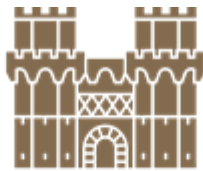


**UNIVERSITAT  
JAUME·I**

## **MARKETING PLAN OF CERVEZA TURIA**



**TURIA**  
*Märzen*

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**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 - FINAL GRADE WORK**

**2021-2022 COURSE**

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## **1. EXECUTIVE SUMMARY**

Cerveza Turia is a Spanish company dedicated to brewing beer. This company was born as an initiative of a group of Valencian friends in the 1940s, until it was acquired in 2013 by the Damm Group. The company currently brews only one type of beer, the Turia Märzen beer, a toasted beer with a mild flavour.

Cerveza Turia is a very popular beer, especially in the Valencian Community, making it the Valencian beer par excellence. Cerveza Turia has been able to differentiate itself from its competitors thanks to its artisanal character and its Valencian identity, which it expresses by showing all its admiration for the culture and gastronomy of the city of Valencia. Moreover, Turia Märzen beer is brewed with top quality products, and has a very competitive price in the market, as well as a wide experience in the beer sector.

After analysing Cerveza Turia internally and externally, and determining all those factors both inside and outside the company that affect the company, we have been able to determine that beer is a product that has been consumed for many years and that its consumption is increasing thanks to its versatility and because it is a product rooted in Mediterranean gastronomy. On the other hand, in recent years, the consumption of artisan and zero kilometre products has become more and more relevant in society, making us aware of the need to be more respectful of the environment and to take care of local products.

Cerveza Turia is a brand that takes into account what its customers need in order to satisfy their needs in the best way possible and provide them with a higher value than that offered by its competitors. In this work, 6 achievable objectives are proposed based on the implementation of 14 actions, with the aim of improving the positioning and notoriety of the brand in the coming years.

The actions proposed to achieve the objectives will be specified for a specific period of time and with a budget associated with each action. On the other hand, a set of metrics will be established to avoid deviations from the plan, and changes will be made when it is considered necessary.



## **2. SITUATION ANALYSIS**

### **2.1. Internal Analysis**

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

The company I have chosen to carry out the marketing plan as a final year project is Cerveza Turia.

This brewing company has its origins in Valencia, more specifically in the Cruz Cubierta neighbourhood. It was founded in 1935 when a group of friends, who were very fond of beer, decided to set up a brewery which they called Cervezas El Turia. The name was intended to refer to one of the most important rivers in the city of Valencia, the River Turia, which crosses the entire city and is of great importance to the Valencians. Another reference to the city of origin that the company made was in its logo. This is made up of towers, representing the famous Serranos Towers (figure 1). These towers were built in the 14th century, and their importance lies in the fact that during that mediaeval period they were the main entrance to the walled city of Valencia. The towers were also a symbol of majesty and power, beyond their defensive character, and with the passing of time they have become one of the most representative and important monuments of the city of Valencia.

Figure 1: Cervezas El Turia logotype



Source: [cervezaturia.es](http://cervezaturia.es)

As for the style of beer, it is a Märzen style beer, which in German means March beer, the origin and popularity of this style of beer became popular in Germany during the reign of Albert V of Wittelsbach, who at that time held the position of Duke of Bavaria. The name 'March beers' comes from the fact that the Germans brewed these beers in the winter until March, when temperatures were at their coldest, which prevented the formation of bacteria that high temperatures could cause. Once they were brewed, they were left to mature in caves or cold areas to be consumed in the autumn season, which was when the grain of the



hop crops was harvested. In order to encourage the consumption of beer during the autumn months to leave room for the brewing of the new harvest, the Germans created a popular beer festival that is still celebrated today and is known as Oktoberfest.

Although we have previously mentioned that Cervezas Turia was born in 1935, it is worth mentioning that it was not until after the Spanish Civil War (1936 to 1939) that it really began to become popular among Valencians, launching its first products in 1947. From its launch until around the 1960s, the Turia company was a pioneer, being the only brewery in the Valencian territory, with very good production volume figures. Its factory was located in Calle San Vicente and occupied a surface area of some 30,000 square metres. Over the years, despite its enormous popularity among the Valencians, the increase in competition gradually caused its popularity and sales to decline, and only Turia Mäzen managed to survive, with Cerveza Stark and Golden Bier disappearing due to a lack of demand. Faced with the visible decline of the company in the 1990s, the brewing company Damm S.A. decided to buy Cervezas El Turia in its entirety, taking the decision to withdraw the marketing of Turia Mäzen bottles from the market, keeping only the draught beer. Shortly after the purchase of Cervezas El Turia, Damm takes the decision to finally close the main Cervezas El Turia factory located in Calle San Vicente and to transfer its production to a brewery in Murcia, where the production of the beer known as Cerveza Estrella Levante is carried out.

Over the years, the recovery and valuation of local products began to take on greater importance, and in 2013, Damm decided to relaunch La Cerveza Turia Mäzen in a 33cl bottle format, recovering the origin and essence of that beer so loved by the Valencians.

On the occasion of the launch, they decided to redesign the logo (figure 2), taking on a more modern image, while retaining the essence of the original logo. The name of the company was also remodelled, changing from Cervezas El Turia to Cerveza Turia.

Figure 2: New logo Cervezas Turia (2013)



Source: colnect.com

The success of this relaunch was a consequence of the marketing campaigns that Damm launched to recover the importance among Valencians that Cervezas El Turia had in its beginnings. To this end, together with the creative studio CuldeSac, they started a joint project, opening a shop in the city centre, more specifically in Calle del Marqués de Dos Aguas, which they dubbed "Casa Turia" (figure3). This shop would only be open to the public temporarily, and was intended to relaunch the traditional bottles of Cerveza Turia.

**Figure 3 :Casa Turia Creative Shop**



**Source: [cervezasturia.es](http://cervezasturia.es)**

This creative shop tried to combine the classic architecture of the Valencian houses with an avant-garde atmosphere of thematic character focused on the promotion of the Turia bottles. The aim was to create an open space where visitors could chat in a comfortable atmosphere while being able to taste the beer and later buy it, as well as other typical Valencian articles and merchandising of the brand itself.

Nowadays, Damm S.A., the company that acquired Cervezas Turia, belongs to the Damm Business Group. This business group is made up of Damm S.A., which is the main company, and other companies belonging to different sectors closely related to the activity. In the following image (figure 4) we can see the different companies that make up the group, as well as the factors to which they belong.

**Figure 4: Companies that take part of the Business Damm Group**

Beers	Water and other drinks	Dairy	Restaurants and coffees	Logistics and capillary distribution	Other
					
					
					
					Foundation 

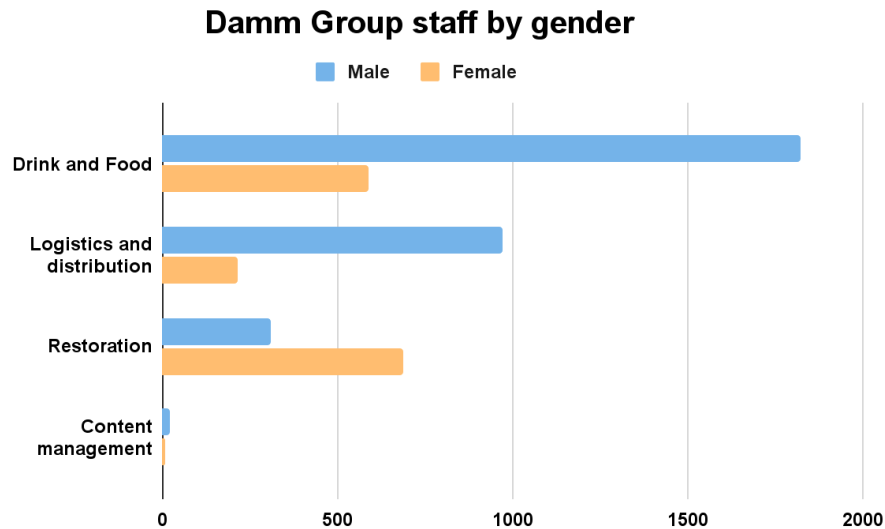
Source [dammcorporate.com](http://dammcorporate.com)

## 2.1.2. Company Resources

### 2.1.2.1. Human Resources

Today, the Damm Business Group, to which Damm S.A. belongs, has a workforce of 4,627 people, all of whom are its own staff. Of these 4627 employees, 656 belong to Damm SA. As we can see in the table, the majority of the Group's employees are men, and only 32% of the employed staff are women, most of them employed in the catering sector, which is the only sector in which the female workforce outnumbers the male one. It is also important to mention that the majority of both female and male employees are between 35/45 years of age (graph 1).

**Graph 1: Damm Group staff by gender**



**Source: Own elaboration. Data: dammcorporate.com**

Employee training is a very important aspect for Damm, so with the aim of continuing to grow as an organisation, develop the talent and skills of employees to contribute to continuous improvement and employee loyalty, the business group created Damm Academy. Damm academy is a training centre that offers group employees courses and training programmes in different business areas, such as:

- Business training
- Corporate training
- Training in the field of skills development
- Training in the digital field

The group is governed by 3 bodies:

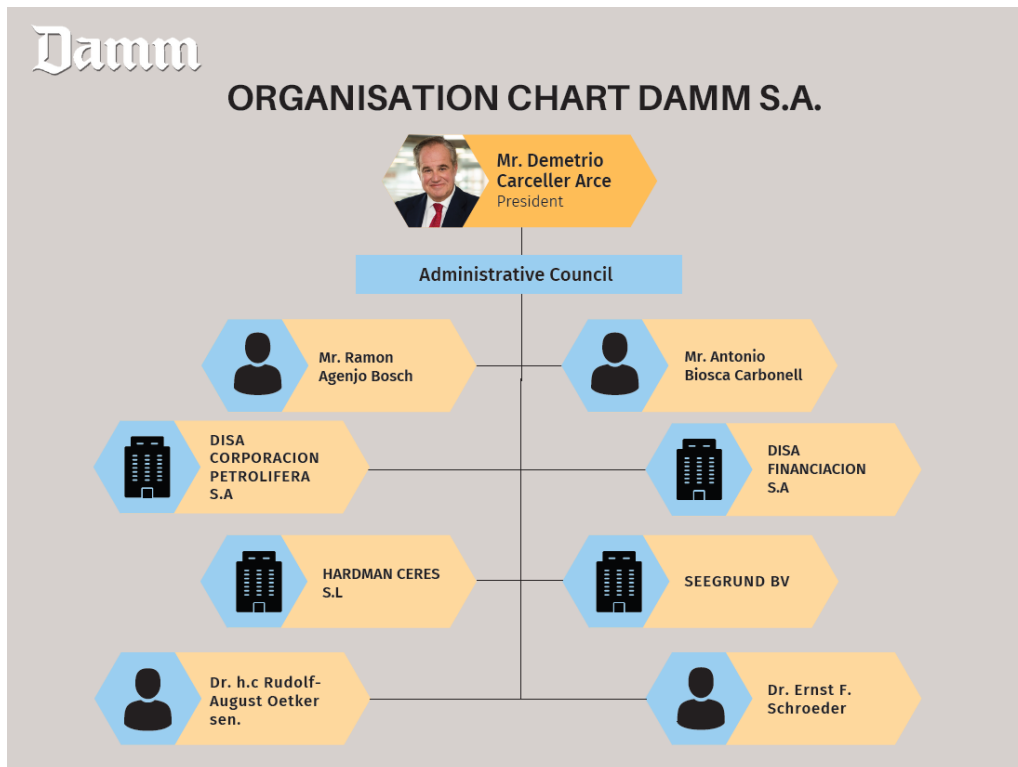
- The General Shareholders' Meeting
- The Board of Directors of S.A. Damm
- The Management Committee of the Damm group

#### The Board of Directors of Damm S.A.

The board of directors has been chaired by Don. Demetrio Carceller Arce for 27 years, and together with him, a board of directors of 8 members made up of both natural persons and

legal entities (figure 5). In the case of legal entities, a member of the legal entity is responsible for representing the company.

**Figure 5: Organisation Chart DAMM S.A**



**Source: Own elaboration, Data: Sabi**

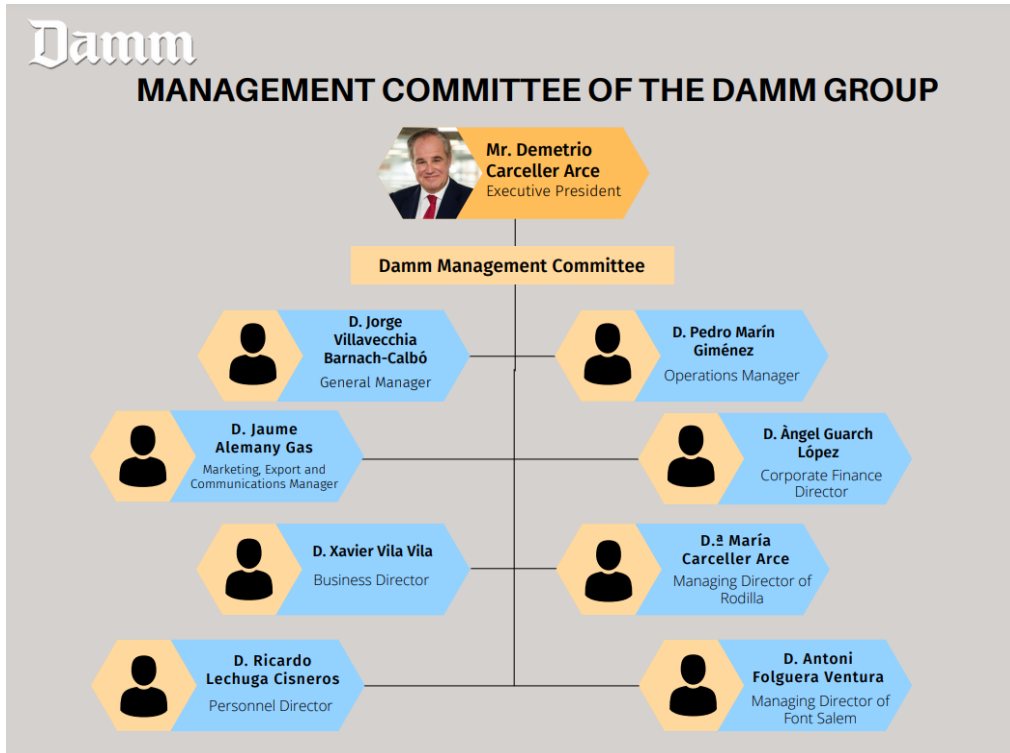
### The Management Committee of the Dammm Group

Like the board of directors, it is chaired by Don. Demetrio Carceller Arce, and together with him a management committee made up of a director from each of the company's functional areas, and a general manager (figure 6). The directors of each functional area are:

- Jorge Villavecchia Barnach-Calbó is the Group's General Manager.
- The Operations Manager is Mr. Pedro Marín Giménez.
- The Marketing, Export and Communication Department is headed by Mr. Jaume Alemany Gas.
- As Director of the Corporate Finance Department, we find Mr. Àngel Guarch López.
- Xavier Vila Vila is the head of the Commercial Department.
- The Managing Director of Rodilla is Ms. María Carceller Arce.
- Mr. Ricardo Lechuga Cisneros is in charge of the Human Resources Department.

- The General Manager of Font Salem is Mr. Antoni Folguera Ventura.

**Figure 6: Management committee of the Damm Group**



**Source: Own elaboration. Data: damcorporate.com**

### 2.1.2.2. Physical Resources

From its beginnings in the 1940s until the 1990s, Turia Märzen had its own factory in the centre of Valencia, more specifically in Calle San Vicente, and was one of the emblems of the brand in the city. In the 1990s, with the decline of the company and the purchase of the entire company by the Damm brewery, Damm's management decided to close the Cervezas El Turia factory and move the entire production to Murcia.

Since then Turia Märzen has been brewing all its beer at the Estrella Levante brewery in Calle Mayor, number 171, in the Espinardo district of Murcia (figure 7). Turia does not therefore have its own brewery.



**Figure 7: Location of Estrella Levante factory**



Source: Own Elaboration  
Data: esnmurcia.org

**Figure 8: Damm Head Office in Barcelona**



Source: gaudishopping.cat

Turia does not have its own headquarters either, as all the administration of the brand is carried out at the headquarters of Estrella Damm, located at C/ Rosselló, 515, 08025 Barcelona (figure 8). Today, in addition to housing Damm's central offices, the headquarters is also a venue for cultural events such as concerts and festivals, as well as being used as the company's historical museum.

### 2.1.2.3. Corporate Social Responsibility

Turia is committed to disseminating and extolling local Valencian culture, so in order to promote the consumption of local produce and shopping in local establishments, it has launched various projects, including "Mercat de Temporada", "Temps de Clotxina" and "Ultramarinos Turia" .

**"Mercat de Temporada"** is a project that Turia Märzen launched together with the Central Market of Valencia, and seeks to promote the consumption of 0-kilometre products. This initiative not only favours the local economy, but also reduces the ecological impact, thanks to the reduction of CO2 emissions into the atmosphere. As part of this project, a manual called "Mercat de Temporada amb Turia" (figure 9), was produced, with the aim of serving as a guide to find out which foods are

**Figure 9: Manual "Mercat de Temporada amb Turia"**



Source: cerveszturia.es



produced in Valencia in each season and which are preferable to consume in each season of the year in order to promote the consumption of 0-kilometre products.

**Figure 10: Guide “La Clotxina” by Turia**



Source: [cervezaturia.es](http://cervezaturia.es)

**"Temps de Clotxina"** is another of the projects promoted by Turia, which aims to raise awareness and promote one of its star local products, clotxina, among Valencians. To this end, it has produced a guide explaining the cultivation (figure10), origins and other details of the product. The guide also includes a recipe booklet on how to cook this local product.

**Figure 11: “Ultramarinos, La Guia” by Turia**



Source: [cervezaturia.es](http://cervezaturia.es)

And last but not least, the **"Ultramarinos Turia"** project. This initiative has produced a guide that aims to recognise the traditional local establishments in the city of Valencia (figure 11), reviewing their history and showing some of the most emblematic ones and their most representative products.

### 2.1.2.5. Marketing Resources

#### Product

When assessing the actions developed by the company in terms of product, we will take two different approaches: one from a more general viewpoint linked to the portfolio, and the other from a more specific viewpoint related to the individual product itself.

ASPECTS ASSOCIATED WITH THE PRODUCT PORTFOLIO

Cerveza Turia's product portfolio is only composed of the beer Turia Märzen, on the other hand as Turia is a single product brand belonging to the Damm Group we could consider it as an additional product of the Damm Group's beer portfolio. The Damm Group's beer portfolio is divided into Damm beers, Estrella Levante beers, and finally other beers of the Group. In the following figures we can see the entire beer portfolio of the Group ( figure 12, figure 13 and figure 14).

**Figure 12: Damm beers**



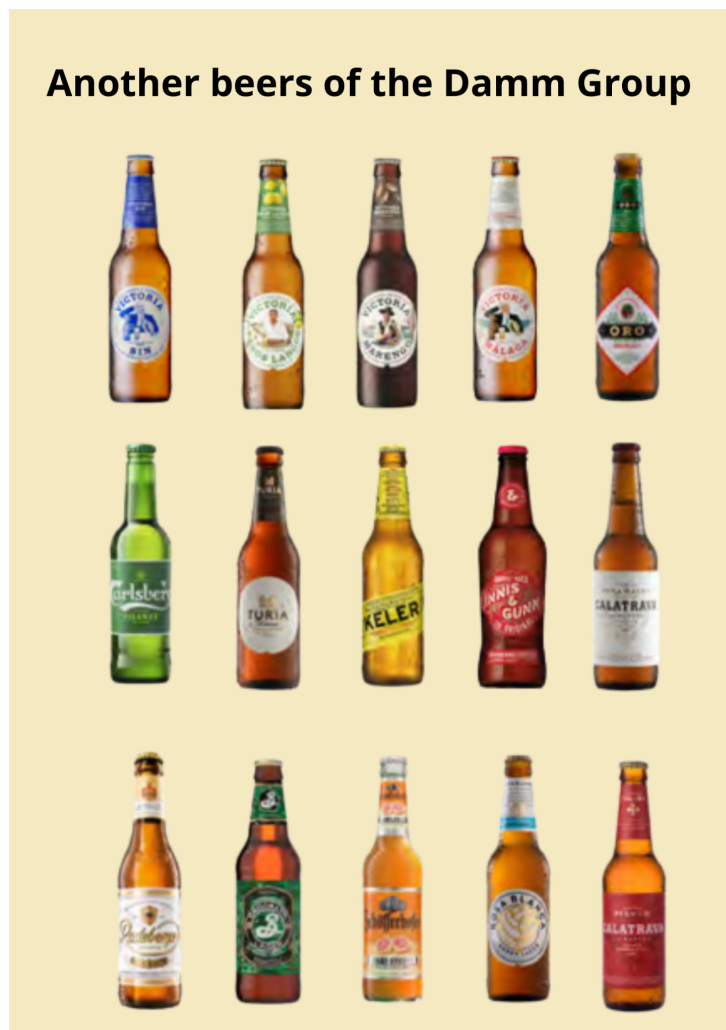
**Source: Own elaboration, Data: Damm.com**

**Figure 13: Estrella Levante Beers**



Source: own elaboration, Data: Damm.com

**Figure 14: Another beers of the Damm Group**



Source: Own elaboration, Data: Damm.com



## ASPECTS ASSOCIATED WITH THE INDIVIDUAL PRODUCT

Cerveza Turia has only one product in its product portfolio, which, as mentioned above, is the Turia Märzen beer. In this section we will analyse the aspects of this beer alone, focusing on the dimensions of the product in order to be able to analyse it in depth.

- **Basic product**

In this dimension we will focus on analysing the main components of the product, where we will analyse the qualities that Turia beers have and the aspects associated with both the product portfolio and those associated with the individual product.

### Qualities of Turia beer

Turia Märzen beer is a märzenbier style beer. This beer variety has its origin in Germany, and is obtained from toasted malt combined with hops. This combination makes Turia a toasted beer with an amber colour, and with a light character although with a characteristic taste of toasted cereals and some bitter touches provided by the hops. In terms of product typology, beer is a tangible, non-durable consumer product, as once we open the bottle to consume the product, it disappears.

### Ingredients

Turia is made with 100% natural ingredients. These ingredients are: roasted malt, water, roasted malt, water, hops, and finally yeast. The brewing process is mainly based on the roasting of the malt, which is the distinctive element that characterises this beer.

### Nutritional Information

In terms of nutritional information, these are the values per can (33 cl)

- Energy: 158 kJ / kcal
- Fat 0 g
- Carbohydrate 1 g



- Of which sugars: 0 g
- Protein 1 g
- Salt

As for the amount of alcohol, it contains only 5.6% by volume, so we can say that it is not a very strong beer.

- **Real product**

The main product attributes to be described below focus on brand, packaging and labelling aspects associated with Turia beer.

### Brand

Cerveza Turia, the Valencian beer par excellence, has managed to transfer the essence of Valencia to its beer. Turia has focused its entire product and brand on exalting "la terreta". To begin with, its name refers to the city's main river, which crosses the whole of Valencia. On the other hand, in its logo we can see some towers, which are a representation of the Serrano Towers, one of the most important and recognised monuments in Valencia. As for the colours they use in their products and in their communion tools, they use a neutral colour palette with earth tones, pastel blues, oranges, greens and nude colours. They use this colour palette in reference to the Mediterranean climate, the calm, the sandy sea, nature and the sunny sky. On the other hand, as for the fonts used for the elegant lettering that gives prestige and majesty, they also combine it with details in golden colour that reinforce the idea of kindness of the brand.

### Packaging

As for the packaging of the beer, we can find it in both bottle and can format. In the case of the can format, this is 33 cl and stands out for its white packaging with the brand's logo in the centre. The colours used give it a modern yet sophisticated touch, although it never loses the essence of the brand.

In the bottle format, it is only available for retail purchase in 25cl format, although for wholesale purchase it is also available in 33cl format. The bottle is made of dark brown glass, thus conserving the same colour as the original bottle that Cervezas el Turia marketed



in its beginnings. On the bottle there is a brown label with the name of the company and its logo in golden colour, and in the central part of the bottle, another white label with the logo in golden colour, just like the one we find in the can format.

As for the can and bottle formats, they can be purchased retail, both in units and in packs, which in both cases are in packs of 12 units, and in the bottle format they are also available in packs of 6 units. Finally, the keg format has a capacity of 30L.

The following figure shows the three available packaging formats (figure 15).

**Figure 15: Turia beer marketing packaging**



**Source: Own elaboration Data: elcorteingles.com**

### Labelling

As for the labelling, it uses a nude colour palette, making use of colours such as brown, beige or white, giving a modern style that is both elegant and sophisticated. The front label of the bottles is white, with the brand name in black to highlight it, and the Serrano towers, so characteristic of the brand's logo. We can also highlight the elegant calligraphy of the lower part of the brand name, which appears in black and gold, and the "tostada" inscription



that crosses practically the entire label and appears in red, which allows it to be read very clearly as it contrasts with the nude colours.

As for the labelling on the back of the bottle, we can find a small text, which tells the origins of the Turia Märzen beer, accompanied by a small description of the beer. The labelling is in beige and the same logo appears as on the front of the label, but in a smaller size.

On the neck of the bottle, we find another label, eta brown, with the logo described above, accompanied by the amount of beer contained in the bottle and the volume of alcohol.

We can see in the following figure (figure 16) the Turia beer bottle labelling described above.

**Figura 16: Turia beer bottle labelling**



Source: Own elaboration Data: colnect.com

- **Increased product**

### Additional Services

During the COVID 19 crisis, the Damm group initiated a series of aid initiatives for the hospitality sector, one of the sectors most affected by the pandemic. Among these initiatives were the free replenishment of beer that they had in their premises before the state decreed the restrictions, and they also made sure to supply masks to their customers to try to protect



them from the virus. Damm also has a support programme for new start-ups in the on-trade and in 2020 it produced a guide for the on-trade informing them of the financial assistance they could apply for to try to cope with the losses caused by the restrictions imposed by the government.

## Price

Price is one of the most important factors that customers take into account when deciding whether or not to purchase a product. The price of the products on the market should be at a price which allows the company to cover its production costs and also to make a profit, as it is not a non-profit organisation. In the case of Turia Märzen beer, the retail price will depend on where the beer is purchased, but the prices range from 0.50€-0.60€/€ per bottle (unit/ 25cl) to 0.70€ per can (unit/ 33cl). As mentioned above, we can also buy them in a 12-pack format, both in bottle and can format. In the case of the 12-unit pack of bottles, the price ranges from 6.70€/pack 12 units, the 6-unit pack of bottles ranges from 3.5€0/pack, and the 12-unit pack of cans ranges from 8.20€/pack 12 units. In the case of the keg format, as with the cans and bottles, it will depend on the price set by the establishment where it is sold, but it ranges from 95€/keg. We can see it more clearly into the following figure (figure17).

**Figure 17: Prices of Turia beer**



**Source: Own elaboration**





## **Distribution**

The distribution and sale of Turia Märzen beer is done through an indirect distribution channel, and is done exclusively through intermediaries, i.e. the Turia company does not sell directly to the final consumer. Turia, on the other hand, only distributes its products nationally, and it is the intermediaries who are responsible for the distribution. As far as the distribution of Turia beer is concerned, we will analyse it from two perspectives, the vertical distribution structure and the horizontal structure.

### **LA ESTRUCTURA VERTICAL DE DISTRIBUCIÓN**

As regards the vertical distribution structure of Turia beer, it uses an indirect channel, since the customer acquires the product through intermediaries, but only a few intermediaries are involved, which is why we say that it is a short channel. Intermediaries can be classified into retailers and wholesalers.

Wholesalers are those who act as a link between the manufacturer and the retailer. The Damm Group has some companies that are part of the group and are in charge of the distribution and logistics of the products of the companies that are part of the group, among which we find the products of Damm S.A. and among them the Turia Beer. These companies are:

- Ddi Distribución Directa Integral SL, which is responsible for supplying products to the hotel sector throughout Spain.
- Pallex Iberia, S.L., a palletised goods distribution company that operates both nationally and internationally.
- Alfil Logistics is a logistics company dedicated to the transport and distribution of goods and also operates nationally and internationally.

Turia only distributes its products in Spain. Pallex Iberia S.L. and Alfil Logistics are in charge of distributing the beer goods from its brewery in Murcia to other companies demanding Turia Beer, such as supermarkets or other companies dedicated to the wholesale trade of beverages.

Retailers, who sell directly to the end consumer, such as Mercadona, Supermercados El Corte Inglés, Alcampo, or Carrefour. In these establishments it is the retailers who set the



price directly, although the price variation between them is very small. We can also buy Turia beer through online platforms such as Amazon.

### HORIZONTAL DISTRIBUTION STRUCTURE

After its analysis, we can consider that as regards the horizontal distribution structure, Turia beer uses selective distribution, since there are different distributors who are responsible for the marketing of Turia beer. These distributors are selected by the Damm company, and they select those channels that are most suitable for the distribution of Turia. Turia beer cannot be purchased in all establishments, it cannot only be purchased in an exclusive point of sale, which is why we say that the distribution of Turia beer is selective.

### **Communication**

Turia beer has been able to create a brand identity focused on the exaltation of the Mediterranean climate, culture and gastronomy, the local Valencian character and the passion for craft brewing, so they try to focus the creative message around these elements, always taking care of the details to make it as attractive to the public and at the same time to capture the identity of Turia.

The means of communication used to convey the creative message to consumers are the following:

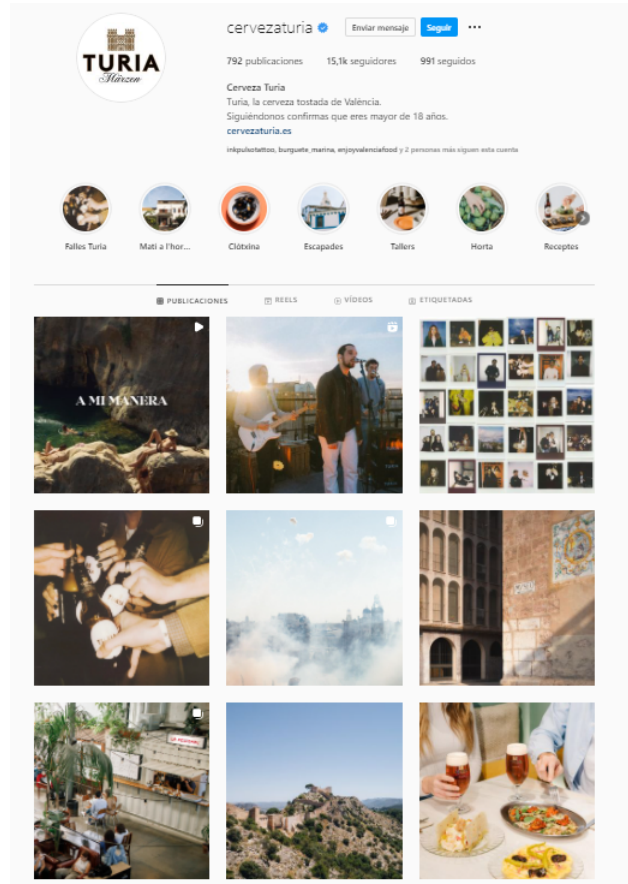
### SOCIAL NETWORKS

Cerveza Turia has active accounts on the social networks Twitter, Instagram, Facebook and Youtube. Facebook is the social network with the most followers, with 53,006 users who follow the page, in second place Twitter with 17,400 followers, in third place Instagram with 15,100 followers, and finally the Youtube channel with 309 subscribers. In these social networks they share publications in video, image or simply text format advertising their products, informing of events sponsored by the brand, raffles or other content that helps to reinforce the brand, and that they consider may be of interest to their followers, facilitating much more interaction with them. In all the social networks in which they are active, Turia tries to take great care of the aesthetics and their feed, always following a neutral colour palette, which makes their networks much more attractive to the target audience.



In the following figure (figure 18), we can see the official Instagram of Cerveza Turia.

**Figure 18: Official Instagram of Cerveza Turia**



**Source: instagram.es**

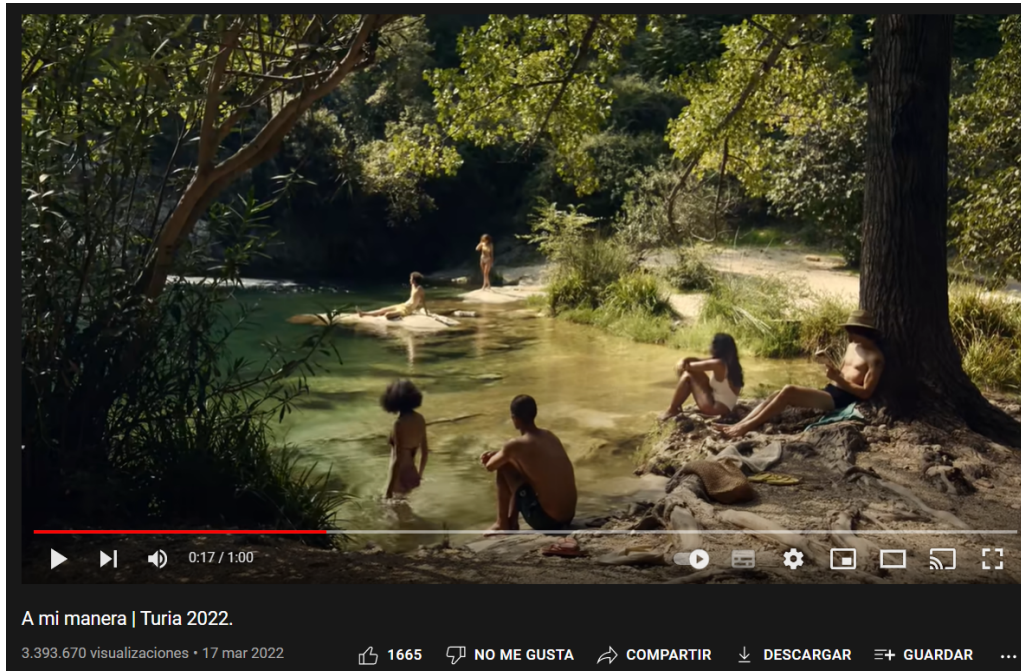
## ADVERTISING SPOTS ON TV AND IN OTHER MEDIA

Cerveza Turia also makes use of advertising spots. Its latest advertising campaign has been a promotional video entitled "A mi manera" (figure 19), which has reached more than 3 million views just 2 weeks after its publication on the Youtube platform, and which can also be viewed on other platforms such as television and other digital media.

This spot lasts 60 seconds, and the Turia aims to transport the viewer to an atmosphere of peace and calm, paying homage to the Mediterranean summer. It was filmed on location in the Valencian Community in an attempt to exalt "la terreta". In the spot we see how a group of friends enjoy a relaxing day on a river in the middle of summer and at the end of the video we can see them enjoying a Turia beer. As an accompaniment to the video, the artist

Guitarricadela fuente, provides the soundtrack to the video with an acoustic song that he composed especially for this spot.

**Figure 19: Spot "A mi manera" by Turia**



**Source: youtube.com**

## PUBLIC RELATIONS

Turia also organises promotional events, there are currently two events scheduled, which can be found on its official website.

"Matia a l'horta" is an event that combines gastronomy and Valencian culture promoted and organised by Turia, this event takes place in the Albufera of Valencia and its attendees can taste a menu made with local products, created by a renowned Valencian chef, accompanied by live music and enjoying Turia beers.

### **2.1.3. Capabilities of the Company**

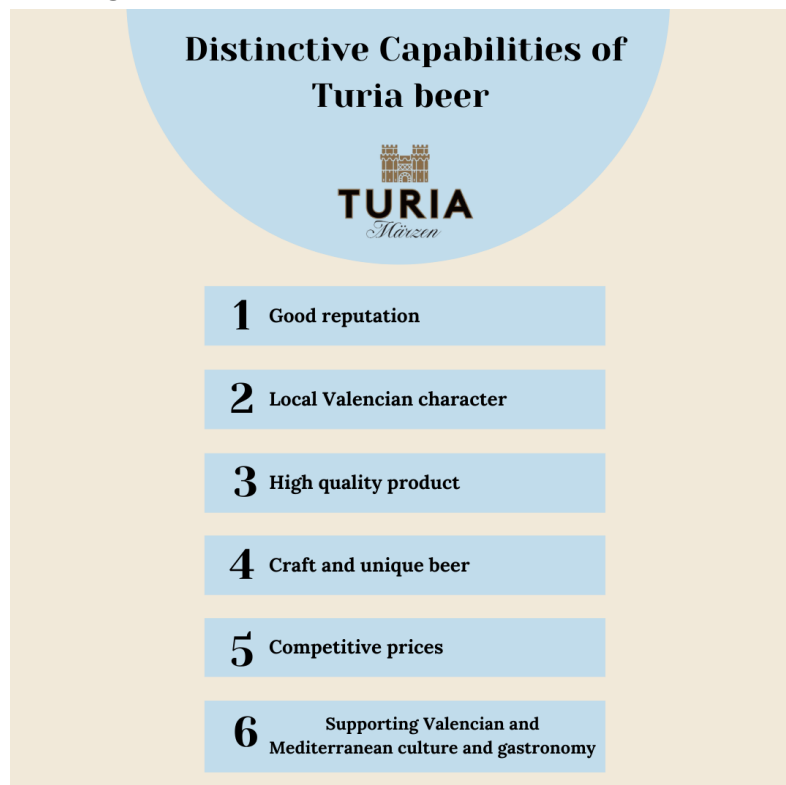
#### 2.1.3.1. Distinctive Capabilities

The distinctive capabilities of a company are qualities that the company has, which are recognised and appreciated by consumers, and which allow it to differentiate itself from its competitors because they are difficult to imitate.



Turia has succeeded in becoming the Valencian beer par excellence. What began in the 1930s as an initiative among a group of friends is still going strong more than 80 years later thanks to the quality of its products and its unmistakable Valencian essence, which sets it apart from its competitors. Turia feels a flat admiration for "la terreta", its place of origin, and for this reason it dedicates a large part of its resources to extolling it and giving it the necessary recognition on both a cultural and gastronomic level.

**Figure 20: Distinctive Capabilities of Turia beer**

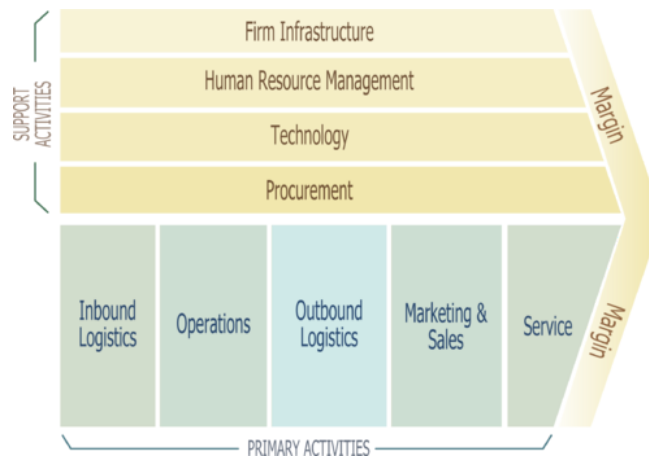


**Source: Own elaboration**

### 2.1.3.2. Value Chain

The value chain is a tool that aims to examine all the strategic activities carried out by the company. In the case of Cerveza Turia we will analyse the value chain from the parent company, which is Damm S.A.

**Figure 21: Value Chain representation**



**Source. Wikipedia**

### Support activities

- **Company infrastructure**

Turia does not have its own building, which is why all the administration of Cerveza Turia is carried out from the main headquarters of Damm S.A., a building located in Calle Rosselló, 515, in the city of Barcelona, Spain. As for the production of Turia beer, it will be carried out at the Estrella de Levante brewery, located in the region of Murcia, which is owned by Damm S.A.

- **Human resources management**

For Dmm S.A., people are very important. For this reason, it develops a wide range of human resources policies, such as employee training in its Academy Damm learning centre, with training programmes in various vitally important areas such as: digital, corporate, business and skills. It also promotes employer branding campaigns to attract talent and is concerned about the health and safety of employees in the workplace, implementing a management system in accordance with the specifications of ISO 45001 standards.

- **Technological development**

Damm is committed to technological development in all the sectors in which it operates, as this is the main driver of business growth. In order to continue growing, it initiates actions



focused on research in the different areas in which the Damm Group operates. Some of the research is focused on the development of new products, new packaging, improvements in manufacturing processes that allow them to be more efficient, improvements in current products, or the development of practices or alternatives to current materials that are more sustainable for the environment and society.

- **Acquisition**

Damm has a group of supplier companies in charge of providing the raw materials necessary for the subsequent production of beer at its facilities. This network of Damm group suppliers must comply with a series of quality, service, logistics, technical, environmental and labour requirements, etc., depending on the product they supply. In recent years, the Damm group has been trying to promote sustainable and environmentally committed practices in its supplier network, and has opted for national suppliers, representing almost 90% of the total number of its supplier network.

#### Primary activities

- **Incoming logistics**

Damm S.A. produces all of its Turia beer at the Estrella Levante brewery located in the region of Murcia. It has suppliers who supply the brewery with raw materials such as malt or barley, mainly from the Albacete region, and other materials for subsequent packaging such as bottles, crates or cans. The raw materials are stored in the brewery until the transformation process begins to convert the raw materials into the final product, i.e. Turia beer. Once manufactured, they are stored at the brewery until they are collected by the distribution and logistics companies, which are responsible for supplying Turia beer to both retailers and wholesalers.

- **Operations**

All production is carried out at the Estrella Levante brewery. The brewery has several facilities, such as the Malting Plant, used to toast the barley and malt, and the Brewhouse, used for boiling. Once the beer has been brewed, it is bottled in the different formats, whether can, bottle or keg, and packaged so that it can be collected by distributors.





- **Outbound logistics**

The company does not sell directly to the end consumer, but to wholesalers, such as other beverage distribution centres or wholesale supermarkets. Retailers such as supermarkets, or directly to companies in the hotel and catering sector.

Cerveza Turia only markets its product in Spain, so 100% of its sales are national. As for product distribution, the logistics and distribution companies of the Damm Business Group are responsible for storing and transporting the products from the factory to the customer. These companies are Distribución Directa Integral S.L., Alfil Logistics and Pall-Ex Iberia.

- **Marketing and sales**

Turia's marketing and sales are focused on distributors, as they do not sell directly to the end consumer. Turia beer markets its products throughout Spain, although its main sales are focused on suppliers in the Mediterranean area.

- **Service**

The service that Damm offers to its customers is focused, like sales and marketing, on distributors who act as intermediaries between the company and the end customer. The Damm Group is constantly trying to implement initiatives to continue improving and offering the best service to its customers. Damm is aware of the diversity of customer types it has and tries to adapt to each one of them, and also implements different tools to be in contact with them, to know their needs and their level of satisfaction. In 2020, Damm launched a series of services focused mainly on helping the hospitality industry, one of the sectors most affected by the COVID 19 pandemic.

## **2.2. External Analysis**

### **2.2.1. Analysis of the macroenvironment**

In this section we will proceed to analyse the macro-environment to find out the external factors that affect the industry, and to do so we will use a strategic analysis tool known as PESTEL analysis, analysing how political, economic, social, technological, ecological and legal factors influence the brewing sector.



### 2.2.1.1. Political Factors

In recent years, Spain has been characterised mainly by strong economic instability and generalised uncertainty as a result of the COVID crisis<sup>19</sup> and the war in Ukraine. Faced with this, governments have had to adopt a series of measures, among them:

Approval of the 2022 labour reform, which is based on:

- Reducing temporary contracts
- Improvements in wages and the ability of employees to negotiate their salaries.  
With the prevalence of the sectoral agreement over the company agreement, workers have greater strength to negotiate future wage increases
- Boost worker training

Raising the minimum wage from 965 euros to 1000 euros gross per month, which allows almost 2 million Spaniards to have a higher income for consumption. Although it must be said that the CPI has experienced a rise of 9.8% in Spain March 2022 compared to the previous year. In Spain March 2022 compared to the same month of the previous year. On the other hand, wages have only risen by 2%, well below the rise in the CPI.

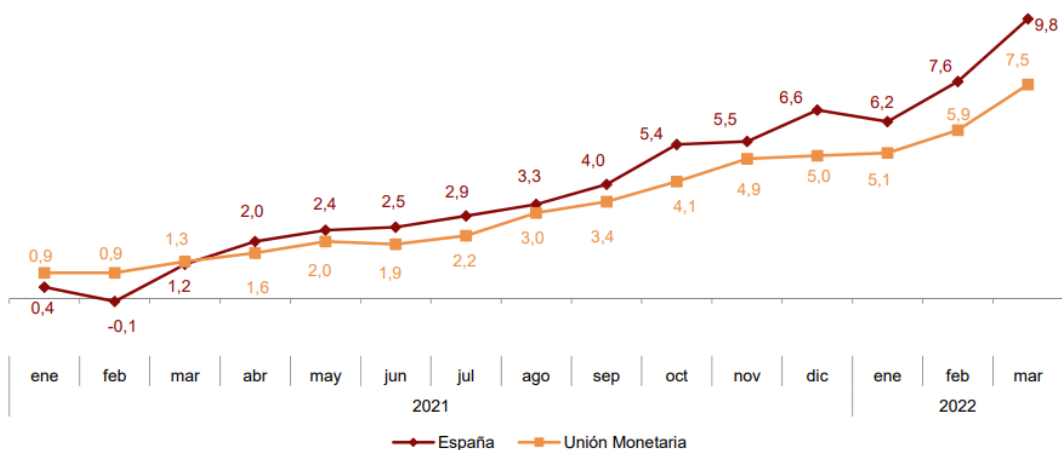
As a direct consequence of the conflict in Ukraine and as a matter of urgency, a Royal Decree-Law was approved under the name of the "National Plan of Response to the Economic and Social Consequences of the War in Ukraine". This plan includes measures to try to reduce the price of electricity and gas, try to contain inflation, try to avoid supply shortages, promote measures to help businesses, families and the self-employed in the face of the economic crisis, and above all the transport sector, one of the sectors most affected by the rise in fuel prices.

Approval of the Recovery and Resilience Mechanism, an instrument launched by the European Union in response to the COVID 19 crisis. This initiative will be aimed at economic recovery and will grant loans and subsidies worth 673.5 billion euros. For the adoption of this mechanism, it will be essential that at least 37% of the expenditure is linked to the ecological transition, and 20% of the expenditure to the digital transition, which will enable the modernisation of the economy.

### 2.2.1.2. Economic Factors

As mentioned above, the annual rate of change of the CPI in Spain as of March 2022 is 9.8%, experiencing a cumulative inflation of 3.5% since January 2022 according to data published by the National Institute of Statistics (INE), being the highest growth rate for almost 40 years. As a result, Spanish households have seen increases in the prices of goods and services, with housing, transport and food and beverages respectively being the sectors that have experienced the highest growth. Comparing the Spanish year-on-year inflation rate with the average rate of the European Union countries, we can observe that although the HICP has experienced interannual growth, it is much lower than the Spanish interannual CPI, as we can see in the following graph (graph 2).

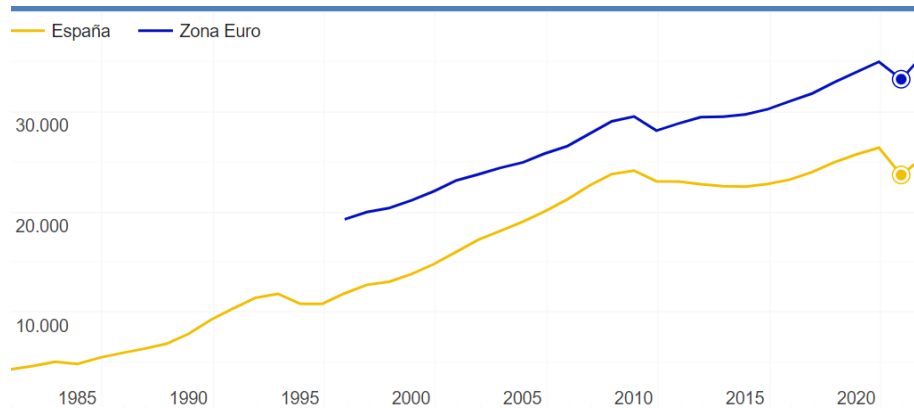
**Graph 2: IPC–IPCA – March 2022**



**Source: INE**

With regard to GDP in Spain, in 2021, it rose by 5.1% compared to the previous year, as a result of the economic recovery. Although GDP has increased, it is below the CPI, which means that the purchasing power of Spanish families has increased, but it has done so below the price of goods and services. Compared with the Eurozone countries, GDP, despite having experienced growth with respect to 2020, is still below the average of the Eurozone countries. In the following graph (graph 3), we can observe the evolution of Spanish GDP from 1985 to the present and its comparison with the average of the other Eurozone countries.

**Graph 3: Comparison of the evolution of GDP per capita in Euros Eurozone vs Spain**



Source: INE

The covid 19 crisis is another factor that has influenced economies around the world without exception. The pandemic brought the world economy to a standstill, with a major impact on global production, as many companies had to stop production due to the paralysis of both national and international trade. In Spain, as in many other countries, quarantines were established to prevent social interaction between citizens and try to contain the health crisis. The situation was marked by great uncertainty, which led to a shortage of supplies and a fall in demand, which meant that many companies had to close down due to a lack of income or to start lay-offs. One of the most affected sectors in Spain was the tourism and hotel industry, which is one of the most important sectors in the Spanish economy. As for beer consumption, it was also affected by the COVID crisis, which decreases its consumption by 12% with respect to 2019, despite this beer being one of the most popular drinks in Spain in practically all age groups, the decrease in beer consumption outside the home, which represented 70% of total consumption in 2019 fell to 44% in 2020, despite this it was compensated by an increase in its consumption in homes, increasing from 30% in 2019 to 56% in 2020, according to studies carried out by the Spanish Brewing Association.

The health crisis in Spain also severely affected tourism, which fell by 77% in 2020 compared to the previous year. Tourists visiting Spain are also big beer consumers, so the fall in the number of tourists also had an impact on the fall in beer consumption in Spain. Although the restrictions have been eased, tourism has gradually recovered. March 2022 was the month with the highest number of foreign tourists to Spain since pre-pandemic figures, with a total of 4 million foreign tourists, a hopeful outlook for a country as dependent

on foreign tourism as Spain is, and with higher tourism figures forecast for the summer of 2022.

And finally, the energy crisis triggered by the Russian invasion of Ukraine. This war has seriously affected Europe, as Russia is the main energy supplier to the Eurozone, and has caused energy prices to rise, increasing their price by up to 47% in March 2022. Moreover, inflation both in Spain and in the rest of Europe rose to record highs, largely due to the rise in energy prices, which has affected all sectors, with the food and beverage sector being one of the most affected.

### 2.2.1.3. Social Factors

According to a report conducted by Future Market Insights on the beer sector, there is a growing trend in beer consumption, mainly driven by the increase in consumption by millennials and generation z, which has begun to introduce its consumption in many more occasions, in addition to its consumption simply in bars. The growth in beer consumption is also due to the number of varieties on the market and new ones expected in the future, which will see the market grow by 3.3% between 2022 and 2032. As for non-alcoholic beer, its consumption has also increased in recent years as an alternative to continue drinking beer but without the alcohol it contains. This new trend in non-alcoholic beer consumption has been driven by a preference for healthy lifestyle practices, including nutrition, particularly among young people.

As for the format preferred by consumers around the world, we highlight the premium bottle, as it is identified as a symbol of prestige, which is why producers are focusing their production on this format. In terms of distribution channels, the digitalisation of society and the widespread influence of technology in all aspects of daily life means that companies have to adapt, and e-commerce is becoming increasingly important.

Spanish culture and the Mediterranean climate make beer one of the most popular beverages in Spain and recognised worldwide. According to studies, Spaniards consume a lot of beer, because it is consumed by the whole population in a transversal way, that is, it does not distinguish social power, gender or age. On the other hand, Spaniards are very sociable, and this is a drink that is usually consumed socially, regardless of the season of the year. It should be noted that 70% of its consumption is accompanied by a meal, especially at dinner and lunch.

#### 2.2.1.4. Technological factors

Technological innovation is one of the most important factors when it comes to differentiating oneself from the competition and gaining a competitive advantage. In the case of the brewing sector, as in many other sectors, technological progress has allowed them to produce much more efficiently, at a lower cost and taking advantage of economies of scale.

One of the latest advances in brewing machinery is the use of isobaric fermenters. This machine harnesses the CO<sub>2</sub> produced by the fermentation of the yeast, and then uses high pressure levels to reduce the growth of bacteria and oxidation of the beer.

Moreover, with the increasing importance of sustainability in society, sustainable production and packaging methods have been introduced, which allow much less energy to be used in their production and avoid wasting raw materials. In terms of packaging, biodegradable and 100% recyclable packaging has been developed to replace the old plastic packaging.

The development of ICTs in recent years has also opened up new communication channels for the business world as an alternative to the traditional ones used until now. ICT has enabled the dissemination of information in a much faster and more efficient way, as well as facilitating many of the tasks that companies carry out on a daily basis. On the other hand, the development of e-commerce and social networks has also brought about a revolution in the way companies develop their business, allowing them to expand their market much more, and to be more in contact with the customer. Tools such as CRM and ERP have also improved the way of managing customer relations.

Finally, there is the appearance on the market of home brew dispensers, which make it possible to brew craft beer at home. These machines allow all the necessary processes involved in brewing beer to be carried out in order to make craft beer

#### 2.2.1.5. Ecological Factors

Social concern for the importance of sustainable practices and the environment is growing in society. In recent years, society has started to become more aware of how its actions impact on the Earth, becoming one of the most relevant elements in the consumer's purchasing decision. According to studies carried out by GlobalWebindex, young people are the most aware and are willing to pay higher prices for products if they are environmentally and

socially friendly. Some of the trends that are becoming increasingly important are the consumption of zero kilometre products, or movements such as slow food, a movement that promotes the consumption of local, organic and environmentally friendly food.

#### 2.2.1.6. Legal Factors

With regard to the regulation of the alcoholic beverages sector, in Spain there are a series of rules that companies must comply with in order to limit advertising and promote the consumption of alcoholic beverages. The General Law on Audiovisual Communication (LGCA) and the General Law on Advertising (LGP) contain the regulations applicable to the alcoholic beverages sector. :

"The advertising of beverages with an alcohol content of more than 20 degrees by means of television is prohibited" (Law 34/1988 of 11 November 1988, General Law on Advertising, 1988).

"Advertising of alcoholic beverages with an alcohol content of more than 20 proof is prohibited in places where their sale or consumption is prohibited" (Law 34/1988 of 11 November 1988, General Advertising Act).

"The form, content and conditions of the advertising of alcoholic beverages shall be limited by regulation in order to protect people's health and safety, taking into account the target audience, the avoidance of direct or indirect inducement to indiscriminate consumption, and taking into account the educational, health and sporting spheres.

For the same purposes as in the previous paragraph, the Government may, by regulation, extend the prohibitions envisaged in this section for beverages over 20 proof to beverages with an alcohol content of less than 20 proof". (Ley 34/1988, de 11 de noviembre, General de Publicidad, 1988).

On the other hand, alcohol and alcoholic beverages in Spain are subject to a special tax. In the case of beer, the applicable tax rate will vary depending on the alcohol content. The following table shows the tax rates applicable depending on the alcohol content in Spain (table1).

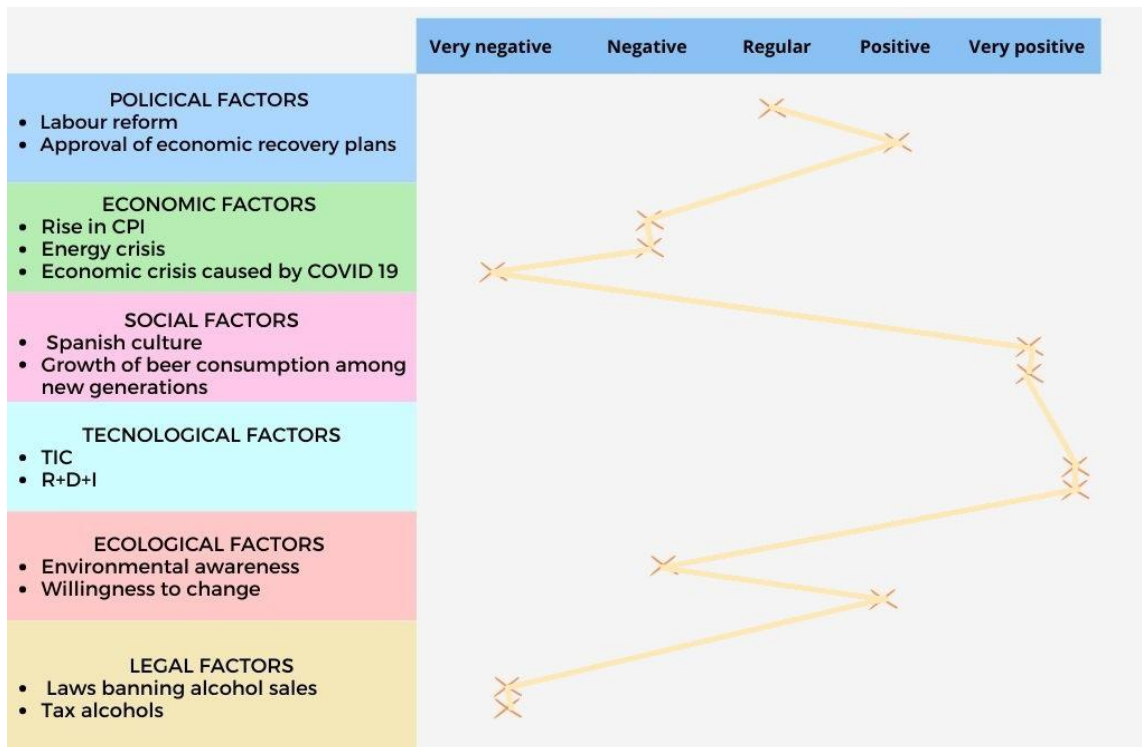
**Table 1: Rate of taxation applicable to alcoholic beverages according to their alcoholic strength**

Alcoholic strength by volume	Tax rate
0 < 1,2 % vol.	0 EUR per hectolitre
1,2 % vol. < 2,8 % vol.	2,75 EUR per hectolitre
2,8 % vol. < 11 degree Plato	7,48 EUR per hectolitre
11 degree Plato < 15 degree Plato	9,96 EUR per hectolitre
15 degree Plato < 19 degree Plato	13,56 EUR per hectolitre
Superior a 19 degree Plato	0,91 EUR per hectolitre and per degree Plato

**Source: Own elaboration. Data: administracion.gob.es**

Once the macro-environment analysis has been carried out, the following table shows a summary of how the factors analysed in the PESTEL analysis influence the brewing sector (figure 22).

**Figure 22: Pestel analysis diagram**



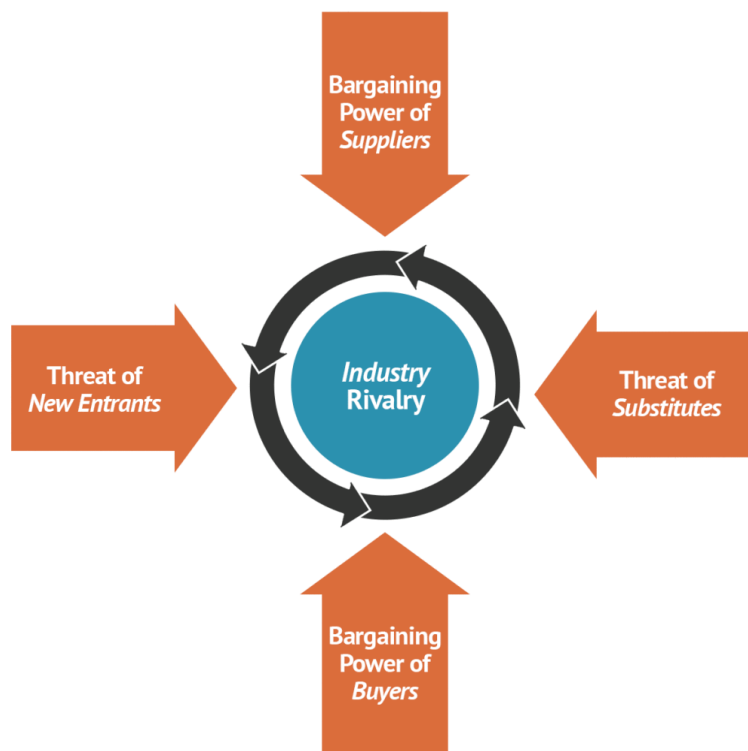
**Source: Own elaboration**

## 2.2.2. Analysis of the microenvironment

Once the macro-environment has been analysed, we will proceed to the analysis of the micro-environment where we will focus on analysing the factors that are directly linked to the company and therefore affect its capacity.

To analyse the micro-environment we will use a strategic model that was developed by Michael Porter and is known as Porter's 5 Forces (figure 23). This model will allow us to analyse and measure the competitiveness of the company in its sector. The five forces that we will analyse are customer power, threat of new competitors, supplier power, threat of substitute products and competitive rivalry.

**Figure 23: Michael Porter's 5 Forces**



Source: targetinternet.com

### 2.2.2.1. Bargaining power of customers

In this section we will analyse the bargaining power that customers have, which is the power that customers have to enter into agreements to purchase goods and services with companies. The bargaining power of customers will be high when there are many substitutes



for the product, whereas if the product were unique and irreplaceable, customers would have no choice but to buy our product.

In the case of the beer market, there are a large number of companies operating, so the product offer is high, there is a wide variety of types of beers and thousands of brands from which the customer can choose. This is why differentiation is vital to position oneself in the consumer's mind as a product that offers more value to customers than other substitute products.

#### 2.2.2.2. Bargaining power of suppliers

Suppliers are those who supply the company with the products and inputs necessary to carry out the business activity, and like customers, they also have bargaining power. The power of the company's suppliers will depend on the number of suppliers that supply the same product. If there is only one supplier, their bargaining power will be very high; if, on the other hand, there are many suppliers, their bargaining power will be low.

In the case of Damm, it needs to source materials such as hops, barley, malt, rice, maize, among others, as well as products for subsequent packaging. In this case, Damm, being such a large and powerful company at national and world level in the brewing industry, has a lot of bargaining power over its suppliers. Damm has a supplier approval system that establishes behaviour and standards to be met depending on the type of service or product supplied.

#### 2.2.2.3. Threat of new entrants

As for the entry of new competitors into the market, it will depend on the existence of barriers to entry and exit that exist in the sector, so the more barriers there are, the more difficult it will be to enter the market and therefore the fewer competitors there will be.

In the case of the brewing sector, although it does not require a large initial investment, new competitors will have to overcome several barriers, among these we find:

- **Market saturation due to the existence of many competitors:** In the beer sector there are a large number of competitors and many different types of beer, so new entrants have to make a great effort to be able to differentiate themselves.



- **Very strong companies, consolidated in the market:** This is the case of Damm, a very prestigious company in the sector, with a lot of experience and recognised by the public.
- **Difficulty of differentiation**
- **Large capital investments if R&D&I initiatives are chosen to differentiate the product.**
- **Difficulty of innovation:** As the beer is brewed with so few ingredients, radical innovation is very difficult as it could lose the essence of beer.

#### 2.2.2.4. Threat of substitute products

Substitute products are products that satisfy the same need as the product in question. In the beer market, there are many types of substitute products, both alcoholic and non-alcoholic beverages.

Among the alcoholic beverages that are substitutes for beer, we find: wine, summer red wine, cider, although wine is the most popular substitute product for beer, since, like beer, it goes very well with Mediterranean cuisine, it contains alcoholic content similar to that of beer, it is natural and there are many varieties of wine, so it can be adapted to different tastes.

Among the most popular non-alcoholic beverages to replace beer are carbonated drinks such as orange soda, lemonade, tonic, sparkling water and cola, among others.

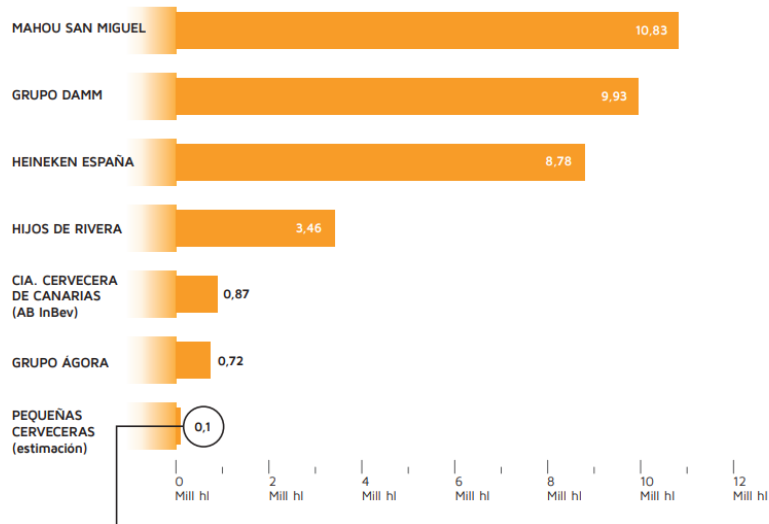
#### 2.2.2.5 Rivalry between competitors

In this section we will analyse the rivalry between competitors in the beer sector. Spain is a very brewing country, in fact it is the tenth country in the world that produces the most beer, although the majority of Spanish beer production is carried out by large brewing companies, these companies are: Mahou, San Miguel, Grupo Damm, Heineken España, Hijos De Rivera, Cia. Cervecera De Canarias and Grupo Ágora. In the following graph (graph 4), we

can see the beer production in millions of hectolitres produced by each of the companies mentioned above, where we find the Damm Group in second position.

Although, as we can see in the graph (graph 4), the main production of beer is centred on very few companies, there is a high degree of rivalry between them to be the market leader, to offer the best products and to satisfy the needs of consumers better than the competition.

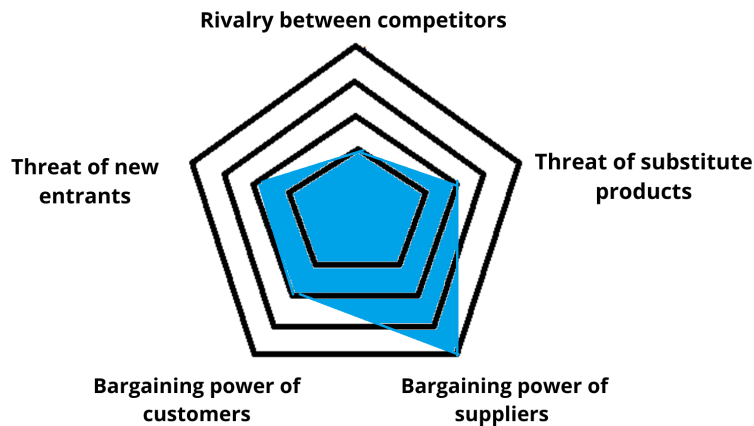
**Graph 4: Beer production in Spain 2020 (million hectolitres)**



Source: [cerveceros.org](http://cerveceros.org)

Once the microenvironment has been analysed, I will present a diagram that gathers the main ideas extracted from Porter's 5 forces model (figure 24).

**Figure 24: Pentagonal diagram showing the influence of Porter's 5 Forces**



Source: Own elaboration

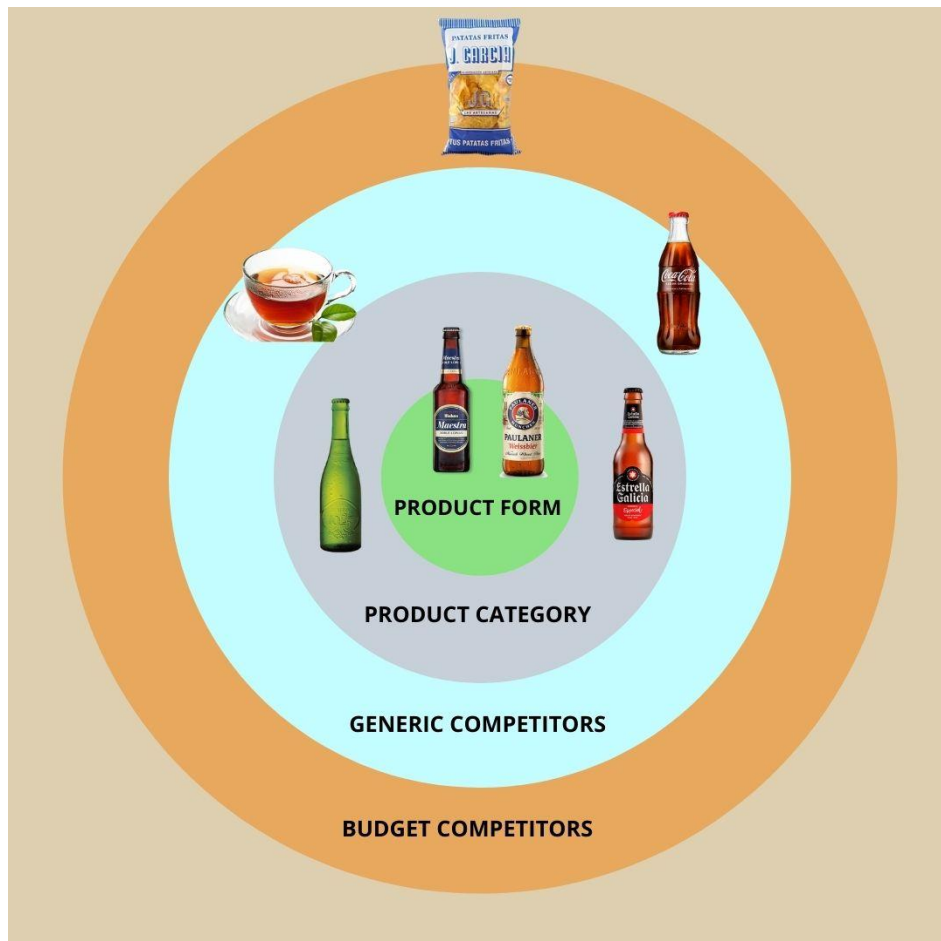
### 2.2.3. Analysis of the competition

In this section we will proceed to analyse the competition. To carry out this analysis, we will study the levels of competition, Cerveza Turia's main competitors.

#### 2.2.3.1. Levels of the Competence

Turia competes in the market with other companies to satisfy customers' needs. The market in which Turia beer competes is the beverage market. In this section I will analyse Turia's competition on four levels: product competition, product category competition, generic competition and budget competition (figure 25).

**Figura 25: Levels of competence**



Source: Own elaboration

- **Competition in the form of product**

These competitors are those who offer the same product which covers the same need as Turia beer, these products as well as covering the same need and having the same



attributes, in this case a toasted Märzberg-style beer. At this level of competition we find Märzen type beers such as Cerveza Mahou Maestra, Cerveza Paulaner, Cerveza Tyrus, La Virgen Märzen.

- **Competition in product category**

Here we find competitors that offer the same product but have different attributes, in this case we find other beers that are not Märzberg style beers. Some products we find in this level are: Cerveza Estrella Galicia, Cerveza Heineken, Cerveza San Miguel, Cerveza Amstel, Cerveza Alhambra, Cerveza Corona etc.

- **Generic competition**

This includes products that are substitutes for beer and satisfy the same need, in this case to satisfy the need to be thirsty or to drink. This level includes waters, wines, herbal teas, carbonated soft drinks, juices, etc.

- **Budget competition**

Finally, budget competition includes those products that have a price equal to that of Turia beer and compete with this budget level, regardless of the type of product and its attributes.

#### 2.2.3.1. Main Competitors

As far as the brewing sector is concerned, there are many companies in the Märzen beer category that market this type of beer. Here we will focus on analysing the main competitors of Turia beer.

**Voll Damm beer:** This beer is also part of the portfolio of products offered by the Damm Group. It is a toasted beer, Märzen style, but with a much stronger and more intense flavour than Turia beer, this is due to the double malt with which it is brewed, as well as the bitter touches given by the hops of different varieties it contains. Its colour is reddish and orangey. The retail price is around 1.05€ for a 33cl bottle and 0.90€ for a 33cl can. It can also be purchased individually or in a 12-pack format. The points of sale for the end consumer of Voll damm are mainly large supermarkets such as alcampo and carrefour, the official Damm website and digital sales platforms.



**Paulaner Oktoberfestbier:** This is a bottom-fermented beer brewed by the German company Paulaner. It is characterised by a light flavour that seeks a balance between hops and malt. In sight, it is a golden coloured beer characterised by its smoothness on the palate. This beer is available in both can and bottle format and is priced at around 2.30€, sold by the unit. This beer can be found on sale in large supermarkets such as Carrefour and digital sales platforms.

**Tyris Märzen beer:** This beer is brewed by Tyris Brew Co, a Valencian company. It is handcrafted and is characterised by a moderate malt flavour with a toasted taste and a very light hop taste that makes it not too bitter. As for the colour of the beer, it has a reddish hue with a malty smell and a sweet aftertaste. In addition, this head is Gluten Free so it is suitable for a wider public. This beer can be purchased through the official website of Tyris Brew and can be bought in packs of 12 and 24 units with a price of 21.40€ and 38.80€ respectively and is only available in bottle format. It is also available in Mercadona supermarkets, where it is sold by the unit and its price is 1.60€, and on digital sales platforms.

**Cerveza La Virgen Märzen:** A beer from Madrid brewed by Cervezas La Virgen. The beer is characterised by its low fermentation and a very intense malt flavour with slightly sweet and bitter touches provided by the hops. To the eye, it has a very characteristic amber colour. This beer can be purchased in La Virgen's own bars and on its website, although it is only available in the autumn season, as this is a beer that was originally consumed at the Oktoberfest held in autumn. Its price on the official website is around 20€ for a 12-pack and 40€ for a 24-pack, and it is only available in bottle format. You can also compare it on digital sales platforms such as Amazon and other beer sales websites.

**Yiria Munch:** This is an Andalusian beer brewed by Cervezas Yria. This beer has an intense roasted malt flavour but with a very bitter touch provided by the hops and a citric aftertaste. In terms of colour, it is characterised by a very frothy amber colour. This beer can be purchased through its official website and other digital platforms, and its price is 2.80€ per unit, and it can only be purchased in bottle format.

**Desiderata Double Malta:** A Sevillian craft beer produced by Cervezas Desiderata, this beer is characterised by its roasted malt flavour and full body. This beer has a peculiar ingredient which is sugar that softens the bitter touches of hops. In terms of colour, it is

characterised by its coppery tone. It can only be found on digital sales platforms and its price is around 2.30€ per unit. It is currently only available in bottle format.



**Sevebrau Marzen Amber Lager:** This is a craft beer brewed in Extremadura by the company Sevebrau. It is characterised by its toasted malt flavour, with a slight aroma of bread and biscuits that gives it a sweet touch. As for its colour, it is characterised by its golden hue. You can find it for sale on its official website at a price of 2.30€ per unit and on different digital platforms. It can also be purchased in the official Sevebrau taverns located in Extremadura. Currently only available in bottle format.

**Insitu Märzenbier:** This beer is brewed in Andalusia by the company Cervecería Artesanal Insitu, and is characterised by its roasted malt flavour, with a touch of sweetness and a citrus aroma. As for its colour, it is characterised by a very bright amber colour. It is currently available on their official website, and is priced at around 21.00€ for a 12-pack. In addition to its official website, it can be purchased through various digital sales platforms. It is currently only available in bottle format.

**Daura Marzen Lager:** This beer is also part of the portfolio of products offered by the Damm Group. It is characterised by its intense malt flavour with notes of nutmeg, cinnamon, liquorice, dried fruits, and a bitter aftertaste. It has an amber colour and is gluten free, making it accessible to a wider public. This beer is available for sale in large supermarkets, on the official Damm website and other digital platforms. As for the price, it can be purchased individually or in a 6-pack format, with a price of 1.12€ for a 33cl unit and around 7€ for a 6-pack. It is currently only available in bottle format.

The following table shows a comparative table of the beers mentioned above.

**Table 2: Main competitors of Cerveza Turia**

Brand	Product	Price	Distribution	Communication
		1,05€ per unit 0.90€ per can	Supermarkets The official Damm website Digital sales platforms.	Social networks Website Visit the factory Meetings

		<p>2,30€ per unit</p>	<p>Supermarkets Digital sales platforms.</p>	<p>Social networks Website Merchandising</p>
		<p>1,60€ per unit</p>	<p>Mercadona Digital sales platforms. Official website</p>	<p>Social networks Website Visit the factory Merchandising</p>
		<p>20 € for a pack of 12 unitsç 40 € for a pack of 24 units</p>	<p>Digital sales platforms. Official website Bars La Virgen</p>	<p>Social networks Website Merchandising Visit the factory Visit their own bars</p>
		<p>2,80€ per unit</p>	<p>Digital sales platforms. Official website</p>	<p>Social networks Website</p>
		<p>2,30€ per unit</p>	<p>Digital sales platforms.</p>	<p>Social networks Website</p>



		<p>2,30€ per unit</p>	<p>Digital sales platforms.</p> <p>Official website</p> <p>Bars Sevebrau</p>	<p>Social networks</p> <p>Website</p> <p>Visit the factory</p> <p>Visit the factory</p>
		<p>21,00€ per pack of 12 pieces</p>	<p>Digital sales platforms.</p> <p>Official website</p>	<p>Social networks</p> <p>Website</p>
		<p>1,12 € per unit</p>	<p>Supermarkets</p> <p>The official Damm website</p> <p>Digital sales platforms.</p>	<p>Social networks</p> <p>Website</p> <p>Visit the factory</p> <p>Meetings</p>

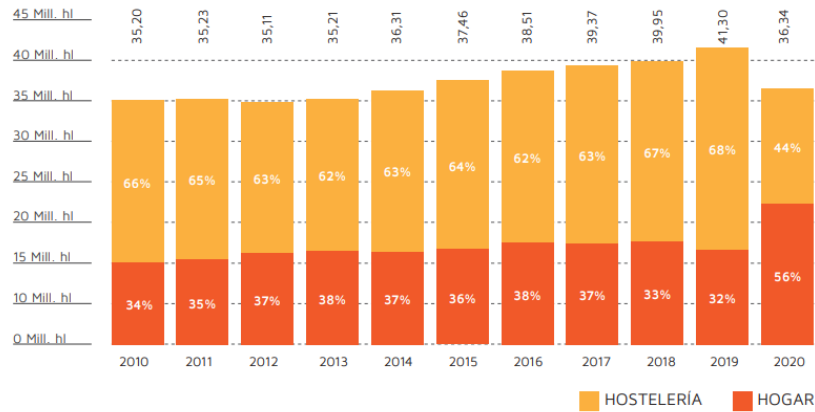
Source: Own elaboration

### 2.3. Market Analysis

In this section we will analyse the most important points of the Spanish beer sector.

Spain is a beer-producing country, where the preference for this drink has been increasing over the years. Beer has become more and more widespread, although most of the time it is drunk in combination with something to eat, especially at lunch and dinner, and almost half of the beer consumed is drunk at weekends. Normally this consumption was mostly through the on-trade, but with the advent of the COVID 19 pandemic, the on-trade had to close its doors, and on-trade beer consumption fell from 70% in 2019 to 44% in 2020. To compensate for this drop in beer consumption in pubs, Spaniards transferred this consumption from pubs to their homes, increasing the consumption figure from 30% in 2019 to 56% in 2020. Despite some of the consumption being transferred to homes, total beer consumption in 2020 fell by 12% compared to 2019, with the months at the start of the confinement being those in which beer sales fell the most. The following graph (graph 5), shows graphically the evolution of beer consumption since 2010.

**Graph 5: Evolution of apparent consumption beer consumption by channel (million hectolitres)**

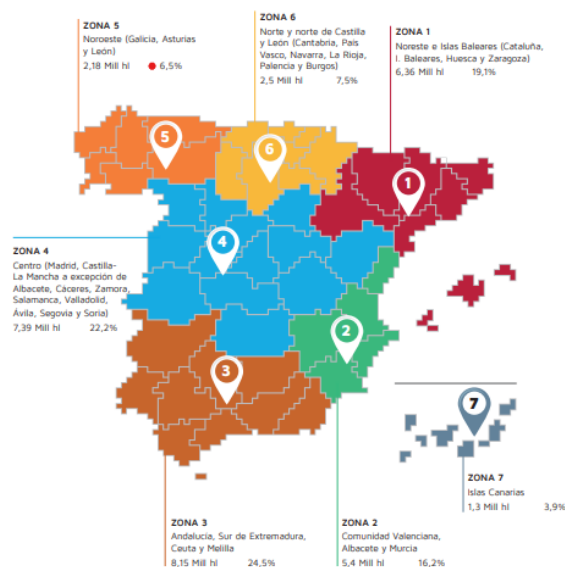


Source: cervceros.org

This fall in beer consumption in pubs mentioned above also affected the type of packaging in which beer was sold. The sale of beer in bottles remained at 38% but draught consumption fell by 10% due to the closure of the on-trade, while consumption in cans increased by 10%.

From a view of consumption by geographical area in Spain, it is the south where most beer is consumed, followed by the central area of the peninsula, the north-west and fourthly the Valencia region. The following figure (figure 26) shows a map of Spain with consumption in hectolitres by area.

**Figure 26: Global sales by geographical area in Spain**

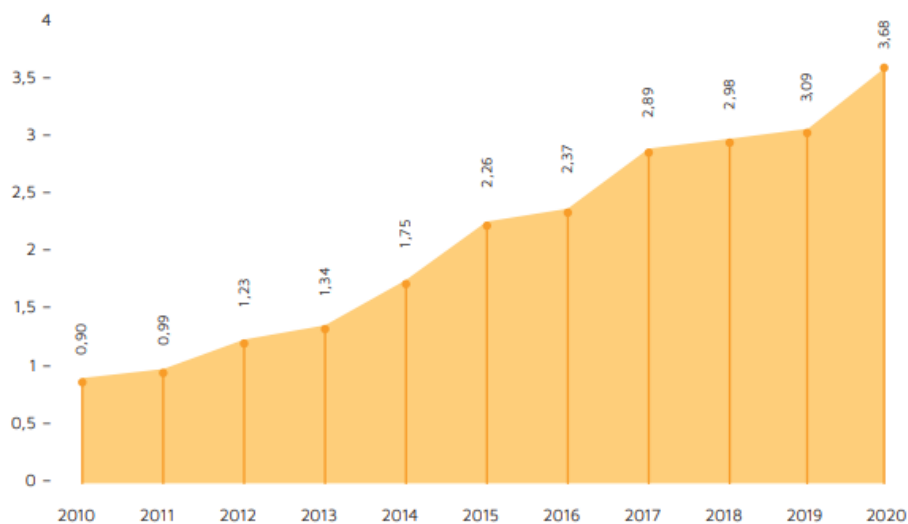


Source: cervceros.org

In terms of production by sector, total beer production in Spain is mainly concentrated in 6 large companies, which are: Mahou San Miguel, Grupo Damm, Heineken España, Hijos De Rivera Cía Cervecera De Canaria and Grupo Ágora, with Catalonia and Andalusia being the communities where most of the breweries are located. Worldwide, Spain is the tenth country that produces the most hectolitres of beer and at European level it is in third position. In 2019, the Spanish beer sector was generating more than 9,500 direct jobs and more than 420,000 indirect jobs, as well as contributing 6,000 million euros in tax revenue to the Spanish economy. These figures in 2020 due to the COVID 19 crisis were affected by the restrictions and the fall in tourism, one of Spain's most important sources of income.

Foreign trade in Spanish beer has been growing over the years due to the international recognition of Spanish beer, with Portugal, the United Kingdom and China being the main destinations for Spanish beer exports. During the pandemic, foreign trade in Spanish beer grew by 9,5 %, which allowed many brewing companies to compensate for the fall in domestic demand for beer. The following graph (graph 6) shows the evolution of Spanish beer exports since 2010.

**Graph 6: Evolution of beer exports 2010-2020 (million hl.)**



**Source: cerveceros.org**

In terms of environmental sustainability, beer is brewed with water, cereal, mainly barley, and hops, and the cultivation of these raw materials takes place almost entirely in Spanish fields. Agriculture is one of the most polluting sectors, which is why it is investing in research and development to try to be more environmentally friendly. But the concern for sustainability is not only limited to the production of raw materials, but extends to the entire value chain, such



as the use of renewable energies for production, or the use of reusable or recyclable packaging.

### **3. SWOT ANALYSIS**

#### **Strengths**

- **Brewed with 100% natural ingredients and with a high level of quality**  
Turia beer has neither colourings nor preservatives in its ingredients, i.e. it is brewed with natural products. In addition, the high quality of the raw materials used to produce it, and the highly qualified staff in charge of the production process, make Turia a beer of excellent quality.
  
- **Reputation nationwide, especially in the Mediterranean coastal region**  
Turia is a nationally recognised beer, but it is undoubtedly the representative beer of the city of Valencia, extending its popularity to the whole of the Mediterranean coast, where most of its consumption is concentrated.
  
- **They define and try to preserve Mediterranean culture and gastronomy and the Valencian culture (supporting Valencian cultural events)**  
Cerveza Turia has always been concerned about caring for the land where it was born, so it has a wide variety of initiatives to try to exalt the Mediterranean and Valencian culture and gastronomy.
  
- **Presence in a wide variety of media platforms**  
Cerveza Turia is present on a multitude of social media platforms, such as Instagram, Twitter, Youtube, and Facebook, where it tries to inform the public about its products, events, and interact with its users to try to find out their needs and level of satisfaction. In addition to social networks, it also produces advertising spots, which can be viewed both on television and on various digital platforms.
  
- **Always active events to keep in touch with the public**  
They organise different types of events, in which they try to fuse Valencian culture with beer, so that those attending have a good time and enjoy themselves, while discovering the qualities of Turia beer.



- **Well-positioned brand image**

Turia is a nationally recognised beer, although its popularity is concentrated in the Valencian Community and other areas along the Mediterranean coast. The consumer perceives it as a Valencian craft beer with prestige and high quality. On the other hand, its logo and its range of characteristic colours allow it to be quickly recognised by the public.

- **Participation in Valencian gastronomic fairs**

- **Competitive price**

The price of Turia Märzen beer ranges between 0,60€/bottle of 25cl and 0,70€/can of 33cl, being the lowest price when compared to its main competitors in the variety of Märzen style beers. Compared to other widely consumed Spanish beer types, its price is still quite competitive, although it is not the lowest.

- **Supported by a large company such as the Damm Group.**

Cerveza Turia was acquired by Damm S.A., and currently forms part of the Damm Group, one of the largest and most important companies in the Spanish beer sector, being the second Spanish company with the highest beer sales. This company is one of the leading companies in the Spanish beer sector and its power in the sector gives it access to many resources and extensive negotiating power.

- **Wide variety of sales points.**

As mentioned above, Damm follows a selective distribution strategy, and although it is not sold in all establishments, it can be purchased in a wide variety of outlets.

- **Experience in this sector.**

Cerveza Turia has been operating in the sector for almost 100 years, which has allowed it to gain in-depth knowledge of the sector in which it operates and to be able to adapt to changes in customer tastes and needs.



## Weaknesses

- **Offer limited to one product**

Turia's product portfolio currently consists of a single product, Turia Märzen, which may be a weakness, as a slightly broader portfolio would allow them to adapt to a wider public.

- **Sales limited to the national market**

Cerveza Turia only sells its products nationally. As we have seen above, the consumption of beer exports has grown in the last year, and is expected to grow even more in the coming years, so opening up to foreign trade could be an opportunity to make the product known and increase sales.

- **It can only be bought through intermediaries**

Turia beer can only be purchased through intermediaries, both retailers and wholesalers, but it cannot be purchased directly from the official website. If they opt to sell through their website, they could increase their commercial margins.

## Opportunities

- **Tourism recovery**

With the easing of restrictions imposed to control the COVID 19 pandemic, foreign tourism in Spain has been increasing, and a much larger increase is expected for summer 2022. This will affect an increase in beer consumption, as beer consumption by foreign tourists accounts for a large percentage of total beer consumption in Spain.

- **Increase in beer consumption**

With the return to normality and the recovery of the hotel and catering industry, beer consumption in bars has increased compared to 2020, and the preference for this type of drink has increased among the Spanish population, especially among the younger adult population.

- **Importance of the consumption of 0 km products**

The consumption of local products is a growing trend, driven by the concern for the sustainability of society, the defence of biodiversity and empathy with local



producers. Since its beginnings, Turia has been a clear defender of Valencian products, carrying out many initiatives to make them known and increase their consumption among the population.

- **Recognition of Spanish beer on the foreign market**

Spanish beer is one of the most recognised beers with the best international reputation, which is why it is in tenth place worldwide among beer-producing countries, and in third place in Europe.

### Threats

- **Entry of new competitors**

The brewing sector is not a sector with many barriers to entry, as beer production is relatively simple and there are many companies operating in the sector, with a boom in craft beer production.

- **Rising energy and raw material prices**

The war in Ukraine has led to a rise in the cost of raw materials used for beer production, while the crisis in the energy sector has led to a rise in energy prices. In Spain this rise has been reflected in a rise in GDP and CPI to historic levels.

- **Economic crisis**

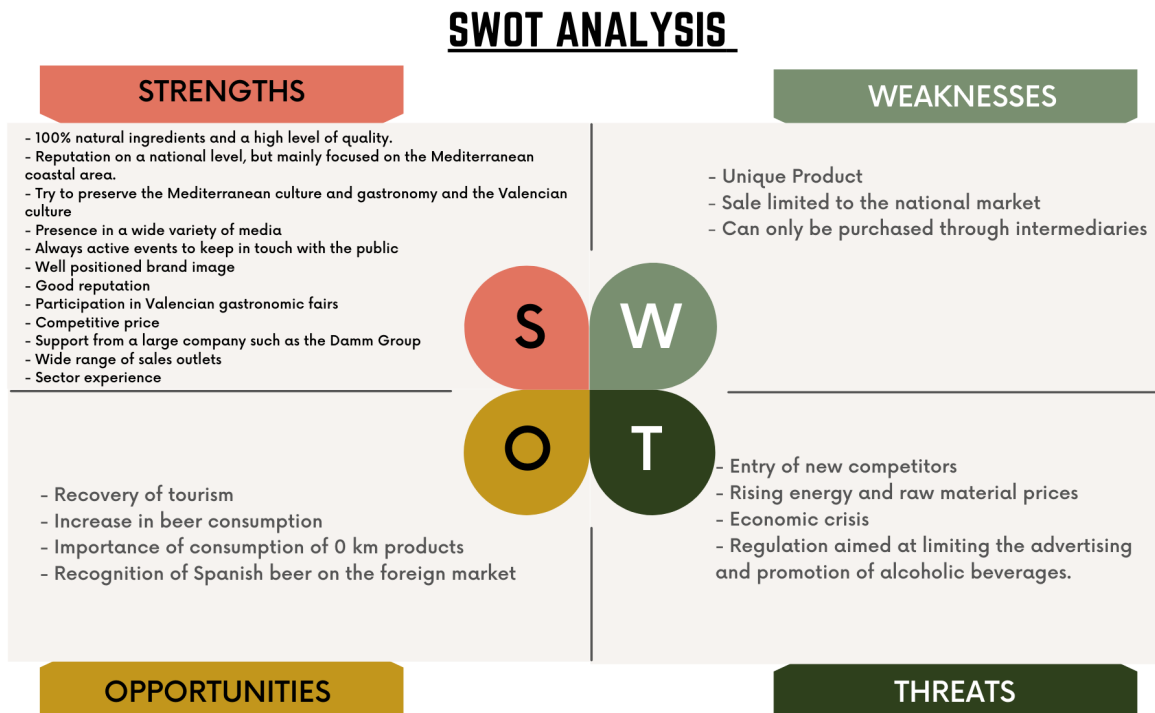
The crisis triggered by the COVID 19 pandemic and the rise in prices caused by the war in Ukraine has triggered an economic recession, with prices rising much higher than wages, and many businesses closing down because they could not cope with the losses caused by the restrictions to control the virus.

- **Regulation aimed at limiting the advertising and promotion of alcoholic beverages**

Legislative regulation aimed at reducing alcohol consumption in the population also affects the brewing sector, even though it is considered a low-risk alcoholic beverage.

The following graph summarises the ideas presented above (graph 7).

Graph 7 : SWOT Analysis of cerveza Turia



Source: Own elaboration

## 4. TARGET AUDIENCE DEFINITION AND POSITIONING

### 4.1. Targeting

In this section we will analyse the profiles of Turia beer consumers, which we will classify into the following groups:

#### **Millennials and Z Generation**

Millennials are the group of people born between 1981 and 1997, who are currently between 24-40 years old, and Z Generation are those born between 1997 and 2015, although we will only consider those over the age of 18 (figure 27). This group is characterised by drinking beer mainly outside the home, at gatherings with friends. They

Figure 27: Millennials and Z generation drinking a few beers



Source: google.com



are characterised by being sociable, outgoing and charismatic people, and when they consume beer, they drink it quickly and in large quantities. With regard to price, it is an important factor to take into account in the purchasing decision.

They are concerned about the environment and sustainability and care that brands apply Corporate Social Responsibility policies. They are the group most likely to innovate in terms of flavours or new varieties of beer. On the other hand, there are users who are concerned about keeping their bodies in shape and having healthy lifestyle habits.

### **Adult occasional consumers**

The age range of this group of consumers is between 41-65 years. They are characterised by the fact that most of them are parents and their consumption is concentrated in gatherings with friends or outside the home (figure 28). When they consume beer, they tend to do so slowly and in smaller quantities than the previous group. They are characterised by a sociable character, with a more relaxed and laid-back lifestyle. For this group, the price of beer is not a very relevant factor that they take into account in the purchasing process.

**Figure 28: Occasional adult users**



Source: google.com

They are not very concerned about corporate social responsibility issues and prefer not to innovate in terms of beer variety. They are also very loyal to the brand they usually consume.

### **Beer lovers**

Consumers in this group are between 35 and 55 years of age (figure 29). They drink beer both at home and outside the home. They are characterised by a restless and sociable nature. They like to drink calmly and appreciate all the flavours of beer; for them, any time is a good time to have a cold beer. They like to discover a variety of

**Figure 29: Beer lover**



Source: google.com

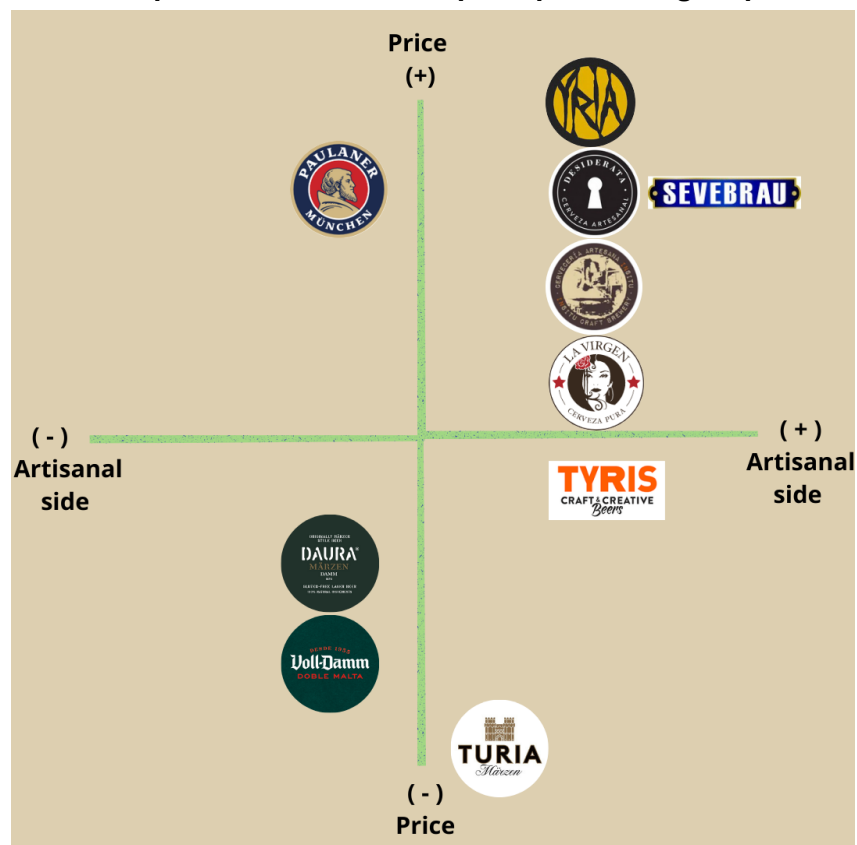
beers, both modern and craft beers. This group of consumers does not mind paying a higher price if the product is worth it.

To conclude this section, we would like to say that although the 3 levels described are important, Cerveza Turia will focus on the first level, that of Millennials and Z Generation , as it is a profitable sector and the company's philosophy fits in very well with their values.

#### 4.2. Positioning Strategy

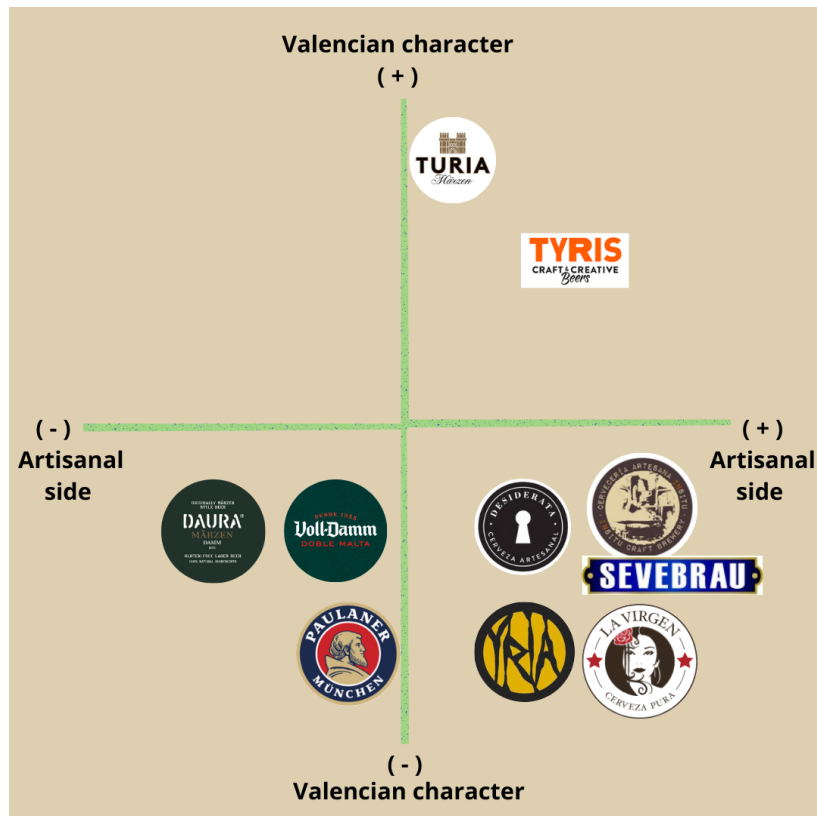
In this section we will graphically represent on a positioning map the place occupied by Turia beer at each level according to a series of variables. These variables are price, the craft aspect, and the Valencian character. Figure 32 and figure 33 show the positioning maps.

**Graph 8: Artesanal side - price positioning map**



Source: Own elaboration

**Graph 9: Artesanal side - valencian character positioning map**



Source: Own elaboration

## **5. DEFINITION OF THE OBJECTIVES**

This section will be divided into 2 blocks, the first block where we will present a proposal for the company's identity, and a second block where I will set out the proposed objectives for Cerveza Turia.

### **5.1. Defining the company identity**

The company lacks a defined identity, therefore, prior to the definition of objectives, this work proposes the definition of the different elements that could make up its corporate identity: mission, vision and values.

#### **Mission**

The mission of Cervezas Turia is to offer a toasted beer with a light character and optimum quality, always preserving the Valencian seal that has characterised it since its origins.



## **Vision**

Turia's vision is to be the leading company in toasted beer, as well as to be the main promoter of Valencian culture and its traditions.

## **Values**

- Quality: Turia tries to offer the highest quality in its beer, to please the customer with the best.
- Craftsmanship: From the very beginning, Turia has tried to produce a craft beer with a Valencian essence, reflecting the work that the company has been doing for almost 100 years.
- Social responsibility: Turia is committed to society and puts all its resources and good intentions into trying to do its bit to improve the world in which we live.
- Culture: Turia tries to give recognition to the land where it was born, exalting both Valencian culture and gastronomy.
- Transparency: For Turia, transparency is vital in the relationship with the customer, in order to create long-term relationships of trust.

## **5.2. Marketing plan objectives**

In this section we will define the objectives to be achieved for the period 2023/2024, these objectives described below will have a common characteristic which is that they are SMART objectives, i.e. they are specific, measurable, achievable, relevant and temporary. These objectives, being measurable, allow us to know if the objectives are being achieved and are evolving as planned.

The objectives are the following :

**Objective 1:** Increase sales in the domestic market by 7% in the next 12 months.

**Objective 2:** Increase gross margin by 7% in the next 12 months.

**Objective 3:** Improve brand awareness and recognition by 30% over the next 24 months.

**Objective 4:** Increase traffic on its official website and social media by 20% over the next 12 months.

**Objective 5:** Enter international markets and ensure that at least 5% of Turia beer sales come from outside the national market. This objective is set for the next 24 months.

**Objective 6:** Increase customer satisfaction and loyalty by at least 20% over the next 24 months.

## **6. STRATEGIES**

In order to achieve the above objectives, a programme of actions will be initiated based on a series of strategies aimed at achieving the objectives.

### **6.1. Growth and Diversification Strategy**

To explain the growth and diversification strategies used by Turia beer, we will use the Ansoff Matrix model (figure 30).

**Figure 30: Ansoff Matrix**



Source: google.com



Cerveza Turia will adopt 3 strategies:

As a first strategy Turia will initiate a market **penetration strategy**. Through this strategy Turia will try to increase sales in the segment in which it currently operates with the same product. Turia currently serves a very specific segment, but sales in this segment could increase with a series of actions to make its product more attractive to the public. The company has many years of experience in the sector in which it operates, as well as being backed by the Damm Group, which gives it access to resources, and the experience of knowing how to use them to increase sales of its product.

Turia will also initiate a **product development strategy**. Turia's current product portfolio consists of only one beer, which is Turia Märzen, and this strategy aims at launching a new variety of beer on the market in order to appeal to a wider public. This new beer to be launched on the market will retain the Valencian essence which is so present in the Turia Märzen beer.

Finally, Turia intends to initiate a **market development strategy**. Through this strategy, Turia intends to open up to the international market, so it will initiate a market development strategy from a geographical point of view. Currently Turia beer only sells its products in Spain, with this strategy we intend to sell its products also internationally, more specifically starting with Europe.

## **6.2. Competitive Strategy**

Cereza Turia does not have a majority share in the market we are targeting, so a leader strategy is not the most appropriate, although it is considered that the company can adopt a **challenging strategy** towards these brands in order to get closer to them in terms of market share and relevance.

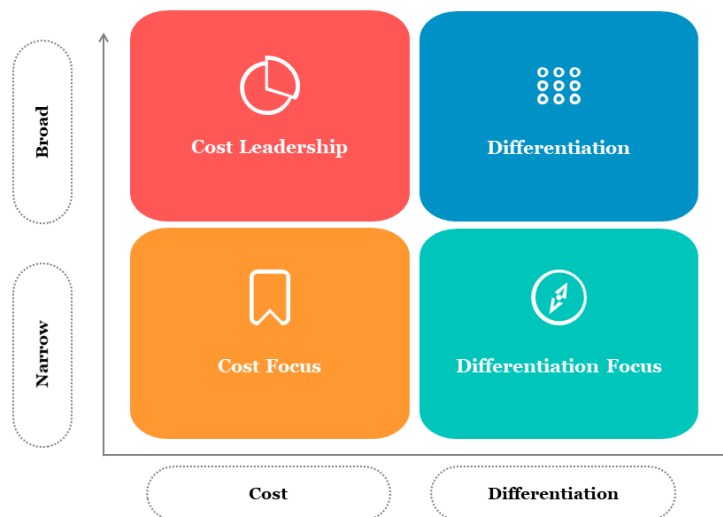
Turia beer is a Märzen-style beer characterised by its light, toasted taste and, above all, its Valencian character. In addition to its quality, it is its stay so representative of Valencia that makes it stand out from other competitors who have a broader product portfolio, as Cerveza Turia currently markets only one product, which is Turia Märzen.

### 6.3. Strategy as Competitive Advance

In the beer market, there is a high level of competition, as there are many companies operating in the market, but without a doubt what makes Cerveza Turia a different beer to other beers on the market is its strong Valencian character, which gives it an identity and recognition by consumers, which is why we say that Cerveza Turia follows a **differentiation strategy** (figure 31).

Through the differentiation strategy, consumers perceive our product as different from that of our competitors, which is why they are willing to pay higher prices as it offers them greater value.

**Figure 31: Porter generic strategies**



Source: Google.com

## 7. ACTION PROGRAM

### 7.1. Summary Action Plans

Once the strategy to be followed by the company has been defined, in this section we will proceed to develop the actions to be carried out in relation to the 4Ps (product, price, distribution and point of sale) and the strategies followed in order to achieve the objectives set out above for Cerveza Turia. The following table summarises the action plan to be followed (table 3).

**Table 3: Summary of action plan**

4P's actions	Actions	Objective	Strategy
Product	<b>Action 1:</b> Launch a special edition for Fallas 2023	Objective 6 Objective 3 Objective 1	Product development strategy
	<b>Action 2:</b> Elaborate a new variety of non-alcoholic Turia beer.	Objective 3 Objective 1	Product development strategy
Price	<b>Action 3:</b> Keeping prices	Objective 1 Objective 2	Market penetration
	<b>Action 4:</b> Special discounts on tickets to monuments and museums in Valencia for the purchase of Turia beer.	Objective 2 Objective 1 Objective 6	Market penetration
Distribution	<b>Action 5:</b> Allow the purchase of Turia beer through its official website with international delivery.	Objective 4 Objective 5 Objective 3	Market development
	<b>Action 6:</b> Open a Turia Beer pop-up store in Valencia where Turia beer can be purchased during the Fallas Festivities in 2023.	Objective 1 Objective 2 Objective 3	Market penetration
Communication	<b>Action 7:</b> Promote an advertising campaign on Turia's social networks with hashtag #TuriaPerLaTerreta.	Objective 4 Objective 1 Objective 3	Market penetration
	<b>Action 8:</b> Organise the Turia Festival in Valencia where attendees can enjoy live music and a gastronomic area.	Objective 1 Objective 2 Objective 3 Objective 6	Market penetration
	<b>Action 9:</b> Create a Turia Beer app	Objective 1 Objective 4 Objective 3 Objective 6	Market penetration
	<b>Action 10:</b> Include a Newsletter subscription section on the official website that allows you to	Objective 4 Objective 1 Objective 2 Objective 6	Market penetration



	get a 10% discount on your next purchase of Cerveza Turia through the official website.		
	<b>Action 11:</b> Translate the official website of Cerveza Turia into English, French, Portuguese, Italian and German.	Objective 5 Objective 3	Market development Market penetration
	<b>Action 12:</b> Launch an advertising campaign on social media for the new Turia 0,0 beer through influencers.	Objective 1 Objective 3 Objective 4	Market development Market penetration
	<b>Action 13:</b> Co-branding between Horchata Chufi and Cerveza Turia	Objective 1 Objective 2 Objective 3 Objective 6	Market penetration Market development
	<b>Action 14:</b> Create an account on the Tik-tok platform	Objective 4 Objective 3	Market development

Source: Own elaboration

## 7.2. Product Decisions

### Action 1: Launch a special edition for Fallas 2023

Table 4: Action 1 summary

<b>Objective 6</b> <b>Objective 3</b> <b>Objective 1</b>
<b>Implementation period: 7 months</b>
<b>Budget: 15,000€</b>

Source: Own elaboration

In the city of Valencia, the Fallas are the most important traditional festivities of the year. The origin of the Fallas dates back to the end of the 19th century and over the years they have acquired more relevance and importance for the Valencian people until they were declared Intangible Heritage of Humanity by UNESCO in 2016.



Cerveza Turia has always made great efforts to give recognition to culture, gastronomy and the Valencian people, which is why we propose the creation of a special edition beer in honour of the most important traditional festival for the Valencian people, the Fallas. To carry out this action, we will design a new label for the traditional Turia Märzen beer in which we will include representative elements of the Fallas. In addition, the drawings that will appear on the new label have been created by María Pradera and Lorena Sayavera, two Valencian artists who are part of the Estudio Yinsen team, a company of Valencian graphic designers. The proposal for the new labelling can be seen in the following figure (figure 32).

**Figure 32: Cerveza Turia limited edition for Fallas 2023**



**Source: Own elaboration**

As it is the same product that Cerveza Turia previously marketed but with different labelling, this product will continue to operate in the same market as Cerveza Turia Märzen did until now, and the price will be the same as that of the traditional Turia bulletin, and it will only be produced in 250 ml bottle format.

As for the points of sale, it could be purchased at all Turia beer outlets, both nationally and internationally, although customers can get a discount of 1.50€ on their next purchase of Turia beer (applicable to purchases over 10€), for the purchase of two packs of 6 units of Turia bottles, a pack of 12 units of Turia bottles, or for the purchase of a pack of 12 units of



cans of Turia beer bought through the web. With this we manage to increase the traffic on the Cerveza Turia website.

The market launch will take place on 15 February 2023 and will be available for sale until 15 April, i.e. it will be available 15 days before the start of the first "mascletà" and throughout the month of March 2023, coinciding with the Fallas season.

The budget for this action will be 15,000€, and work on the project will begin uninterruptedly from the beginning of September 2022 until the beginning of January 2023, when the whole project is expected to be ready for the manufacture and distribution of the new bottles of Turia Beer, Fallas 2023 edition.

**Action 2: Elaborate a new variety of non-alcoholic Turia beer.**

**Table 5: Action 2 summary**

<b>Objective 3 Objective 1</b>
<b>Implementation period: 7 months</b>
<b>Budget: 30,000€</b>

**Source: Own elaboration**

As we have said before, the consumption of non-alcoholic beer has increased in recent years, especially driven by trends in healthy lifestyle practices among young people. Therefore, with this proposal we intend to launch a new variety of the traditional Turia beer on the market, but without alcohol. This will enable us to cover a segment of the market that we have not covered so far, that of people who like to drink beer but cannot or do not want to drink alcohol, and thus increase sales.

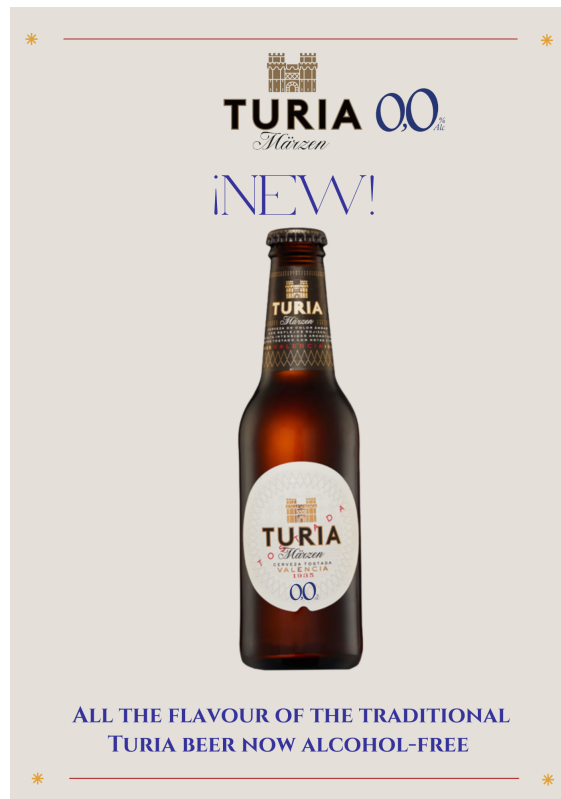
The Damm business group, of which Cerveza Turia forms part, has different varieties of non-alcoholic beers in its product portfolio, so they have the necessary experience to successfully carry out the new variety of non-alcoholic Cerveza Turia, which is an advantage for launching this action.

To carry out this action, we will design a new formula for Cerveza Turia that will conserve the taste of the traditional Cerveza Turia, but without the alcohol contained in the beer. As for the labelling, we would adapt the traditional beer labelling but indicating that it is a non-alcoholic



beer. We do not want the labelling to change much from the original Turia beer labelling so that customers interpret that the essence of the traditional Turia beer is still preserved but now they can also find it without alcohol. The format in which Cerveza Turia non-alcoholic beer will be produced will be in bottle format (250 ml) and can format (330ml). In the following figure we can see a prototype of what the Turia 0.0 beer could be like (Figure 33).

**Figure 33: Prototype of the new beer Turia 0,0**



**Source: Own elaboration**

As for points of sale, it could be purchased at all Turia beer outlets, both nationally and internationally, and its price will be a little higher than that of Turia beer with alcohol, although the price will remain competitive in the market. We propose that the 250 ml bottle will be priced at 0.80€ and the 330 ml can will be priced at 0.95€.

This project will be carried out continuously for a year and a half, during which time we will study how to achieve a non-alcoholic Turia beer with a flavour as similar as possible to the traditional Turia beer, as well as other aspects of the product and its commercialisation and distribution. Work on the project is expected to start at the beginning of September 2022 and to be launched on the market in March 2023, with a budget of 30,000€.

### **7.3. Price Decision**

#### **Action 3: Keeping prices**

**Table 6: Action 3 summary**

<p><b>Objective 1</b> <b>Objective 2</b></p>
<p><b>Implementation period: 24 months</b></p>
<p><b>Budget: 0€</b></p>

**Source: Own elaboration**

One of the strengths of Turia beer is the very competitive prices at which it operates in the market, which is why this action will consist of maintaining Turia beer's prices.

Although Turia beer follows a strategy of differentiation giving great importance to the Valencian character of the beer, tradition, quality and recognition of Valencian culture and gastronomy, it also has very competitive prices, which allow it to compete with large brewing companies in the Spanish beer sector. For this reason, it will be vital to try to maintain prices in order to maintain its position in the market. Furthermore, by forming part of the Damm Group, it will have the business support of a large company.

With the implementation of this action, it will allow the company to penetrate further into the market in which it currently operates, achieving an increase in national sales and, as a consequence, an increase in the company's profits. This action will not require any monetary investment, so the budget allocated to carry out this action will be 0€, as it is only a question of maintaining the current prices, and the action is established for a period of 2 years.

#### **Action 4: Special discounts on tickets to monuments and museums in Valencia for the purchase of Turia beer.**

**Table 7: Action 4 summary**

<p><b>Objective 2</b> <b>Objective 1</b> <b>Objective 6</b></p>
<p><b>Implementation period: 6 months</b></p>
<p><b>Budget: 3.000€</b></p>

**Source: Own elaboration**

In accordance with the essence of Cerveza Turia, this action aims to encourage people to visit different museums and monuments in Valencia, offering a 10% discount on the purchase of tickets to some of the museums and monuments in Valencia. This discount can be obtained with the purchase of 2 packs of 6 bottles of Turia beer, a pack of 12 bottles of Turia beer, or with the purchase of a pack of 12 cans of Turia beer bought through the website or at the different Turia beer points of sale. In the case of the physical points of sale, the discount will be offered in paper format and in the case of purchases through the official Turia beer website, the discounts will be sent to the email address provided by each purchaser. In addition, the offer will be published on all of Cerveza Turia's social networks and on its official website so that the offer reaches a wider audience. The prototype of the discount offered to customers can be seen in the following figure (figure 34).

**Figure 34: Prototype of the discount in Museums and Monuments in the city of Valencia**



**Source: Own elaboration**

Work will begin on the implementation of this action in early October 2022 and it is expected that in early December 2022 everything will be ready to launch it to the market and thus take advantage of the Christmas holidays, a season in which people have more free time and tend to make plans with their partner or family. This cultural offer provided by Turia will be available until March 2023.

This action is focused on increasing sales within the same segment in which the company already operates. In addition, with the implementation of this action we will increase the traffic on the official website as well as an increase in Turia beer sales and its consequent increase in profits and gross margin of the company. Last but not least, the budget allocated to this action will be 3.000€.

#### **7.4. Distribution Decisions**

**Action 5: Allow the purchase of Turia beer through its official website with international delivery.**

**Table 8: Action 5 summary**

<p><b>Objective 4</b>  <b>Objective 5</b>  <b>Objective 3</b></p>
<p><b>Implementation period: 15 months</b></p>
<p><b>Budget: 45.000 €</b></p>

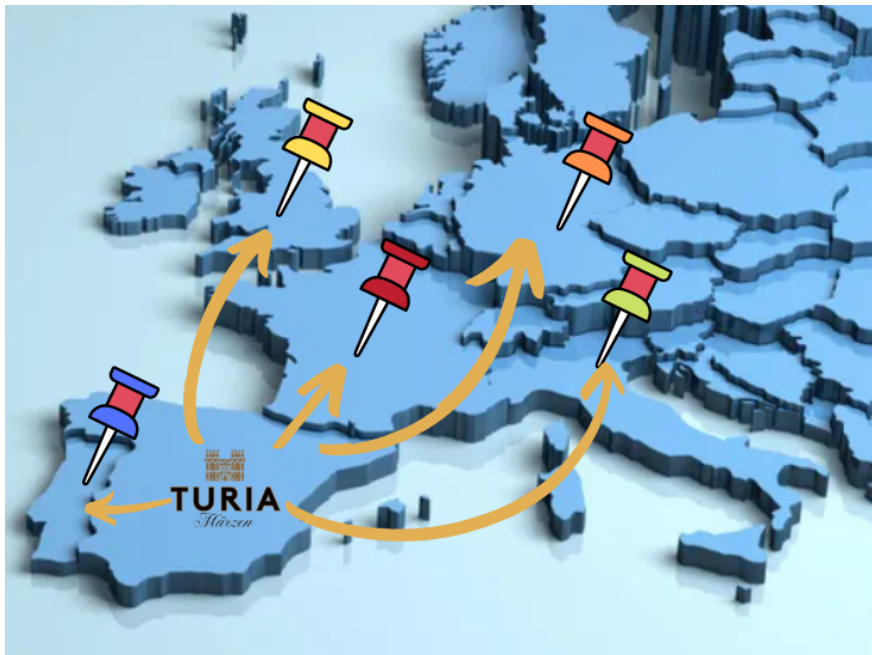
**Source: Own elaboration**

Opening up to new markets is undoubtedly an option to be considered in business, especially as the main option to attract new customers outside our current market, to take advantage of new business opportunities and to minimise risks in the event of possible difficulties in the current market in which the company operates.

This action proposes to carry out a market development strategy, introducing Turia Beer in new geographical areas. Currently, Turia beer only sells its products nationally and with this action we propose that Turia beer can also be purchased outside Spain. Initially, Turia Beer would start to be marketed in Portugal, the United Kingdom, Italy, Germany and France (figure 34). This selection of countries is based on the fact that in all of them beer is appreciated, known and consumed by the majority of the population, as well as sharing a Mediterranean gastronomy and lifestyle. If it is subsequently observed that the opening up to international trade is proving successful, Cerveza Turia would consider extending the export of its beer to more countries.

On the other hand, Cerveza Turia has the advantage that Damm, the parent company, markets its products in all these countries, and has experience in international trade, which can facilitate the export process of Cerveza Turia in the proposed countries. This initiative will enable international shipments to be made through the official Turia beer website and will offer a 15% discount and a free 6-pack of Cerveza Turia 0,0 on international orders of Turia beer. The offer will only be valid on the first purchase made through the website, and on orders over 30€. Shipping costs would be 5€ and free on orders over 50€.

**Figure 35: Geographical map with the countries where Turia wants to sell its products.**



**Source: Own elaboration**

The implementation of this action will begin in October 2022 and it is planned to work continuously on the project for 1 year so that in November 2023 Cerveza Turia can be marketed in the proposed countries and one year later the percentage of Turia beer sales from abroad exceeds 5% of total sales. The budget earmarked for this action will be 45,000€.

This action will increase the number of visits to the official website of Cerveza Turia, as well as ensuring that part of the sales of Cerveza Turia come from abroad.

**Action 6: Open a Turia Beer pop-up store in Valencia where Turia beer can be purchased during the Fallas Festivities in 2023.**

**Table 9: Action 6 summary**

<b>Objective 1</b> <b>Objective 2</b> <b>Objective 3</b>
<b>Implementation period: 6 months</b>
<b>Budget: 5.000€</b>

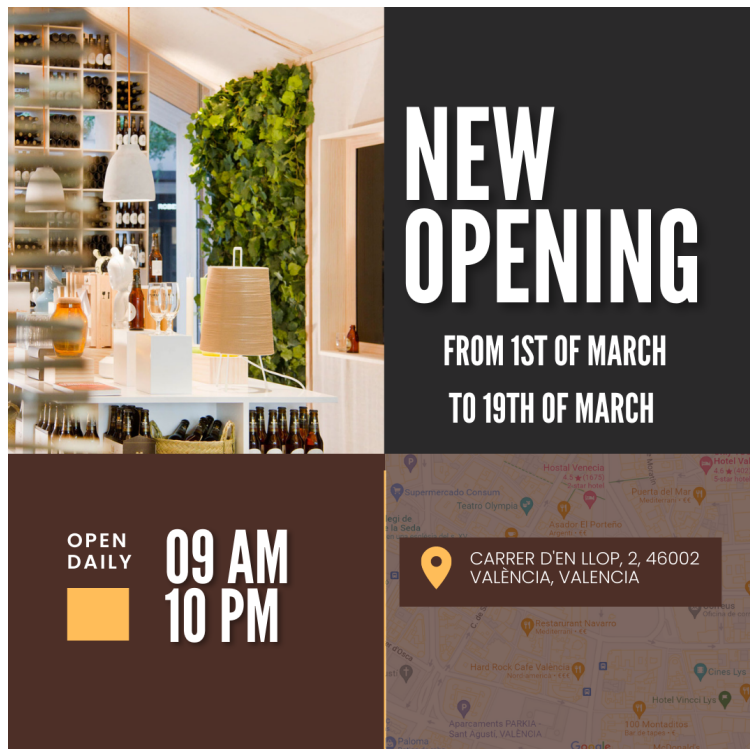
**Source: Own elaboration**



Las Fallas as we have said before is one of the most important festivals in Valencia, attracting millions of people from within the province, other provinces of Spain and from other countries around the world. One of the most characteristic events of the Fallas is "la mascletà" which is celebrated every day from the 1st of March until the 19th of March in the Plaza del Ayuntamiento in Valencia and attracts thousands of people. While waiting for "la mascletà", people usually entertain themselves by eating and drinking, especially it is very common to find people drinking a cold beer. Taking this into account, what we propose in this action is to take advantage of this opportunity to increase sales of Cerveza Turia. To do this we will open a Turia shop very close to the Town Hall Square, where you can buy Turia beer in both can and bottle format, and we will also take the opportunity to promote the new Turia Beer 0.0 which will be available on the market from March 2023. The retail price of Turia beer will be 1.20€ for a can, 1.50€ for a bottle and 2.00€ for a bottle of Turia 0.0. In addition, Turia's official social networks will be used to inform and promote the opening of the shop and provide users with all the necessary information about the opening.

In the following figure we can see the promotional poster of the opening of the Turia beer temporal shop (figure 36).

**Figure 36: Temporary Turia Beer Store**



**Source: Own elaboration**



This shop will be temporary and will only be open during the Fallas season, i.e. during the first three weeks of March 2023, and is expected to increase sales of Turia beer at a national level, thereby increasing profits.

Work will start on the action in October 2022, and it is expected to be ready by mid-February 2022 for the opening of the Store in March of the same year. The budget earmarked for this action will be 5.000€

### **7.5. Communication Decisions**

**Action 7: Promote an advertising campaign on Turia's social networks with hashtag #TuriaPerLaTerreta.**

**Table 10: Action 7 summary**

<b>Objective 4 Objective 1 Objective 3</b>
<b>Implementation period: 2 months</b>
<b>Budget: 2,500€</b>

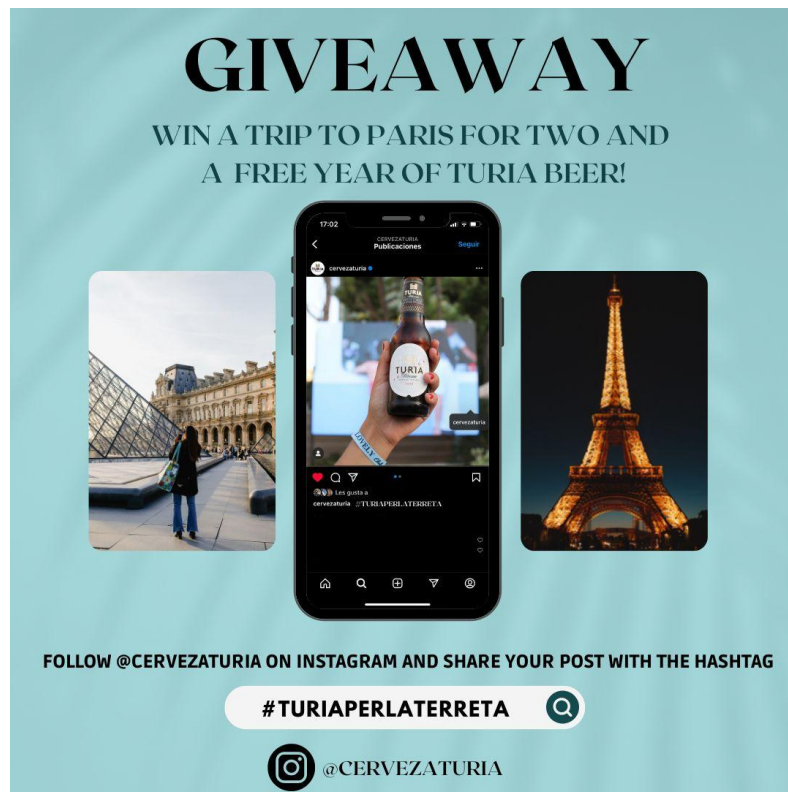
**Source: Own elaboration**

Social networks have become a very powerful tool that allows companies not only to increase sales, but also to build customer loyalty, strengthen the brand image, create additional value for customers, increase traffic to the website, or have closer contact with customers, and improve brand engagement.

Cerveza Turia currently has accounts on Facebook, Twitter, Youtube and Instagram, and in all of them the brand tries to take care of its image, have an attractive profile, offer information and value to customers. This action proposes to start a campaign on the Instagram platform, this initiative consists in a draw, and the winner will be able to win a trip to Paris for 2 people for 7 days. The requirements to participate will be to follow Cerveza Turia on Instagram, and publish a post on Instagram enjoying a Turia beer with the hashtag #TuriaPerLaTerreta, as well as enjoying a year of free Turia beer. The prize draw will be published on the Instagram platform through a post, and a reel and stories will also be published to promote the giveaway.



Figure 37: Advertising campaign on Turia's social network



Source: Own elaboration

The implementation of this action will begin in early August 2022, and everything is expected to be ready by the end of August in order to publish the sweepstakes post on 1 September 2022. It will be possible to participate throughout the month of September and the winner will be announced on 5 October through a live broadcast on the same Instagram platform.

With this action we aim to give visibility to the brand, increase interactions with the account and improve engagement on Turia's social networks, this will allow more people to discover the brand and in the long term increase sales. This is why the growth strategy followed in this action is a market penetration strategy. As for the budget allocated to achieve this action, it will be 2,500€.

**Action 8: Organise the Turia Festival in Valencia where attendees can enjoy live music and a gastronomic area.**

**Table 11: Action 8 summary**

<p><b>Objective 1</b>  <b>Objective 2</b>  <b>Objective 3</b>  <b>Objective 6</b></p>
<p><b>Implementation period: 6 months</b></p>
<p><b>Budget: 15.000€</b></p>

**Source: Own elaboration**

One way of attracting people to your brand and making your product known is through events. These events aim to create an atmosphere where the people who attend the event enjoy themselves, feel comfortable and at the same time get to know the product. Beer is a social drink, so it is a good idea to create an event where people can interact informally with other people while enjoying a beer and a good atmosphere.

Cerveza Turia has already carried out events of this type over the years, with a large participation in the events and with great success among the attendees. So this action aims to carry out a promotional event of Cerveza Turia to be held in Valencia, more specifically in the Ateneo Lounge Penthouse located in the heart of the city. The event will feature live music by the artist GuitarricadelaFuente, star of Cerveza Turia's advertising spot for summer 2022, catering provided by the Ático Ateneo Lounge restaurant service and, of course, a Cervezas Turia bar. The event will take place on 15 April 2023 from 18:00 to 22:00 to make the most of the good weather as it will be held on a terrace. Those attending the event will have to pay an entrance fee of 10€, the ticket price includes access to the Turia terrace, three beers and the catering offered at the event, if those attending the event wish to consume more drinks than those included in the ticket, we will have a drinks bar where they can buy Turia beer and water.

Tickets can be purchased through the official website, and through the official App from January, when it will be launched on the market. The company's social networks will also be used to promote the event, and promotional posters will be hung in different places in the city of Valencia, all with the aim of reaching a wider audience.

In the following figure we can see the promotional poster of Turia Festival (figure 38).

**Figure 38: Promotional poster for the Turia festival**



**Source: Own elaboration**

The Damm team will start working on the project at the beginning of November 2022 and will work continuously on the project until the day of the event in April. The budget for this action will be 15.000€, although part of the initial investment will be recovered through ticket sales.

**Action 9: Create a Turia Beer app**

**Table 12: Action 9 summary**

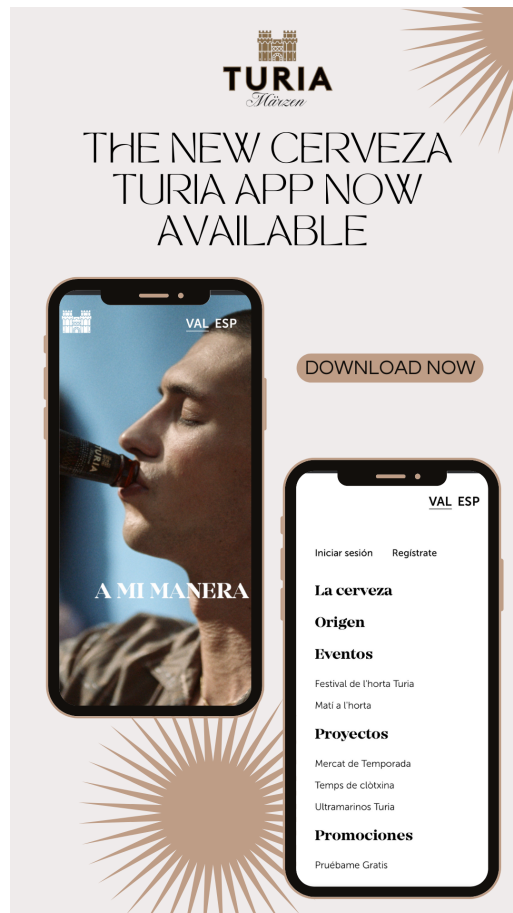
<p><b>Objective 1</b>  <b>Objective 4</b>  <b>Objective 3</b>  <b>Objective 6</b></p>
<p><b>Implementation period: 5 months</b></p>
<p><b>Budget: 2.500€</b></p>

**Source: Own elaboration**

One way to improve the shopping experience for the customer is to create your own App, as it allows you to adapt much more to your needs, offer a 24-hour service and be able to have all the information about the company and its products and services at any time of the day.

In this section we propose the creation of an App for Cerveza Turia, through this app users will be able to enjoy all the news of Cerveza Turia, products, services, events, offers and launching of new campaigns. In addition, through the app they will be able to start their account and make purchases of Turia beer directly from the app, as well as find out the status of their order and save information on all orders placed. It will have a customer service section where you can contact Cerveza Turia's technical service to deal with any incident as efficiently and quickly as possible. The app will be available for both iOS and Android and will be completely free, and Cerveza Turia's social media platforms will also be used to promote the launch of the app. In the figure below we can see a prototype of what the Cerveza Turia App would look like (figure 39).

**Figure 39: Official App of Cerveza Turia**



**Source: Own elaboration**



For the implementation of this action, a group of app developers will be contacted and together with the Damm team they will be responsible for the planning and development of a prototype of the new Cerveza Turia App. Work on this action is expected to start in early September 2022 and to be ready for market launch in January 2023. Once launched, the team in charge of monitoring the social networks and the website will be in charge of checking that the website is working properly and implementing improvements when necessary. The budget allocated to this action will be 2.500€.

This action follows a market penetration strategy as it continues to operate in the same market with the same products. Through this action it is expected to increase sales by improving the customer experience with the brand by offering them more value, as well as increasing traffic on its platforms thanks to its promotional campaigns.

**Action 10: Include a Newsletter subscription section on the official website that allows you to get a 10% discount on your next purchase of Cerveza Turia through the official website.**

**Table 13: Action 10 summary**

<b>Objective 4</b> <b>Objective 1</b> <b>Objective 2</b> <b>Objective 6</b>
<b>Implementation period: 1 month</b>
<b>Budget: 200€</b>

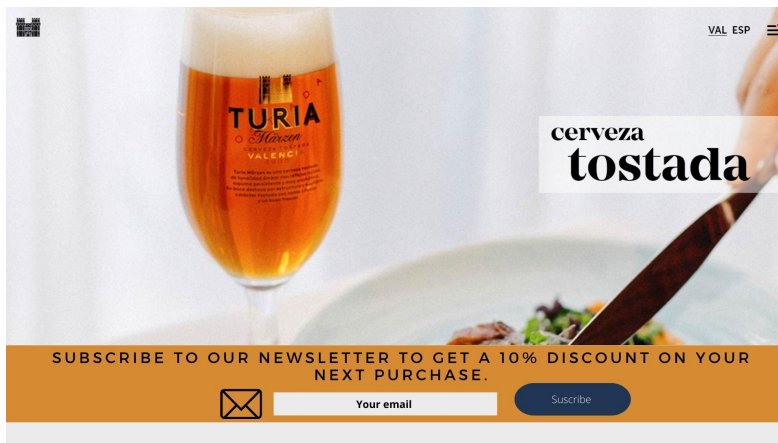
**Source: Own elaboration**

A good way to encourage customer loyalty is to create a Newsletter subscription section on the official website. Creating a newsletter is a good way to build customer loyalty, as they can receive information about the brand in an exclusive way, which gives them an advantage over those users who are not subscribed to the newsletter. For the brand, it is a good strategy to improve customer relations while promoting the brand's products and services. With this tool we can also increase traffic on the brand's other platforms, in addition to offering a more personalised service to customers.



In this action we propose the creation of a subscription section to the Cerveza Turia newsletter to achieve all the objectives described above. The subscription section will be available on the official Turia beer website, and the subscription process will be very quick and easy. Users will only have to fill in a few fields, including their name and surname, e-mail address, date of birth and the city and province where they live. When they subscribe, an email will automatically be sent to the email address provided confirming the subscription and a 10% discount code that can be used in future purchases of Turia beer through the official website. In the following figure we can see how the newsletter subscription section would appear on the official website (figure 40).

**Figure 40: Newsletter subscription box**



**Source: Own elaboration**

The action will be launched in early October 2022 and is expected to be operational on the website by the end of October 2022. The budget earmarked for this action will be 200€ and the aim is to increase customer loyalty and improve their satisfaction with the brand by offering them personalised, exclusive and quality content.

**Action 11: Translate the official website of Cerveza Turia into English, French, Portuguese Italian and German.**

**Table 14: Action 11 summary**

<p><b>Objective 5</b> <b>Objective 3</b></p>
<p><b>Implementation period: 1 month</b></p>
<p><b>Budget: 1.000€</b></p>

**Source: Own elaboration**



If we intend to open up to international trade and have our foreign buyers buy through our official website, it is vitally important that they can read the content in their language. Currently the official Turia website is only available in 2 languages, Spanish and Valencian. In this action we propose to add 5 more languages to the translations of the website, these languages will be English, French, Portuguese, Italian and German. We have selected these languages because they are the destinations to which we are going to focus our international trade. A team of website specialists will be contacted and, together with the Damm team, we will plan how this will be carried out and then implement it so that it will be available on the website as soon as possible.

Work is expected to start on the implementation of this action at the beginning of September 2022 and it is expected to be available on the website by the end of this month. The budget earmarked for this action will be 1.000€.

**Action 12: Launch an advertising campaign on social media for the new Turia 0,0 beer through influencers.**

**Table 15: Action 12 summary**

<p><b>Objective 1</b> <b>Objective 3</b> <b>Objective 4</b></p>
<p><b>Implementation period: 4 months</b></p>
<p><b>Budget: 20.000€</b></p>

**Source: Own elaboration**

Influencers have recently become a very powerful tool that brands use to promote their products. Through influencer marketing, brands use the prestige and trust that these influencers have created with their audience to make collaborations with them and promote their products on social networks.

With this in mind, in this action we propose to launch a marketing campaign through social networks with the collaboration of content creators to promote the launch of the new Cerveza Turia 0,0. The influencers selected to carry out this campaign were Maria Valero, Enjoy Valencia, Food Michenlo and Pablo Castellanos.

Here is a brief introduction of the influencers selected to carry out this action.

Figure 41: Maria Valero's profile



Source: Own elaboration

**Maria Valero** is a 27-year-old Valencian influencer who currently has 367,000 followers on Instagram. She is recognised for her humorous videos, her passion for fashion, and for being a strong defender of feminism. She has a very charismatic personality which has allowed her to empathise with her audience. Admesa has a well-groomed profile and has always expressed her passion for her hometown.

Figure 42: Pablo Castellano's profile



Source: Own elaboration

**Pablo Castellano** is a 36-year-old Spanish influencer who currently has 446,000 followers on the Instagram platform. He is known for being the husband of the also influencer Maria Pombo, and his profile is based on uploading fashion, lifestyle and travel content. He is also a lover of healthy living and Mediterranean cuisine.

Figure 43: Enjoy Valencia's profile



Source: Own elaboration

**Enjoy Valencia Food** is a profile that currently has 40,000 followers, managed by Ana Valdés and Manuel Calvo, two Valencian food lovers. This account has gained great popularity in Valencia among lovers of good food, as its content is based on publishing recommendations about food and restaurants, especially in the Valencia area. They also have a very careful and attractive profile for the audience.

Figure 44: Michenlo's profile

**Michenlo** is a 31-year-old Galician influencer who currently has 333,000 followers on his Instagram account. He is known for his creative posts and for his DJing. His cheerful and approachable personality has allowed him to connect with the public, and he is also a lover of Mediterranean cuisine.



Source: Own elaboration

To carry out this action, the first thing we will do is contact each of the influencers we plan to involve in the campaign to present the proposal and specify how the campaign will be carried out to promote the new Turia 0.0 beer.

The promotion that the influencers will have to do consists of a publication and a story promoting the new Turia product, i.e. Turia 0,0. On the other hand, Turia will give full freedom to each influencer to promote the product as they see fit, so that they can adapt it to their own style. With this we will get a larger audience for the launch of our product, as all the selected profiles are powerful profiles on the platform and with a good engagement. It will also allow us to increase traffic on Turia's social networks and on the official website.

This action is planned to be launched in December 2022 and will be worked on continuously until everything is ready for the advertising campaign on social networks carried out by the influencers in March 2023, coinciding with the launch of the product on the market. The budget earmarked for this action will be 20.000€.

**Action 13: Co-branding between Horchata chufi and Cerveza Turia**

Table 16: Action 13 summary

<b>Objective 1</b> <b>Objective 2</b> <b>Objective 3</b> <b>Objective 6</b>
<b>Implementation period: 8 months</b>
<b>Budget: 10.000€</b>

Source: Own elaboration

Co-branding between companies has become a very popular form of collaboration between companies, which allows to obtain joint marketing benefits, such as increasing the reach and improving the brand image, as well as increasing sales.

In this action we propose a collaboration between 2 very representative drinks of Valencian gastronomy, horchata Chufi and Cerveza Turia. Horchata is a traditional Valencian drink prepared with water, sugar, tiger nuts, cinnamon and lemon, normally consumed in the summer season, as it is a drink that is drunk very cold. Bearing this in mind, the proposal would consist of launching an offer whereby for the purchase of 1 pack of 12 units of Turia beers, or two packs of 6 units, the customer would get a bottle of Horchata Chufi completely free of charge. This offer would be ideal for families, because while the adults enjoy a Turia beer, the children have a glass of Horchata Chufi to refresh themselves in the summer season. As both are drinks that are consumed cold, and more specifically Horchata is only consumed in summer, we will launch this promotion in the summer season. This offer will be available both in physical shops and on the Cerveza Turia website. In the physical points of sale, the promotion will be advertised through personalised displays and on the website it will be found in the promotions section. The company's social networks will also be used to advertise the promotion.

In the following figure we can see the promocional poster to promote this collaboration (figure 45).

**Figure 45: Promotional poster of the collaboration between Cerveza Turia and horchata Chufi**



**Source: Own elaboration**

It is expected that work on this action will start at the beginning of January 2023 and will continue uninterrupted until the market launch date of the promotion, which will be at the beginning of June 2023. The promotion will be available during June, July and August 2023, thus taking advantage of all the summer months, which is when these drinks are most consumed.

As for the budget earmarked for the implementation of this action, 10.000€ will be allocated from the company's resources.

**Action 14: Create an account on the Tik-tok platform**

**Table 17: Action 14 summary**

<b>Objective 4</b> <b>Objective 3</b>
<b>Implementation period: 15 months</b>
<b>Budget: 5.000€</b>

**Source: Own elaboration**

Tik-Tok has quickly become one of the most used and downloaded social networking platforms. This platform works in a very simple and dynamic way where its content is based on short videos that appeal to all kinds of audiences. On the other hand, Tik Tok's algorithm is created in such a way that any video can go viral regardless of the number of followers the account has, and it also has a registration section for companies that allows you to measure the interaction of users with your account and your videos.

This action proposes opening an account on the Tik Tok platform, which will share diverse content such as viral challenges, short interviews related to Valencian culture and gastronomy and other topics of social interest, short promotional videos of Turia beer and many other initiatives, always indirectly or indirectly related to the promotion of Turia beer. This variety of content will aim to attract the attention of the platform's users and improve brand engagement, with the aim of raising awareness of the product and increasing traffic on other social networks and on the website, thus improving positioning.

This initiative will be launched in mid-October and from that day onwards we will work indefinitely creating content for the platform in the same way as we do on the other platforms where Cerveza Turia is already active. The budget earmarked for this action will be 5.000€.

## 8. TIMELINE

In this section we find a table (table 18) where we can observe the time that will be devoted to each of the actions proposed in the previous sections.

**Table 18: Timeline plan**

ACTIONS	MONTHS OF THE YEAR 2022						MONTHS OF THE YEAR 2023													
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
<b>Action 1:</b> Launch a special edition for Fallas 2023																				
<b>Action 2:</b> New variety of non-alcoholic Turia beer																				
<b>Action 3:</b> Keeping prices																				
<b>Action 4:</b> Special discounts on tickets to monuments and museums																				
<b>Action 5:</b> Allow international shipping on purchases made through the website.																				
<b>Action 6:</b> Open a Turia Beer pop-up store during the Fallas																				
<b>Action 7:</b> Promote an advertising campaign on Turia's social networks																				
<b>Action 8:</b> Organise the Turia Festival i																				
<b>Action 9:</b> Create a Turia Beer app																				
<b>Action 10:</b> Include a Newsletter subscription section on the official website																				
<b>Action 11:</b> Translate the official website into English, French, Portuguese, Italian and German.																				
<b>Action 12:</b> Launch an advertising campaign on social media for the new Turia 0,0																				
<b>Action 13:</b> Co-branding between Horchata Chufi and Cerveza Turia																				
<b>Action 14:</b> Create an account on the Tik-tok platform																				

Source: Own elaboration

## 9. BUDGET

The information concerning the budget and who will be in charge of its development is given in the following table (table 19).

**Table 19: Budget Plan**

ACTIONS	BUDGET	WHO DEVELOPS?
<b>Action 1:</b> Launch a special edition for Fallas 2023	<b>15.000€</b>	<b>Own development + Graphic designers</b>
<b>Action 2:</b> New variety of non-alcoholic Turia beer.	<b>30.000€.</b>	<b>Own development</b>
<b>Action 3:</b> Keeping prices	<b>0€</b>	<b>Own development</b>
<b>Action 4:</b> Special discounts on tickets to monuments and museums	<b>3.000€</b>	<b>Own development + Valencia city council</b>
<b>Action 5:</b> Allow international shipping on purchases made through the website.	<b>45.000€</b>	<b>Own development + Computer programmer</b>
<b>Action 6:</b> Open a Turia Beer pop-up store during the Fallas Festivities	<b>5.000€</b>	<b>Own development</b>
<b>Action 7:</b> Promote an advertising campaign on Turia's social networks	<b>2.500€</b>	<b>Own development</b>
<b>Action 8:</b> Organise the Turia Festival	<b>15.000€</b>	<b>Own development</b>
<b>Action 9:</b> Create a Turia Beer app	<b>2.500€</b>	<b>Own development + Application developers</b>
<b>Action 10:</b> Include a Newsletter subscription section on the official website	<b>200€</b>	<b>Own development + Computer programmer</b>
<b>Action 11:</b> Translate the official website of Cerveza Turia into English, French, Portuguese, Italian and German.	<b>1.000€</b>	<b>Computer programmer + Translator</b>
<b>Action 12:</b> Launch an advertising campaign on social media for the new Turia 0,0	<b>20.000€</b>	<b>Own development + Influencers</b>
<b>Action 13:</b> Co-branding between Horchata Chufi and Cerveza Turia	<b>10.000€</b>	<b>Own development + Department of Horchata Chufi</b>
<b>Action 14:</b> Create an account on the Tik-tok platform	<b>5.000€</b>	<b>Own development</b>
<b>Total Budget</b>	<b>154.200€</b>	

**Source: Own elaboration**

## **10. CONTROL**

Another aspect that must be taken into account is the control of the actions, to make sure that they are being achieved, and to avoid deviations from the plan. The following table (table 6) shows the monitoring plan including how it will be measured and the monitoring method used for each of the proposed objectives (table 20).

**Table 20: Control plan**

<b>OBJECTIVES</b>	<b>MEASURING PERIODICITY</b>	<b>CONTROL METHOD</b>
<b>Objective 1:</b> Increase sales in the domestic market by 7% in the next 12 months.	Quarterly	Comparing the relative sales for the period with the sales of the previous year
<b>Objective 2:</b> Increase gross margin by 7% in the next 12 months.	Quarterly	Comparing the gross margin of the period with the gross margin of the previous year
<b>Objective 3:</b> Improve brand awareness and recognition by 30% over the next 24 months.	Biannually	Measurements through consumer fieldwork.
<b>Objective 4:</b> Increase traffic on its official website and social media by 20% over the next 12 months.	Quarterly	Checking the number of interactions and audiences of both social networks and the official website.
<b>Objective 5:</b> Enter international markets and ensure that at least 5% of Turia beer sales come from outside the national market. This objective is set for the next 24 months	Biannually	Checking what percentage of total sales for the period are sales from abroad.
<b>Objective 6:</b> Increase customer satisfaction and loyalty by at least 20% over the next 24 months.	Biannually	Checking the number of interactions and audiences of both social networks and the official website. Checking how many of these interactions are finally converted into sales.

**Source: Own elaboration**



## **11. INDEX OF FIGURES, TABLES AND GRAPHS**

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