

MARKETING PLAN OF **benimar**



Presentation by Maria Vidal Marzal

Supervised by Diego Monferrer Tirado

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EXECUTIVE SUMMARY

Benimar OCARSA S.A. is a Spanish company dedicated to the manufacture of leisure vehicles, specialized in motorhomes. The factory where they work is located in the town of Benicarló, Province of Castellón.

This company differentiates itself from other companies in the group by offering exceptional quality to its customers, with a wide variety of motorhome models to suit all tastes. In addition, the after-sales service offered is competent and fast.

After 47 years dedicated to this sector, they continue betting daily for innovation, being their products, national innovative products and of the most sold at national and international level.

In this marketing plan, both the internal analysis and an external analysis of Benimar have been studied. In addition, throughout the work they have analyzed all the elements related to the situation, prospects and possibilities of the brand, and it has been concluded that, among others, the number of registrations of motorhomes and campers is increasing rapidly, due to the high demand and the comfort that this means of transport brings to those travelers who want freedom and who are committed to preserving nature.

Benimar has the potential to offer high quality products to customers who wish to purchase a motorhome, now or in the future. Therefore, 6 objectives have been set for the brand to improve its position against competitors and to have a positive development in the future. These objectives are intended to be achieved by fulfilling the 15 proposed actions, each of which has a specific time period and a specific budget.

The effects of these actions will be measured by following the evolution of the different objectives, according to a series of methods, in order to achieve the objective of this marketing plan: to structure the future of Benimar and contribute to its development by following this plan and its different proposals.

2. SITUATION ANALYST

2.1. INTERNAL ANALYST

2.1.1. Creation and development of Benimar

First of all, I think it is important to explain the historical evolution of Benimar from the year of its creation (1974) to the present day.

Benimar, with more than forty years of experience in the manufacture of leisure vehicles, has been the undisputed leader of the Spanish motorhome market since 2009. The imagination, creativity and dynamism of the Mediterranean character, combined with the Central European technique and rigor, are the fruit of the brand's success.

Figure 1 - First camper



Source: Benimar web

The first motorhome was conceived in 1978 (Figure 1) and started series production in 1986.

Know-how, originality and quality were the determining factors for its integration into the Trigano group in 2002.

Figure 2 - Actual installations



Source: Google

In Peñíscola, Benimar deploys its more than 130,000 m² of facilities, equipped with state-of-the-art machinery. Combined with a young and motivated team of more than 350

collaborators, organized through the LEAN philosophy, allowing the company to have a production capacity of more than 4,000 motorhomes/year with an excellent quality.

The double ISO 9001 and ISO 14001 certification guarantees the quality and reliability of its products, always within a sustainable environment production system.

Benimar is present on 5 continents with a total of more than 140 dealers in 25 countries and has a competitive and multilingual sales and after-sales service.

The originality of the creations, the choice of ranges and an excellent quality-price ratio are the reasons for the brand's success and steady growth.

2.1.2. The company essence

After knowing the history of Benimar, it is important to mention its mission and vision, as well as the values they want to fulfill at all times.

2.1.2.1. Mission

"Our mission is to make your dreams come true", therefore, they want to provide the best and most unforgettable way to travel with family and friends by uniquely combining style, quality and comfort.

It is also worth mentioning that by combining knowledge and experience with the constant search for innovation, they do their utmost to create vehicles focused on satisfying the needs of their customers.

In addition, they guide all their staff so that you can feel the freedom, safety and pleasure of enjoying new experiences, visiting incredible places aboard their motorhomes.

2.1.2.2. Vision

Its objective is to be a model company and a reference in its sector for its human team, safety, quality and design. All this should allow people from very different cultures and backgrounds to enjoy new experiences.

2.1.2.3. Values

Among the multitude of values they have, we can highlight:

- Orientation to customer satisfaction
- Empowerment of the human factor and the work team
- Spirit of self-improvement and permanent desire to improve
- Dynamism and innovation
- Security
- Trust and respect
- Commitment and involvement
- Effort and enthusiasm
- Sustainability

2.1.3. Company Resources

2.1.3.1. Human Resources

Benimar has a workforce of approximately 350 workers (Figure 3), distributed in different work areas. These workers are employed year-round, that is to say, they are not normally employed on a seasonal or short-term basis and have vacation time during the month of August and on specific dates throughout the year.

Figure 3 - Human Resources

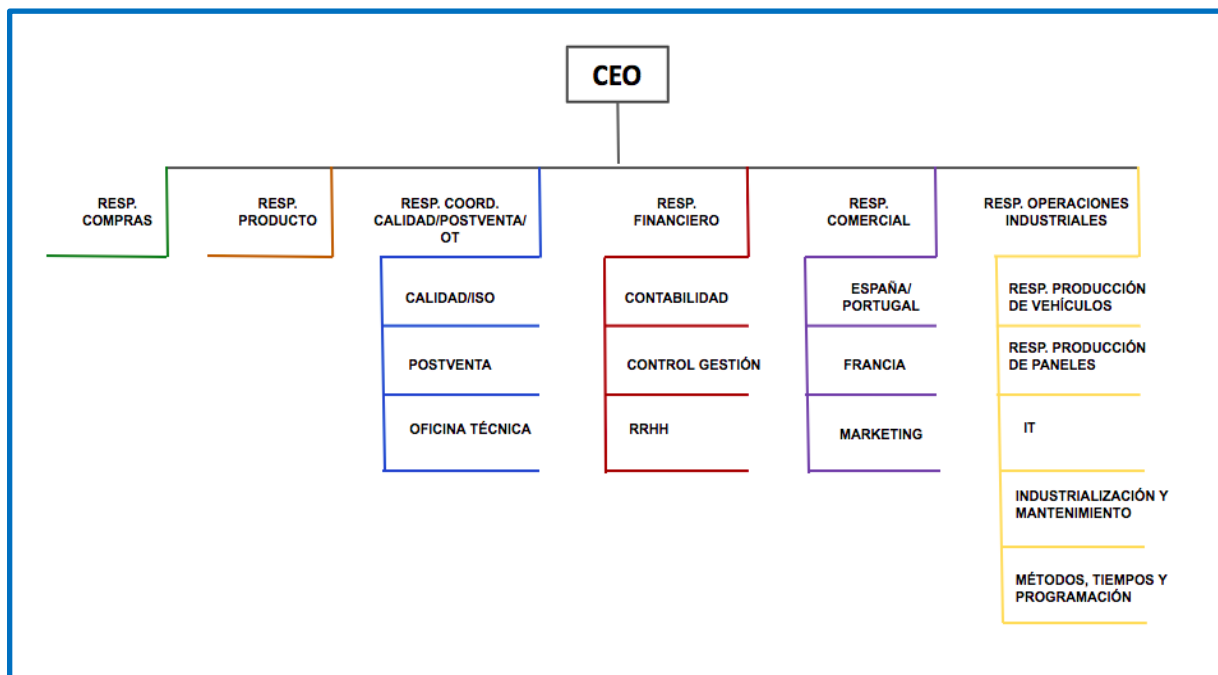


Source: Benimar web

Among them, there are several profiles, selected by the human resources area, analyzing their aptitudes and capabilities to adapt them to the best area that suits them.

These areas are divided into 6 major groups, all of which are led by some work (Figure 4). Among these, we find the purchasing representative, the product representative, the quality/after-sales/OT representative, the coordination representative, the financial representative, the commercial representative and the industrial operations representative. All of them meet annually with the CEO of the company to analyze each area and discuss relevant issues.

Figure 4 - Organization chart



Source: Own elaboration

2.1.3.2. Physical Resources

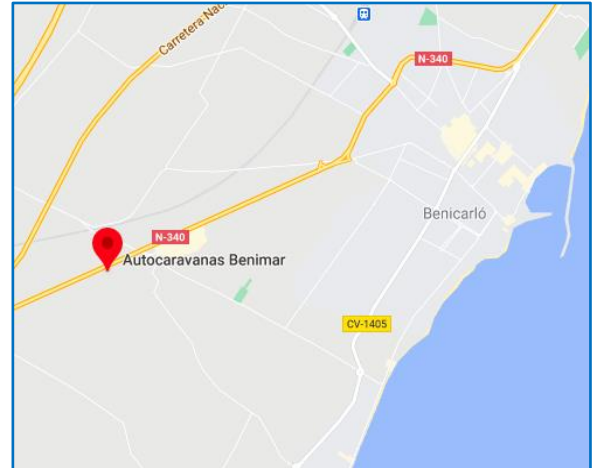
Benimar has a physical plant (Figure 5) where it manufactures and markets some of its products. This is located on the national highway N-340, at kilometer 1041, in the town of Benicarló (Figure 6). It is easily accessible for transporting artists as it is right next to the exit of the Mediterranean Highway. In addition, being such a large warehouse with an entrance adapted for trucks, it is easy and convenient to enter the facilities.

Figure 5 - Benimar installations



Source: Google

Figure 6 - Benimar Address



Source: Google

2.1.3.3. Marketing Resources

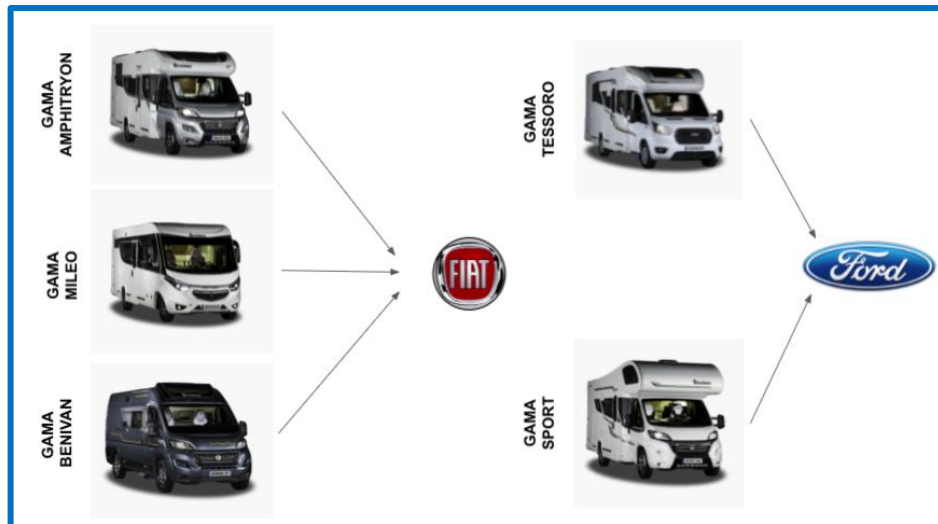
Product

Benimar has quality products and with different external and internal designs in all its motorhomes, also offers security to its customers, both for the safety of the motorhomes themselves, as well as for the one that the company transmits to customers at all times. In addition, they have multiple different prices depending on the model of motorhome (Table 6).

On the one hand, the company has several components that differentiate the products in terms of brands, thus being able to distinguish the ranges by brands. Figure 7 shows how Benimar works with only two brands, Fiat and Ford, building half of the models with one brand and the other half with the other brand.

Both offer a 2-year warranty to their customers with an option of 5 years, fulfilling specific characteristics (annual revisions during the first 5 years) and personalized financing terms of up to 120 months, with the option of total down payment, partial down payment with financing or financing for total months.

Figure 7 - Brands



Source: Own elaboration

On the other hand, as for the product portfolio offered by Benimar, we find a wide variety of vehicles, included in 5 different ranges with a total of 37 motorhome models altogether, with different characteristics to adapt to various types of public.

To meet the specific needs of customers, the company has a section on its website in which, through a search browser, the customer has the option of making a quick and easy selection of their preferences (Figure 8) so that the search is as specific as possible and can meet all their priorities.

Figure 8 - Preferent search

Selecciona tus preferencias y navega hacia abajo para ver tus resultados

Tipo	Longitud	Distribucion	Garaje	Plazas	Filtrar	Borrar
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Source: Benimar web

The following are the different general ranges of motorhomes available and, in turn, the models of these ranges. These are called Amphitryon, Mileo, Tesoro, Sport and Benivan.

GAMA AMPHITRYON



The Amphitryon is the vehicle of choice for experienced motorhomers thanks to its large driving space, the peripheral vision in the cabin and the comfort offered by this type of bodywork.

It stands out for its avant-garde exterior design with angular front bumper and black optics following the new trends of the most prestigious SUVs. The interior, following current market trends, harmonizes perfectly in shapes and colors.

In addition, a number of comfort features are included, such as the standard 140 hp engine with ESP, the wider entrance door, the 20 cm thick mattresses and the NORTHAUTOKAPP package (optional) with ALDE central heating with underfloor heating.

This AMPHITRYON range offers 4 models with a very good equipment/price ratio and a fluid and modern design that have been developed around a face-to-face salon.

Table 1 - Amphitryon range

<p>699 cm</p> <p>Amphitryon 940</p>	<p>742 cm</p> <p>Amphitryon 967</p>
<p>742 cm</p> <p>Amphitryon 957</p>	<p>699 cm</p> <p>Amphitryon 940</p>

Source - Own Elaboration

GAMA MILEO



The MILEO range offers very bright and modern styling profiles thanks to the interior combination of dark wood and white. They are the perfect vehicles for those who want a little more.

In this range, built exclusively on Fiat chassis, you can find both essential distributions and some more original ones. In addition, they are customizable with the selection of packs, highlighting the premium pack NORTHAUTOKAPP.

Table 2 - Mileo range

<p>Mileo 242</p>	<p>Mileo 261</p>
<p>Mileo 263</p>	<p>Mileo 268</p>

Source - Own Elaboration

GAMA TESSORO



TESSORO is one of the most extensive ranges and with the best quality/price ratio of the Benimar collection. Like all the profiled ones, it has a panoramic skylight and a folding roof bed as standard.

This range is, year after year, a reference in the profiled motorhome market. In constant search for the best compromise between equipment / design / reliability / price, it is a wide range that offers the maximum variety between the different distributions; usual or more original.

Table 3 - Tessoro range

<p>634 cm</p> <p>Tessoro 440 up</p>	<p>705 cm</p> <p>Tessoro 495 up</p>
<p>694 cm</p> <p>Tessoro 442</p>	<p>743 cm</p> <p>Tessoro 468</p>
<p>599 cm</p> <p>Tessoro 481</p>	<p>659 cm</p> <p>Tessoro 483</p>

Source - Own Elaboration

GAMA SPORT



The Capuchin is the family vehicle par excellence. With capacity for more than 5 people, the Sport range inherits the same care and materials as the other vehicles in the collection..

In an increasingly standardized motorhome universe, they are trying to bring a breath of fresh air to the market for the Capuchin, the family motorhome par excellence.

They have been manufacturing models with "fixed cab bed" for 40 years and while the competition is abandoning this type of motorhome, they have chosen the opposite way. The SPORT range has models built on Ford and Fiat chassis, new models with twin beds (Sport 363) and even the 6-seater family models (Sport 323 and Sport 346).

Table 4 - Sport range

<p>676 cm</p> <p>Sport 340 up</p>	<p>691 cm</p> <p>Sport 323</p>
<p>711 cm</p> <p>Sport 346</p>	<p>743 cm</p> <p>Sport 363</p>

Source - Own Elaboration

GAMA BENIVAN



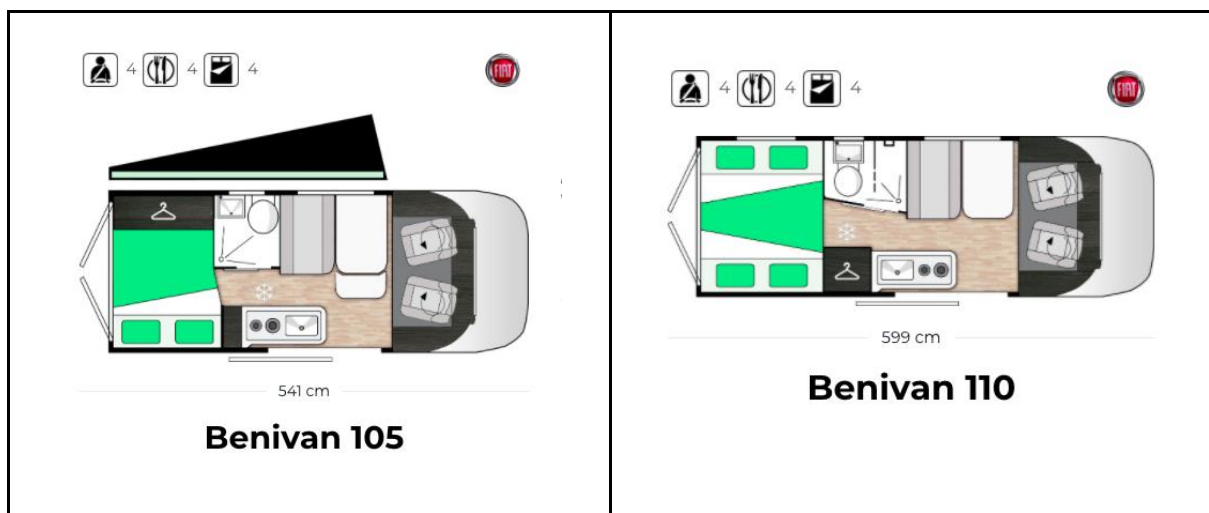
It is an industrially equipped van. The simplicity of dimensions, discretion, functionality and quality of finish make the Benivan the ideal partner for fans of small vehicles..

Due to its compact size, its great openness to the outside and its competitive price, this type of vehicle is attracting more and more customers, especially those who wish to get started in the world of motorhomes.

Therefore, in their new collection, they have expanded the BENIVAN range with several new models in 2 equipment levels. They also offer a modern and elegant interior ambience, which is exceptional in the world of equipped vans.

These models are superbly equipped as standard at a competitive price. This year, the cabin space has been significantly expanded, offering greater habitability. In addition, the premium models incorporate a sunroof (panoramic skylight) that gives the cabin greater luminosity and the option to customize the color of the bodywork.

Table 5 - Benivan range






Source - Own Elaboration

Price

Price is an essential element of decision making from the buyer's point of view. It will be decisive for the future of the property, its acceptance in the market and its profitability. In Benimar, the prices depend on the model of the motorhome. Below is a table with the different prices depending on the model:

Table 6 - Different prices

PICTURE	GAMA	PRICE
	AMPHITRYON	62.000€ - 64.000€
	MILEO	51.000€ - 53.000€
	TESSORO	48.000€ - 50.000€
	SPORT	50.000€ - 52.000€
	BENIVAN	43.000€ - 45.000€

Source: Own elaboration

The prices detailed in the attached table do not include VAT and transport to the dealers, it is the ex-factory price (PFF). Therefore, this company has no control over the price to the final consumer.

Moreover, this is the price at which Benimar sells its products to dealers, not to the end consumer, as the latter price varies greatly depending on the financing of the vehicle and the customizations of the NORTHAUTOKAPP premium pack that they wish to make to it.

On the other hand, Benimar has a cost-based pricing method, calculating the final value of this taking into account all costs incurred from the time the materials arrive at the factory, materialize on the production line and the final motorhome is transported to the dealership.

In addition, they have strategies of a more specific nature, such as specific discounts on some of the ranges and quantity discounts. All these offers are offered at the dealerships, directly to end consumers.

Finally, with regard to the type of prices used, this can be divided into two different types:

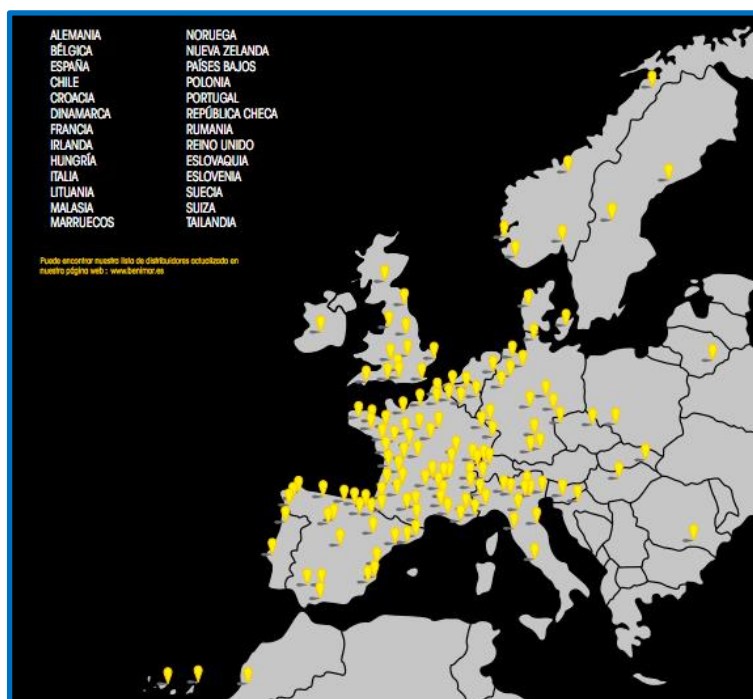
- The one used by dealers for the final sale of motorhomes is the odd-numbered price, as it has proven its efficiency year after year. With this typology they try to play with the cerebral perception of the prices, establishing a price with odd numbers, since these tend to attract more attention and, in addition, it gives the sensation that the product is cheaper or is on sale.
- The one used by Benimar to sell it to dealers (the aforementioned PFF) is the round price (Figure 10), which makes, on the one hand, that dealers have a clear base price at which they can start to apply both extras that consumers want, as well as discounts. On the other hand, through this type of pricing, the consumer (dealer in this case) perceives that the decision to purchase this product is perfect and has no rational doubts about it.

Distribution

As I mentioned before, Benimar is present in the 5 continents with a total of more than 140 dealers in 25 countries (Figure 9) and has a competitive and multilingual sales and after-sales service.

Dealership opening hours vary from country to country, as working hours are different. In Spain specifically, the usual hours are 9:00-14:00 and 16:00-19:00.

Figure 9 - Points of sale

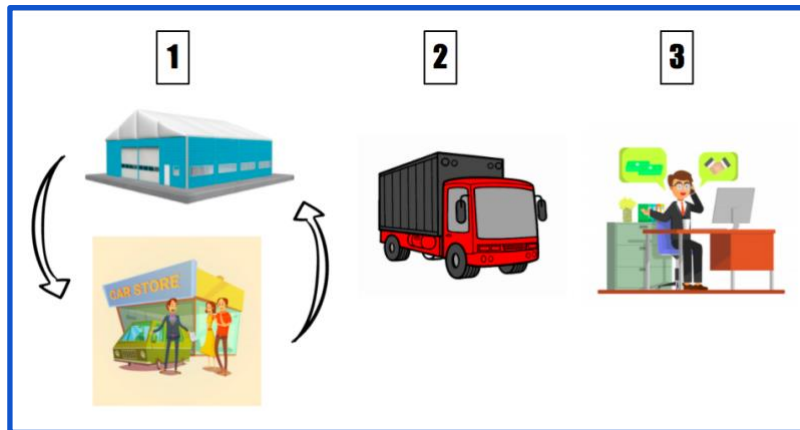


Source: Benimar web

The distribution process is as follows:

1. The Benimar factory located in Benicarló periodically contacts the dealers to find out if they are out of stock, or the dealers themselves inform them that there are customers with demands for motorhomes that they do not have in stock in the store.
2. If there is a shortage of stock, carriers load the necessary motorhomes and distribute them throughout the territory.
3. When the product finally arrives at the dealership, the factory is informed of this.

Figure 10 - Distribution channel



Source: Own elaboration

Benimar has an external or external channel, since distribution and marketing is carried out by companies other than the producer. More specifically, they have a short channel, since the product goes from the factory to the dealer where the final consumer is located.

Finally, it is worth mentioning that this company has a level 1 vertical structure, since the dealer is the only one below the production plant.

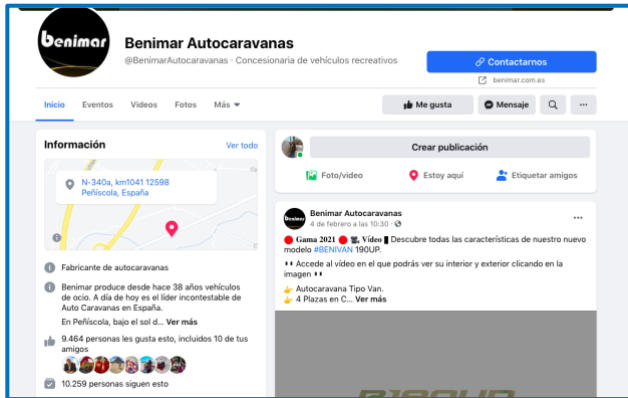
Communication

Through the media, Benimar intends to convey several messages to its consumers. The main thing is that they see that this company offers the comfort and security of being able to transport a home on wheels to all those places they want. They also want to convey that it is a business that is constantly evolving and innovating daily, so that the motorhomes are updated and equipped with the latest developments in the automotive market.

Benimar uses different media to promote its products and reach its target audience using a pull strategy, through marketing actions that seek to attract the final consumer to the brand.

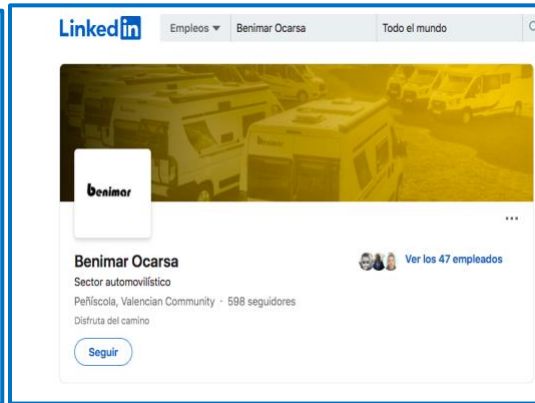
The main means of communication is e-mail (info@benimar.es), where the conversation with customers is much more fluid. This company is present on the social network Facebook (Figure 11), with a total of 10,259 followers. They are also present on the LinkedIn platform (Figure 12) oriented to corporate, business and employment use. Finally, they have a YouTube channel (Figure 13) where they have a wide range of promotional videos of the different types of motorhomes they offer.

Figure 11 - Social media



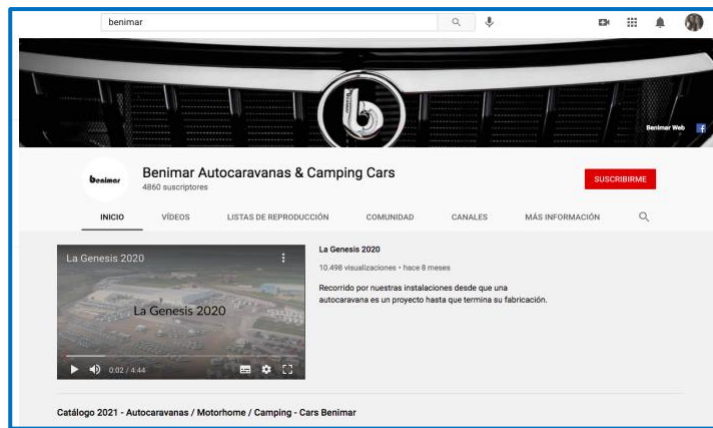
Source - Facebook

Figure 12 - Social media



Source - LinkedIn

Figure 13 - Social media



Source - YouTube

In addition, Benimar is featured in various articles in newspapers such as El País (Figure 14 and 15) and El Economista (Figure 16), and in magazines such as Auto Bild (Figure 17).

Figure 14 - Newspapers



Source - El País

Figure 15 - Newspapers



Source - El País

Figure 16 - Newspapers



Source - El economista

Figure 17 - Magazine



Source - Auto Bild

Finally, it is worth mentioning that one of the motorhomes manufactured by Benimar, known as "La Paca", was the protagonist of the television program España Directo, on Radio Televisión Española (rtve) (Figure 18). This program consists of two reporters who venture to travel around Spain with the motorhome and transmit their experience.

Figure 18 - Television



Source - RTVE

2.1.3.4. R & D

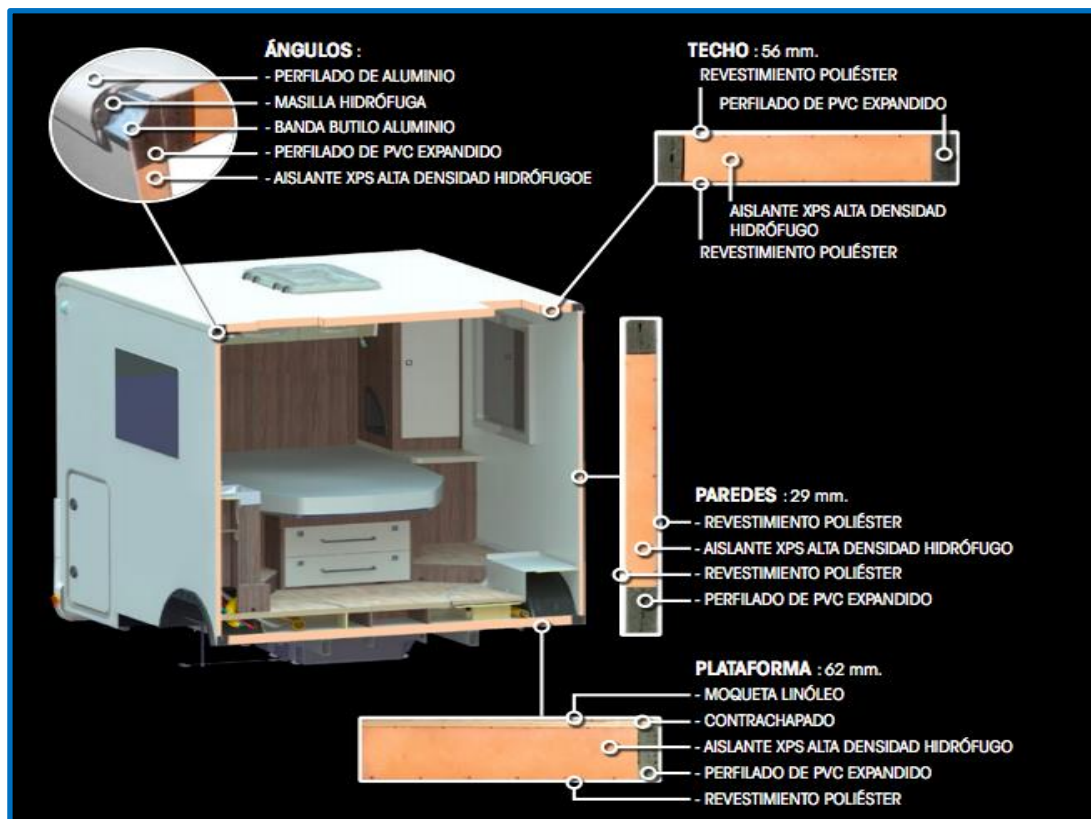
Benimar's main investment in R&D has been focused on the incorporation of the ISB (Isolation System Benimar) cell (Figure 19), which stands out for its safe value.

The almost total elimination of wood in the body structure and the use of water-repellent materials with high insulating capacity guarantee an above-average vehicle life expectancy.

Floor, ceiling and wall thicknesses in XPS material offer insulation above the usual standards.

In addition, they follow internal protocols, designed to develop research with the aim of bringing new motorhome models to the market and modifying existing ones. To this end, they periodically attend trade fairs specialized in the automotive and caravanning sector to capture trends, analyze the latest innovations in the sector, etc.

Figure 19 - Cellule ISB



Source - Benimar web

2.1.3.5. Corporate Social Responsibility

The company believes in the importance of offering high quality products to its customers as well as following a quality and environmental policy.

The Quality and Environment policy are focused on achieving the main objective, preserving the environment, satisfying our customers and achieving its purpose. For this purpose, the following fundamental actions are carried out:

- Comply with applicable laws and regulations.
- Maintain the commitment to continuous improvement to our internal stakeholders and especially to our employees through communication and their participation in the system, reducing environmental impact, internal non-conformities and increasing productivity.
- Promptly respond to suggestions and complaints from interested parties.
- To have adequate human and material resources for the service.
- Maintain and extend training to all personnel.
- Guarantee personal safety and respect for the environment.
- Act under the principles of eco-efficiency and pollution prevention.
- Act quickly in the supply of spare parts to our customers.

This policy is understood, implemented and kept up to date at all levels of the organization. It is supported by the management, who establishes, develops and applies it through the implemented Quality and Environment System..

On the other hand, they have a double ISO 9001 and ISO 14001(Figure 20) certification that guarantees the quality, safety and reliability of the brand's products, its quality management, as well as environmental compliance.

ISO 9001, developed by the International Organization for Standardization, is the most widely recognized quality management system standard in the world. It belongs to the ISO 9000 family of quality management system standards. This standard helps organizations to meet the expectations and needs of their customers. An ISO 9001 management system provides

companies with a more efficient and continuous operation of their business processes, as well as an aid to manage and control those processes.

After the implementation of ISO 9001, the need to create administrative standards in the environmental area was recognized. That is why ISO 14001 was drafted, which is an international environmental management standard that expresses how to establish an effective Environmental Management System (EMS) and provides guidance on how to consider multiple aspects of your company's procurement, storage, distribution, product development, manufacturing, etc., in order to reduce the impact on the environment and make more efficient use of natural resources.

Figure 20 - ISO 9001 and ISO 14001



Source - Benimar web

2.1.3.6. Technological Resources

As I mentioned before, in this 130,000 m² warehouse, there are multiple work areas, from the assembly to the finishing of the motorhomes.

More specifically, Benimar is divided into 43 work areas, in which multiple functions are performed. In this section we will explain a brief summary of these areas.

First, the chassis is prepared and transferred to the platform that will drive it along the production line. Once installed on the conveyor belt, the seat belt structure is installed, as well as the installation of the rubbers through which the water will run and the first partition walls.

Secondly, the motorhome goes to several more areas of the line, where the assembly of the refrigerator, furniture, the kitchen, the "dining room" seating structure, the rear bed, the side walls and the rear walls takes place.

Next, once the rear walls are in place, the rest of the furniture can be finished. With this, the roof of the vehicle is incorporated and the assembly of the front support, at this moment the motorhome has a finished appearance from the outside, but on the inside there are still some aspects to be detailed, among them, the assembly of the electrical and heating installations.

Finally, tests and checks are carried out to ensure that everything is working perfectly. For this purpose, all technical systems are tested and the cabin is checked, thus performing the first quality control. After this first control, any defects that may have occurred are repaired and the upholstery is finally assembled. To conclude, a second quality control is carried out and the water tanks are emptied, the finished motorhome is weighed and leaves the production line.

In order to get an idea of what this production line looks like, I have attached two images showing how it is done.

Figure 21 - Assembly line



Source: Benimar web

Figure 22 - Assembly line



Source: Benimar web

2.1.4. Capabilities of the company

2.1.4.1. Distinctive capabilities

From the year of its creation (1974) until today, Benimar has positioned itself as a leading company in the manufacture and distribution of motorhomes, both nationally and internationally.

This is due, first of all, to the originality of the creations and the detail of choice of the ranges offered, adapting to different tastes and needs, with the main objective of satisfying its customers. This ease of choice, caused by the great variety of models, constant innovations and the option of the NORTHAUTOKAPP premium pack, has positioned it as one of the largest manufacturing companies.

Secondly, the value for quality – price they offer are also the reasons for the brand's success and regular growth.

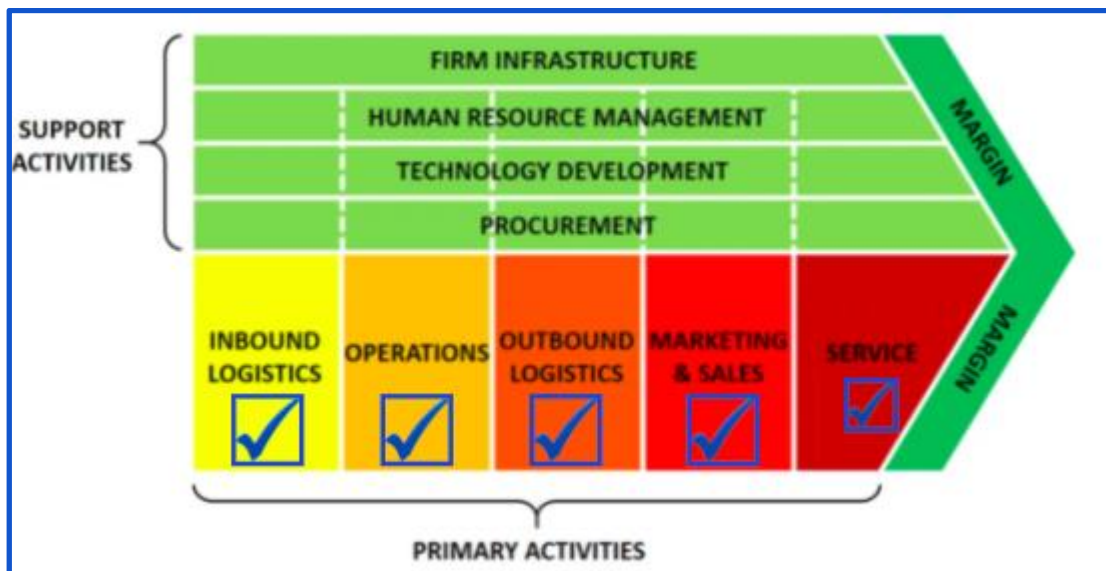
Then, another distinctive capability is the security offered to customers at all times, both for the safety of the motorhomes themselves, as well as the security that the company conveys to customers at all times.

Finally, they provide a competent and fast after-sales service that differentiates them from their competitors and attracts more customers.

2.1.4.2. Value Chain

Benimar covers part of the value chain process, from inbound logistics of transportation, i.e., from the receipt and storage of raw materials to the arrival of the product at the corresponding dealer. The company's value chain is shown in the table below.

Table 7 - Value Chain



Source - Business to you

Support Activities

- Firm infrastructure:** This company has, in the same building where the motorhomes are manufactured, different departments. The building is divided into 43 manufacturing areas, starting with the construction of the silhouette of the motorhomes and ending with the interior upholstery and cleaning of the motorhomes. In addition, there is a wing of the building for offices where secretaries and top management work.
- Human resource management:** Benimar has a staff of approximately 350 workers, distributed in different work areas. For this reason, it has a specialized team in human resources that carries out the selection processes and personal follow-up. This team analyzes the aptitudes and capabilities of the workers in order to adapt them to the best area that suits them.

- **Technology development:** The company believes in the importance of R&D and has therefore invested its resources in the creation of new formulas, such as the incorporation of the ISB (Isolation System Benimar) cell to modify the almost total elimination of wood in the body structure and the use of waterproof materials with high insulating capacity, guaranteeing an above-average vehicle life expectancy.
- **Procurement:** The employees are truly committed to the company, they are concerned on a daily basis that the motorhomes are manufactured in compliance with the characteristics they have to offer and with the highest possible quality. Therefore, their objective is that the finished motorhomes meet the expectations of the customers and that they reach a demanding quality level. All this is achieved through the manufacturing process they follow, which is clearly stipulated and divided into different areas.

Primary Activities

- **Inbound logistics:** Since Benimar produces the motorhomes from 0 in the factory located in Benicarlo, they have all the necessary raw materials for the elaboration of the motorhomes, from materials to cover the corners, roofs, walls and floors of the motorhomes to the materials for the manufacture of the interiors.
- **Operations:** The company produces and finishes all the motorhomes that will later be sold to dealers. For this purpose, they have an area of more than 130,000 m² where their factory is located. This is divided into work areas, with a total of 43 areas divided according to the manufacturing process.
- **Outbound logistics:** The company sells the finished product to the end customer in dealerships spread over the five continents, with a total of 140 points of sale in 25 countries.

In order to distribute them, Benimar relies on two transport companies, Transportes Daniel Leon, S.L, to distribute its merchandise throughout the country and Joblatrans, S.L, to distribute abroad. This step is essential for the final result, since domestic sales represent only 22% of the total, while foreign

sales account for 78%. The percentages are not balanced, which means that domestic distribution is much lower than international distribution, due to the fact that in the Nordic countries in particular, it is more common to buy a motorhome from the age of 50 onwards.

- **Marketing & sales:** Benimar sells its merchandise at the dealers mentioned above. Depending on the model of motorhome, the exterior and finishes will be one style or another. In addition, products are advertised in national magazines, blogs or even on television, as well as on social media platforms such as Instagram and Facebook. However, the most frequent advertisements appear in magazines specific to the motorhome world.
- **Service:** Dealers with an agreement with Benimar advise end customers in the selection of the product when they buy it, depending on their needs and budget. For example, if a customer is looking for a motorhome with capacity for 7 people and prepared for all types of terrain, he is looking for a model from the sport range. However, if a customer is looking for a smaller 2-person motorhome, the best choice will be a specific model from the Benivan bed.

2.2. EXTERNAL ANALYST

2.2.1. Macroenvironment (PESTEL Analysis)

2.2.1.1. Political Factors

There are several political factors affecting the company under analysis, factors that have been worsening for more than a year.

On the one hand, in the last elections held on November 10, 2019, the left-wing parties Partido Socialista Obrero Español and Unidas Podemos agreed on future political conditions with other parties such as the Basque Nationalist Party, Bildu, Esquerra Republicana and Más País, among others, in exchange for their votes. Within these conditions, they proposed to increase the minimum interprofessional wage (SMI), an aspect that was approved and published in Royal Decree 231/2020, of February 4, fixing the minimum interprofessional wage for 2020, according to which " *The minimum wage for any activities in agriculture, industry and services, without distinction of sex or age of workers, is fixed at 31.66 euros/day or 950 euros/month, depending on whether the wage is fixed by days or by months.*"

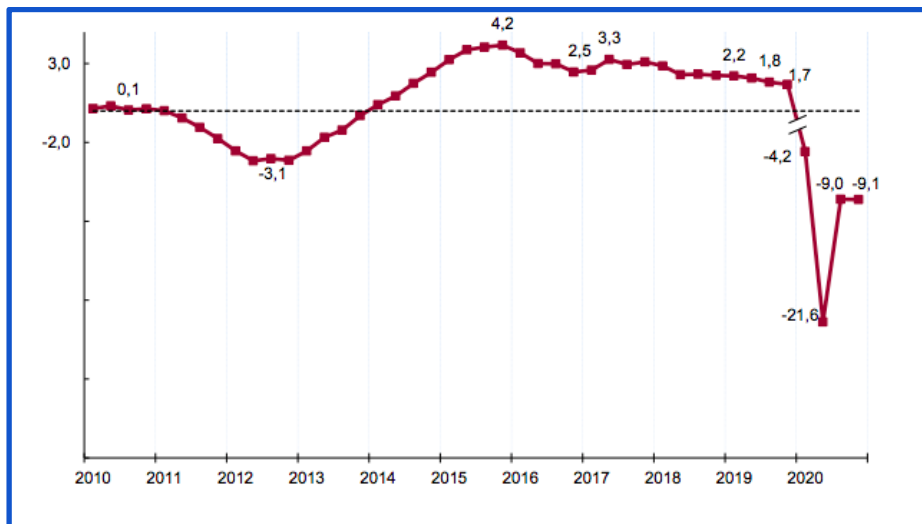
It is true that this action has increased the number of workers in Spain by 2 million, but at the same time, the unemployment rate has also increased, since there are many companies that cannot support this new amount. This unemployment would trigger a decrease in consumption, which would eventually affect the sale of motorhomes.

On the other hand, because of the COVID-19 health crisis that began in March 2020 and continues to the present, the political environment has changed significantly, as politicians were forced to seek continuous solutions in different sectors affected by the pandemic. On several occasions, the security measures they implemented were insufficient to curb the advance of positive cases, but for certain citizens these insufficient measures benefited them and therefore the parties managed to attract new voters.

2.2.1.2. Economic Factors

The gross domestic product (GDP) in Spain in 2020 fell by 11% compared to the previous year, a rate 130 tenths of a percentage point lower than that of the previous year, when the variation was 2%. This is an indicator of the severity of the COVID-19 pandemic and the repercussions it is having. (Graph 1)

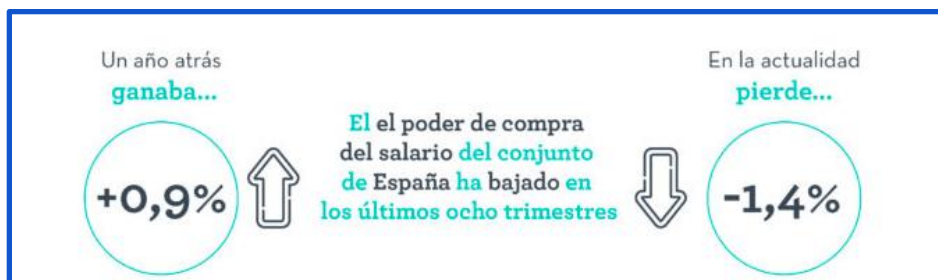
Graph 1 - Year-on-year variation rates (%)



Source : INE

Despite the aforementioned increase in the SMI, due to inflation and the purchasing power that Spaniards have, the average salary in Spain as a whole - estimated from the gross average, ordinary salary prepared quarterly by the INE in the Encuesta de Población Activa (EPA) - has lost 0.7% of its purchasing power. In annual terms, this means that each employee has 133 euros less in his or her pocket than two years ago, according to the "Adecco Monitor of Employment Opportunities and Satisfaction", prepared by the Adecco Group Institute.

Figure 23 - Purchasing power



Source: Adecco Group Institute

As far as global rates are concerned, the automotive industry is expected to continue to grow in economic terms, as registrations are increasing at large rates. Last April, 1,064 caravans, motorhomes and campers were registered in Spain, 1,946 % more than in April 2020, caravans have increased 879%, from 19 to 186 units, motorhomes and campers have increased 2,561%, from 33 to 878 vehicles. Compared to last March, 23% fewer caravans, 8% fewer motorhomes and 13% fewer campers were registered.

2.2.1.3. Sociocultural factors

The Spanish motorhome fleet has experienced significant growth in recent years to reach an estimated 34,000 units, with a number of users close to 100,000 people, if an average of three people per motorhome is considered.

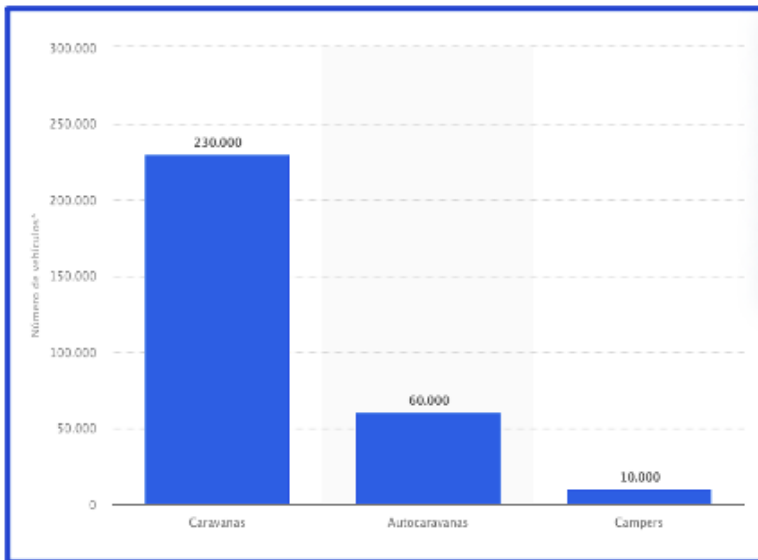
In Europe, there are currently around 1,500,000 motorhomes that practice itinerant tourism, which represents a number of people in excess of 4 million. At the top of the list are Germany (468,000 motorhomes), Italy (239,000), France (228,000), the United Kingdom (196,000) and the Netherlands (65,000). Austria, Denmark, Finland, Switzerland and Sweden are other countries with a tradition of motorhoming. On the other hand, Spain, Portugal and Slovenia maintain low percentages of motorhomes per 1,000 inhabitants, if we compare with the whole of Europe, which maintains an average of 3.80 motorhomes per 1,000 registered inhabitants.

The research group Statista, states that *"There is a clear trend in today's society towards the use of caravans, motorhomes and campers"*.

According to studies conducted by Ann-Kathrin Kohl, research manager at Statista, explains that *"The caravanning sector in Spain is booming, as evidenced by the latest figures for registrations of caravans and motorhomes. The increase experienced in recent years has taken the RV fleet in the country to reach the 300,000 mark. And, despite the fact that motorhomes are experiencing their best moment, traditional caravans continue to outnumber the other options."*

This statement is clearly reaffirmed in the following graph 2.

Graphic 2 - Number of Vehicles



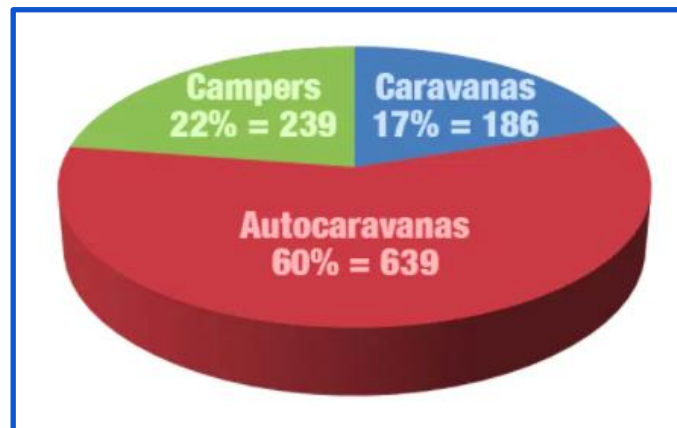
Source: Statista

This statistic presents the RV fleet in Spain in 2019, by type. At the end of that year, it was estimated that there were 230,000 caravans, 60,000 motorhomes and 10,000 campers in Spain.

It is worth mentioning that, although the percentage of caravans are higher in the graph, it is because they

were vehicles acquired years ago, since the current trend is focused on the use of motorhomes and campers (Graph 3).

Graph 3 - Registration by type

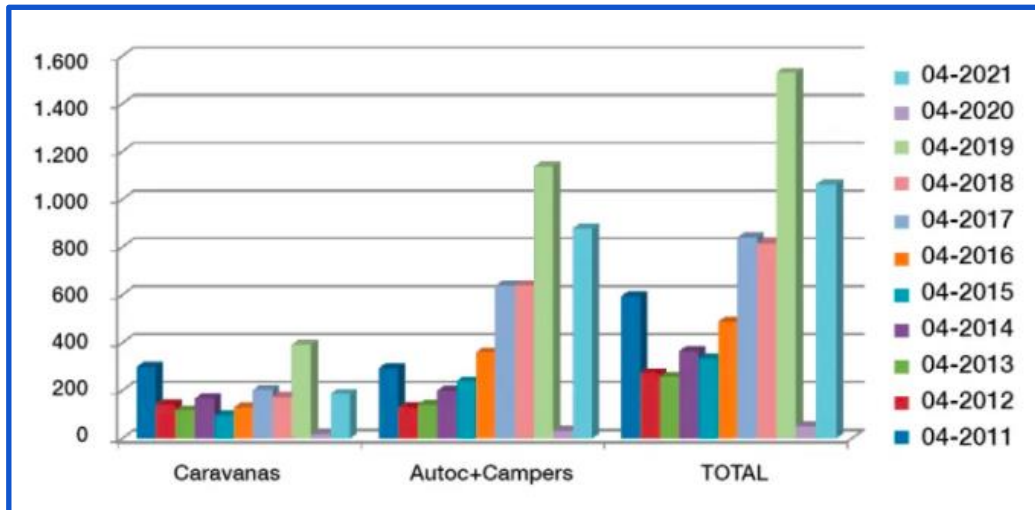


Source: ASEICAR

Despite these data, the motorhome sector has had negative repercussions due to COVID-19. As analyzed by David Galán and published on the motorpasión website, “ *Registrations of new motorhomes, campers and caravans plunged in April to 52 units, down 96.7% year-on-year, in line with car sales figures. If April 2019 signed a historic figure in positive terms by recording 1,577 registrations of these vehicles, the same month in 2020 will go down in history negatively by registering a total of 33 motorhomes and campers (-97.2%) and 19 caravans (-95.1%), according to figures from the Asociación de la Industria y Comercio del Caravaning (ASEICAR) y la Asociación Nacional de Vendedores de Vehículos a Motor, Reparación y Recambios (GANVAM).* “

“All this was due to the fact that, because of the state of alarm decreed by the state in March 2019, dealers remained closed during that month, this closure caused a drop in registrations of almost 47%. Thus, the number of registrations of motorhomes and campers fell by 285 specimens compared to March 2019 (892 units to 607), while the drop in new caravans was 137 vehicles” (Graph 4).

Graph 4 - Decrease in registration



Source: ASEICAR

“In addition to the total closure in March, the state of alarm has remained active with perimeter limitations for 1 year, therefore, mobility was reduced to great levels and this caused the decrease of motorhome purchases in that period of 65%”

“Despite this, the summer could be a good opportunity to cushion the drop in sales and begin to regain the path of growth, so by removing the state of alarm, it is expected that this sector will recover again and sales will increase considerably”

2.2.1.4. Technological factors

Today, both industrial technology and economies of scale offer companies the possibility of producing multiple quantities of products at a truly competitive price. In recent years, this technology has evolved rapidly, which has essentially benefited all companies, both in their productivity and in their ability to expand and become known. This allows many motorhome

manufacturing companies to sell thousands of products thanks to technologically advanced machines that produce items non-stop.

This automated equipment is used in many companies and allows large brands to distribute massive quantities of products. Benimar would be among these companies, since their technology and in-line production allow them to produce 21 caravans daily in their facilities. In addition, Benimar has benefited from Information and Communication Technologies (ICT) for several reasons:

On the one hand, the Internet has made the process of gathering information on suppliers, competitors, consumer tastes or the appearance of new products to implement in their businesses much simpler and faster. This has made companies more competitive, due to the greater knowledge of their environment, and more efficient in terms of time and cost of obtaining information. On the other hand, the Internet has also facilitated the process of advertising companies and their products to people all over the world, and this has been possible thanks to social networks and organizations' websites.

In addition, e-Commerce (electronic commerce) has allowed companies to carry out transactions such as purchases and sales of their products anywhere in the world, through electronic means, as well as to be able to advertise their products or services to people all over the world. This has given companies a series of advantages, such as: improvement in the distribution of their products, commercial communications (company web page), greater benefits in operations (reduction of errors, time and costs) and greater ease in retaining customers (through communication strategies on the web).

Finally, this evolution of technology has also affected the management model of companies, with the emergence of new management tools such as the Customer Relationship Management (CRM) model. CRM is a business strategy adopted by companies to manage customer information in a structured and orderly way, which helps them to have better information about customers. It can help, for example, companies to present an appropriate product offering to each customer according to their tastes and interests, and to satisfy their needs, thus helping companies to build lasting relationships with customers.

2.2.1.5. Ecological factors

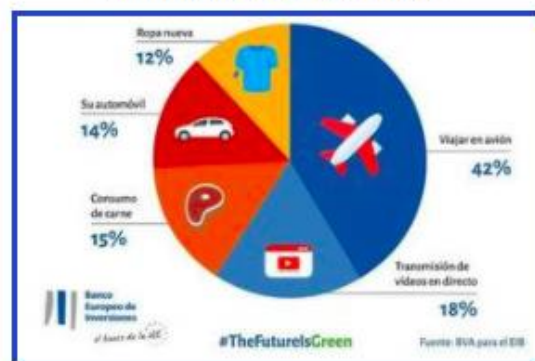
According to the third climate survey (2020-2021) conducted by the European Investment Bank (EIB), the largest lender for climate projects in the EU, the degree of involvement of Spanish citizens in the fight against the climate crisis is similar to that of the average European citizen, but also to that of Americans and Chinese.

The survey, published the first week of January 2021 by the multilateral financial institution of the EU, concludes that *"While only a quarter (24%) of Spaniards are already undertaking "radical changes" in their lifestyle, 80% of the population is aware that their contribution is essential to tackle the climate emergency. A percentage that places the awareness of Spaniards on the issue eight percentage points above the EU average."*

"However, despite recognizing the problem, 58% admit that they make "little effort" against global warming. This gap between awareness and action could be due to the fact that 68% of Spaniards currently say they are more concerned about the COVID-19 pandemic than about the long-term impacts of rising global temperatures."

Regarding the concrete actions, as shown in Figure 24, they would be willing to take, 42% of the respondents stated that giving up air travel would be the easiest thing to assume; but once the restrictions caused by the coronavirus pass and the longed-for normality returns, six out of ten states that they are not willing to give up this means of transportation.

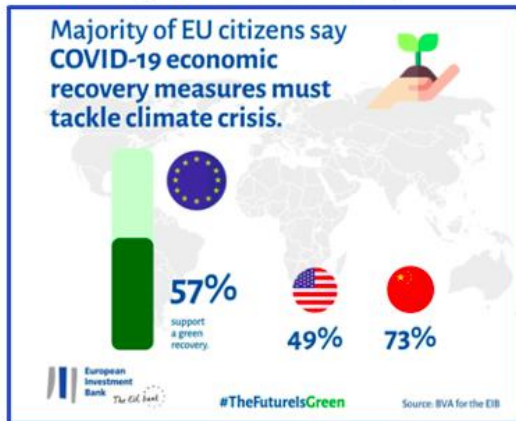
Figure 24 - Spanish people's resignations in the face of climate change



Source - BVA for the EIB

As for the car, which is used much more frequently than air travel by the majority of Europeans surveyed, only 33% think that giving up the car would be the easiest thing to do, although 67% of those surveyed are now more reluctant to use public transport for health reasons, also as a result of the pandemic.

Figure 25 - EIB Climate Survey



Source - BVA for the EIB

Globally, the vast majority of citizens, whether in Europe (75%), China (94%) or the United States (72%), say that climate change has an impact on their daily lives. In fact, a large part of the European population (57%) say that economic recovery must take the climate emergency into account. They believe that the government should promote low-carbon and climate-resilient growth. Only 43% would prefer their government to boost the economy by any means to return to economic growth as soon as possible.

In short, this change of mentality towards adopting measures that do not harm climate change is a positive sign, given that the planet's green areas will be maintained and Benimar will benefit from this, as its public seeks to disconnect from the noisy cities by travelling with their motorhomes to natural places where they can enjoy nature and these green areas.

2.2.1.6. Legal factors

Regarding the legal framework to be followed by motorhoming companies, which regulates important aspects to know when driving a motorhome are the following:

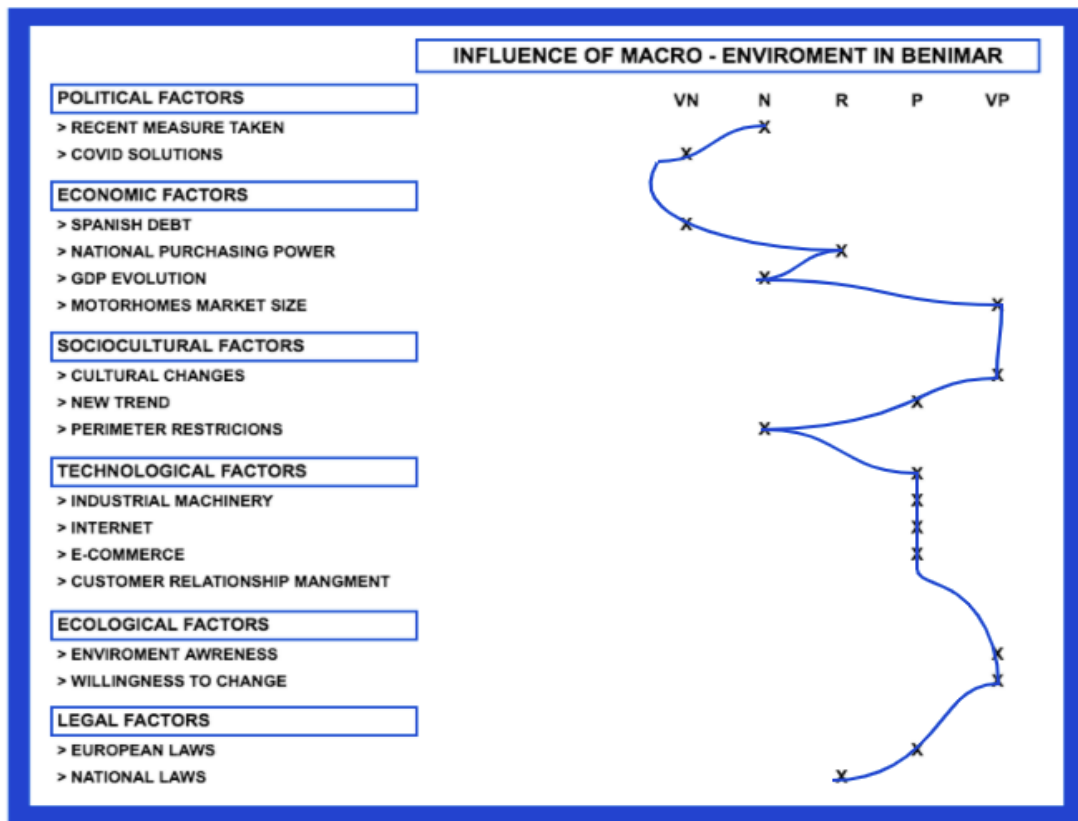
- Regulation (EU) 2018/858 of the European department and of the Council of 30 May 2018: on type-approval and market surveillance of motor vehicles and their trailers, and of systems, components and separate technical units intended for such vehicles, amending Regulations (EC) No 715/2007 and (EC) No 595/2009 and repealing Directive 2007/46/EC.
- Royal Decree 1428/2003, of November 21 : This decree approves the General Traffic Regulations for the application and development of the articulated text of the Law on traffic, circulation of motor vehicles and road safety, approved by Royal Legislative Decree 339/1990, March 2.
- Royal Decree 2822/1998, of December 23, 1998: By means of which the General Vehicle Regulations are approved.

- Instruction 08-V 74 of the Directorate General of Traffic: Compiles and interprets in a single document all those regulatory aspects related to motorhomes, which are included in the legislation on traffic and motor vehicles.

In some Autonomous Communities there are decrees that regulate the activity of tourist accommodation offered in the form of tourist camps, also known as campgrounds.

- DECREE 396/2013, of July 30, on the regulation of campsites and other types of camping tourism in the Autonomous Community of the Basque Country.
- DECREE 280/2007, of October 19, which approves the Regulation of Tourist Campsites.
- DECREE 75/2020, of August 4, on tourism in Catalonia.

Table 8 - Influence of the macro - environment



Source - Own elaboration

2.2.2. Microenvironment

This section will analyze some of the aspects surrounding the automotive industry, such as customer and supplier relationships, threats from new producers and substitute products, and competitor rivalry using the analysis method known as Porter's Five Forces.

Figure 25 - Porter's Five - Forces Model



Source - Private Blog

2.2.2.1. Bargaining power of customers

The bargaining power of customers is related to the level of pressure that buyers can put on firms. If there are few firms in the market, consumers have to choose from the limited variety available, but if there are many firms, it is the customers who have a wide range of possibilities to choose from.

The motorhome world has several companies that manufacture different models and at different prices, so consumers have freedom of choice according to their needs. In addition, this market is currently growing due to the great demand it is having.

Approximately 30 years ago, this market was relatively small, both in terms of producing companies and demanding consumers, but in the last 10 years it has been increasing due to the fact that many families prefer this type of travel rather than booking a hotel, as well as the choice of visiting a national destination rather than an international destination.

Despite the fact that there are not multiple manufacturers, customers who wish to purchase a motorhome and go to a dealership will be shown the variety of manufacturers, as well as models and price comparisons so that end customers have a lot of information to choose the motorhome that best suits their needs.

2.2.2.2. Bargaining power of suppliers

The bargaining power of suppliers, as in the previous section, when there are few suppliers in the market, their power over the manufacturing companies increases, but if there are multiple suppliers, the power decreases.

When analyzing Benimar's suppliers, two groups can be distinguished:

- On the one hand, when it comes to purchasing screws, cables, wood, fabrics, etc., they have the possibility of choosing from a wide variety of suppliers, since there is a wide range of these tools on the market.
- On the other hand, the specific and important engines and tools for the motorhomes must be purchased from the companies with which they have an agreement and which will carry the motorhome's brand name. These are Fiat and Ford, as can be seen in the figure 7.

2.2.2.3. Threat of new entrants

When wanting to enter a market such as the motorhome market, newborn companies have to overcome really serious barriers to obtain a considerable market share. In this case, creating a new company for the production, distribution and sale of motorhomes has several barriers to entry:

1. **High levels of investment:** As these are large facilities, the initial cost is very high, since the machines and materials needed to manufacture the motorhomes are very expensive, therefore the investment to achieve a high quality product that meets existing standards would imply a significant financial outlay.
2. **Importance of know-how:** This is one of the greatest disadvantages in competing with other companies, given that from the outset the company does not have the necessary skills, experience and knowledge to carry out the different tasks to be performed (suppliers, distribution channels, promotion, prices, government policies, laws, consumer tastes, etc.).
3. **Customer loyalty:** Being a new company, customers must perceive some feature that differentiates it from other companies in the sector, so you can start to have satisfied customers and repeat the purchase or recommend it to other potential buyers.

2.2.2.4. Threat of substitute products

There are many substitute products for motorhomes, that is to say, other products that cover the need provided by the product. In this case, they could be mobile homes and campers, the latter being the most popular at present.

For several years, the Campers have been attracting the attention of the younger public (between 20 and 30 years of age). These are adapted vans with a kitchen and bed only, without bathroom. This new model is affecting motorhome manufacturers that do not have this type of vehicle. Benimar has the Benivan range (Table 5) that adapts to the current demand.

This new model has become fashionable, since it is cheaper and smaller, making it easier for inexperienced people to drive. In addition, it has become popular because Bloggers, Influencers and Youtubers constantly promote them and show the trips they do with them in social networks, as well as carry out sweepstakes for getaways of several days with the Campers, as can be seen in the figure 26.

Figure 26 - Influencer promoting a giveaway camper



Source - Instagram

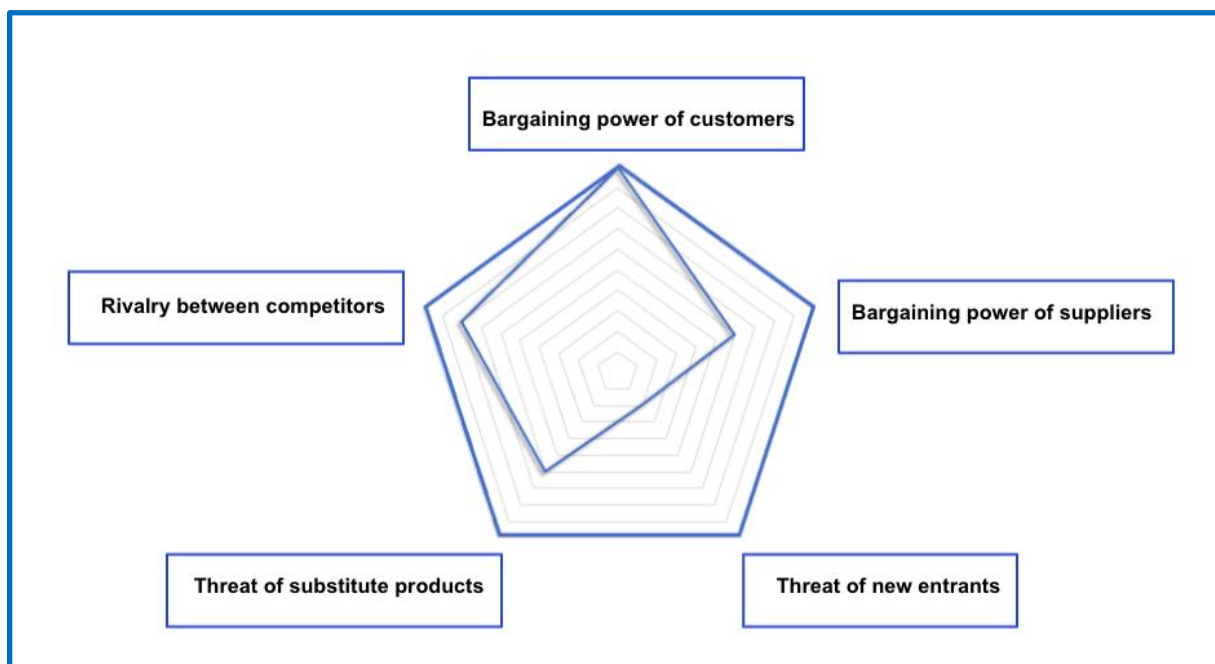
2.2.2.5. Rivalry between competitors

According to the Spanish Association of the Caravaning Industry and Trade, “a total of 8,903 motorhomes were registered throughout Spain in 2019. Excellent figures, which represent an increase of 19.2% with respect to the motorhomes registered in 2018. With these data in hand, it can be said that during 2019 around 25 motorhomes were registered per day”.

As I mentioned earlier, this market has several companies dedicated to meet the needs of customers, in Spain, in particular, there are 23 companies engaged in the manufacture and distribution of motorhomes.

Although there are not many companies in Spain, companies located in other European territories such as France, Germany and United Kingdom above all, sell motorhomes in the national territory, so in general there is a lot of rivalry between competitors. All of them try to cover the needs of the same sector, the sector integrated by people who want to travel in an independent way having at their disposal a motorhome.

Graph 5 - Pentagram showing different factor influence



Source - Own elaboration

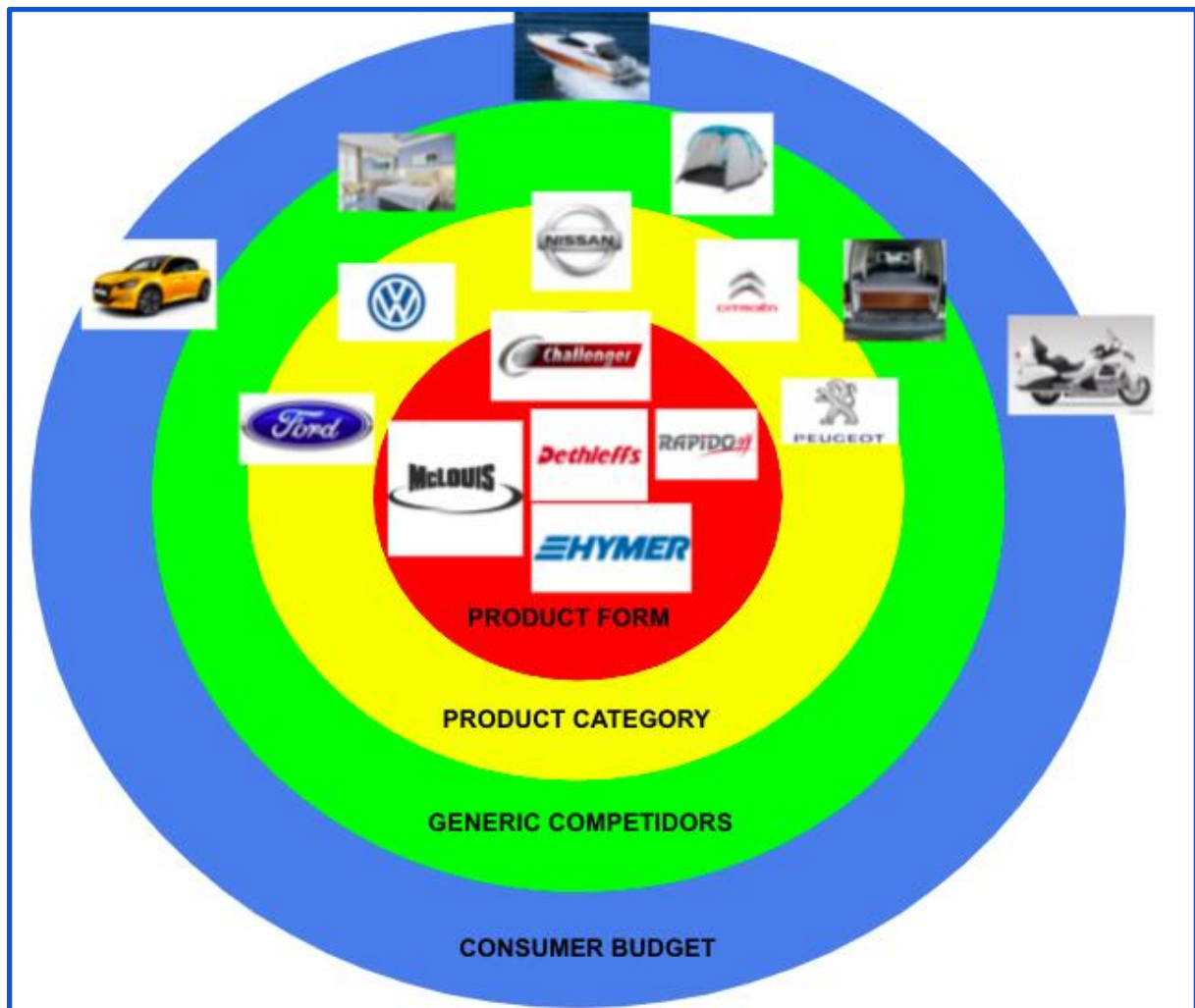
2.2.3. Competitive Analysis

2.2.3.1. Levels of competence

Benimar operates in a market where there is competition, therefore, it must compete with other companies in order to provide a higher level of satisfaction to customers so that they prefer Benimar over the competition.

There are four different levels of competition from the customer's point of view, as shown in Figure 27.

Figure 27 - Levels of competence



Source - Own elaboration

- **Product Form:** This is the first level to be studied, which shows the direct competitors, that is to say, products of other brands with the same characteristics that cover the same need. Benimar has direct competitors such as McLouis, Challenger, Rapido, Hymer and Dethleffs.
- **Product Category:** The second level of competition includes competitors that sell products that cover the same needs as Benimar's but with different characteristics. This would be the case of the companies that produce Campers, as mentioned above. Among the companies in this group are Volkswagen, Nissan, Ford, Citroen and Peugeot, these companies are known for the manufacture of automobiles, but seeing the business opportunity in the world of Campers, they are gradually incorporating new models but without manufacturing motorhomes.
- **Generic Competitors:** The third level of competition elaborates products that cover the same need but with different characteristics, without being motorhomes. This would be the case of hotels, non-adapted vans that can be fitted with a mattress in the trunk and tents. All these products cover the need, for transportation and a place to sleep.
- **Consumer budget:** In the fourth and last level, we find different competitors that offer products to attract the same consumers as Benimar and that the budget they are going to spend is similar, that is, everything that is aimed at people who like to travel and disconnect, such as the purchase of cars, motorcycles and boats, suitable for moving from one place to another.

2.2.3.2. Main competitors

The competitors located in the product form analyzed in the previous point are Benimar's main competitors. These companies offer their customers the same product as Benimar, quality motorhomes. In spite of the fact that in Spain there are not many companies, to be specific there are only two more, at European and world level, there are many of them, and as we live in a globalized world where imports and exports transit daily, we can define any company producing motorhomes as a direct competitor.

As for the companies mentioned above, we will now specify their products and characteristics that make them a direct competition for Benimar.

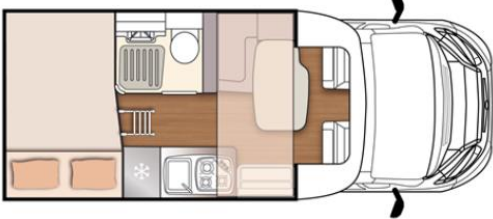



Figure 28 - McLouis Logo



Source: Google

1. **McLouis:** Esta empresa está situada en Poggibonsi (SI) - Italia. McLouis es la marca para quien busca una autocaravana cómoda, moderna y de diseño atractivo que le haga sentir especial. Anticiparse a las tendencias, dictar la moda, este es uno de los objetivos de McLouis, que ofrece soluciones técnicas de alta gama que son tendencia a un precio competitivo. En la actualidad, la red comercial de McLouis consta de más de 200 concesionarios cualificados, repartidos por toda Europa. Los productos que fabrica esta empresa y compiten con los de Benimar son los siguientes:

Table 9 – McLouis Models

 <p>SERIE 200 MC4 Price: 47.490 €</p>	 <p>SERIE 300 NEVIS Price: 64.490 €</p>
 <p>SERIE 800 NEVIS Price: 67.490 €</p>	 <p>VAN MENFYS Price: 35.490 €</p>

Source – Own Elaboration

As can be seen in the photo, this company has 4 different product ranges, but in turn, these ranges distinguish between different models, with a total of 61 different models. Each model differs from another by the distribution of the interior of the motorhome, the height, width and length and the price.

On the price, depending on the range ranges between one price or another, but as can be seen in the image, they have the pricing strategy of ending all with 490 €, this conveys a clean and easy price comparable to other models, strategy well accepted by consumers and liked by them, since not playing with decimals, it is easier for them to observe the prices.

Like Benimar, McLouis transports its motorhomes to dealers to sell them to consumers, so they do not sell them in their own facilities. In addition, this company distributes internationally, with sales outlets in Spain, France, Czech Republic, Italy, Estonia, Sweden, Slovenia, Poland, Belgium, Portugal, Austria, Hungary, England and Romania.

Finally, McLouis uses various communication tools, such as commercial promotion (discounts and offers in physical stores and web), direct marketing (Facebook, Twitter, YouTube, Google +, Pinterest and Instagram) and advertising (interviews in magazines and newspapers).

Figure 29 - Challenger Logo



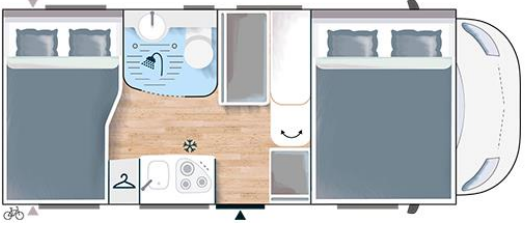
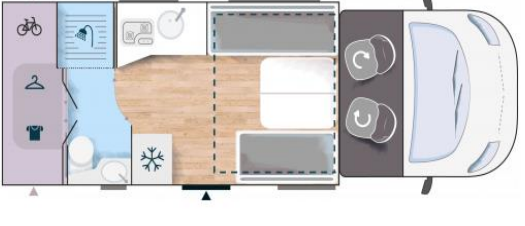
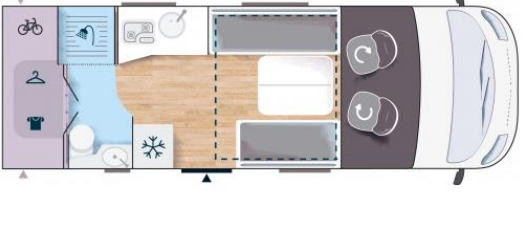

Source: Google

2. **Challenger:** This company has 30 years of experience, which is little compared to other companies in the sector. But it is one of the brands that produces and sells more annually because in terms of quality / price, it is very equal to Benimar. Challengers are affordable and with powerful functionality.

Its main production site in Tournon-sur-Rhône (Ardèche) is one of the most important in Europe; on a surface of 200,000 m, it employs more than 2,600 professionals. Challenger remains faithful to the same philosophy since its beginnings in 1985, that of the right price: a well-equipped motorhome, with all the essentials to travel well and at an affordable price. A permanent search for the right balance between equipment and price, where quality, safety and comfort are never optional.

The products manufactured by this company and competing with those of Benimar are the following:

Table 10 –Challenger Models

 <p>CAPUCHINAS Price: 40.599,99 €</p>	 <p>PERFILADAS Price: 35.699,99 €</p>
 <p>INTEGRALES Price: 36.799,99 €</p>	 <p>VANS Price: 30.399,99 €</p>

Source – Own Elaboration

Like McLouis, Challenger has 4 different ranges of motorhomes, and within each range there are several models, with a total of 21 different models. Each model differs from the other by the layout of the motorhome interior, the height, width and length and the price.

As for the price, this will depend on the model of motorhome you choose, but as I have already mentioned, this company is characterized by competing for fair prices. As you can see in the image, they apply the 0.99€ price strategy, so it seems that the price of the motorhomes are more economical.

As for dealers, this company currently only has sales outlets nationwide, despite the fact that the production plant is located in France, as can be seen in the figure 30. In Spain it has 20 establishments.

Figure 30 - Levels of competence



Source – Own elaboration

Finally, in terms of communication tools, they have social networks such as Facebook and Youtube. In addition, they appear in magazines related to the sector and in several press articles, such as Motordirect.

Figure 31 – Rapido Logo



Source – Own elaboration

3. **Rapido:** The French manufacturer produces motorhomes under its own name, but also second brands such as Itineo or Dreamer camper vans. Some consider it the best French brand in terms of automotive.

RAPIDO has evolved from a quality French brand to become a European Group, among the leaders in the motorhome market. The RAPIDO Group has gradually grown with the addition of the brands Esterel (1993), Rapidhome (1998), Fleurette (2005), Itineo (2006), Campereve (2009), Westfalia (2010), Dreamer (2014), Wildax (2017) and Stylevan (2017). Despite this growth, the company remains family-owned and maintains its artisanal spirit with a real passion for detail. The company's production plant is located in Mayenne, France.

The products manufactured by this company and competing with those of Benimar are the following:

Table 11 –Rapido Models

	SERIE VANS V5 Price: 59.500 €
	SERIE C55 PERFILADA Price: 64.900 €
	SERIE M66 INTEGRALES Price: 108.900€

Source – Own Elaboration

This company has only three ranges of motorhomes, which are subdivided into different models, with 4 models of vans, 8 models of profiled models and 19 integral models, totaling 31 models.

Regarding the price they apply, they use a round pricing strategy, setting it in hundreds, avoiding decimals. In this way, customers see very clearly the fixed price and it transmits reliability to them.

Like Challenger, it has 13 dealerships in Spain and only has sales outlets in Spain, even though its production plant is located in France. In addition, each year we organize about 20 visits to the factory, which means that more than 1000 people discover the nerve center of RAPIDO's know-how.

Finally, in terms of communication tools, they have social networks such as Facebook and Youtube. In addition, they appear in magazines related to the sector and in several press articles, just like their competitors, just like Challenger.

Figure 32 - Hymer Logo



Source – Own Elaboration

4. **Hymer:** Esta empresa está situada en la población Vic, en Catalunya y es una de las marcas más reconocidas en España en términos de autocaravanas. Los diseños son producidos por Erwin Hymer Group, que también es responsable de la fabricación de otras grandes marcas como Dethleffs, Laika, Niesmann, Bischoff, Sunlight. Los productos que fabrica esta empresa y compiten con los de Benimar son los siguientes:

Table 12 –Hymer Models

	<p>HYMER Clase-B (Integral) Price: 108.884 €</p>
	<p>HYMER ML-T (Perfiladas) Price: 70.212 €</p>
	<p>HYMER Sydney (Camper Van) Price: 51.555 €</p>

Source – Own Elaboration

As can be seen in the photo, this company has 3 different product ranges, but in turn, these ranges are distinguished between different models, with a total of 24 different models. Each model differs from another by the distribution of the interior of the motorhome, the height, width and length and the price.

On the price, it depends on the range oscillates between one price or another, but as can be seen in the image, there is much difference in price depending on the range and model of that range, since the Campers cost half the price of the integral ones. It is also worth mentioning that this company manufactures motorhomes of brands such as Mercedes, which makes the price increase considerably compared to Benimar, which manufactures with Ford and Fiat.

Like Benimar, Hymer transports its motorhomes to dealers to sell them to consumers, therefore, they do not sell them in their own facilities. In addition, this company distributes only nationwide, with points of sale in cities such as Barcelona, Seville, Malaga, Alicante, Valencia, Guipúzcoa, Asturias, A Coruña and Madrid, with a total of 9 dealers throughout Spain..

In terms of communication tools, Hymer has social networks such as Instagram, Facebook and Youtube, in addition, it advertises discounts and offers in physical store and web.

Figure 33 - Dethleffs Logo



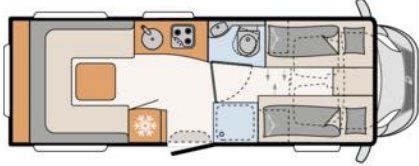
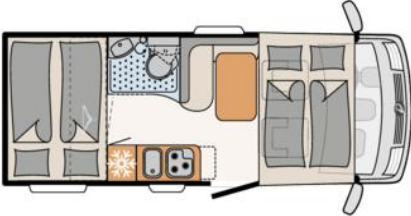
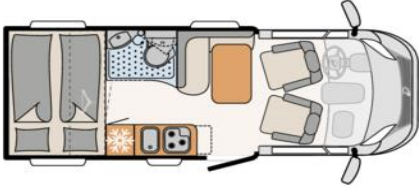
Source – Own Elaboration

5. Dethleffs: Esta marca alemana tiene casi 90 años de experiencia y es pionera en la fabricación y diseño de caravanas a nivel mundial. Crearon el primer vehículo con vivienda integrada en el año 1931. Dethleffs considera que la belleza no viene necesariamente acompañada de un diseño sobrecargado. Los productos que fabrica esta empresa y compiten con los de Benimar son los siguientes:

Like Rapido and Hymer, Dethleffs has 3 ranges of motorhomes, with the difference that this company does not have the Camper range like the other two, but has the semi-integral range. They have a total of 67 models between the 3 ranges they have (Table13)

As for the price, depending on the range ranges between one price or another, but as can be seen in the image, apply the same strategy as the company McLouis, this pricing strategy is to end all prices with 290 €. This conveys a clean and easy price comparable with other models, a strategy well accepted by consumers and liked by them, since by not playing with decimals, it is easier for them to observe the prices.

Table 13 –Dethleffs Models







	Dethleffs Alpa A 6820-2 Capuccina Price: 46.290€
	Dethleffs Globebus I1 Integral Price: 64.290€
	Dethleffs globebus T1 Semi-integral Price: 86.290€

Source – Own Elaboration

In addition, it has a total of 300 dealers, distributed as follows: (6) Belgium, (1) China, (72) Germany, (9) Denmark, (1) Estonia, (17) Finland, (64) France, (1) Greece, (10) Great Britain, (2) Ireland , Iceland (1), Italy (16), Japan (1), Latvia (1), Lithuania (1), Luxembourg (1), New Zealand (1), Netherlands (26), Norway (20), Poland (9), Slovenia (1), Slovenia (1), Spain (25), South Korea (1), Czech Republic (4), Turkey (1), Hungary (1) and Austria (5). As can be seen, this company, like Benimar, has dealers on all 5 continents.

Finally, in terms of communication tools, Dethleffs has social networks such as Instagram, Facebook, LinkedIn and Youtube, in addition, it advertises discounts and offers in physical store and web.

Table 14 –Direct competitors

COMPETIDORS	PRODUCT LINE	PRICE	DISTRIBUTION	COMUNICACION
	Amphitryon	62.000€	Dealers	1. Direct Marketing
	Mileo	51.000€		- Youtube, LinkedIn, Facebook
	Tessoro	48.000€		2. Advertising
	Sport	50.000€		- El País, El Economista
	Benivan	43.000€		3. Trade Promotions
			4. Television	
	Serie 200 MC4	47.490€	Dealers	1. Direct Marketing
	Serie 300 Nevis	64.490€		- Youtube, LinkedIn, Facebook, Google +, Pinterest and Instagram
	Serie 800 Nevis	67.490€		2. Trade Promotions
	Serie Van MENFYS	35.490€		- Discounts, codes...
	Capuchinas	40.599,99€	Dealers	1. Direct Marketing
	Perfiladas	35.699,99€		- Youtube and Facebook
	Integrales	36.799,99€		2. Advertising
	Vans	30.399,99€		- Motordirect
	Serie Vans V5	59.500€	Dealers	1. Direct Marketing
	Serie C55 Perfilada	64.900€		- Youtube and Facebook
	Serie M66 Integral	108.900€		2. Advertising
				- Motordirect
	Clase-B INTEGRAL	108.884€	Dealers	1. Direct Marketing
	ML-T PERFILADA	70.212€		- Youtube, Instagram, Facebook
	Sydney Camper VAN	51.555€		2. Trade Promotions
				- Discounts, codes...
	Alpa A 6820-2 Capuccina	46.290€	Dealers	1. Direct Marketing
	Globebus I1 Integral	64.290€		- Youtube, LinkedIn, Facebook, Google +, Pinterest and Instagram
	globebus T1 Semi-integral	86.290€		2. Trade Promotions

Source – Own Elaboration

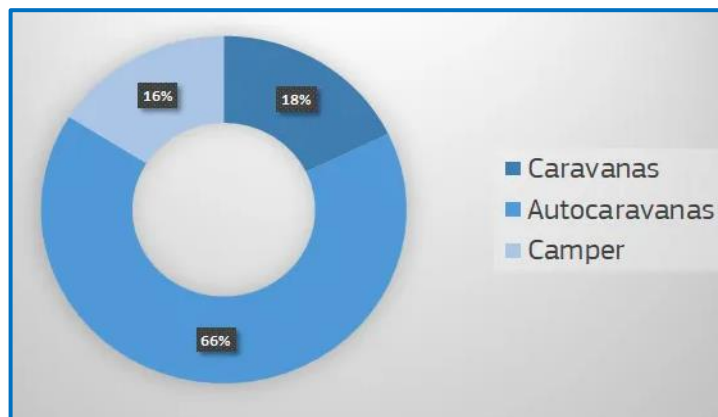
2.3. MARKET ANALYST

2.2.1. Sector Analysis

The analysis of the sector is divided into two parts; firstly, the situation of the motorhome market and the comparison with other European countries will be explained, and secondly, the current evolution of motorhome registration.

In Spain, there are 23 companies engaged in the manufacture and distribution of motorhomes. This activity provides more than 15,000 direct jobs and more than 280,000 indirect jobs in Spain alone. At present, there are 230,000 caravans, 60,000 motorhomes and 10,000 registered campers in the Spanish fleet, which at an average of three occupants, the total sum is close to one million people, making it a sector that activates the economy to a great extent.

Graph 6 - Comparative of sales



Source: Aseicar

In recent years, demand for them has increased considerably. Specifically, since 2013 sales have increased by 352% - it has gone from selling 1,293 units to marketing 5,782, in 2017 -. This growth has more than continued in 2018 and 2019, reaching figures of 8,903.

According to an article published in the newspaper *El Mundo*, “there is an estimated two million motorhomes in Europe. Germany led the ranking in 2018 with nearly 600,000 vehicles, followed by France (300,000) and Great Britain (50,000). Trailing behind was Spain, with 45,000 of these cars. In August 2018 alone, more than 150,000 motorhomes circulated on Spanish roads”.

In 2019, they followed the same order as in 2018, with Germany being the European country with the most motorhomes in use. With some 590,000 motorhomes in use, it ranked ahead of France and Italy. Spain, meanwhile, ranked seventh with around 70,000.

In 2020, as in previous years, Germany is the sales leader in Europe. With 80,863 newly registered vehicles, the German caravanning sector not only achieved strong sales growth amounting to 13.6%, but also experienced the third best year in its history. Record sales records were also set in Switzerland, Belgium and Austria, where sales of new motorhomes and caravans reached 6,927, 6,276 and 2,681 units respectively.

Spain recorded a huge sales growth rate of 25.3%, with 8,376 vehicles sold, representing the highest increase since 2007. Sales also increased in the Netherlands, Denmark and Finland, by 5.9%, 12.4% and 11.4% respectively.

Still, in important markets such as France and the United Kingdom, where new vehicle sales amounted to 31,496 and 33,741 units respectively, the shadow cast by Brexit was one of the reasons for the 4.1% decline in sales in the UK, while France achieved results almost on par with its excellent performance last year (sales of 1.6%).

Sales in 2019 declined substantially in Norway and Sweden, after several years of exceptionally strong sales growth. This was because a significantly higher tax on newly registered motorhomes came into force in mid-2018.

A pesar de Suecia, Noruega e Italia, donde las ventas de nuevas autocaravanas disminuyeron en 42.4%, 13.8% y 2.7% respectivamente, las ventas de autocaravanas nuevas aumentaron en el resto de Europa y en la mayoría de los mercados el aumento fue de dos dígitos. En general, las ventas de nuevas autocaravanas aumentaron un 5,5% en Europa, con 131.956 vehículos, un récord histórico.



This is the fourth consecutive year in which the previous year's record motorhome sales were surpassed and overall, sales of these vehicles have almost doubled since 2010. This development is attributable to the numerous instances of record sales in the European motorhome markets, particularly in Germany, where motorhomes increased by 15.1% with 53,922 vehicles, again positioning it as the sales leader on the European continent.

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The British market grew by 4.5% with 15,349 units sold, while the French market closed the year close to the previous year's level with 23,768 vehicles sold (down 0.5%).

The following table shows the Caravans and Motor Caravans in use 2019 in Europe:

Table 15 - Caravans and Motor Caravans in use 2019 in Europe

			
Country	Caravans	Motor Caravans	Leisure Vehicles Total
Austria	39.154	30.136	69.290
Belgium	40.784	59.060	99.844
Czech Republic	26.764	13.159	39.923
Denmark	124.399	10.152	134.551
Finland	66.519	58.461	124.980
France	540.000	524.800	1.064.800
Germany	698.596	589.355	1.287.951
Italy	65.000	234.400	299.400
Netherlands	429.299	127.181	556.480
Norway	122.022	51.739	173.761
Poland	121.095	27.973	149.068
Portugal	18.000	10.000	28.000
Spain	230.000	70.000	300.000
Sweden	285.701	104.221	389.922
Switzerland	35.587	64.904	100.491
Slovenia	6.329	5.870	12.199
United Kingdom	555.000	225.000	780.000
Others	58.200	15.000	73.200
Total	3.462.449	2.221.411	5.683.860

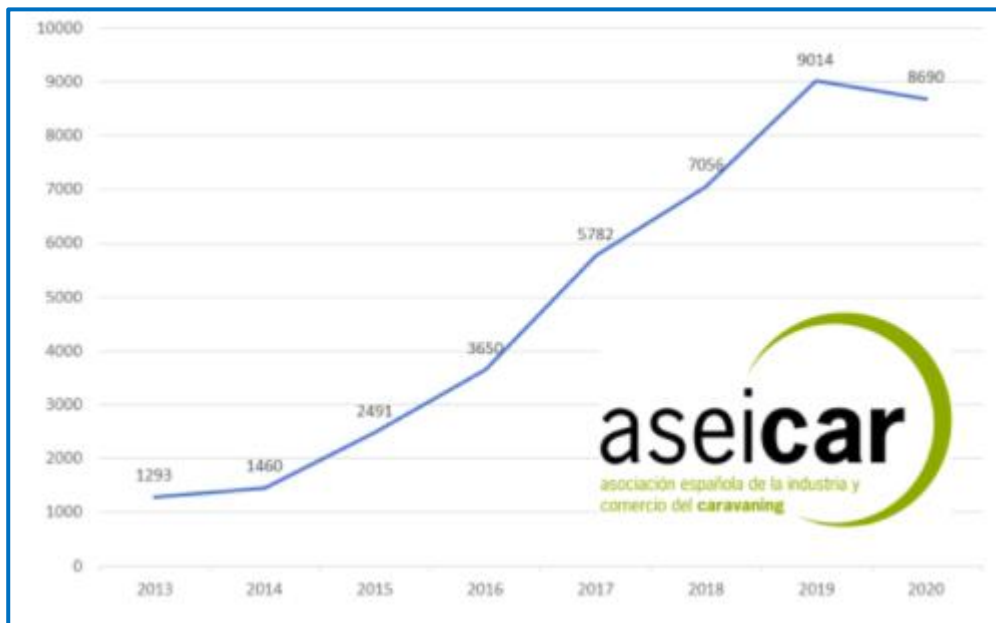
Source - Information of ECF members, estimates

Regarding the current evolution of motorhome registration, the caravanning sector has suffered the consequences of Covid 19 as the whole country: almost 3 months of closure of establishments, thousands of rental reservations cancelled during Easter and this winter, hundreds of employees lost...

However, and after the logical uncertainty and fear of the situation, the sector was able to react, reopen its establishments with an efficient sanitary protocol and has saved the year with slightly lower new registrations than in 2019. This minimal difference lies in the confinement of March, April and May where barely 1,000 vehicles were registered compared to more than 3,000 in 2019.

According to data recorded by the Asociación Española de la Industria y Comercio del Caravaning (ASEICAR), “8,690 motorhomes and campers were registered in 2020 compared to 9,014 in 2019. To the consolidation of motorhomes with 6,415 registrations (18 daily), must be added the strong increase of campers with 2,275 new registrations (7 daily). Caravans continue their stagnation and drop their registrations to 1,857 (5 daily), 22.6% less than in 2019.” This evolution can be seen in the graph 7.

Graph 7 - Evolution of motorhome registrations 2013-2020



Source - Aseicar

By Autonomous Communities, highlight that Madrid, Castilla-La Mancha, Murcia, Extremadura, Navarra, La Rioja, Balearic Islands and Canary Islands increased their registrations compared to 2019 despite the 3 months of confinement and the closure of establishments. By provinces, Barcelona, Madrid, Alicante, Gran Canaria, Malaga and Vizcaya lead in registrations (Table 16).

Table 16 - Motorhome registrations by autonomous community Spain 2020

	PORCENTAJE TOTAL MATRICULACIONES 2020	Nº MATRICULACIONES AC Y CAMPERS				% DIFERENCIA 2019-2020
		2017	2018	2019	2020	
• ANDALUCÍA	16,09%	918	1.120	1.503	1.398	-6,99%
• ARAGÓN	1,84%	141	164	185	160	-13,51%
• ASTURIAS	2,27%	148	154	220	197	-10,45%
• BALEARES	1,38%	34	95	90	120	+33,33%
• CANARIAS	6,67%	314	395	565	580	+2,65%
• CANTABRIA	1,25%	77	94	114	109	-4,39%
• C LA MANCHA	2,35%	113	137	199	204	+2,51%
• C LEÓN	3,66%	221	262	345	318	-7,83%
• CATALUÑA	25,06%	1.298	1.664	2.304	2.178	-5,47%
• CEUTA	0,06%	13	20	15	5	-66,67%
• C VALENCIANA	7,50%	478	613	702	652	-7,12%
• EUSKADI	8,91%	670	722	867	774	-10,73%
• EXTREMADURA	0,98%	53	57	79	85	+7,59%
• GALICIA	6,23%	431	525	587	541	-7,84%
• LA RIOJA	0,58%	19	23	36	50	+38,89%
• C MADRID	9,77%	502	621	788	849	+7,74%
• MELILLA	0,01%	10	8	1	1	0%
• MURCIA	2,53%	139	164	172	220	+27,91%
• NAVARRA	2,87%	203	218	242	249	+2,89%
TOTAL	100%	5.782	7.056	9.014	8.690	

Source - Aseicar

It should also be noted that of these 8,690 registrations of motorhomes and campers in our country, 2,552 vehicles, almost 30%, have previous European registrations, which, according to ASEICAR, poses a risk in terms of pollution, homologation and even altered documentation, such as the cases detected this year. This problem of vehicles previously registered in European countries has a particular impact on new registrations in Andalusia and Catalonia.

In total, last year, 26,731 caravanning vehicles were registered in Spain, corresponding to 10,547 newly registered motorhomes, campers and caravans and 16,184 second-hand vehicles.

Finally, when analyzing the evolution of enrollments at the European level, we observe in Table 17 that most of the companies, except France, Italy, Norway and Sweden, have had a growth from 2018 to 2019. As can be seen, Germany is the pioneer in this sector, as discussed above, followed by France and England. Germany ended 2019 with a 15% growth over 2018, with a figure of 53,922.

Table 17- Registrations of new Motor Caravans 2019

Country	year		
	2018	2019	change %
Austria	1.480	1.704	+15,1
Belgium	4.613	5.007	+8,5
Denmark	592	764	+29,1
Finland	1.573	1.727	+9,8
France	23.878	23.767	-0,5
Germany	46.859	53.922	+15,1
Italy	6.156	6.070	-1,4
Netherlands	1.994	2.097	+5,2
Norway	4.166	3.590	-13,8
Portugal	256 *	282 *	+10,2
Slovenia	278	379	+36,3
Spain	4.857	5.977	+23,1
Sweden	7.201	4.145	-42,4
Switzerland	4.460	5.345	+19,8
UK	14.691	15.342	+4,4
Others	1.988 *	1.852 *	-6,8
Total	125.042	131.970	+5,5

2.3.2. Consumer Analysis

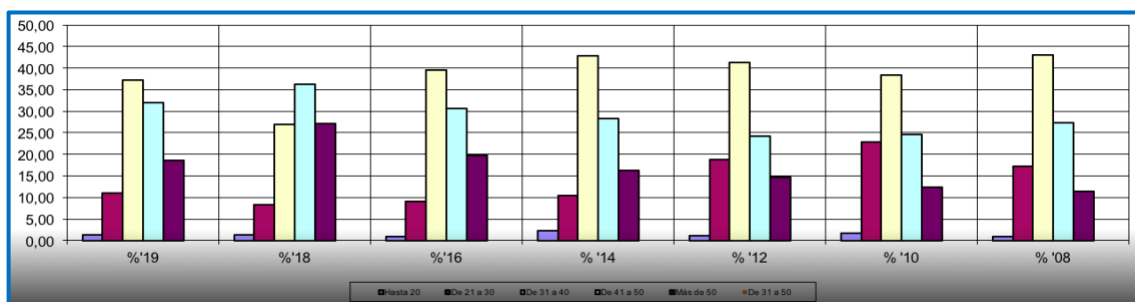
In this section, we will analyze the final consumers who purchase a motorhome, guided by their preferences and motivations. It is worth mentioning that the analysis will be at a national level, focusing on the Spanish public. In order to carry out this study, it is necessary to answer basic questions such as:

Who buys?

Young families (couples under 45 years old and with children) continue to be the future of caravanning in Spain, according to data obtained from the survey that autocaravanas.es conducted among visitors to the last edition of the International Caravanning Show to find out their preferences when buying.

The average age of visitors to the last edition of the International Caravanning Show was around 40 years old, as we can extrapolate from the profile of those who responded to the survey: adults between 20 and 50 years old (79% of respondents) or over 50 years old (19%).

Graph 8 - Age distribution



Source - ECF

Why do they buy?

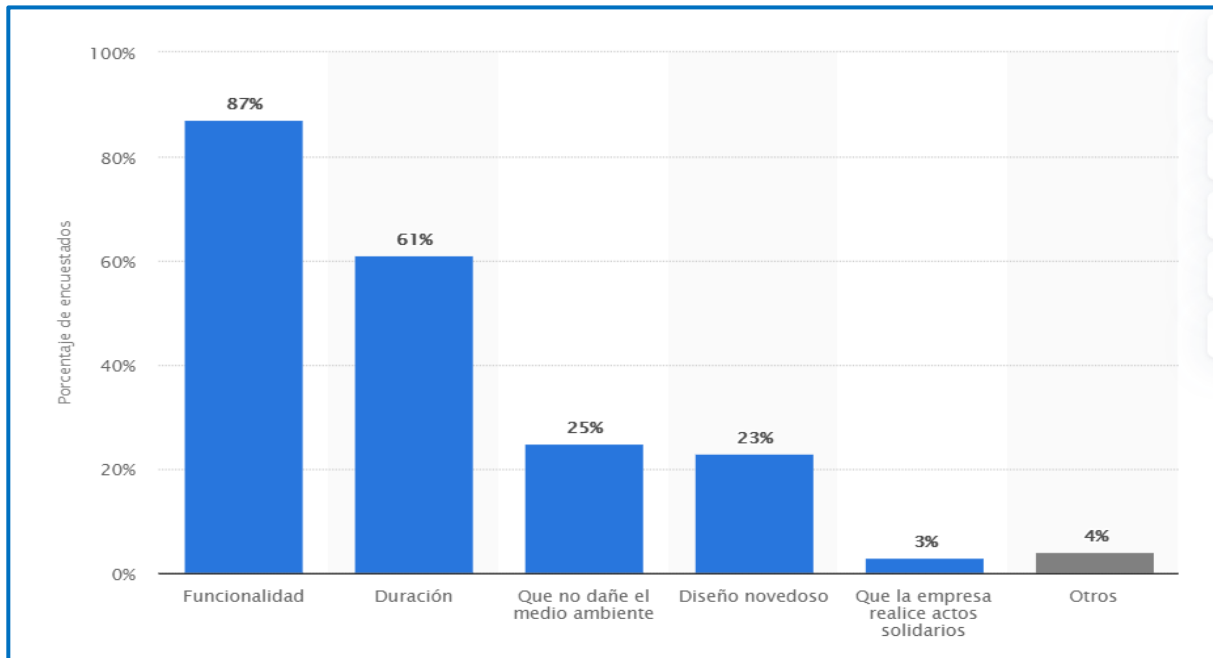
Consumers who buy a motorhome, have the objective to travel when it suits them best and to organize these trips by themselves, without having to book hotels, excursions, flights, etc. In conclusion, to have full freedom to drive wherever you want and sleep in many parts of the world without getting out of the vehicle.

When it comes to listing them, there are multiple reasons, these are some of them:

- Allows escape from routine.
- It allows you to travel throughout the year.
- It is an exclusive and unique experience.
- It provides a perfect approach to nature.
- Experience new adventures.
- It allows you to get to know many corners of the world.
- It allows you to organize your trips in a totally individualized way.
- It is an investment in the future.
- Experience more freedom and autonomy.

In addition, other aspects that they take into account when acquiring them are the following:

Graph 9 - Most valued aspects when buying caravans or motorhomes in Spain according to a 2019 survey.



Source - Statista

This statistic presents the most valued aspects when buying caravans or motorhomes in Spain according to a 2019 survey. According to the study, functionality (87%) and durability (61%) of the vehicle were the aspects most valued by respondents.

What do they buy?

To analyze the types of motorhomes purchased, we have looked at the II Observatory of Caravaning in Spain conducted by the financial company Cetelem where they present an analysis of the behavior of the Spanish consumer in relation to the world of caravans and motorhomes.

As can be seen in the graph 10, most people still have a conventional caravan, which is towed by the vehicle, but only 1% below are the profiled motorhomes, which are increasingly being purchased in this market. After the profiled motorhomes, there are the campers, which as mentioned above, are having a significant growth in recent years, as they are more economical and easier to handle for new consumers in this sector.

Graph 10- What kind of caravaning elements do you have or are you looking for?



Source: soycaravanista.es

How do they buy?

There are six ways in which consumers can purchase a motorhome. The most frequented place are the dealerships or multi-brand stores, since in them the salesmen advise on the motorhome that best suits the customer's needs, as well as present in catalogs all the available models and, if necessary, the extras that can be added. In these stores there is not only one brand available, but there is a wide variety of brands to choose from.

Secondly, there are single-brand dealers or stores, i.e. specific dealers that only sell a specific brand of motorhomes. It is not as common as the first group since in Spain, most dealers in this sector work with different manufacturing companies, and therefore, sell several brands of motorhomes.

Thirdly, there is a part of the population that acquires motorhomes in pages or establishments of second-hand buying and selling. If these operations are made through websites such as milanuncios.es, you have no guarantee that the product is in good condition or has any internal fault, since the purchase or sale is directly between the buyer and seller, without intermediaries. In addition, you must travel to the point of sale, which may be only 20 km or even 800 km away.

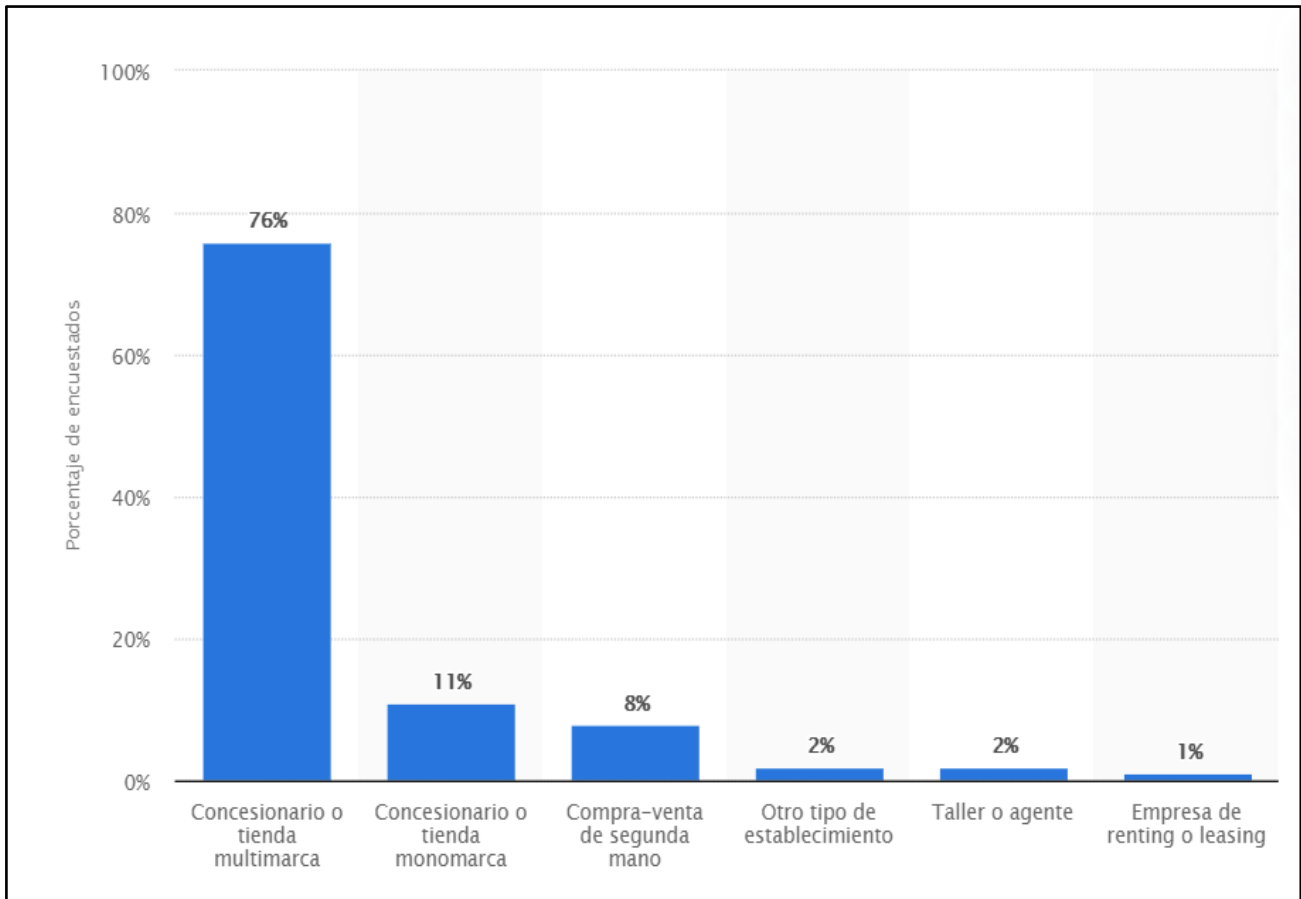
The fourth most frequented place are the exhibition fairs, in which a multitude of production companies exhibit their models and are at the disposal of the clients to advise them and explain to them which would be the best option depending on their needs. At these fairs, the motorhomes can be examined from the inside, since being on display, the sellers allow the potential buyers to analyze it from up close.

The fifth most frequented place are the production factories themselves, which have (most of them) adapted rooms used as sales points. Customers who go to the factories have the option to see all models of motorhomes in person, unlike in the dealerships, since the latter only have a few models in physical stock.

Finally, only 1% belong to renting or leasing companies, since these operations were not very common in this sector. The public that purchases motorhomes tends to buy them in their entirety.

The following statistic presents the preferred establishments for buying caravans and motorhomes in Spain according to a 2019 survey. According to the survey, 76% of respondents answered that their preferred establishment for purchasing caravans and motorhomes was the dealership or multi-brand store.

Graph 11 - Preferred establishments to buy motorhomes in Spain according to surveys in 2019.



Source - Statista

How much do they buy?

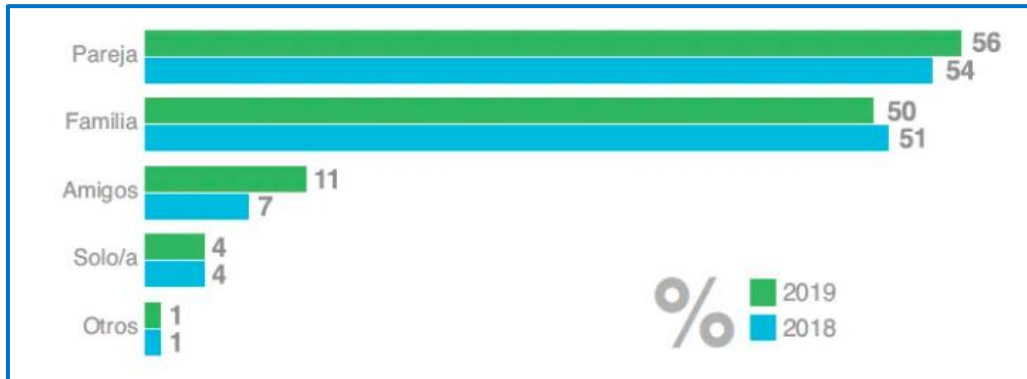
As it is considered a high cost and high durability product, which has a useful life between 25 - 30 years, the ratio of purchases per person is very low. In spite of this, the users who have motorhomes, periodically go to dealers for details of breakdowns, purchase of complements, redistribution of the interior, etc.

How do you use them?

As for the habits of use of caravans and motorhomes, the II Observatory of Caravanning in Spain also analyzes with whom the trips are made, which is mostly in couple or family,

especially the former are the oldest respondents, while among those who travel with family are the youngest (Graph 12).

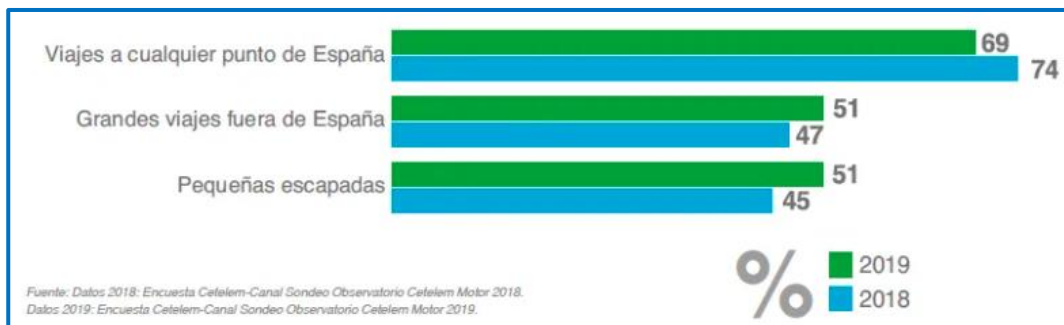
Graph 12 - Motorhome usage habits



Source: soycaravanista.es

The types of trips made are also analyzed, with the most common being those within Spain, followed closely by large trips outside our borders and small getaways (Graph 13).

Graph 13 - Types of travel



Source: soycaravanista.es

3. SWOT ANALYSIS

Table 18 - SWOT analyst

<p>STRENGTHS</p> <ol style="list-style-type: none"> 1. Strong knowledge of the motorhome sector 2. High quality products 3. Innovative company 4. After-sales service 5. Recognized product 6. National and international presence 7. Customer satisfaction 8. Variety of products 9. Variety of prices 10. Pack Premium NORTHAUTOKAPP 11. Environmental awareness 12. Modern and refined design 	<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Low visualization by social networks 2. Waiting times in customized productions 3. Lack of information to the public on its components 4. Lack of price search filters on the website 5. Shortage of offers and promotions on the website
<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. New generations opt for travel in campers and motorhomes 2. Continued growth in the motorhome market 3. New technological possibilities 	<p>THREATS</p> <ol style="list-style-type: none"> 1. Decrease in the purchasing power of Spaniards 2. Constant restrictions 3. High competition from companies producing Campers

Source - Own elaboration

3.1. Strengths

- **Strong knowledge of the motorhome sector:** Throughout its life, Benimar has gradually improved the manufacture of motorhomes, learning new production methods and more resistant materials.
- **High quality products:** All Benimar products maintain high quality controls and follow exacting standards to live up to the expectations of its customers.

- **Innovative company:** The motorhomes produced by this company seek constant innovation, this is achieved with a team of technological innovation specialists, which allows them to always be at the forefront.
- **After-sales service:** Benimar is also characterized by having an excellent after-sales service to its customers, worrying at all times if it has met their expectations and if they feel comfortable with the new product.
- **Recognized product:** This company is among the best motorhome producers in the world, thus positioning itself in the best rankings and having a recognition by this market.
- **National and international presence:** Benimar distributes its products in dealerships located throughout Europe, making it possible for multiple consumers to access its products.
- **Customer Satisfaction:** 99% of its customers are satisfied with the purchase made and recommend it to their family and friends.
- **Variety of products:** Benimar has a total of 37 different models of motorhomes, thus adapting to multiple tastes and reaching more market share.
- **Price variety:** As there are 5 different product ranges, each one of them ranges between a price range, thus having more economical motorhomes and other more expensive ones.
- **Premium Pack NORTHAUTOKAPP:** In addition to having 37 models, Benimar offers its customers this pack, which consists of being able to customize the motorhomes to the customer's taste.
- **Environmental awareness:** They act under the principles of eco-efficiency and pollution prevention.
- **Refined and modern design:** The motorhomes produced by benimar have perfect and very careful finishes, a task that is carried out by the production line, which manufactures everything with great care to make it look excellent.

3.2. Weaknesses

- **Little visualization by social networks:** Currently, trips in Campers are becoming famous and many public figures promote them, but they use vans from other companies that are competitors of Benimar.
- **Waiting times in customized productions:** If a customer orders a motorhome with the NORTHAUTOKAPP premium pack, he must wait at least 1 month for the product to arrive at the dealership, because in the factory production line they must make daily the number of common motorhomes indicated to them, therefore, these are an extra.
- **Lack of information to the public about its components:** Benimar presents technical features, such as the ISB (Isolation System Benimar) cell, which most of its consumers are unaware of, because it is something they do not explain at the dealerships.
- **Lack of price search filters on the website:** Benimar's website does not have price search filters, this results in the customer having to go to a dealer, which may not be close to their home.
- **Scarcity of offers and promotions on the website:** Unlike other companies in the sector, Benimar does not have any kind of promotion on its website, so just like to know the price, customers must go to the dealers to ask about possible offers.

3.3. Opportunities

- **Continuous growth of the motorhome market:** This market is in continuous growth, from which Benimar can benefit by increasing its production and reaching a wider audience. In this way its sales and recognition will also increase.
- **New generations are betting on travel in campers and motorhomes:** Because of COVID restrictions, many teenagers between 20-30 years old have chosen the option of domestic tourism with these vehicles, and according to statistics it is a type of tourism that will remain for a long time.

- **New technological possibilities:** The constant growth of technology favors this sector, The use of Artificial Intelligence, smart apps or more innovations can stimulate sales of skin care products if implemented properly.

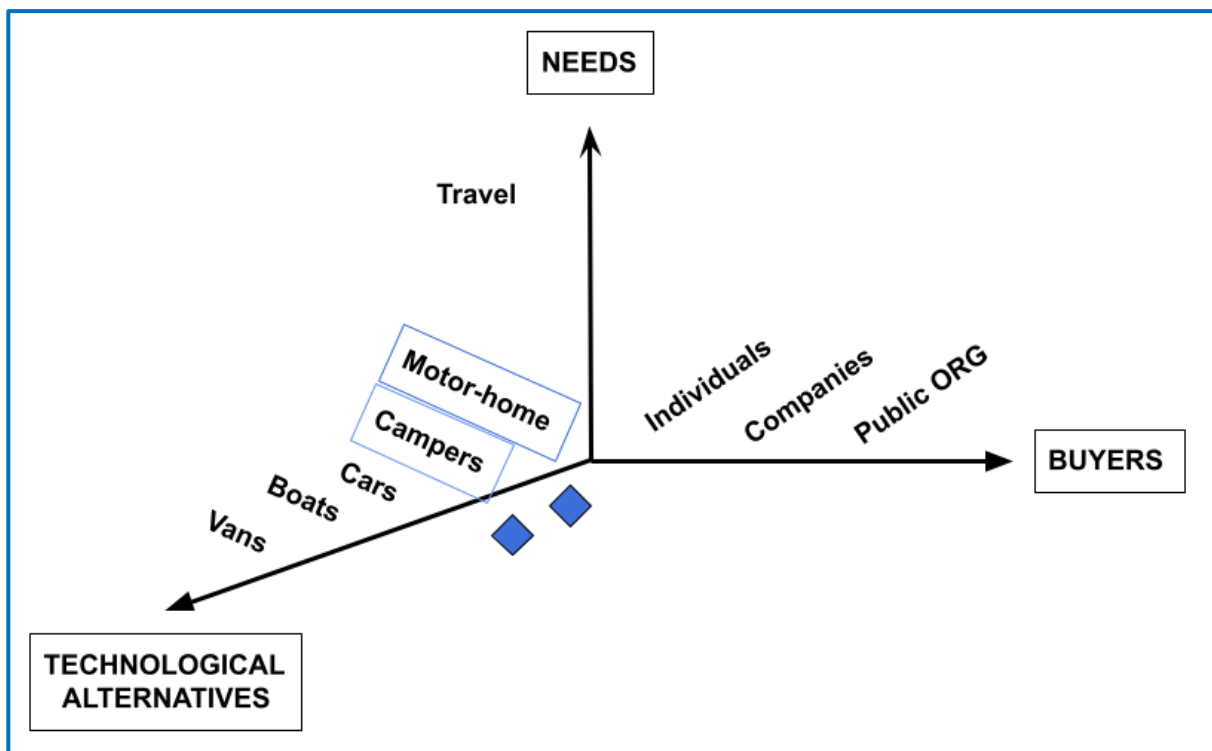
3.4. Threats

- **Decreased purchasing power of Spaniards:** Because of the healthcare crisis, many Spaniards, as well as European citizens, have become unemployed and their purchasing power has decreased. Because of this, many cannot afford to spend their savings on a motorhome.
- **Constant restrictions:** During 2019 and 2020, the tourist situation has been very uncertain, due to perimeter restrictions from both autonomous communities and other European countries. This has threatened the motorhome sector and has led to a decrease in sales.
- **High competition from companies producing Campers:** Several car manufacturing companies are seeing in the construction of campers, a business of the future. These companies threaten Benimar's production, since on the one hand they are becoming direct competitors.

4. MARKET SEGMENTATION

In this section, the product-market Benimar is targeting will be defined, as shown in Figure 35. The company focuses on the segment of individuals seeking to satisfy the need to travel through the technological alternatives of motorhomes and campers.

Figure 34 - Benimar market-segment



Source - Own elaboration

Next, we will analyze which product-market Benimar is targeting, taking into account the demographic and psychographic segmentation criteria. On the one hand, demographic segmentation because Benimar targets people of a certain age, with a specific family structure and a certain income level. On the other hand, psychographic segmentation is also important, since Benimar targets an audience with a very specific lifestyle, values and personality traits. Both criteria help to identify clearly defined market segments (Figure 35).

Figure 35 - Different market-segment



Source - Own elaboration

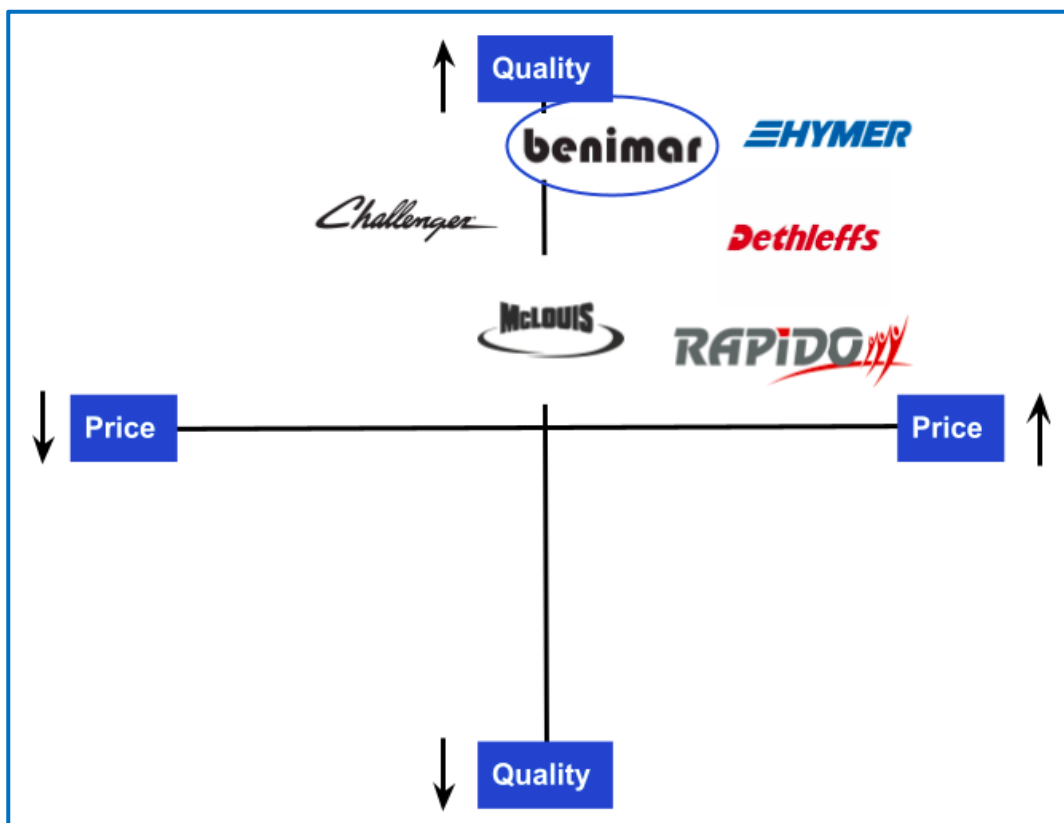
- 1. Family people:** This segment includes those families that like to travel together. To do so, they purchase motorhomes adapted for more than two passengers. These consumers analyze very well which product to buy, since they have to check if it is adapted to the needs of children, depending on their age. In addition, they do not usually make long trips during the school year, since the children have to go to school. Therefore, it could be said that they are careful consumers, who travel calmly and to places where children can enjoy nature.
- 2. Travel people:** This segment includes all those consumers who buy a motorhome because of their desire to travel and be able to move wherever they want whenever they want. This group of consumers generally likes to travel all over Europe, where there is a multitude of parking facilities adapted for motorhomes and campers. In addition, their lifestyle is simple, they do not mind traveling to unknown places and modifying their route plans, since adventure is what guides them to make the trip.
- 3. Environmentally aware people:** Related to the previous segment, this is composed of those people who like to travel to places where environmental conservation is taken care of. Therefore, when buying a motorhome, one of the most important aspects they have in mind is to be able to travel to green places where they can enjoy nature; therefore, this is a group of people who lead an ecological lifestyle, respectful and taking care of all their actions.

The three segments analyzed are important for Benimar, even though the travelers are the segment they mainly target, they should not stop worrying about the other two, since the other two customer groups are important and they could focus more on them, given that if more families see motorhomes as a perfect travel plan, sales will increase. As well as environmentally conscious people, if Benimar is committed to environmental conservation, this group of consumers will see buying a motorhome as a better option than flying by plane. Therefore, all segments share a common characteristic, that of the traveler profile.

4.1 Positioning

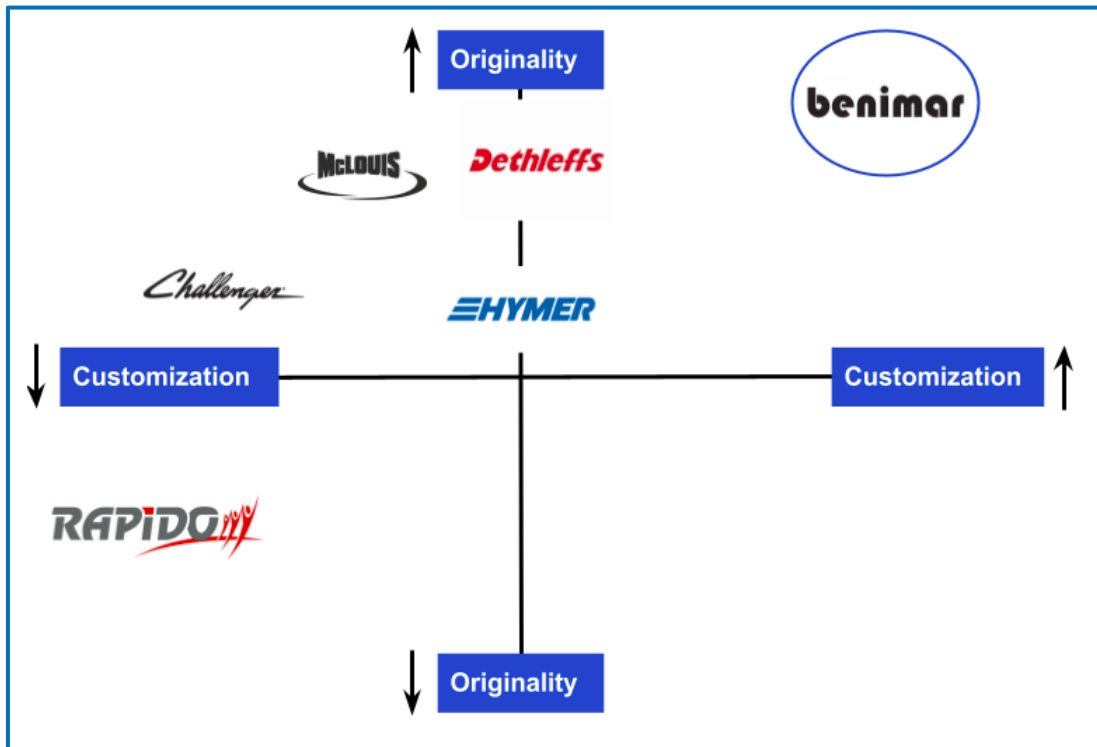
Once Benimar's three market segments have been identified, two positioning maps (Figure 36 and 37) will be drawn up with the information obtained in the previous analysis. In these, we will position Benimar and its five competitors studied (McLouis, Challenger, Rapido, Hymer and Dethleffs) according to several attributes: price, quality, originality and product customization.

Figure 36 - Quality - price positioning map



Source - Own elaboration

Figure 37 - Originality - customization point positioning map



Source - Own elaboration

5. MARKET OBJECTIVES

After analyzing the segmentation and making the two segmentation maps, we can establish a series of objectives that Benimar must follow in order to grow as a company towards an evolutionary direction. These objectives are geographically reduced to the Spanish territory, and with a maximum duration of 12 months.

1. To increase sales in Spain by 10% within 12 months.
2. To increase the product portfolio by 16% within 12 months.
3. To increase brand awareness by 20% within 6 months.
4. To increase the number of Spanish dealerships by 7% within 12 months.
5. To increase customer satisfaction index by 10% within 6 months.
6. To increase Benimar's profits by 20% within 12 months.

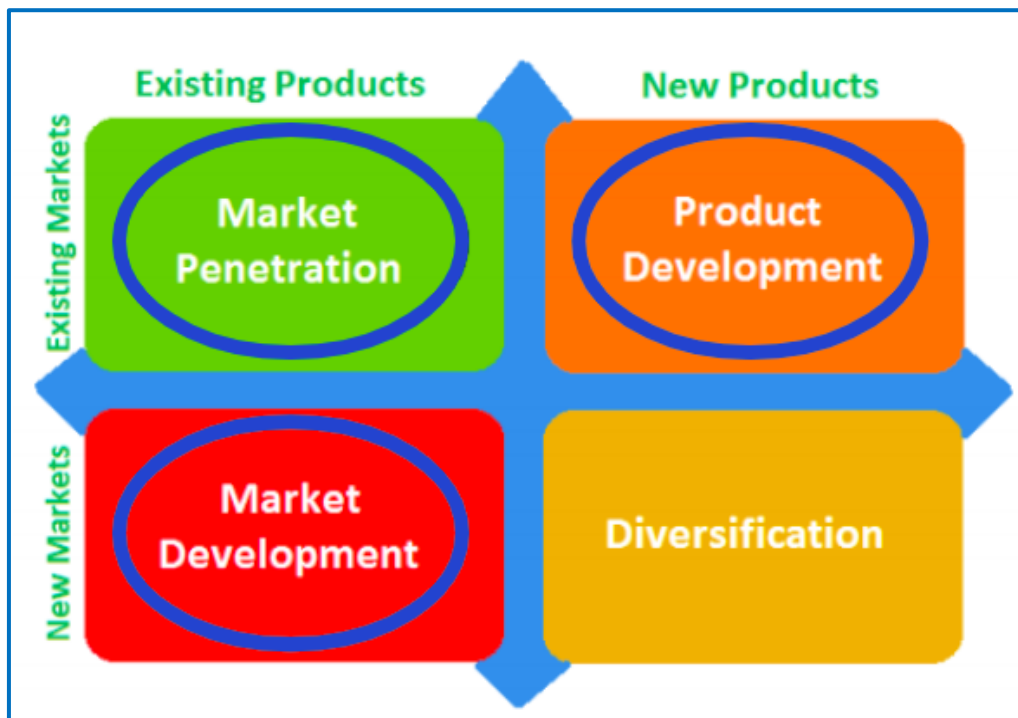
The six objectives mentioned above can be achieved through studied actions, which will allow Benimar to grow and meet its established goals. All of the aforementioned actions will be guided by specific strategies, according to the company's needs.

6. MARKET STRATEGIES

6.1. Growth and diversification strategy

In order to analyze and select which growth strategy Benimar should adopt, we will make use of the Ansoff Matrix (Figure 38):

Figure 38 - Ansoff 's Matrix



Source - Own elaboration

Analyzing the matrix, we observe that Benimar could adopt three types of strategies.

Firstly, a **market penetration strategy**, with which they intend to increase sales in the segment in which they operate, with existing products and specific markets. In order to increase market share, it will be necessary to adopt new measures, which will be explained in the following section. Benimar has the advantage of having a deep knowledge of the market in which it operates, and therefore knows how to make its brand more attractive to consumers and thus penetrate the existing market in which it operates.

The following is a **market development strategy** from a demographic perspective. Benimar has the opportunity to operate in new markets where competition is very low, thus gaining new customers. The objective of entering new markets, therefore, is to expand its frontiers, having a presence in Spanish provinces where it is not yet located, with the same products it currently offers, and thus be able to increase its presence. Additionally, in the future they want to increase their presence abroad.

Finally, it could adopt a **product development strategy**. Benimar currently has a broad product portfolio in the motorhome sector. Despite this, the portfolio of two of its competitors is larger, so the company will take steps to increase its product portfolio, including new models.

6.2. Competitive strategies

With the properties of Benimar's products and the current scenario it presents, it could adopt a leading strategy in the market. As the company mentions in its vision, *"our goal is to be a model company and a reference in the sector, due to our human team, safety, quality and design"*.

As mentioned in their vision, they take care of every detail, from the treatment of their staff to the design and finishing of the motorhomes. These properties make it distinctive in the motorhome market, leading the company to a position of high specialization that differentiates Benimar from other competitors.

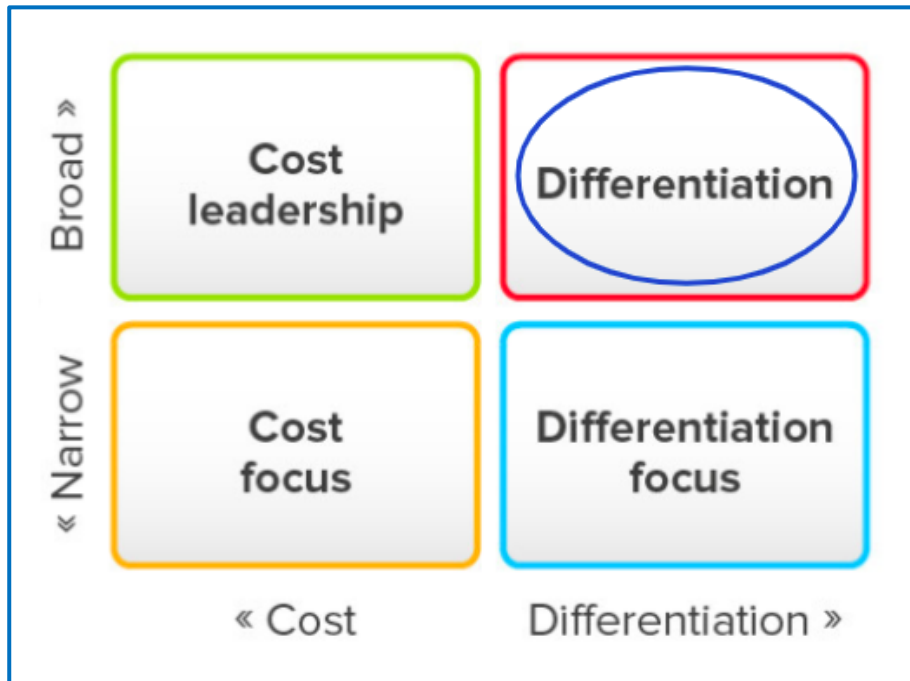
With all the qualities mentioned above, and all those that have been explained throughout the analysis, Benimar could become the market leader and a model company.

6.3. Strategy as competitive advantage

Benimar and its direct competitors have relatively similar product characteristics. Most of them produce the same styles of motorhomes (Capuchinas, integrals, profiled and campers). However, Benimar's products differ from the other competitors by providing excellent quality, price, originality of the creations and the detail of choice of the ranges they offer, the security offered to customers at all times, the after-sales service, and many other qualities.

For this reason, the company must follow a **differentiation strategy**, according to Michael Porter's generic strategies (Figure 39).

Figure 39 - Generic strategies Michael Porter



Source - Own elaboration

7. ACTION PROGRAMS

7.1. Summary of action plans

The next step after considering the market strategies is to study what type of action will be taken to achieve the objectives set.

Table 19 - Summary of action plans

4 Ps related action	Action	Objetives	Strategy
Product actions	A1 Add six more motorhome models	1. Increase sales in Spain by 10% within 12 months 2. Increase the product portfolio by 16% within 12 months 6. Increase Benimar's profits by 20% within 12 months	Product development strategy
	A2 Increasing the production line	1. Increase sales in Spain by 10% within 12 months 2. Increase the product portfolio by 16% within 12 months 6. Increase Benimar's profits by 20% within 12 months	Product development strategy
	A3 Incorporation of new, more powerful machines in the production line	1. Increase sales in Spain by 10% within 12 months 2. Increase the product portfolio by 16% within 12 months 6. Increase Benimar's profits by 20% within 12 months	Product development strategy
Place actions	A4 Creation of two new dealers	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 4. Increase in the number of Spanish dealers by 7% within 12 months 6. Increase Benimar's profits by 20% within 12 months	Market development
Price actions	A5 Modify pricing strategy from odd numbers to round numbers	1. Increase sales in Spain by 10% within 12 months 6. Increase Benimar's profits by 20% within 12 months	Market penetration
	A6 Increase trade fair publicity	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development
	A7 Increase social media marketing	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development
	A8 Modify the web page showing the prices of the motorhomes	1. Increase sales in Spain by 10% within 12 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development

Promotion actions	A9 Modify the official website to allow viewing of offers	1. Increase sales in Spain by 10% within 12 months 4. Increase in the number of Spanish dealers by 7% within 12 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development
	A10 Create an account on the social network Instagram	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development
	A11 Create an account on the social network Twitter	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development
	A12 Collaborations with public figures	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development
	A13 Add a chat section in the web site, to solve customer's doubts.	1. Increase sales in Spain by 10% within 12 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development
	A14 Creation of an official blog linked to the website where customers can share their experiences.	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development
	A15 Promote the company's respect for the environment and its recycling processes.	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months	Market penetration and Market development

Source - Own elaboration

7.2. Product decisions

Action 1: Add six more motorhome models

Table 20 - Action 1 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 2. Increase the product portfolio by 16% within 12 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	6 months
Budget:	Free

Source - Own elaboration

Since its beginnings, Benimar has been evolving and launching new models of motorhomes to the market. The first model they created was in 1978 and began mass production in 1986, being currently a pioneer in the motorhome sector.

Benimar has 5 different ranges of motorhomes, with a total of 37 models altogether. However, this company has the capacity to increase the product portfolio, including six more models within half a year. These models would be recommended to be distributed as follows:

- A model of the AMPHITRYON range.
- A model of the MILEO range.
- A model of TESSORO range.
- A model of SPORT range.
- Two models of BENIVAN range.

For the last mentioned range, the BENIVAN, it would be advisable to introduce two different models, since the demand for this type of transport is increasing and manufacturing it will provide them with an increase in their supply to this sector.

It is also worth mentioning that all new models that may be introduced must have the characteristics that differentiate the brand from the competition, high quality at a competitive price.

This action follows the product development strategy, since its objective is to expand the portfolio of products offered by Benimar but focusing on the same market. For this, the development department will make all the necessary studies to be able to carry it out. This department is dedicated exclusively to the creation of new models, but due to several factors in recent years they have not updated the product portfolio, for this reason, the action is focused on this issue.

As it is an in-house department, with internal workers, there is no cost, since these workers are specialists in the development of new designs.

In addition, this action will be interrupted for 6 months, because of the planning of how the new models will be made, the organization involved, the multiple tests to be carried out, etc. At the end of the 6 months, this study will be completed and the six new models will be fully prepared for continuous production.

Action 2: Increasing the production line

Table 21 - Action 2 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 2. Increase the product portfolio by 16% within 12 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	2 months
Budget:	10.000€

Source - Own elaboration

Like Benimar's product portfolio, the production line has gradually increased over time. In its beginnings, the line was developed in a small warehouse, where there were fewer work areas, as opposed to today, where there are a total of 43 work areas. This increase in the number of areas has been due to the constant incorporation of new technology, which positions the company as one of the most innovative companies in these terms.

Because of the proposed addition of 6 more models of motorhomes, the production line must be increased at the same time, since the current facilities are adapted for a production of 37 models, not 43. In this action, it is intended to expand the facilities where the production line is carried out, since the technology used in it is developed in the third action.

Like the previous action, this one follows the product development strategy, since its objective is to expand the production line that Benimar has at its facilities. In order to carry it out, it must allocate a total sum of 10,000 euros, this money will include the expansion of the warehouse, with the necessary departments.

In addition, this action will be carried out for 2 months, since the new models studied in the first action cannot start to be produced until the construction of the facilities is completed.

Action 3: Incorporation of new, more powerful machines in the production line

Table 22 - Action 3 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 2. Increase the product portfolio by 16% within 12 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	2 months
Budget:	50.000€

Source - Own elaboration

Benimar has been improving the machinery needed to produce motorhomes year after year. It is recognized for its constant improvement of the technology it uses, in particular, for the machinery used in the production line, which facilitates the work and at the same time speeds it up.

In order to be able to manufacture the new models proposed in the first action in the facilities built in the second action, it would be convenient to acquire the best machinery available in the market, in order to continue to differentiate itself from its competition through constant technological innovation.

This action follows the product development strategy, like the two previous ones, since its objective is to improve the machinery needed to manufacture motorhomes.

This action has a maximum duration of 2 months, since this is the time necessary to talk to suppliers and find out what updates they have, and in the event that they do not have any, to contact other potential suppliers. As for the price, 50.000€ have been established, since the prices of these machines oscillate between 10.000€, and it is expected that with the incorporation of 5 new machines the production will improve.

7.3. Place decisions

Action 4: Creation of two new dealers

Table 23 - Action 4 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 4. Increase in the number of Spanish dealers by 7% within 12 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	12 months
Budget:	200.000€

Source - Own elaboration

Benimar is currently present on 5 continents with a total of more than 140 dealers in 25 countries and has a competitive and multilingual sales and after-sales service.

If we focus on the Spanish territory, it has 28 dealers spread throughout the peninsula and the Canary Islands. It should be noted that there are many dealers in Spain, but analyzing the growing demand that this market is having, we believe that it would not be bad to introduce two more dealers, to be present in all the autonomous communities.

As can be seen in Figure 40 , it is not present in Extremadura or in the Balearic Islands, so this action is focused on setting up two dealerships in these communities, specifically in the capital cities, i.e. in Mérida and Palma. Therefore, this would be a market development strategy.

Figure 40 - Spanish dealers



Source - Own elaboration

As mentioned in previous sections, Benimar has several means to sell its products, among them are private or single-brand dealerships. These are exclusively for the sale of Benimar products, ignoring those of competing brands. It would be in this group where this action would be focused, given that so far they have not found multi-brand dealerships in these places that would adapt to their requirements.

Therefore, this action follows the product development strategy of market penetration and development, since its objective is to expand its geographic reach, positioning itself in areas where it has not yet had a presence.

The time allocated for this action is 12 months, since the search for a suitable facility, the hiring of personnel, the transport of several models, etc. are time-consuming tasks.

Finally, the budget allocated to this action was €200,000, €100,000 for each dealership. These expenses cover everything necessary to be able to open the stores in 12 months.

7.4. Price decisions

Action 5: Modify pricing strategy from odd numbers to round numbers

Table 24 - Action 5 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	1 months
Budget:	Free

Source - Own elaboration

Benimar currently has a cost-based pricing method, calculating the final value of the motorhome taking into account all costs incurred from the time the materials arrive at the factory, materialize on the production line and the final motorhome is transported to the dealer. It also applies an odd price typology, used by dealers for the final sale of motorhomes.

Although this typology is efficient and usually attracts the attention of consumers, by analyzing the competition we have noticed that several competitors use the round price typology, all

ending with the same figure, regardless of the model. For example, price varieties range from €78,920 to €34,920, but all of them end in €920.

It has been shown that this pricing technique conveys an image of clean and easy pricing comparable to other models, and is well accepted and liked by consumers, as it does not play with decimals in such high-cost products.

For this reason, the proposed action is to change to this type of pricing, using a penetration strategy, given that the one currently used may seem similar to that of low-priced and lower range products, to which the 0.99€ is applied so that they do not seem so expensive.

This is the only action related to the price and it is expected to be completed within one month, since the price will not vary much, it is only necessary to round the decimals and establish what the final price will be.

7.5. Promotion decisions

Action 6: Increase trade fair publiciting

Table 25 - Action 6 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	12 months
Budget:	Free

Source - Own elaboration

Benimar is present at the national motorhome trade fairs that take place. In them, both Benimar and its competitors have the opportunity to show their product ranges to future buyers.

Due to the health crisis caused by COVID-19, these fairs have been cancelled and therefore sales have decreased. In order to face the losses caused, it is proposed to give more visibility

to these events, so that in the future, when they can be held, a greater number of people will know of their existence.

To this end, it is proposed to increase publicity about the existence of the fairs, both through social networks and with explanatory posters in the dealerships and in the factory itself. As well as proposing to radio stations and public media the appearance of this type of propaganda, in exchange for having them as sponsors and appearing on these posters, thus the cost of the action would be free.

This action follows the strategies of market penetration and market development, since it focuses on the current public, but also aims to reach new users, so that they know this option to know their products in a closer way, being able to enter inside the caravans to see them in detail. These strategies will be used in all communication-related actions.

The duration established for this action is 12 months, given that the current situation is still uncertain and actions that depend on sanitary measures cannot be established for a period longer than 12 months.

Action 7: Increase social media marketing

Table 26 - Action 7 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	12 months
Budget:	Free

Source - Own elaboration

Benimar currently has accounts in the following social networks: Youtube, LinkedIn and Facebook. In them, it publishes content, but not constantly and actively, so marketing in these media is scarce.

Nowadays, everyone has an electronic device where they can search for information about a product they want to buy, and it is preferable that the information and advantages about these products are provided by the company through the most used media, social networks.

Through them you can reach a larger number of people, and the opinions that buyers provide about their experiences further facilitates the decision to buy.

Through this action, the company plans to increase its incorporation of content in social networks, publishing weekly updates on models, content on products, possible important articles in which they appear, etc.

Benimar has a marketing area, in which they could focus on this diffusion through the media, since they have the necessary knowledge to do so. For this reason, the cost of the action would be free, since they already have qualified personnel in this area.

As I mentioned before, this action is designed to be carried out weekly and not to leave the networks "abandoned", in addition, it would be carried out for a full year, in order to check at the end of the year if this marketing increase has had positive repercussions in terms of sales, brand awareness and in general, if the company's profits have increased.

Action 8: Modify the web page showing the prices of the motorhomes

Table 27 - Action 8 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	2 weeks
Budget:	Free

Source - Own elaboration

When choosing which motorhome is the one that best suits your needs and matches the price you want to spend, it is important to be able to make a comparison of models, dimensions, capacities and prices.

Benimar has a section on its website where you can filter preferences on the type, length, distribution, garage and spaces of the motorhome, but it does not have the option to select the price, indicating whether you want the most expensive or the most economical models to appear.

The proposal of this action would be to implement this function on their website, so that they can sort prices from lowest to highest, and that these prices can be classified in price ranges of 20.000€.

Like the marketing area, Benimar has other specific areas for different sectors, including the IT area. This is where this introduction to the search panel would be carried out, so the cost would be free of charge, as it would be done by people from the company.

Only two weeks have been set aside for this action, since it involves introducing a new search model and linking it with the others.

Action 9: Modify the official website to allow viewing of offers

Table 28 - Action 9 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 4. Increase in the number of Spanish dealers by 7% within 12 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	12 months
Budget:	Free

Source - Own elaboration

Benimar has several offers available for those customers who want to purchase a motorhome, but these can only be known by going to a dealer, there is no possibility to make a personal search and know them, as well as the price.

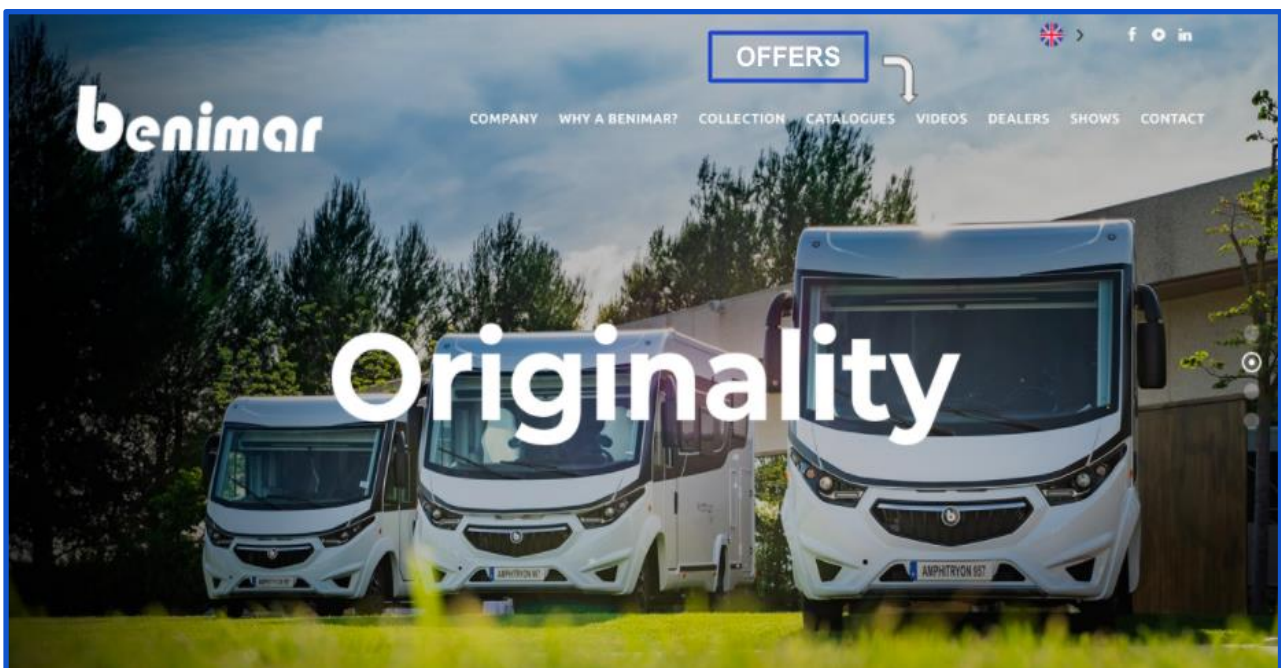
For this reason, and with the same objective as action 8, this action is focused on making the search for the perfect motorhome easier, knowing at all times the price it will cost and the offers that can be applied to it. In this way, future customers will be able to carry out faster searches from their homes without having to go to a dealership, which may be far away from their homes.

The general idea would be to introduce a new section of offers in the web page (Figure 41), in which a list of the current offers would appear, and be updated as they expire. An example

of this type of offers would be to reduce by 5% the final cost of the purchase of a motorhome model TESSORO in limited dates, from May 15 to June 15, 2021.

This action, like 7 and 8, would be carried out by the company's internal personnel, in this case by the IT and marketing departments together, since the marketing department will prepare the offers and the IT department will be the one to enter them on the web page. In this way, the cost of the action is 0. This action also has the importance of keeping all the dealers informed, since if a customer goes to a point of sale with a current offer, the salesperson must know its existence and its requirements.

Figure 41 - Position of the offers on the website



Source - Own elaboration

Finally, the time period established is 12 months, given that it is designed to be maintained throughout the year, to check at the end of the year whether the offers have increased sales, whether the new dealerships proposed in action 4 have a larger audience of potential buyers, whether customer satisfaction has increased and, therefore, whether the company's overall profit has increased.

Action 10: Create an account on the social network Instagram

Table 29 - Action 10 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	1 week
Budget:	Free

Source - Own elaboration

Instagram is an application and social network of American origin, owned by Facebook, whose main function is to share photos and videos with other users. In it, more and more users join, and most public figures, show events of their day to day, as well as make promotions of different brands.

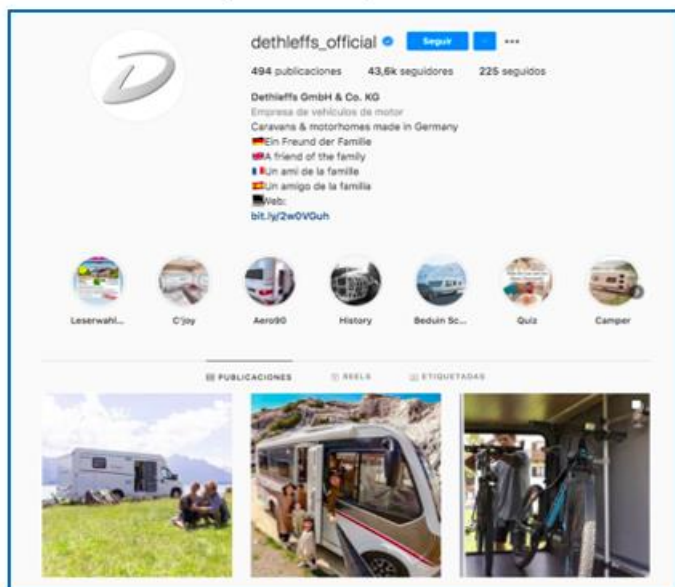
This action, as well as the creation of a Twitter profile, offers Benimar the possibility of reaching a larger audience and giving greater visibility to the brand. In addition, action 13 is directly related to this one, since in order for public figures to promote these motorhomes, it is necessary to have this social network, since in the photographs they will upload, they will tag Benimar's personal Instagram.

In Instagram there is the possibility of verification, this consists of verifying that it is a recognized company and next to the name they add a blue tick, to differentiate it from possible false profiles that may be created. This verification is important that Benimar gets it, since it gives a higher prestige to the brand.

To observe how the profile should be, I will show the profile of a competitor

company, Dethleffs (Figure 42), this one has the verification and 43,600 followers. Benimar's goal is to improve these figures and make the content better.

Figure 42 - Instagram model



Source - Own elaboration

This action intends that Benimar's marketing area will be in charge of creating the profile in one week, given that publishing content on Instagram, be it photographs of motorhomes, videos, reels (short videos), promotions, etc. is a task that must be maintained over time. Therefore, there will be no cost for this action, as it will be carried out by the company's staff.

Action 11: Create an account on the social network Twitter

Table 30 - Action 11 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	1 week
Budget:	Free

Source - Own elaboration

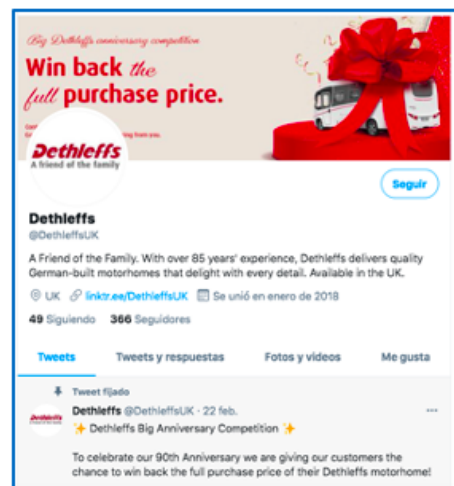
Twitter is a social network with great potential for companies to make themselves known, and for free if used correctly (a simple "Retweet" can do great things).

Therefore, the proposal is that Benimar creates an account on this social network, to make itself known and reach more people. By appearing on Twitter, the brand's notoriety will increase, and therefore, there will be a greater number of potential customers.

To show how this profile should look like, I attach an image of the profile of the same competitor company that I have put the example on Instagram, Dethleffs (Figure 43).

This action, like the previous one, is related to action 7, in which we want to increase marketing on social networks. There is a relationship given that the more means of visibility the company has, the greater its marketing reach, so a new social network in which to promote itself will increase its visibility.

Figure 43 - Twitter model



Source - Own elaboration

In addition, it will be carried out by the marketing department, since it is not a difficult task to create the page, and publishing content, for this reason, will be free of charge.

Finally, the time allocated will be only one week for the creation, after which it will be necessary to keep it active until this social network no longer has such a large audience.

Action 12: Collaborations with public figures

Table 31 - Action 12 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	12 months
Budget:	Free

Source - Own elaboration

In order to make the growth of the new social networks faster, I propose the option of collaborating with public figures. As I mentioned before, Instagram encompasses a very large number of users, among them public figures, who show events of their day to day life, as well as make promotions of different brands.

Lately, and more because of the health crisis, the "Instagramers", show trips they make in motorhomes or campers of different companies. This is an action that Benimar could adopt, since these public figures have thousands, or even millions, of followers, so the visibility they will give you is much higher than if you only publish photos on the profile of this social network.

The procedure to follow would be as follows:

1. Contact the public figure you think will do a good marketing of the motorhome/camper you are using.
2. Explain that the conditions are, to lend him transportation for a week to travel somewhere in Spain at no cost, as it is a mutual marketing strategy, Benimar wants its brand to reach a larger audience and the public figure wants to add new content to

his profile, and if it can be without the cost of paying a percentage of rent better. The only cost that the public figure has is the cost of gasoline.

3. If both parties agree, set the number of times per day that they should advertise the transport, as well as show in their stories (publications of maximum duration 24h) the interior of the vehicles and all the benefits and amenities they provide.

An example of a collaboration would be the following image (Figure 44) in it you can see how Dulceida, a very recognized public figure on Instagram, sponsors a camper, having a total of 79,537 likes (people who like the image) and surely double or triple the number of visualizations, reaching that 200,000 people have seen this image and know of the existence of this brand.

For this reason, I consider it a very good opportunity to collaborate with this type of public figures, given that the reach that can be achieved is very high. This action would be carried out by the marketing department, as many of the others in this section of communication decisions, so there would be no cost.

Figure 44 – Instagramer Colaboration



Source - Instagram

Finally, this action is expected to last a full year for several reasons. Firstly, because connecting these collaborations takes time, given that public figures have many other collaborations and must be organized. Next, because if a year is used, they can collaborate with different characters at different times of the year, so that future customers see that they are vehicles adapted for the cold and for the heat. Finally, the duration is one year because at the end of this period it will be observed if the followers in social networks have increased and if sales have increased as well..

Action 13: Add a chat section in the web site, to solve customer's doubts.

Table 32 - Action 13 summary

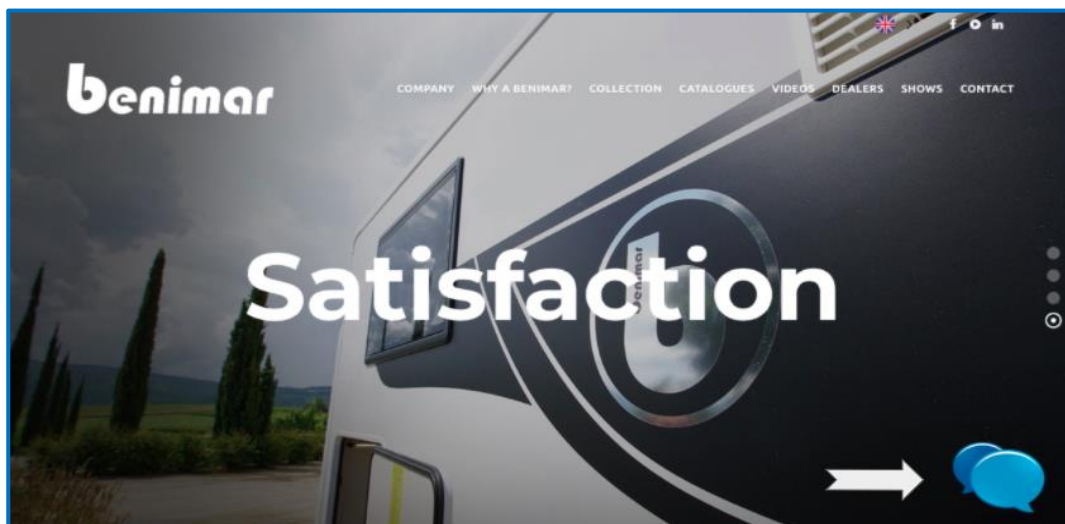
Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	1 month
Budget:	Free

Source - Own elaboration

Nowadays, where people live in a constant hurry and like things fast and without waiting, it is advisable to have a "chat" section on the website, which they can access if they are looking at the website and have any questions (Figure 45). This facilitates a lot the contact between manufacturer and seller.

This action requires cooperation again, between the IT department and the marketing department, since the former would be the one to create the chat itself, and the latter would be the one to be aware of possible doubts and solve them, as long as they are simple doubts, since sometimes the answer will be to go directly to a dealer where they can explain it in more detail. Therefore, there is no cost, since it is internal staff of the company.

Figure 45 - Chat on the website



Source - Own elaboration

Action 14: Creation of an official blog linked to the website where customers can share their experiences.

Table 33 - Action 14 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	1 month
Budget:	Free

Source - Own elaboration

The purpose of this action is to introduce a new section on the "Customer Reviews" web page, where customers can rate the company and tell about their experiences (Figure 46). This is appreciated by many potential customers, since they can read personal opinions from other travelers about their experiences with their Benimar. In addition, these reviews are important for the company, since they attach great importance to after-sales service, and this includes knowing the satisfaction of their customers and improving, if necessary, any detail of the motorhomes.

Figure 46 - Customer reviews on the website



Source - Own elaboration

This action would be carried out by the company's internal personnel, in this case by the IT area, who would be the ones to introduce the section on the web page. In this way, the cost of the action is 0. In addition, the maximum term to create this section is 1 month.

Action 15: Promote the company's respect for the environment and its recycling processes.

Table 34 - Action 15 summary

Objectives to which it contributes:	1. Increase sales in Spain by 10% within 12 months 3. Increase brand awareness by 20% within 6 months 5. Increase the customer satisfaction rate by 10% within 6 months. 6. Increase Benimar's profits by 20% within 12 months
Implementation period:	6 months (Only odd months)
Budget:	Free

Source - Own elaboration

This last action aims to give more visibility to Benimar's awareness of the environment and its recycling processes. To this end, the option of publishing in its media, either in social networks, on the website or in interviews, actions to be carried out to put these ideas into practice is being considered.

One option would be to make videos on the production line showing how materials are recycled, since this is one of the points where most recycling takes place.

These actions are welcomed by the population, since, as previously analyzed, the environmental awareness of Spaniards is increasing more and more. Therefore, if Benimar publicizes this type of actions it performs, the respect of its customers and the population in general would increase, as they would see that it is a model company that follows recycling standards and is aware of preserving the natural environment.

In addition, as already analyzed, customers who purchase motorhomes are travelers, who like to travel to green and preserved areas, free of pollution. For this reason, the satisfaction of their customers would increase, seeing that they promote good practices of not polluting.

This action is designed to be carried out by the marketing department, which publishes twice a month, but only in the odd months of the year, so that there is no excess of publications with this content. Therefore, this action will not have any cost and the maximum period will be 6 months, with the even months off.

8. TIMELINE

After analyzing the proposed actions, it is necessary to organize the time that they will last. The duration has been specified in the previous section on a monthly basis, so in Table 35 the specific duration of each action can be observed.

Table 35 - Timeline plan

Action	1	2	3	4	5	6	7	8	9	10	11	12
A1 Add six more motorhome models												
A2 Increasing the production line												
A3 Incorporation of new, more powerful machines in the production line												
A4 Creation of two new dealers												
A5 Modify pricing strategy from odd numbers to round numbers												
A6 Increase trade fair advertising												
A7 Increase social media marketing												
A8 Modify the web page showing the prices of the motorhomes												
A9 Modify the official website to allow viewing of offers												
A10 Create an account on the social network Instagram												
A11 Create an account on the social network Twitter												
A12 Collaborations with public figures												
A13 Add a chat section in the web site, to solve customer's doubts												
A14 Creation of an official blog linked to the website where customers can share their experiences												
A15 Promote the company's respect for the environment and its recycling processes												

Source - Own elaboration

9. BUDGET

The actions have a fixed budget, although most of them have no cost because they are developed by internal personnel of the companies, those that do have a cost are specified in the attached table. The table also shows the type of support required for the actions with a cost.

Table 36 - Budget plan

Action	Budget	Who develops teh action?
A1 Add six more motorhome models	Free	Own development
A2 Increasing the production line	10.000€	Developed by a construction company
A3 Incorporation of new, more powerful machines in the production line	50.000€	Developed by a machinery company
A4 Creation of two new dealers	200.000€	Developed by a construction company, design company and carriers.
A5 Modify pricing strategy from odd numbers to round numbers	Free	Own development
A6 Increase trade fair advertising	Free	Own development
A7 Increase social media marketing	Free	Own development
A8 Modify the web page showing the prices of the motorhomes	Free	Own development
A9 Modify the official website to allow viewing of offers	Free	Own development
A10 Create an account on the social network Instagram	Free	Own development
A11 Create an account on the social network Twitter	Free	Own development
A12 Collaborations with public figures	Free	Own development
A13 Add a chat section in the web site, to solve customer's doubts	Free	Own development
A14 Creation of an official blog linked to the website where customers can share their experiences	Free	Own development
A15 Promote the company's respect for the environment and its recycling processes	Free	Own development
TOTAL BUDGET	260.000€	

Source - Own elaboration

10. CONTROL

The last step after implementing the actions is to keep track of the objectives, to check whether they are achieved or not. To do this, there will be a monitoring plan with particular periods and methods depending on each objective, which are shown in the following table.

Table 37 - Control plan

Objective	Measuring Frequency	Control Method
1. Increase sales in Spain by 10% within 12 months.	Quarterly	Review the annual income and compare it with the results of sales from the previous year.
2. Increase the product portfolio by 16% within 12 months.	At the end of the period	Check at the end of the maximum time period whether new models are part of the product portfolio
3. Increase brand awareness by 20% within 6 months.	Monthly	Check if social media followers are increasing on a monthly basis
4. Increase in the number of Spanish dealers by 7% within 12 months.	At the end of the period	Check at the end of the maximum period whether the two new concessionaires are in perfect conditions of use.
5. Increase customer satisfaction rate by 10% within 6 months.	Four-monthly	Analyze the opinions of buyers in the new section of the website, to know if they are satisfied and send them a satisfaction form by e-mail.
6. Increase Benimar's profits by 20% within 12 months.	Quarterly	Review the annual results and compare it with the result of profits from the previous year.

Source - Own elaboration

11. ANNEX OF ILLUSTRATIONS, TABLES AND GRAPHS

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