segmentation**



Source: Own elaboration

- The next targeting will be by age ranges. Where we find that under 18 years only accounts for 5% of our audience, the range of 18-30 is a 7% of our total audience, the range of 31-40 is a 15%, the range of 41-50 is only a 3%, between 51-65 is a 29% and over 65 years a 41%, so we find a huge segment between over 50 years and another important segment between 31 and 40 years.

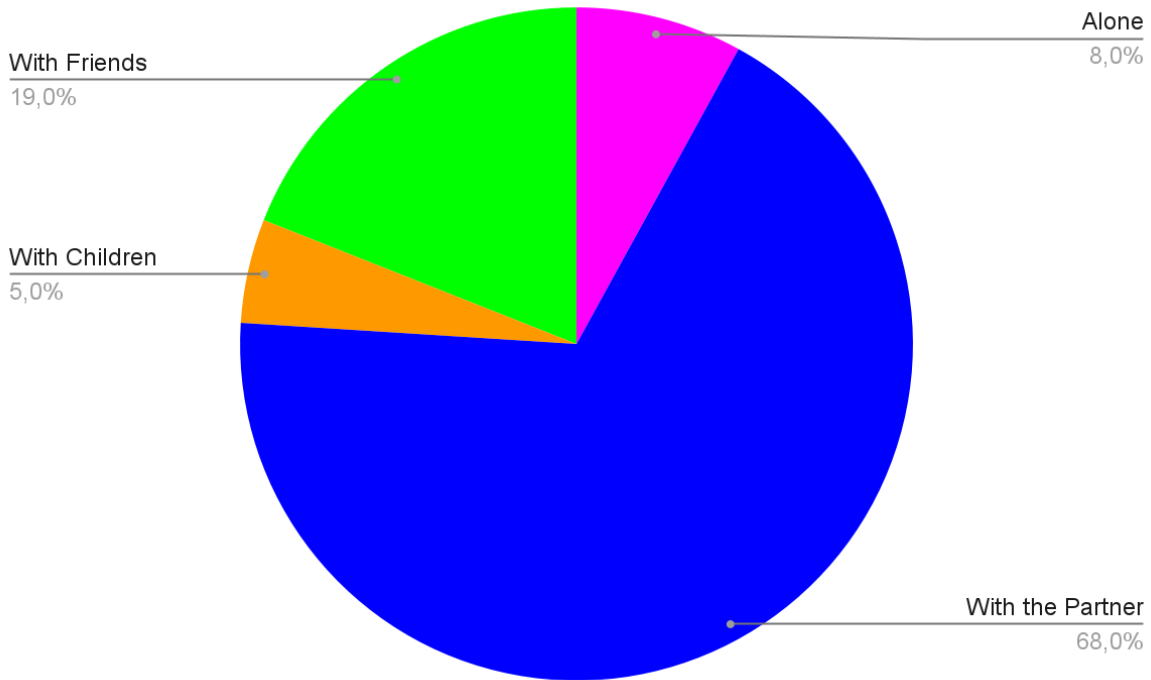
**Graph 11. Age Segmentation**



*Source: Own elaboration*

- We also target customers based on whether they come alone, with a partner, with their children, or with a friend. We found out that 68% of our audience comes with their partner, while 5% come with their children. Plus 19% come with friends and 8% come alone. We then enter a huge sector with the people who come with their partner and another important sector with those who come with friends.

Graph 12. Companion Segmentation

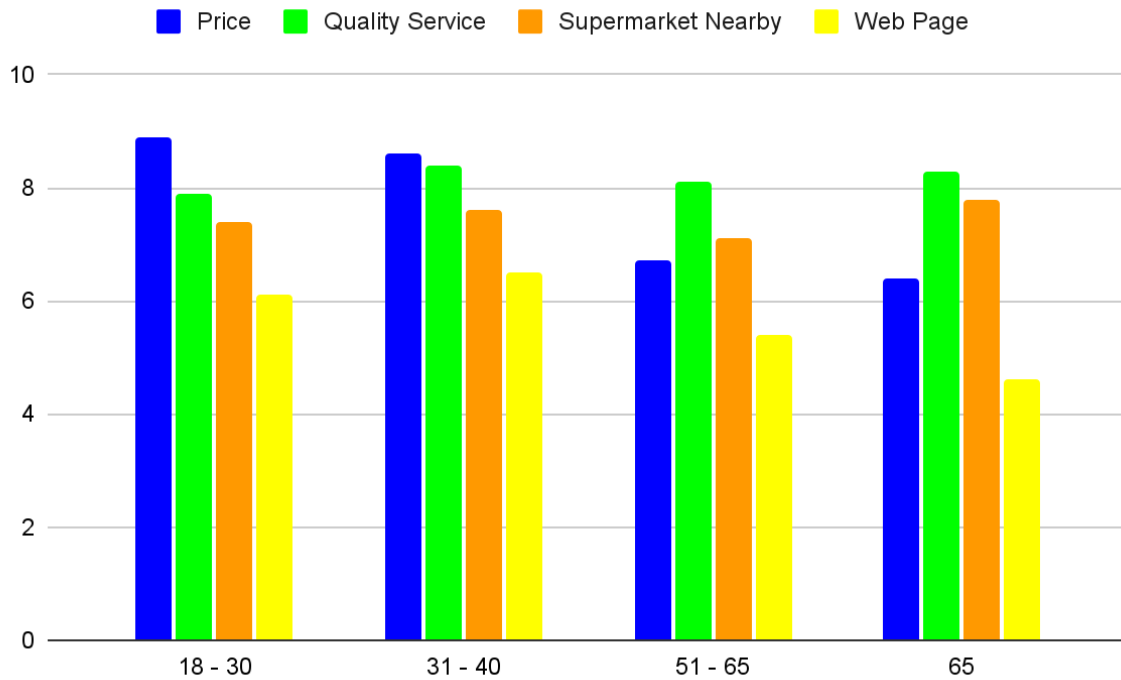


Source: Own elaboration

In the following two charts we will analyze different aspects of our company to see the importance our customers give to the price, the quality of our services and the website among others. The following data is based on some polls that we carry out in our facilities. It should also be added that we have omitted the groups between 0 and 17 years, and those between the ages of 41 and 50 because there were very few people who were interviewed with an age between these two ranks and we believe that there may be too much bias if we take them into account.

Thanks to the following graphic, we can see that people between the ages of 18 and 40 consider the price to be very important, while those over 51 years do not see it as important. In addition we can observe how, in general, everyone values in a very important way the quality of the services, and exactly the same happens with the proximity to a supermarket. However, customers don't see the website as something crucial, with the older ones being the ones who give it the least importance and the young people who give it the most importance.

**Graph 13. Different Aspects of Our Facilities**

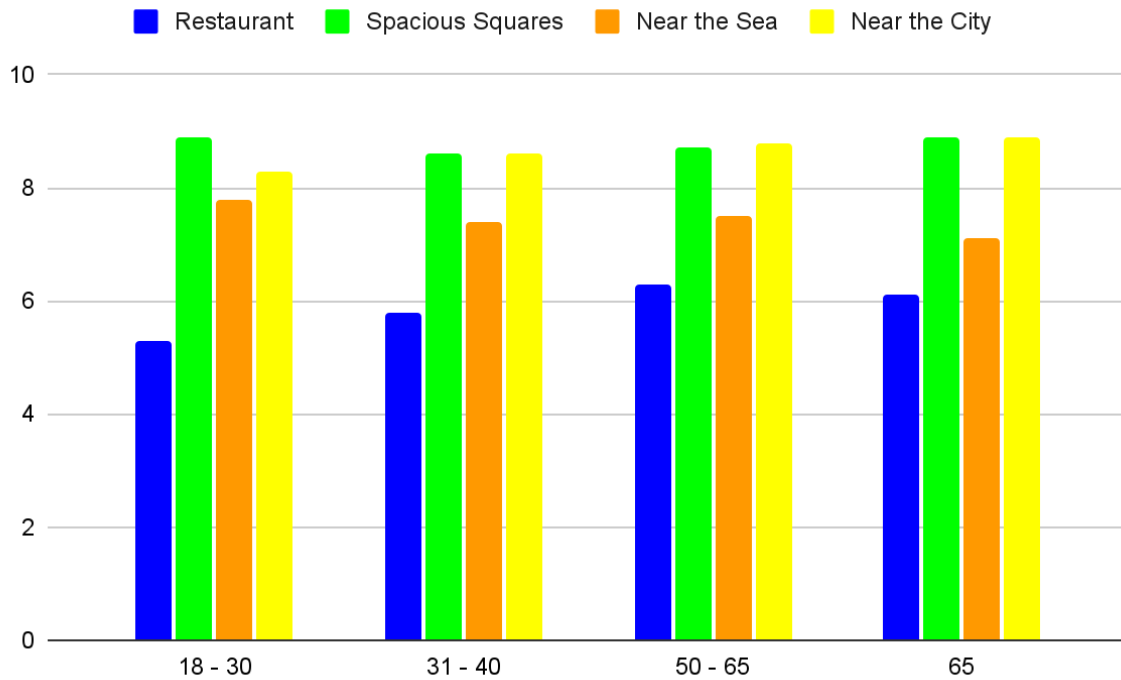


*Source: Own elaboration*

In the following graphic we can see how our customers do not give too much importance to an on-site restaurant, especially the young public, mainly because as their purchasing power is low, they prefer to cook in their motorhome. In addition, everyone values in a very important way that the parking spaces are large and spacious. It is also quite important the proximity to the sea and the city. The young audience thinks that it is most important to be close to the sea, while the older ones prefer being close to the city.



**Graph 14. Different Aspects of Our Facilities 2**



Source: Own elaboration

#### **4.5.- Positioning**

Having identified the segments to which the company is headed, we will show the positioning map, where we locate both Las Moreras AC and its main competitors (Camping Playa Tropicana, Camping Ribamar, Stop & Go la Volta, Camping los Pinos, Camping Sol d'Or and Camping Torrenostra). The attributes that we will take into account are the price and quality of the services.

Figure 17. Positioning Map



Source: Own elaboration

## 5.- MARKETING OBJECTIVES

### Overall Objective:

The overall objective of Las Moreras AC is to continue increasing its market share with its work of market penetration so as to grow the recognition of its brand and therefore increase its national and international prestige and having a bigger presence in other markets in which it does not have a sufficient presence yet.

### Specific Objectives:

#### **Objectives of Commercial Relationship**

1. To make ourselves known 50% more, in Spanish areas with great influence of caravanning where we do not have much presence currently. These being; Madrid, Cantabria, Galicia, Navarra, Asturias or Aragon. This would have to be done in the next 18 months.

2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.
3. Expand our presence by 50% in international markets such as Switzerland, the Netherlands, Austria or Belgium in the next 18 months.
4. Enter international markets that are not currently present in our facilities but with a lot of influence from caravanning such as Italy or Croatia in the next 18 months.

### **Management Objectives of Marketing Activities**

5. Increase sales by 50% compared to 2020 over the next 18 months.

### **Business Financial Objectives**

6. Reduce financial debt by 30% over the next 18 months.

## **6.- MARKETING STRATEGIES**

The current strategy of Las Moreras AC is to offer the best services for the accommodation of people traveling by motorhome both nationally and internationally. That is why this section describes the appropriate measures and strategies to achieve the above objectives.

### **6.1.- Growth Strategy**

To analyze the growth strategy that Las Moreras AC will carry out, the Ansoff growth matrix that we can see below, where the products relate to the markets.

First of all, the company must carry out a market penetration strategy through marketing and promotion activities to make themselves known in those places where we can find a better target audience than the one we are currently encountering. This would refer to all places in Spain where we have little presence such as Galicia or Madrid and in international markets where the same thing happens with Switzerland and the Netherlands. With this we aim to increase sales and increase market share.

Secondly, Las Moreras AC must also carry out a strategy for developing new markets, expanding geographically to other markets in the country where it does not yet have customers as may be the case for much of Andalusia or Extremadura, and in the same way towards international markets where they also do not have a presence such as Italy or Croatia. With this we also aim to increase sales and our market share.

## **6.2.- Competitive Strategy**

In this section we will analyze the strategies that Las Moreras AC follows depending on its situation regarding the environment and competitors. First we will analyze the types of strategies with the theory of Miles and Snow that can be observed in the following image, which defines the strategies that a company takes in relation to how it acts in the face of market developments. That's why there are 4 types of strategies that are classified according to the innovative spirit.

The caravanning sector is not a very mature sector where the companies are in it do not invest a lot to innovate in relation to other sectors. Regarding this, Las Moreras AC must apply an analyzer strategy, as it is clear what the core of the business is and protects it from other competitors. In addition, we should not lose sight of market opportunities such as attracting audiences from northern Spain. It is also a company that makes moderate changes and tries to maintain a stable line with good services while betting on promising new services and entering new markets.

In relation to the strategy according to its position in the market related to competition, Las Moreras AC has two points of view, the first one; offering great services only to motorhomes, could be perfectly a nichespecializing strategy with the aim of becoming the leader of the niche market. But since we have been in the sector for a small time, we need more public, to make ourselves know, to improve our brand little by little, and that is why right now we assume the challenger strategy, with the current objectives of expanding our market share and attacking leaders like Camping Playa Tropicana and other challengers and followers like Stop & Go la Volta, Camping Torrenuestra or Camping Sol d'Or, with the aim of taking some of the market share of motorhomes, as many offer other services such as caravan accommodation, camping or bungalows.

With all this, we think that a good strategy for Las Moreras AC is the strategy of diversion attacks and 'guerrilla' attack strategy, since our goal is to attract the public of Spain

and Europe towards us. We also carry out other strategies such as trying to match their qualities or improving them in many cases, meeting the same needs, close geographical location, much better prices... So that the public who is attracted by its offers or our area, choose us. In this way we do not need to attack our competitors in a direct way.

### **6.3.- Strategy of Competitive Advantage**

To gain a competitive advantage, a company has to decide which strategy to carry out, cost leadership, differentiation, or segmentation. In addition, such strategies are not incompatible with each other, so a company can succeed by combining several of them.

Currently our goal is to carry out a focusing strategy, in this way we will focus on a specific sector in the market such as motorhomes and I have created services designed to respond to your needs and preferences. With this strategy we are heading to a smaller market than our competitors, but we will increase our long-term efficiency.

## **7.- ACTION PROGRAMS**

### **7.1.- Product and Service Decisions**

**Action 1: Create a new motorhome area where the best services on the market are offered.**

**Table 5. Action Plan 1**

**Objective to which it contributes:**

1. Make the business known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much presence at the moment in our company.
2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.
3. Enter 50% more international markets than we are currently in but with little presence in the next 18 months.
5. Increase sales by 50% compared to 2020 over the next 18 months.

**Execution Period:** July 2021 - June 2022

**Budget:** 800,000 euros

*Source: Own elaboration*

According to studies and analyses carried out throughout the project, a great opportunity has been identified to perform another area of motorhomes due to the growing demand for motorhomes.

Currently we have 93 parking spaces, of which only 55 have a water intake, so at some times of the year such as August, the bank holiday of the “Inmaculada” or at Easter we do not supply the demand. This new motorhome area has around 200 parking spaces, and will have the same services that currently exist in the area or even better ones. We would be facing the same market target and will continue to only focus our company on motorhomes. We believe that the impact of this action on the company can be very beneficial. It is also proposed that the implementation period be from July 2021 to June 2022, so as to start and open the campsite in the middle of next year.

## **7.2.- Price Decisions**

### **Action 2: Make a price adjustment.**

**Table 6. Action Plan 2**

**Objective to which it contributes:**

6. Reduce financial debt by 30% over the next 18 months.

**Execution Period:** Now

**Budget:** 100€

*Source: Own elaboration*

Currently, despite the price rise earlier this year, we continue to have one of the cheapest prices on the market. Throughout the year we have a fee of 13 euros per day and 17 euros per day in August. But in my opinion there are too many reductions by the number of days that the customer spends in our facilities and there are also too many moments where we cannot meet all the demand. So the adjustments I propose to make are as follows:

- Increase prices in the months where we cannot meet demand at a price between 15 and 17 euros per day. This being the months of April, July, November and December. This would mean an increase in revenue of between 15% and 25% at that time of year.
- Instead of making so many reductions by the number of days in our facilities, I propose to make only a reduction to 12 euros per day for more than 10 days in our facilities. In this way, from the person who is 30 days in our installations, we would go from charging you 300 euros to charging you 360 euros. This measure is necessary because the costs of light, water, maintenance, etc. are very high and you get very little profitability from customers who are in our facilities for a long time.

### **7.3.- Distribution Decisions**

**Action 3 and Action 4: Establish contact with the Spanish Federation of Motorhome Associations and ASEICAR and establish contact with regional associations such as AGA (Galicia) or AMA (Madrid).**

**Table 7. Action Plans 3 & 4**

<p><b>Objective to which it contributes:</b></p> <p>1. Make us known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much presence at the moment in our company.</p> <p>5. Increase sales by 50% compared to 2020 in the next 18 months.</p> <p>6. Reduce financial debt by 30% over the next 18 months.</p>
<p><b>Execution Period:</b> July 2021 - June 2021</p>
<p><b>Budget:</b> 3,900 euros (1,500 euros Action 3 - 2,400 euros Action 4)</p>

*Source: Own elaboration*

In this section we will explain two actions, Action 3 and Action 4 which in the tables below will be separated, but in this section we have put them together because they contribute to achieve the same objectives and the implementation period will be the same. In this way, first of all we will contact the FEAA (Spanish Federation of MotorHome Associations) and ASEICAR (Spanish Association of Industry and Caravanning Trade) to inform them about us wanting to collaborate with partners of theirs, to be able to do so, we

will have to contribute a donation of 750 euros to each association. Then, we appear on your website as collaborating partners and all people from around Spain who enter these pages can find us.

**Figure 18. Spanish Motorhome Associations**



*Source: Own elaboration with Google Images (2021)*

Exactly the same thing we plan to do with regional associations. This time we will focus on AMA (Madrid MotorHome Association), AGA (Asociación Galega de Motorhomes), LABARO (Cantabria MotorHome Association), CAPA (MotorHome Club of the Principality of Asturias), TXIMELETA (Navarre Association of Motorhome Tourism) and ASANDAC (Andalusian Association of Motorhomes), which are motorhome partners in regions where we want to have more public. That is why we will let them know that we want to be collaborating partners. And we will also make each group one a donation of 400 euros so that we appear on their website and all the motorhomes in those regions can know us.



Figure 19. Regional Spanish Motorhome Associations



Source: Own elaboration with Google Images (2021)

It is a process that we are going to do quickly, and that is why we want to start it now. In addition, we allocate 3,900 euros for this purpose.

#### 7.4.- Communication Decisions

**Action 5: Improve our website, and facebook page and create other social networks.**

Table 8. Action Plan 5

**Objective to which it contributes:**

1. Make us known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much presence at the moment in our company.
2. Increase international tourism by 15% by increasing our prestige in Germany and Francia in the next 18 months.
3. Enter 50% more than we currently do in international markets with little presence in the next 18 months.
4. Enter international markets without a present presence in our facilities but with sufficient and influence of caravanning in the next 18 months.
5. Increase sales by 50% compared to 2020 over the next 18 months.

6. Reduce financial debt by 30% over the next 18 months.
<b>Execution Period:</b> July 2021 - December 2021
<b>Budget:</b> 200€

*Source: Own elaboration*

Currently we have a simple website and a Facebook page that is given little use. So our proposal is to invest 200 euros in redesigning the website and make it much better, so as for it to have many more accesses and much more information.

As for the other social networks, we start with Facebook, where foreigners have a lot of feedback with us and we will completely redesign it, we will share much more information, we will be more active, we will upload many posts so that our followers keep us in mind and try to look for more target audience to follow us and be attentive to us.

Finally, we will create an account on Instagram, a platform that Spaniards use a lot, and we will do the same with the Facebook page and try to find people who have a motorhome to follow them and try to get them to follow us and also keep an eye on what we offer to show interest in us.

**Figure 20. Social Networks of Las Moreras AC**



*Source: Own elaboration with Google Images (2021)*

## Action 6: Perform Sales Promotions to Current Customers.

Table 9. Action Plan 6

<p><b>Objective to which it contributes:</b></p> <p>5. Increase sales by 50% compared to 2020 in the next two years.</p> <p>6. Reduce financial debt by 30% over the next 18 months.</p>
<p><b>Execution Period:</b> July 2021 - December 2022.</p>
<p><b>Budget:</b> 50€</p>

Source: Own elaboration

To make sales promotions to current customers you don't need to invest money directly, but in the future, when we get them back, you will be admitted a little less, but if we take into account that thanks to a promotion we can get more customers back than those who return regularly, we will benefit.

Our action plan is to offer our current customers a voucher of 15% for their next visit, up to a maximum of 10 days, after that period, no discount will be applied to you in the following days. With this plan we try to attract that audience that comes to our facilities to stay for a short period of time, to those who take advantage of a bank holiday or a weekend to go out with their motorhome, that is, mainly Spanish public.

The cost is minimal as you only have to print a few discount cards, and we apply this discount from the beginning of July to the end of next year.

## Action 7: Advertise on Motorhome pages in Europe.

Table 10. Action Plan 7

<p><b>Objective to which it contributes:</b></p> <ol style="list-style-type: none"> <li>2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.</li> <li>3. Enter 50% more than we currently do in international markets with little presence in the next 18 months.</li> <li>4. Enter international meetings without a present presence in our facilities but with a lot of influence from caravanning in the next 18 months.</li> <li>5. Increase sales by 50% compared to 2020 over the next 18 months.</li> <li>6. Reduce financial debt by 30% over the next 18 months.</li> </ol>
<p><b>Execution Period:</b> July 2021 - December 2021</p>
<p><b>Budget:</b> 3,250€</p>

Source: Own elaboration

With this plan we intend to make ourselves known in Europe by our sector. In this way, we will try to make important associations in countries of Europe known to us by advertising on their websites as tourist destinations in Spain.

In this way, asociaciones such as ANCC (Italian Camping Coordination Association), ABUM (Belgian Association of MotorHome Users), FICC (International Camping and Caravanning Federation) and Camper Club Nederland advertising us on its websites for the remainder of the year.

Figure 21. International Motorhome Associations



Source: Own elaboration with AreasAC (2021)

We have calculated that this would cost us 3,250 euros as it would incur an expense of 750 euros for each of the associations except the FICC that being more important and housing German, French and English public, would incur an expense of 1,000 euros.

With this, we will increase our international audience and become known in Italy and the United Kingdom, as well as enter the Irish and Belgian public, and strengthen ourselves in the German and French market.

**Action 8 : Attend Motorhome Concentrations from all over the country and abroad to advertise.**

**Table 11. Action Plan 8**

<p><b>Objective to which it contributes:</b></p> <ol style="list-style-type: none"> <li>1. Make us known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much presence at the moment in our company.</li> <li>2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.</li> <li>3. Enter 50% more than we currently do in international markets with little presence in the next 18 months.</li> <li>4. Enter international markets without a present presence in our facilities but with a lot of influence from caravanning in the next 18 months.</li> </ol>
<p><b>Execution Period:</b> July 2021 - June 2022</p>
<p><b>Budget:</b> 1500 euros</p>

*Source: Own elaboration*

For this last action, and one of the most important points is that, we plan to attend concentrations of motorhomes from all over the country and some from abroad with the aim of advertising our brand.

There are many concentrations of motorhomes during the year, such as the one held in Navarra on the third weekend of May, or the concentration the 12th of March in Seville, or the third weekend of April in Seville also, the concentration of carnival in Cadiz or the one that takes place in Benicarló in the gastronomic days of the artichoke. Now all these concentration trends have been stopped by COVID-19, but from now on they will be re-starts, so we will try to attend as many as we can.

This plan will be carried out for one year from July and will cost 1,500 euros which will be costs of travel and expense in advertising diptychs. We believe this will be a great measure to increase our audience and increase our lives.

## 7.5.- Summary of Action Plans

**Table 12. Summary Action Plans**

Actions	Objectives
<p><b>Action 1: Create a new motorhome area where the best services on the market are offered.</b></p>	<p>1. Make us known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much presence currently in our company.</p> <p>2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.</p> <p>3. Enter 50% more than we currently do in international markets with little presence in the next 18 months.</p> <p>5. Increase sales by 50% compared to 2020 over the next 18 months.</p>
<p><b>Action 2: Perform a price reset.</b></p>	<p>6. Reduce financial debt by 30% over the next 18 months.</p>
<p><b>Action 3: Establish contact with the Spanish Federation of Motorhome Associations and ASEICAR.</b></p>	<p>1. Make us known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much presence at the moment in our company.</p> <p>5. Increase sales by 50% compared to 2020 over the next 18 months.</p> <p>6. Reduce financial debt by 30% over the next 18 months.</p>
<p><b>Action 4: Establish contact with regional associations such as AGA (Galicia) or AMA (Madrid).</b></p>	<p>1. Make us known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much presence at the moment in our company.</p> <p>5. Increase sales by 50% compared to 2020 over the next 18 months.</p> <p>6. Reduce financial debt by 30% over the next 18 months.</p>

<p><b>Action 5: Improve our website, and facebook page and create other social networks.</b></p>	<ol style="list-style-type: none"> <li>1. Make us known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much presence at the moment in our company.</li> <li>2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.</li> <li>3. Enter 50% more than we currently do in international markets with little presence in the next 18 months.</li> <li>4. Enter international markets without a present presence in our facilities but with a lot of influence from caravanning in the next 18 months.</li> <li>6. Reduce financial debt by 30% over the next 18 months.</li> </ol>
<p><b>Action 6: Perform sales promotions to current customers.</b></p>	<ol style="list-style-type: none"> <li>5. Increase sales by 50% compared to 2020 over the next 18 months.</li> <li>6. Reduce financial debt by 30% over the next 18 months.</li> </ol>
<p><b>Action 7: Advertise on Motorhome pages in Europe.</b></p>	<ol style="list-style-type: none"> <li>2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.</li> <li>3. Enter 50% more than we currently do in international markets with little presence in the next 18 months.</li> <li>4. Enter international meetings without a present presence in our facilities but with a lot of influence from caravanning in the next 18 months.</li> <li>5. Increase sales by 50% compared to 2020 over the next 18 months.</li> <li>6. Reduce financial debt by 30% over the next 18 months.</li> </ol>



<p><b>Action 8: Attend Motorhome Concentrations from all over the country and abroad to advertise.</b></p>	<ol style="list-style-type: none"> <li>1. Make yourself known 50% more than currently in Spanish areas with great influence of caravanning and that we do not have much current presence in our company.</li> <li>2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.</li> <li>3. Enter 50% more than we currently do in international markets with little presence in the next 18 months.</li> <li>4. Enter international markets without a present presence in our facilities but with a lot of influence from caravanning in the next 18 months.</li> <li>5. Increase sales by 50% compared to 2020 over the next 18 months.</li> <li>6. Reduce financial debt by 30% over the next 18 months.</li> </ol>
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Source: Own elaboration

## 8.- TIMELINE

Once the proposed actions are explained, the schedule showing the start and end of each of these actions is presented.

Table 13. Timeline

Actions	3rd Trim. 2021	4th Trim. 2021	1st Trim. 2022	2nd Trim. 2022	3rd Trim. 2022	4th Trim. 2022
Action 1: Create a new motorhome area where the best services on the market are offered.						
Action 2: Perform a price reset.						
Action 3: Establish contact with the Spanish Federation of Motorhome Associations and ASEICAR.						

Action 4: Establish contact with regional associations such as AGA (Galicia) or AMA (Madrid).						
Action 5: Improve our website, and Facebook page and create other social media accounts.						
Action 6: Perform sales promotions to current customers.						
Action 7: Advertise on Motorhome pages in Europe.						
Action 8: Attend Motorhome Concentrations from all over the country and abroad to advertise.						

Source: Own elaboration

## 9.- BUDGET

Table 14. Budget

Actions	Expenses Description	Budget
Action 1: Create a new motorhome area where the best services on the market are offered.	Construction of the new facilities, parking spaces, restaurant, reception, swimming pool, bathrooms...	800,000€
Action 2: Perform a price reset.	Change of posters and new diptychs.	100€

<b>Action 3: Establish contact with the Spanish Federation of Motorhome Associations and ASEICAR.</b>	Donations to FEAA and ASEICAR of 750 euros each to be their collaborators.	1,500€
<b>Action 4: Establish contact with regional associations such as AGA (Galicia) or AMA (Madrid).</b>	Donations to AMA, AGA, LABARO, CAPA, TXIMELETA and ASANDAC of 400 euros each to be their collaborators.	2,400€
<b>Action 5: Improve our website, and facebook page and create other social media accounts.</b>	Computer scientist who designs our website.	200€
<b>Action 6: Perform sales promotions to current customers.</b>	Promotional cards.	50€
<b>Action 7: Advertise on Motorhome pages in Europe.</b>	750 euros of advertising expenses in the associations ABUM, ANCC and CCN and 1,000 euros of advertising expenses to FICC.	3,250€
<b>Action 8: Attend Motorhome Concentrations from all over the country and abroad to advertise.</b>	Transportation spending and advertising diptychs	1,500€
<b>TOTAL BUDGET</b>		<b>809,000€</b>

Source: Own elaboration

## 10.- CONTROL

Table 15. Control

Objectives	Measuring Frequency	Control Method
1. Make us known 50% more than currently in Spanish areas with great influence of caravanning and where we do not have much presence at the moment in our company.	Quarterly	Number of customers from these areas of Spain.
2. Increase international tourism by 15% by increasing our prestige in Germany and France in the next 18 months.	Quarterly	Review the number of customers from Germany and France.
3. Enter 50% more than we currently do in international markets with little presence in the next 18 months.	Quarterly	Number of customers from different countries.
4. Enter international markets without a present presence in our facilities but with a lot of influence from caravanning in the next 18 months.	Semiannual	Review the number of customers from those new countries where we currently have no audience.
5. Increase sales by 50% compared to 2020 over the next 18 months.	Quarterly	Review sales growth to see if we are on track to meet the goal.

<b>6. Reduce financial debt by 30% over the next 18 months.</b>	Monthly	Review the debt reduction to see if we are on track to meet the goal.
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Source: Own elaboration

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