Enclosures

Export Recommendations UK

Ardenne & Gaume Campingvakanties

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Hogeschool Utrecht

Kristel Ehmer

1523392

Stage 2

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# Enclosure 1 - Internal analysis

**The company**

Ardenne & Gaume camping holidays, founded in 1992, is a company which exploits camping holidays in the Belgium Ardennes and Gaume area. The organization is situated in Bure (Belgium) where the founder and owner of Ardenne & Gaume has its own camping (Parc la Clusure). However most of the marketing / PR activities are done in Sassenheim (Holland).

At the moment, five campings are connected to the Ardenne & Gaume label, in which a form of franchising is handled (joint purchasing, marketing and exchange of knowledge). These campings are: Camping Parc la Clusure in Bure (’92), Camping de Chênefleur in Tintigny (’97), Camping Spa d’Or in Sart-lez-Spa (’99), Camping Petit Suisse in Dochamps (’04) and Camping Bertrix in Bertrix (’07). They are located throughout the Belgian Ardennes and Gaume area.

**Ardenne & Gaume**

***Marketing/ PR*** (Sassenheim)

**Bertrix**

**Petit Suisse**

**Chênefleur**

**Spa d’Or**

**Parc La Clusure**

**Figure 1: Chart of the organization**

Being connected to a label or group can be very profitable for a (new) camping and on the same time it strengthens the position in the market. The buyer can also be easier approached since the marketing activities are bundled, which increases the budget and decreases the costs.

*Mission*   
Ardenne & Gaume camping holidays has the following mission for guests/consumers: “To give holiday makers a wonderful holiday. The mission for themselves is to get a return per pitch or accommodation, as high as possible. In other words that the campsites are booked at all times.

*Strategy*To achieve these missions the strategy focuses on:

* Delivering the highest quality and service performance, whilst at the same time driving to be most efficient;
* Developing the existing expertise and strengths in exploiting camping holidays with the cooperation of five campings in the Belgian Ardennes and Gaume area, as well as anticipating to chances for growth;
* Establishing both a strong performance and a good image amongst the (potential) visitors in creating high demands (quality, service/ hospitality, safety, facilities etc.).

In the first years of the establishment, the strategy of A&G was to get the campings full during high season and with creating this attractive quality ‘label’, make the Belgian Ardennes more favorable to go to. After that, partners (tour operators) were attracted and partnerships created to help increase the amount of bookings with commission in return. The last couple of years Ardenne & Gaume has increased its promotional activities to establish more brand awareness and to attract more guests off season as well. This is done because the campings are opened throughout the year and are already operating very successfully during summer times (high season). The current strategy is solely focused on the Dutch market and this is something that has to be changed.

The international strategy for the upcoming years is to expand their market and to attract more foreign guests; The strategy for the Dutch market is to do more about ‘branding’ to make the Dutch users more familiar with the Ardenne & Gaume label and its campings. For example, this year (‘09/’10) Ardenne & Gaume participated in a lot of fairs (‘Vakantiebeurs’, Wandel- en Fietsbeurs’, ‘50+ beurs’).

**Marketing**

Product  
With the establishment of Ardenne & Gaume, a quality mark has been created to ensure guests a standard quality amongst the connected campings. No matter what camping is chosen, the product of Ardenne & Gaume always consists of the following:

* Hospitality and service under a Dutch team;
* Large camping places and various rental accommodations;
* Modern and heated sanitary buildings (also for children and disabled people);
* Outdoor sports and leisure possibilities during holidays;
* Attention for safety, child friendliness and involvement of the environment;
* At all campings the official language is Dutch, one also speaks French, English and German.

*Acknowledgement of product*

* In 2008 all connected campings received the ANWB acknowledgement. The average mark guests have been giving varies between an 8.2 and 8.7;
* This year camping Parc la Clusure received a price from the [ADAC-campingführer](http://campingfuehrer.adac.de/campingfuehrer/detailansicht.php?guid=1615b544-05b6-4aa2-a1da-2bf90e624735) (German road patrol) for being a "Empfehlenswerter Platz" (worthy to be recommended) and from Zoover the price of being the best camping internationally.

*Cooperation*

The company works together with various tour operators; Vacansoleil, Vrij Uit, OAD etc. The cooperation with Touring Club Belgium (the Belgium ANWB), ADAC (the German ANWB), ACSI, Holiday Cheque and Camping Cheque also shows the quality of the campings.

*Unique selling points*

Usp’s of Ardenne & Gaume are that it consists of a cooperation of five campings, what gives them a strong position in Belgian markets. Besides that, there is also the possibility to pay with holiday or camping cheques off season. This is a new and growing trend on the market and in the provences of Walloon it is almost only possible on campings of Ardenne & Gaume. The opening hours throughout the year are seen as a distinctive factor compared to other campings in this area.

Price

The campings connected to the Ardenne & Gaume label all have at least three stars to show the quality of the camping. This makes it possible to set a relatively high price and to position themselves in the middle/high segment. Consequently people expect quality and are willing to pay more if they get a good and comfortable holiday in return. The price is also set relatively high to attract and keep out certain ‘groups’ of people. In other words, they want to attract the camper in the higher segment.

*Confidential*: (Potential) guests who book via a tour operator pay a different rental price than if they book directly at the campsites. The rental price of a pitch or accommodation often is slightly cheaper via a tour operator. Still the extra costs of tourist tax, bed sheets, electricity and a deposit are not included in the price of the tour operators.

Promotion

Ardenne & Gaume puts a great effort in offering special actions off season to still attract people to go to the campings in the Belgian Ardennes and Gaume area. The marketing communications budget consists of multiple promotional activities such as participating at the earlier mentioned fairs and advertising in brochures (for example: Viva, Kampioen). Special arrangements aimed at different target groups are also put together by Ardenne & Gaume to attract visitors to the campsites off season. Sometimes tour operators work together in composing arrangements. Valentine’s day (couples), 50+ week (older couples) or mother’s day arrangement (families with children) are only some of the many special offers put together to attract visitors off season.

Targeting  
The target group of Ardenne & Gaume camping holidays consists of senior couples (50+), families with young and/or older children, or large groups who are looking for accommodation and additional activities. The largest group of tourists is Dutch and most marketing is especially aimed at the Dutch market.

**Financial situation**

The countries in which the campings of Ardenne & Gaume obtain most turnover are the Netherlands and in second place comes Belgium. However, 90% of the visitors is Dutch.

Since Ardenne & Gaume camping holidays initially is created as a strategic marketing tool of five campings, the label itself gains no profit. Each camping invests a part of their marketing budget into Ardenne & Gaume and from the sum of parts, the marketing/ PR is done from Sassenheim.   
The campings themselves make a lot of profit and this has increased every year; Yet, actual figures cannot be released for publication.

For the year 2009/ 2010, the total marketing budget of Ardenne & Gaume is €141,000 euro, including salary of the two marketing/ PR employees. When this is left out, approximately € 100,000 remains for all promotional activities and to pay fixed costs (See figure below).

Sustainability and future

The sustainability of Ardenne & Gaume camping holidays, assuming they will continue to grow in an organic way, is really high. The internal structure of the company, as well as the financial structure, is strong and sustainable. The only threat is when campings decide to leave the group, because this will affect the marketing budget.

When Ardenne & Gaume decides to go international, the marketing budget will need to grow, or a smaller part of the budget needs to be invested into the Dutch Market.

Internet

Advertisements

Fixed expenses

(Rent building, electricity,

water etc.)

Fairs

Public Relations

€ 100,000

Joint meetings

Brochure/postage costs

**Figure 2: Division of the budget Ardenne & Gaume ‘09/‘10**

# Enclosure 2- External analyses

In this chapter field and desk research is done to determine, the country with the best potential with the use of the filter model. Then DESTEP is applied to learn more about the particular country, followed by Porter’s five forces and the buyer analyses.

## 2.1 Filter model

In order to determine which country should be approached, the filter model has been applied to analyze different countries within the EU. The filter model has been divided into three parts, the pre-filter, the rough filter and the fine filter. The pre-filter determines which country has the best and least economical potential. The rough filter is then applied to determine what market area of the chosen countries has the most potential. Finally, the third or fine filter gives insight in the specific area of tourism per country. All data (besides the percentage of people visiting campsites) dates from 2009 and in every filter a top 8, top 7 and top 5 is given to determine the countries with the best and least scores, thus potential for Ardenne & Gaume.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Filter 1** | **GDP per capita** | **Inflation** | **Population**  **(million)** | **Unemployment rate** |
| **Denmark** | 2. $ 30975.54 | 4. 1.30 % | 7. 5.50 | 1. 4.20 % |
| **United Kingdom** | 4. $ 27754.77 | 5. 2.00 % | 3. 61.11 | 3. 7.63 % |
| **Ireland** | 3. $ 30183.24 | 1. -0.60 % | 8. 4.20 | 7. 12.50 % |
| **France** | 6. $ 22941.95 | 3. 0.10 % | 2. 64.42 | 6. 9.50 % |
| **Spain** | 8. $ 15843.16 | 6. 17.90 % | 5. 45.11 | 8. 17.75 % |
| **Italy** | 7. $ 19218.11 | 3. 0.10 % | 4. 58.13 | 4. 7.65 % |
| **Sweden** | 1. $ 31168.84 | 2. -0.24 % | 6. 9.06 | 5. 8.83 % |
| **Germany** | 5. $ 24145.94 | 3. 0.10 % | 1. 82.33 | 2. 7.54 % |

**Source:** [**www.marketline.nl**](http://www.marketline.nl)

|  |  |  |  |
| --- | --- | --- | --- |
| **Filter 2** | **Distance •**  **(centre of country)** | **Risk •**  **(corruption rank)**  **1= bad, 10 = good** | **Nr. of households •**  **(million)** |
| **Denmark** | 5. 945 km | 1. 9.3 | 6. 2.0 |
| **United Kingdom** | 4. 846 km | 3. 7.7 | 2. 27.98 |
| **Ireland** | 7. 1220 km | 3. 7.7 | 7. 1.43 |
| **France** | 3. 543 km | 4. 6.9 | 3. 27.66 |
| **Italy** | 6. 1384 km | 5. 4.8 | 4. 25.66 |
| **Sweden** | 1. 435 km | 1. 9.3 | 5. 4.3 |
| **Germany** | 2. 478 km | 2. 7.9 | 1. 38.88 |

**Sources: •** [**www.transparency.org**](http://www.transparency.org)

**•** [**www.marketline.nl**](http://www.marketline.nl)

**•** [**www.google.com/maps**](http://www.google.com/maps)

|  |  |  |  |
| --- | --- | --- | --- |
|  | **GDP growth for travel & tourism •** | **Average expenditure on travel and tourism** | **Percentage of people visiting campsites •** |
| **Denmark** | 1. -0.5 % | 1. € 2020 | 1. 10.55 % |
| **United Kingdom** | 2. -0.6 % | 2. € 2019 | 4. 7.30 % |
| **France** | 5. -4.5 % | 3. € 1731 | 2. 10.36 % |
| **Sweden** | 3. -3.6 % | 5. € 1464 | 5. 6.14 % |
| **Germany** | 4. -3.9 % | 4. € 1536 | 3. 9.69 % |

**Sources: •** [**www.wttc.org**](http://www.wttc.org)

**• www.eurostat.com**

### 2.1.1 Calculations filter model

In every filter, a rank has been made according to the score of that particular element. The total scores are summed up and the country or countries with the lowest scores drop out. In the first filter, only Spain drops out because its number stands out so much more than the other countries. In the second filter the last two drop out and in the third filter, a top-3 can be made.

**Filter 1 - Top 8**

1. Germany: 5 + 3 + 1 + 2 = 11
2. Sweden: 1 + 2 + 6 + 5 = 14
3. Denmark: 2 + 4 + 7 + 1 = 14
4. United Kingdom: 4 + 5 + 3 + 3 = 15
5. France: 6 + 3 + 2 + 6 = 17
6. Italy: 7 + 3 + 4 + 4 = 18
7. Ireland: 3 + 1 + 8 + 7 = 19
8. Spain: 8 + 6 + 5 + 8 = 27 Drops out

**Filter 2 – Top 7**

1. Germany: 2 + 2 + 1 = 5
2. Sweden: 1 + 1 + 5 = 7
3. United Kingdom: 4 + 3 + 2 = 9
4. France: 3 + 4 + 3 = 10
5. Denmark: 5 + 1 + 6 = 12
6. Italy: 6 + 5 + 4 = 15 Drop out
7. Ireland: 7 + 7 + 3 = 17

**Filter 3 – Top 5**

1. Denmark: 1 + 1 + 1 = 3 Best choice
2. United Kingdom: 2 + 2 + 4 = 8
3. France: 5 + 3 + 2 = 10
4. Germany: 4 + 4 + 3 = 11
5. Sweden: 3 + 5 + 5 = 13

Calculation average expenditure on travel and tourism per capita

France: 111.5 billion Euro / 64.42 million people = € 1731

Denmark: 82.7 billion DK / 5.50 million people = 15036.36 DK = € 2020

UK: 108.8 billion GBP / 61.11 million people = 1780.31 GBP = € 2019

Sweden: 134 billion SK / 9.06 million people = 14790.28 SK = € 1464

Germany: 126.5 billion Euro[[1]](#footnote-1) / 82.33 million people = € 1536

Calculation percentage of people visiting tourist campsites per country 2008

France: 6636275 / 64.06 million people x100% = 10.36%

Denmark: 578300 / 5.48 million people x100% = 10.55%

UK: 4450130 / 60.94 million people x100% = 7.30%

Sweden: 556000 / 9.05 million people x100% = 6.14%

Germany: 6208332 / 64.06 million people x100% = 9.69%

**Conclusion**

Based on the filter model, it can be concluded that Denmark has the most potential for Ardenne & Gaume at the moment, closely followed by the United Kingdom. Relatively, in Denmark the highest amount of Euros are spent on travel and tourism and the growth is least bad. Also the biggest amount of people who spend their holidays on tourist campsites lives there. These are highly relevant factors for Ardenne & Gaume to consider when choosing a country to start expanding and doing their business with. However, the UK is second best with its rates so it would not be a bad decision to choose this country as well. The percentage of people that go camping and caravanning is lower, but still they spend a lot of money on a holiday and consequently fit the ‘higher’ segment Ardenne & Gaume wants to attract.

After having examined and consulted the outcomes of this research for possible markets to expand to, the decision has been made that the UK will be the market to be further developed in this thesis. A factor that plays an important part in this decision is the language barrier. English is ‘easier’ spoken, than Danish. The outcomes have proven that the UK country is attractive enough and since Ardenne & Gaume has an interest in this country, this choice has been made.

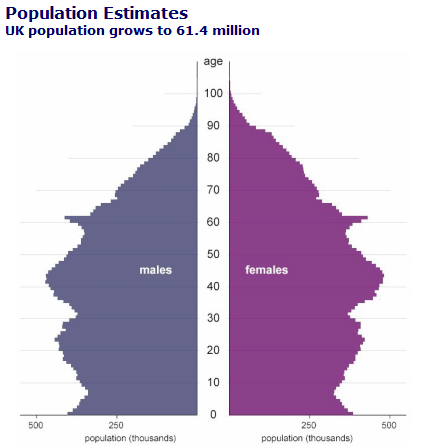
However, from the perspective of making a *framework*,this final top-5 can be of use in the future for approaching other markets.

## 2.2 DESTEP

### 2.2.1 Demographic analysis

**Population**

The estimated resident population of the UK was 61,383,000 in mid-2008, up by 408,000 on the previous year. Children aged under 16 represented around one in five of the total population, around the same proportion as those of retirement age. In mid-2008 the average age of the population was 39 years.



**Figure 3: Population by gender and age, mid 2008**

The diagram above is a representation of the age and sex structure of the population, known as a population pyramid. Each bar represents a particular single year of age and the length shows the population of that age. The structure of the pyramid is determined by births, deaths and migration.   
  
Up to the age of around 70, the number of males and females is fairly equal. At the top of the pyramid, from the age of 71 onwards, females outnumber males more. This is shown by longer bars on the female side of the pyramid. This reflects the higher life expectancy of women at older ages.

Further down the pyramid, people of working age (aged 16 to 64 for males and 16 to 59 for females) represent 62 per cent of the total mid-2008 population. For Ardenne & Gaume, this means that different target groups are represented. The pyramid also shows the ‘bulge’ of the ‘baby boomers’ born in the 1960s moving into the older ages. Thus the population of the UK is ageing.[[2]](#footnote-2) Still, the target groups of Ardenne & Gaume are present in the UK and also ‘older’ couples are part of it. Concluding, an ageing population does not affect A&G’s strategy.

The mid-2008 population of the constituent countries of the UK is estimated as follows:

|  |  |  |
| --- | --- | --- |
|  | **Population (thousands)** | **Percentage of total UK population** |
| **England** | 51,446 | 84 |
| **Wales** | 2,993 | 5 |
| **Scotland** | 5,169 | 8 |
| **Northern Ireland** | 1,775 | 3 |

**Table 1: Population UK 2008** 2

**Households**

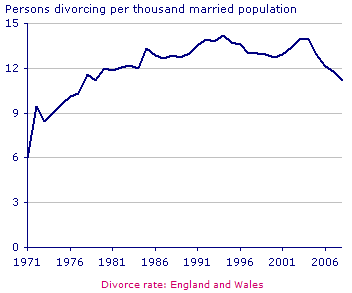
In 2009 the average number of occupants per household consists of 2 people and this is a decline comparing to the previous years. This is due to the high number of divorces of the last 15 years within the UK (table 3b). The number of households is still rising, 27,9 million is a rise of almost 1 per cent.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
| **Indicator** | **Country** | **2005** | **2006** | **2007** | **2008** | **2009** |
| **Average nr. of occupants per Household** | UK | 2,3 | 2,2 | 2,22 | 2,2 | 2,18 |
| **Average nr. of occupants per Household** (Growth) | UK | 0% | -4,10% | 0,61% | -0,70% | -0,70% |
| **Number of Households** | UK | 26,324,676 | 27,525,843 | 27,434,766 | 27,705,556 | 27,979,674 |
| **Number of Households** (Growth) | UK | 0,28% | 4,56% | -0,33% | 0,99% | 0,99% |

**Table 2: household composition, UK [[3]](#footnote-3)**

**Population distribution**

Analyzing table 1, England is the most favorable country of the United Kingdom, looking at the number of citizens. London, the capital city of England has the far most inhabitants, comparing to the other cities. Relatively, England and London have the most potential for Ardenne & Gaume to aim their marketing communications on.



|  |  |
| --- | --- |
| ***Biggest cities in the UK*** | |
| **City** | **Number of inhabitants** |
| **1. London** | 7,200,000 |
| **2. Birmingham** | 992,000 |
| **3. Leeds** | 720,000 |
| **4. Glasgow** | 560,000 |
| **5. Sheffield** | 512,000 |
| **6. Bradford** | 467,000 |
| **7. Edinburgh** | 450,000 |
| **8. Liverpool** | 440,000 |
| **9. Manchester** | 420,000 |
| **10. Bristol** | 380,000 |

**Table 3a: UK cities 2008 [[4]](#footnote-4) Table 3b: UK divorces[[5]](#footnote-5)**

***Market size***

The market size of the UK is the total amount of [buyers](http://www.businessdictionary.com/definition/buyer.html)/ users. This is especially important for Ardenne & Gaume since they are launching their product into a new market and small markets are less likely to be [able](http://www.businessdictionary.com/definition/able.html) to [support](http://www.investorwords.com/4826/support.html) a high volume of goods. The disadvantage of large markets is that they could bring in more competition. The total market size of the UK consists of 61.11 million people of which the total amount of euro’s per capita is $ 27754.77. This is relatively € 22433.54 and £ 18747.71 and above the average, compared to other European countries. Within the UK, the largest amount of people lives in the constituent country of England of which the capital city London has the most number of inhabitants.

***Market potential***

The number of UK citizens that might be interested in the campings of Ardenne & Gaume belong to the market potential. In 2008 the number of people that visited campsites was 4.4 million (see filter model).

There are two large clubs for campers within the UK; The Camping and Caravanning Club (CCC) and the Caravan Club (CC). Respectively they have over 460,000 and 375,000 fixed members and in addition, more than a million people (no members) make use of their service. These are all potential visitors of a camping of Ardenne & Gaume.

The number of holiday companies1 and site operators1 is large in the UK and thus the competition is large. Besides these companies, there is also the industry associations2 that have a big share in this market.

|  |  |
| --- | --- |
| 1 Alan Rogers  Eurocamp  Keycamp  Holgates Holiday Parks  Parkdean Holidays | 2 The Caravan Club  The Camping and Caravanning Club  The European Caravan Federation  National Caravan Council |

***Market development***The credit crunch has also caused the English citizens to cut in their spending. Especially the market of tourism has been seeing a shift from the expensive ‘All-inclusive and travel by air’ to the ‘Self-drive (motor home) and travel by car’. This development is favourable for Ardenne & Gaume Camping holidays, since they exploit camping and caravanning.

*“Before the credit crunch, camping and caravanning tourism was in a state of decline, mainly because there were other affordable forms of tourism that were perceived as a higher status holiday. Now, two factors appear to have turned the sector around. First, the recession came into play, meaning that holidaymakers could not so readily afford other types of holiday; and second, the evolution of camping and caravanning into a much different product has led to it becoming more visible, meaning that the sector has begun to look as attractive as other competing types of tourism”[[6]](#footnote-6)*

Some facts about the market development of camping and caravanning:

* Every year only The Caravan Club's Overseas Travel Service already make reservations for over 30,000 member families who travel abroad[[7]](#footnote-7);
* Caravanning is a £3 billion a year (largely domestic) industry, employing 90,000 people5;
* In total, in 2008 the UK has reached a level of having more than 4.4 million camping and caravanners; This has increased with 26,000 compared with 2007.

These developments are very favorable for Ardenne & Gaume and it can be concluded that there is a large potential market for them.

### 2.2.2 Economic analysis

**Economic factors**

The UK is the second largest economy in the EU and is one of the strongest in terms of social welfare, standards of living, unemployment, interest rates, inflation and inward and outward foreign investment. The UK has the seventh highest level of GDP per capita in the EU in terms of purchasing power parity (PPP), after Luxembourg, Ireland, the Netherlands, Denmark, Austria and Finland, and the third highest in the G8, after the US and Canada. According to the Doing Business indicators published by the World Bank in 2008, the UK has maintained its ranking as the sixth best country in the world in which to do business. Since Ardenne & Gaume wants to do business with the United Kingdom, it is important to know the economic situation and in this case it is not a bad choice to do business there.

**Economic growth**

The country attained a high growth rate of 3% in 2007, but economic deceleration began in 2008 and the GDP growth rate fell to 0.7%. In 2008, the economy entered a recession, with a predicted negative growth rate of 2.8% for the following year. The recessionary trend in the UK has worsened beyond expectation since the last quarter of 2008. The economy shrank by a sharp 1.6% in that quarter; the worst slide since 1980.

The decline has continued in 2009 with falling consumption and investment demand. External demand has also remained weak because of a slowdown in the global economy.

Furthermore, economic problems have adversely affected the country's employment rates, (which can be seen in the filter model).[[8]](#footnote-8)

For Ardenne & Gaume, the recession also has a plus side, since nearly double the number of holidaymakers are considering a camping holiday this summer as the recession forces people to cut back on expensive holidays.[[9]](#footnote-9) Camping and caravanning holidays are currently enjoying a renaissance; the industry seems well placed in this time of recession.[[10]](#footnote-10) People are still willing to go on a holiday, only they have less money to spend. Camping is the perfect solution and thus Ardenne & Gaume can take real advantage of this growing camping and caravanning market.

### Recent currency developments

|  |  |  |  |
| --- | --- | --- | --- |
| 2007 | 2008 | 2009 | May-2010 |
| 1 EUR = 0.67 GBP | 1 EUR = 0.79 GBP | 1 EUR = 0,89 GBP | 1 EUR = 0.85 GBP |
| 1 GBP = 1.46 EUR | 1 GBP = 1.26 EUR | 1 GBP = 1.12 EUR | 1 GBP = 1.18 EUR |

**Table 4: Currency values 2007 - 2010**

The economists of Bank of America Merill Lynch predict that the trade deficit of the UK will shrink. This is accompanied by a stronger coin. They also expect that the Conservatives will win the coming elections. The new government will probably result into fiscal policies in a more Conservative way. This will reduce the trade deficit and will raise the trust in the British pound amongst the investors. At the end of September, 1 euro will cost 0.86 pound, but in Mid-2010 it will drop to about 0.80. At the end of 2010, it will go to 0.77 GBP based on the forecasts of the economists. Looking at the table above, this prediction is proven to be true for most of the times. This is a good development, since English people need to be attracted to go to the UK and if the Euro is to expensive when they exchange Pounds for Euros they will not be very pleased to go to Europe. For doing business, it is a good development that the Pound will slowly gain back its former position.

### 

2.2.3. Social/cultural analysis

**Wealth**

Residents of the UK enjoy a standard of living comparable to those in other developed countries. This is primarily due to decades of solid economic growth, the benefits of which have been funneled into the development of solid social infrastructure. The systems of education and healthcare services delivery rank among those offered by the most developed countries.

Income inequality and child poverty are pressing social issues that the government has recognized and attempted to tackle. The government has stated its objective of eradicating child poverty by 2020 and has tried to even out the benefits of economic development through redistributive measures that are aimed particularly at pensioners and single parents supporting children. Within the vast social welfare system, a number of organizations exist to ensure that none of the disadvantaged are left out of the social security net.5

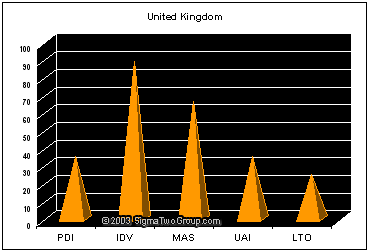
**Composition of the UK**

The United Kingdom consists of four countries: England, Wales, Scotland and Northern Ireland. Each country has its own characteristics. For example, the British people are very proud of their nationality and feel offended when someone views them as ‘’British’’ and not as Scottish or Welsh.

Apart from all the different accents there are also small differences between the countries when it comes to culture. The Welshmen are more patriotic than the British people and in addition to that it also has its own language, namely ‘’Welsh’’. Also the Scottish people have their own language next to the formal English language. This language is called ‘’Scottish Gaelic’’. Northern Ireland also has its own language next to English, namely ‘’Irish’’.

**Hofstede analysis United Kingdom**

The Hofstede analysis of the United Kingdom shows that the English people are very individualistic. That means that people are very independent and not really interested in other’s opinion about what they do or what they think of them. This comes back in the fact that holiday forums like Zoover are not very popular and that reviews are not that valuable as to Dutch people.



**Figure 3: Hofstede analysis, UK**

The Hofstede analysis also shows that the UK citizens people have a power distance. This means that they do not distinguish people from their grades or positions in society. This is something different than formality, since English people are known for their formal behavior and politeness.

Besides that, the Hofstede analysis shows that the United Kingdom has a high score on Masculinity. This means that there is a lot of assertiveness and competitiveness amongst the people living in the UK.

The English population, in general, likes to take risks and does not have much difficulties with uncertain and unclear situations. These are consequences of the UK’s low score on uncertainty avoidance.

They also score very low on Long Term Orientation, so they are very attached to tradition and social obligations.[[11]](#footnote-11)

***Business culture***

Even though the Dutch and the English are alike, doing business with an English man is doing business with someone from a different culture. There are most definitely important differences. The English are often more reserved, especially at first, than the Dutch.

Regarding a business meeting, if an English man uses expressions such as ‘That’s interesting’ or ‘We’ll look into it’, it often means they do not like the idea. Something they are hesitant to say directly.

The most important thing to remember when doing business with them is that they are extremely polite. And they like you to be that way too. It is very easy for the Dutch to be considered rude, which can be a disaster when trying to negotiate a contract. On top of that, the Dutch are very direct and very to the point. When in the United Kingdom, the Dutch will have to try and contain themselves in this area. Often something simple, such as a different choice of words, will do the trick.

Once a deal has been made, the English people will be somewhat more open and direct towards you. Personal contact plays an important part whilst doing business with the English, however maintain an appropriate distance.

Concluding the English culture is very similar to the Dutch culture, only more formal, so it should be no problem for Ardenne & Gaume when doing business with them. Whilst negotiating with potential partners / tour operators, they should keep in mind the business culture to avoid negative communication.

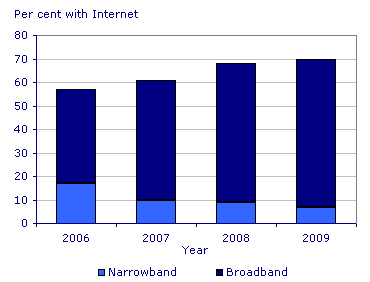
### 2.2.4 Technological analysis

**Internet revolution**

18.3 million households in the UK (70 per cent) had Internet access in 2009. This is an increase of just under 2 million households (11 per cent) over the last year.

The region with the highest level of access was London, with 80 per cent. The region with the lowest access level was Scotland, with 62 per cent.

63 per cent of all UK households had a broadband connection in 2009, up from 56 per cent in 2008. Of those households with Internet access, 90 per cent had a broadband connection in 2009, an increase from 69 per cent in 2006.



**Figure 4: Households with access to the internet, UK**

Sixty four per cent of all adults who are recent Internet users have ever purchased goods or services over the Internet in 2009. Of these, 83 per cent (26 million) had purchased within the last three months.[[12]](#footnote-12)

In the branch of tourism, internet is also playing a more and more important role for the English citizens. As goods are purchased, also holidays are ‘purchased’ via internet. In the previous years, printed brochures and travel agents were the only medium. Nowadays, everything can be seen and directly booked online via the world wide web. Ardenne & Gaume needs to take into account this internet revolution and must adjust its website and information to it.

**Innovation**  
According to the European Innovation Scoreboard 2007, a report that benchmarks the innovation performance of EU countries against emerging economies such as China, India, Russia and Mexico and other major R&D spenders such as the US, Japan, Canada and Australia, the UK ranks 11th in terms of its innovation performance, above the EU average.

### 2.2.5. Ecological landscape

**Climate**The United Kingdom has a temperate climate with a lot of influence from the sea. The average rainfall contains 1.197 mm a year. The rainfall is in every season. The period between March and June is the driest and the period between September and January is the wettest. Because of this changeable weather, most of the English people want a guarantee for sunny weather whilst being on vacation.

The UK, considered to be one of the strongest players in global politics, has a large role to play in the making of future global policies. Increasingly, world leaders are viewing climate change and sustainable development as global issues that require efforts to be made internationally, not just by individual countries. The UK has a major role to play in convincing other countries to commit to the cause. The government must also ensure that it meets all of the commitments that it has made to send positive signals to other countries.

The UK must effect a greater reduction in emissions of pollutants if long-term environmental protection is its aim. Though targets have been set through a number of international and internal agreements, the process should be carried forward. The great challenge lies in balancing economic development with positive progress in the environmental situation. This will be especially tough in the face of increasing competition from emerging markets.8

### 2.2.6. Political analysis

**Politics**

The government supports a policy that combines elements of both socialism and capitalism. The UK’s political landscape is deeply entrenched in the ethos of democracy and the stable system of governance ensures that there is a level of consistency in its policies. Following the world wars, the UK has developed into a major global force, largely on the back of its rapid economic development, which continues at a robust pace even today. Economic slowdown in the country has brought a fresh set of challenges for the present government, however.

Furthermore, corruption scandals and, more importantly, the government’s stand on the 'war on terror' have led to severe criticism from many quarters. While the Labour government resolutely supported the US-led operation in Iraq, the absence of weapons of mass destruction in the country undermined the official justification for the campaign.8

**Global**

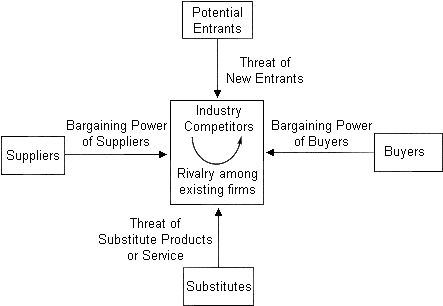
The UK is one of the most prosperous and influential nations in the world and has a large role to play on the international stage. The UK is one of the five permanent members of the UN Security Council, one of the founding members of the North Atlantic Treaty Organization (NATO), a member of the G8 and a member of the EU, although it has been following a conservative approach to the issue of European integration.

**Import Laws and Restrictions**

The United Kingdom is a member of the European Union. For that reason, the United Kingdom, only charges a tariff on countries which are no member of the European Union. For the trade of goods and services between the UK and other EU-members, the European Union does not allow any import duty or restriction. Also, since the creation of the Internal Market in 1993, goods are not subjected to border controls.

Ardenne & Gaume camping holidays is part of the EU, they will not have to pay extra import tariffs and this might save costs if people want to have a brochure and they have to send it to the UK.

## 2.3 Porter’s five forces



1. **Bargaining power of suppliers**

The level of bargaining power of suppliers depends on different factors. In this case, suppliers are the companies that deliver products and goods to the campings of Ardenne & Gaume (bread, souvenirs, beverages, (prefabricated) food for the restaurant. They are dependant of the suppliers, because they have to deliver the products in such a way that they meet the requirements of Ardenne & Gaume. However, since the credit crunch has a huge impact in Walloon provinces in Belgium, the suppliers are more dependent of incoming orders than the campings connected to Ardenne & Gaume.

Still, Ardenne & Gaume is responsible for its suppliers’ products (if they possess the required quality). Consequently, the power of suppliers is very low. Suppliers are not able to increase their power and negotiating position if they deliver the required quality.

Second, the switching costs can be slightly higher for a supplier than for Ardenne & Gaume campings, since new clients need to be attracted and deals made. For the campings it will not take long to find a new supplier; since other suppliers are desperate to get new clients. When there are more suppliers offering the same product or service, it is important for the campings to take a close look at the delivered quality and price.

The last factor is vertical/upright integration. Ardenne & Gaume does not have the need nor the means to produce the products, which are normally delivered by the suppliers, themselves. It would also be more expensive (stock, personnel, production, machines) to produce it themselves.

1. **Bargaining power of buyers**

There are different categories of buyers:

* Tour operators
* Guests (tourists)
* Tour operators

Ardenne & Gaume works together with several tour operators. For example with Oad Reizen, Thomas Cook (Vrij Uit), Pharos Reizen, Alan Rogers, Vacansoleil, Vacanceselect and much more. Most of the tour operators are working from the Netherlands. The tour operators power is relatively low. They get a reasonable percentage of the allotments they ‘sell’ (rent) to consumers, but most of the campings are not dependant of them. Parc La Clusure, one of the campings of Ardenne & Gaume is asking a lot of accommodations (allotments) back, they had initially given to the tour operators to sell. Still the promotion they get via a tour operator is something they can’t miss. If Ardenne & Gaume wants to be successful on the English market it is very important that they work closely together with tour operators, since the English people are not familiar with these campings. The grade of a successful entrance thus partly depends on the performance of these tour operators. Without them it would be a lot harder to get a good reputation and the costs of promotional activities will be much higher.

It can be concluded that, in the phase of making an entrance, the power of a tour operator is relatively high, because they play an essential role in getting in contact with the English people.

* Guests

The guests of Ardenne & Gaume are the people who actually spend their holiday on one of the campings. Mothers and fathers may be looking for a safe, nice and attractive environment with activities for their young or older child(ren). Older people (50+) look at the area around a camping, price and the extent of rest. Large groups look for accommodation and the use of catering, during their stay. Every segment visits a camping with certain reasons, wishes, expectations, and those differ. For one person the price is more important and for the other quality is more important. Thus, the guests are powerful, because if they don’t like the camping, they will go to another and make negative publicity for it. Although mouth to mouth publicity and evaluation websites (Zoover) don’t play such an important role, some people consult these websites before they book a holiday. Thus it is very important for Ardenne & Gaume that they reach all target groups, meet their expectations and make sure they leave with a good feeling.

1. **Threat of substitute or complementary products**

Substitutes and complementary goods for Ardenne & Gaume are the campings with a better or lesser qualification (stars), hotels and bed and breakfasts in the Belgium Ardennes and Gaume area.

Guests of our camping will be less likely to visit campings with a lower qualification, since they are used to the comfort and offered services at the Ardenne & Gaume campings. There are a couple of bed and breakfasts in Belgium. However, this cannot be seen as a real concurrent for Ardenne & Gaume. The concept differs tremendously and appeals to a whole different target group.

Only the campings with the same qualification but with a wider range of products (facilities) will be a good replacement. If people get more for the same price, they will be more likely to switch. The threat of substitutes or complementary products is low in the Belgian Ardennes.

1. **Threat of new entrants**

The campings of Ardenne & Gaume have the advantage of having a good reputation and loyalty of guests returning each year. Through this, newcomers have to invest a lot of time and money to compete against this. When a new camping is about to settle in the neighbourhood of one of the Ardenne & Gaume campings, this camping shall need to try to surpass them. A higher service, same or higher qualification and preferably lower prices are needed to become a real competitor.

When an old camping is bought by a new owner, a lot of money needs to be invested before it can be reopened. Often, the facilities are in poor condition. This is a big barrier to newcomers. Thus the threat of new entrants is low.

In this case Ardenne & Gaume is a new entrant on the English market. The already established camping, name, partnerships and publicity it has and gets in the Netherlands, doesn’t mean a lot in England. They have to prove themselves first to the English consumers and also the country/area needs to be promoted, since it is not the top-5 choice to spend their holiday in. Thus the barrier for Ardenne & Gaume to enter the English market is quite high.

1. **Rivalry among existing firms**

From the competitor analysis, chapter 3, it can be concluded that there is tough competition on the tourist market. Not only the other campings in Belgium are a competitor but also other countries need to be considered threats. The English camper must prefer Belgium above France or Italy for example and then must prefer a camping that is connected to Ardenne & Gaume.

There are many smaller and larger campings who distinguish themselves in terms of both price, quality and the amount of facilities. Entering the international market will lead to more competitors. It is therefore important that Ardenne & Gaume emphasizes on their distinctive character. The tourist needs to understand why he or she has to visit the area and these campings instead of another camping in Belgium or another country.

**Conclusion**

Looking at this analysis, the following can be concluded:

|  |  |
| --- | --- |
| 1. Bargaining power of suppliers | Production: Low  Delivery: Low |
| 2. Bargaining power of buyers | Tour operators: Low  Guests: High |
| 3. Threat of substitute or complementary products | Substitutes: Low  Complementary products: Low |
| 4. Threat of new entrants | New entrants: Low  Ardenne & Gaume: High |
| 5. Rivalry among existing firms | High |

The analysis shows that the English market is a very interesting but tough market for Ardenne & Gaume to make an entrance on. They have a strong position looking at the bargaining power of suppliers and buyers. There is a small threat because of the high number of competitors (both campings and countries). Still, the strong label and beautiful environment where the campings are located makes it possible to compete against these competitors. The high bargaining power of buyers needs to be considered as well. Your guests are your most important means, so value their opinion.

This report can provide a good knowledge base for Ardenne & Gaume, should they venture on to the British market.

## 2.4 Buyer analysis

In order to determine what target market will be most lucrative for Ardenne & Gaume, the English population has been divided into segments that have the biggest potential for A&G with their current positioning strategy (chapter 5.3.1). In this subchapter, two analyses have been made, one from an export point of view and one from a marketing communications point of view.

2.4.1 Customer analysis (segmentation export approach)

* **Relevant segments**
* *Families with young children (0-12 yrs old)*

This segment includes all families in the United Kingdom with one or more children under the age of 12 years old. These families have the biggest interest in good, safe and extended facilities for their children on the camping itself and are more willing to pay for the quality. They will not undertake sightseeing trips, but will only go to playground, amusement parks and zoos with their children or stay on the campsite and make use of those facilities.

* *Families with older children (12 yrs and up)*

These families have children between the age of 12 and about 16 years old. They are interested in facilities as a swimming pool and a place for their children to enjoy themselves and to ‘hang’ around. They are particularly interested in the products of the camping, but since the children are not that young anymore, they will also undertake sightseeing trips in the nearby surrounding (castles, villages, amusement parks etc.).

* *(Older) family/couples without children*

These people can be young or older and are solely interested in good sanitary restaurant/bar facilities. Most of the couples that have been on the campings of Ardenne & Gaume only stayed for 1 or 2 nights with their own mobile home to spend the night and then moved further to Southern Europe. They often make use of the camping cheque, which is valid off season. The involvement in quality of the products of the camping is lower than families with children. These people need to be attracted by promoting the environment.

* *Groups*

Organized trips are very popular in the United Kingdom and there are special magazines for it. The two biggest organizations; the Camping and Caravanning Club (CCC) and the Caravan Club offer these magazines and offer organized trips throughout Europe, sometimes even with a theme (i.e. a guided tour through France is called ‘Tour du Vin’). All of the campings of Ardenne & Gaume have the facilities to welcome large groups. Groups can be teams, clubs, organizations or schools and in Holland some have visited the campings.

Conclusion

Looking at the above mentioned factors, it can be concluded that the target market does not differ a lot compared to the Dutch market. This can make the possible entrance slightly easier for Ardenne & Gaume. Looking at the English target group that is already present, the (older) couples without children, it can be said that they are easiest to target via the camping cheque. The target group that will be most tough to reach and to attract to the Belgian Ardennes are the families with children. They really need to be convinced of the possibilities of the country and the campings, will they come to spend their holiday there.

Another very interesting target group are groups; It would be very profitable and good for the image to attract groups via organized trips.

### 2.4.2 Customer analysis (segmentation marketing communications approach)

Looking at the objectives and positioning of Ardenne & Gaume, two different markets can be defined that have to be approached. First of all the tour operators (B-to-B) and second the end-users or English citizens (B-to-C).

* Tour operators

The first step that has to be taken, is to introduce Ardenne & Gaume to the most important tour operators in the United Kingdom that offer camping and caravanning holidays. Mainly because the campings are more visible to the end-users, if they actually are in their brochures or on their websites. Establishing A&G on the English market means that time, money and effort must be put into contacting them and into convincing them of their concept and qualitatively high campings. The way to approach retailers will be explained later on.

* End-users

The next step is focusing on the target group of consumers that will make use of the campings. These different segments of consumers have been analyzed in subchapter 2.4.1 and will now be analyzed more thoroughly.

**General level**

Looking at the geographical characteristics, one cannot say that the target group of camping and caravanning people is represented in one specific area of the United Kingdom. Most of the people are living in and around London, but if Ardenne & Gaume wants to reach them, they should enter/connect with the two biggest clubs/tour operators where camping and caravanning ‘enjoyers’ are members of.

Out of the interviews it turned out that the most common way for English people to book their holiday is via these membership clubs and/or via internet. By creating a partnership with the UK camping and caravanning clubs, the total segment is reached at the same time. The tourism trends, most of all caused by the credit crunch, show that there is a need for cheaper or less expensive holidays. Thus camping is most favorite at the moment; This will be shown in the percentage rates of people that will go camping or caravanning in 2010.

The lifestyle variable shows that there is an importance for new and clean sanitary, large (comfort)pitches, extended facilities and the possibility to pay with camping/holiday cheque.Concluding, there is a market for Ardenne & Gaume in the middle-high segment.

**Domain specific level**

Looking at the level of involvement, it can be said that all consumers are high involved in the market of holidays, besides the people who only want to stay one or two nights. The only thing that differs amongst those high involved consumers is what they find important. Families with (young) children are especially interested in facilities like a swimming pool, play grounds and animation for their children. (Older) couples are looking for a quiet/serene and nice pitches with a good size; Besides that clean washing and toilet facilities is the number one priority the campsite itself. The second most important criteria is the scenery and the possibility to visit local towns or attractions; Groups are interested in catering possibilities and outdoor activities or trips they can undertake. Thus, the level of involvement is high, since they want to be sure if the above mentioned criteria are good. the extent to what they find important matters here.

Looking at the benefits sought, the nature of use can be divided into the role that a camping and its products fulfils for a person. UK citizens want their holiday to be different than their day-to-day life. The interviewed persons found that the most important thing during their holiday is relaxation. This is automatically connected to the criteria they find important. One person can relax if the environment is quiet and peaceful, another person can relax if the sanitary is clean and neat. If the criteria are met and there is no need to complain, it will become a nice and relaxing holiday. Ardenne & Gaume needs to meet the expectations and wishes of the English consumer.

The heavy users are the people who go camping at least once a year for at least one (unbroken) week and who have their own caravan, tent or mobile home. Because they often go camping or caravanning and have more experience, they have higher expectations of what a good campsite should look like and should offer.

**Brand-specific level**

Thus, Ardenne & Gaume needs to focus on transferring their unique selling points (usp’s) to win the prospects over to their side. The criteria of English people are definitely met, only the area of the Ardennes is not known amongst the (potential) buyers living in the UK, since it is not (that much) promoted. Still there is a market for it, since the English campers who have already visited a site of A&G speak highly of it. Therefore, marketing communication must be aimed at the group of heavy users in order to make the brand, campings and country successful in the United Kingdom.

The way to approach the end-users will be explained later on in both the export- and marketing communications chapter.

**Enclosure 3 - Market research**

* Marketing problem

At the moment, most of the turnover is generated from camping guests and tourists from Holland and thus, most of the marketing communications are aimed at this country. Ardenne & Gaume camping holidays wants to expand their market and has set a new vision and target for the upcoming years; to attract visitors from other countries within Europe. The analyses that have already been done, showed that UK is an attractive market with a big amount of people spending their holiday with camping and caravanning. The central marketing problem that arises is the following:

• How can Ardenne & Gaume realize growth on the British market in a structural manner?

In order to make the right marketing decisions, market research is needed.

* Market research objectives

The objective of the market research that will be done is to gather new information that is not present, or to confirm the information that has been found earlier through desk research.

The market research objectives are the following:

• Insight/understanding in how English people think, feel and act with regard to camping and what process takes place from the beginning (finding/booking holiday) until the end (evaluation afterwards);

• Insight/understanding in how a partnership is created;

• Gain enough information to develop a strong and implementable marketing communications strategy for the English market.

* Market research problem

In the previous steps of the market research process came forward that insight and understanding of the market is needed, because Ardenne & Gaume wants to know if England is attractive enough to invest in. Therefore it is important to gather enough information to solve the marketing problem.

The market research problem is:

• Ardenne & Gaume needs to gather information about the attitude (communication, visits, use, needs, wants, expenditures of the English people)

* Research questions

In this step of the market research process, one needs to determine what information is needed and what research questions need to be formulated in order to answer the research problem.

• What is the current situation of the British market and how big is the potential market for A&G on this?

• What is/are the target group(s) of Ardenne & Gaume and what are the qualities?

• How should A&G organize its marketing communications in order to reach the target market?

• What role does internet play and how can internet be used to reach the British market?

• Which organizations are interesting to cooperate with for A&G and how can they be approached (potential partners)?

• What growth scenarios are possible for Ardenne & Gaume?

The research questions mentioned above will be used in a survey.

* Determination of possible sources

These market research steps are formulated to do qualitative research, because desk research has already been done. In-depth interviews will be held to gather the information needed.

* Market research plan

The qualitative interviews will be held by interviewing both experts and ‘normal’ English citizens who have spend their holiday at one of the campings connected to the Ardenne & Gaume group. The experts have been selected carefully in order to gain the best possible information.

**To be interviewed**

|  |  |
| --- | --- |
| What: | The Camping and Caravanning Club (CCC) |
| Who: | Andy Dowdall, marketing manager |
| Where: | United Kingdom |
| How: | Via e-mail [andy.dowdall@defriendlyclub.co.uk](mailto:andy.dowdall@defriendlyclub.co.uk) and telephone 0044 2476475122 |
| Why: | Have over 460,000 members looking for new places to spend their holidays |
| Website: | [www.campingandcaravanningclub.co.uk](http://www.campingandcaravanningclub.co.uk) |

**To be interviewed**

|  |  |
| --- | --- |
| What: | Alan Rogers |
| Who: | Catherine Morley, Travel Service Sales Manager |
| Where: | United Kingdom |
| How: | Via e-mail [Catherine@alanrogers.com](mailto:Catherine@alanrogers.com) and telephone 0044 1580214027 |
| Why: | Alan Rogers always has been the market leader on the camping market They are operating in the Netherlands and in the United Kingdom |
| Website: | [www.alanrogers.com](http://www.alanrogers.com) |

**To be interviewed**

|  |  |
| --- | --- |
| What: | Duinrell, attraction park, Netherlands |
| Who: | Jaqueline Haers, marketing manager |
| How: | Oral, 4th of May |
| Why: | Have partnership with/advertise at the Camping and Caravanning Club, The Caravan Club, Eurocamp Independent and Keycamp in the UK |
| Website: | [www.duinrell.nl](http://www.duinrell.nl) |

**To be interviewed**

|  |  |
| --- | --- |
| What: | 4 guests |
| Who: | Living in UK |
| How: | By interviewing them personally when they are staying at the camping |
| Why: | Have spend their holiday at Parc la Clusure (camping of Ardenne & Gaume) |

The results of the interviews and especially the gained knowledge have been processed into the:

**\***Segmentation part of the buyer analysis **🡪** Criteria what English people find important: wants/ needs;

**\***DESTEP **🡪** The English market (economic/ credit crunch and developments);

**\***Entry strategy **🡪** How can the English market + tour operators be approached;

**\***Marketing communications plan **🡪** The actual implementation to carry out the gained knowledge.

Respectively these are chapter 2.4, chapter 2.2, chapter 3.4 and chapter 5.

***3.1 Survey for guests***  
*Underneath you can find the survey that has been created for the guests. The different answers given by the 4 interviewed guests have been filled in below or next to each question.*

|  |
| --- |
| Opening questions   * How’s your holiday up to now? * Great! * Excellent! * Wonderful! * Where do you come from? * Hampshire * London * Manchester * Loughborough * Have you been on this camping and in Belgium before? If yes, what do you like in particular? * Yes, I’ve been here last September, I really enjoy the facilities * No , I’ve never been to Belgium, but so far I really like it * No, but when we come back from the South, we will stop by again to overnight * Yes, We have been here 4 times, because of the good sanitary facilities for our disabled son * How did you find our camping? * Camping Cheque book * Did you see anything of the nearby environment (trips)? * We visited some towns nearby and the Chateau of Laveau St. Anne * We went to the city Luxembourg * Yesterday we went to the caves of Han * No, we will only stay here for 2 nights, so we will stay on the campsite and will make use of the restaurant and bar. * What did you enjoy most? * Diversity of the area within small distances * The good food (also on the campsite) * The town Rochefort and the castle we went to; Very beautiful! |
| Decision criteria   * What decision criteria play an important role in the process of searching and booking a camping? * Peace and quiet campsite * Interesting serenity, population and towns to visit * The facilities of the campsite and local attractions * Facilities for handicapped people * Clean showers and toilets, good size pitches * Size of the campsite (preferably smaller and quiet sites) * Location is very important: Countryside with nice views, near villages and the location must be accessible from motorway; * Why are those important? * We want our holiday to be different than our day-to-day life in UK * Peace and quietness = relaxation * If the facilities are not good or not clean, I cannot relax and can get irritated about it * My son is handicapped; I need special facilities to make the holiday more comfortable |

|  |
| --- |
| * Can you rank the following criteria in the extent of what is most important and what is least important in the decision making process? (1 high – 7 low)   1 ; 1 ; 3 ; 2 Information provision  1 ; 2 ; 1 ; 3 Facilities  5 ; 3 ; 3 ; 5 Qualifications  1 ; 1 ; 3 ; 1 Environment  2 ; 6 ; 1 ; 4 Price  1 ; 4 ; 1 ; 4 Service  1 ; 3 ; 1 ; 2 Quality  3 ; 5 ; 6 ; 7 Other people’s opinions   * Are there any criteria you find important, I did not mention? If yes why are they important and how important is it in the extent of 1=high and 7=low * The size of the site is a criteria that can be found important; I think it is worth a 5 on the scale, but it is part of my decision criteria of choosing a site; |
| * What do English people find most important during their camping holiday? * Friendly staff who can give out local information (a well run established site) * Clean washing and toilet facilities * Good size pitches * Good shop and restaurant * Sunny and warm weather if we go camping in Europe * A stunning scenery * Clean facilities and clean surroundings * Relaxation! |
| Marketing communications   * How well known is Belgium in the UK, in particular the Ardennes and Gaume sites/area? And what do you think is the reason for that? * To us lots of people know Belgium * I don’t think it is at all well known * It is of my belief very few people know of this area * Not well known, Bruges and the west are the main areas that are visited * There is little or no advertising or tourist promotion (in their brochures) * Most English travel from Calais and go to France or the South * What part of the Ardennes can be interesting to English people compared to other nationalities? For example (war)History, attractions, beer breweries etc.? * We find the Ardennes of particular interest for scenery, towns and historical interest (Plus no English people are present) * Walking and environment (culture and architecture) * This depends on different interests of the English people, I prefer the different bottled beers * I would say beautiful scenery with opportunities for walking. Some people are interested in visiting historical sites related to 1st and 2nd world war (mostly older people) |
| * What will be more interesting to English people concerning Belgium, the product (camping) or the environment (Ardennes)? And why? * Both, people here become more used to good quality sites and they would also enjoy staying in the Ardennes * I think it is 80-20 since the site is very important; Especially for families it can ‘make’ a holiday * The environment, because things to do are important whilst you are away * The environment. You can camp anywhere in Europe but you have to sell the Ardennes as a place to visit. |
| * Is this part of Europe often promoted in England and how? * No not a lot; Once I saw this poster in the London Underground advertising for the Ardennes * Not to a great extent, although some Motorhome/Caravan magazines do have articles about this area * Very seldom, occasionally I saw Ostende, Bruxelles in a magazine * No it is not well promoted * What kind of special magazines are available for people who like to go camping and caravanning? * The Caravan Club magazine * The MotorHome Magazine (MHM) * There are club magazines that you have to be a member of that do advertise * The Camping and Caravan Club magazine * Practical Motorhome * What kind of special forums are available on the internet where people can leave or see evaluations? * [www.motorhomingfrance.co.uk](http://www.motorhomingfrance.co.uk) * There are forums available, but I do not use these for camping holidays * The caravan club website * I don’t know of any * Do you often use magazines or forums before booking a holiday? Why (not)? * I have used some magazines of clubs to find sites in France * Yes I use them for views and reviews * I often use the magazine of the Caravan Club to view sites in Europe * I don’t use forums, but use the book of camping cheque |

|  |
| --- |
| * What is the most common way of booking a camping or caravan holiday? Via internet (website of the camping itself) or via tour operators? * Via membership clubs for caravan/camping or via the internet * Via internet * I usually book direct, however if the website of the campsite is to limited in English, I have to use a travel agent * Via Caravan Club * What tour operators do you often use on the English market? * Camping cheque / Holiday cheque / Thomas Cook * Caravan Club or direct booking * [www.campingcheque.com](http://www.campingcheque.com) * The Camping and Caravan Club |
| Credit Crunch   * Can you tell me something about the credit crunch in England? * Has meant the £ - € is not favorable and holidays on continental Europe are costing more * Hit few people * Most people are unaffected (until now) * How is the situation on the English market at the moment? * Not good and not bad * There is a lot of uncertainty about the future * It is quite stable and picking up * What do you notice? Any trends about how people are spending their holidays? * More holidays are spent at home because the Euro is expensive * More people choose for a cheaper holiday * Camping and caravanning is booming! * Has something changed in your camping and caravanning bookings since the recession? And why? * Not really, though I think some people are just off now by the experience of caravanning in Europe because of the poor exchange rate * We tend to look for the cheapest prices against the facilities * What do you think about the future with regard to camping? * In England more people are turning to camping and costs are rising * It will get stronger and will do more * I think it will become more popular since sites are becoming more ‘luxury’ |

## 3.2 Survey for tour operators

*Underneath you can find the survey that has been created for the Tour Operators. The answers given by the 3 interviewed marketing managers are put underneath the survey. Andy Dowdall insisted on not wanting the answers of his interview to be published and are therefore not enclosed. However, the gained information has been used / processed in this thesis.*

|  |
| --- |
| Opening questions   * Can you tell me something about your company? * How long have you been operating on the market? * Are you familiar with the Belgian Ardennes and Gaume area? And yourself? |
| Decision criteria   * What decision criteria play an important role for the English consumer in the process of booking a camping? * Why are those important?   (The criteria mentioned underneath that are not said, I will ask further about):   * So …. are not important? If yes, why and if no, why not? |
| * Can you rank the following criteria in the extent of what is most important and what is least important in the decision making process of English consumers? (1 high – 7 low)   … Information provision (website/ brochures in English)  ….Facilities  ….Qualifications (star rank, prices won and other qualifications)  ….Environment  ….Price  ….Service  ….Quality  ….Other people’s opinions   * Are there any criteria that are important, I did not mention? If yes why are they important and how important is it in the extent of 1=high and 7=low |
| * What do English people find most important during their camping holiday? And why?   … |
| Marketing communications   * How well known is Belgium in the UK, in particular the Ardennes and Gaume sites/area? And what do you think is the reason for that?   ….   * What part of the Ardennes can be interesting to English people compared to other nationalities? (war)History, attractions, beer breweries etc.?   …. |
| * What will be more interesting to English people concerning Belgium, the product (camping) or the environment (Ardennes)? And why? |
| * Is this part of Europe often promoted in England and how?   …   * Why do you choose as a tour operator (not) to promote this part of Europe?   …   * Since the introduction of the camping and holiday cheque, we notice that a lot of English people stop by to stay for a night or 2 because they saw our camping in that brochure. Do you think there’s a market for ‘us’ or Belgium if we promote it well? * Is there a possibility that Ardenne & Gaume can work with you via advertising?   …   * What kind of special magazines are available for people who like to go camping and caravanning?   …   * What kind of special forums are available on the internet where people can leave or see evaluations?   …   * In Holland this is a very popular form of communication, so why do you think this is different in the UK?   … |

|  |
| --- |
| * In which city of England lives the biggest part of the camping and caravanning club and why do you think this is?   …   * Does it has something to do with wealth or the unemployment rate or the composition of families in that area?   … |
| * What is the most common way of booking a camping or caravan holiday? Via internet (website of the camping itself) or via tour operators?   …   * What tour operators are key players on the English market besides yourself?   … |
| Credit crunch   * Do you see a trend in camping and caravanning bookings since the recession? More/less popular and why?   …   * Is it of great importance of the amount of bookings? (more people go camping, so more bookings because it is a cheaper way of spending holiday or do people not go on a holiday any more at all)   …   * What do you expect for the future to happen? (in relation to how people spend their holidays)   …   * Are you frightened that the recession will go worse in the UK? Why (not)?   … |

*Specific questions about creating a partnership will be added to the survey in case of Duinrell:*

|  |
| --- |
| * I contacted you because you are in the brochure of both Keycamp, the Camping and Caravanning Club and The Caravan Club; Ardenne & Gaume also wants to increase its market by expanding to the UK and attracting tour operators and promoting itself in their brochures; * Can you tell me something about the company?   (about the start, growth etc.)   * Since when did Duinrell decide to go international? Which countries? * Were external people hired to enter these countries, and do translations etc. or did you do it all with your own staff? * What were bottlenecks while going international? What would Duinrell do different another time? * What other kinds of marketing did u use to go international besides the earlier described brochure?   Duinrell is operating on the English market and has partnerships with Keycamp, the CCC and the Caravan Club and advertises in the brochures…   * Can you describe each step of the process that was involved from contacting them until the actual print in the brochure (all marketing communications actions)? * What form of marketing communications does Duinrell do besides this? * Any PR activities? |
| * How hard was it to enter the English market? * Where did you hit upon? |
| * Are there special agreements made with these tour operators? Did you go through a special selection? What kind of agreements/deals are made (i.e. special actions)? |
| * Can you tell me how much you pay them to appear in their brochure/on their website? Do you deliver the text and graphics yourself? |
| * Has it given you much in return? * Did the amount of English visitors increase? Can you show this in %? |
| * What tips can you give me while starting and putting this same process into action? * Do you have specific contact information of people from Keycamp /CCC/The Caravan Club? |

**4 mei ’10 Interview Jacqueline Haers Duinrell**

*Ik heb contact met jullie gezocht, omdat ik tijdens het zoeken naar interessante Engelse tour operators steeds jullie naam voorbij zag komen. Keycamp, the Camping and Caravanning Club and The Caravan Club; Ardenne & Gaume wil ook haar markt verbreden en uitbreiden naar het Verenigd Koninkrijk door tour operators en partners aan te trekken. Dit bijvoorbeeld door ook in hun brochures te adverteren. Door middel van dit interview probeer ik inzicht te verkrijgen in hoe het aantrekken van partners in zijn werk gaat en wat er allemaal bij komt kijken.*

* **Kun je iets over jezelf vertellen? Opleiding, werk, functie?**

Ik werk als Marketing medewerker en ben verantwoordelijk voor alles dat met verblijf te maken heeft; Dus verantwoordelijk dat alles volgeboekt wordt: Camping, Duingalows en het Duinhostell. Door middel van het uitzetten van acties en het samenwerken met tour operators, proberen we zo veel mogelijk mensen aan te trekken. Online doen we ook heel veel en proberen we alles zoveel mogelijk up to date houden;

* **Hoelang zit je al bij Duinrell? Bevalt het werk? Wat doe je allemaal?**

Ik zit er al 11 jaar; Vroeger werkte ik fulltime en nu werk ik 3 dagen per week, omdat ik 2 kinderen heb; Het is dezelfde functie als vroeger, maar nu werk ik iets minder uren.

* **Vertel eens iets over Duinrell zelf (start, groei, doelstelling)?**

Duinrell bestaat al 75 jaar. Het is ontstaan als klein speeltuintje, daarna zijn de camping en stacaravans erbij gekomen en is het steeds groter geworden. Op het moment hebben we 850 staanplaatsen, 416 Duingalows en het Duinhostel (ook geschikt voor groepsverblijven); De marketingdoelstelling die we al sinds vorig jaar hebben is om het verblijf uit te breiden; De naamsbekendheid van Duinrell als attractiepark is heel hoog, maar dat mensen er ook kunnen overnachten is minder bekend. Dit willen we meer gaan linken aan de naam.

* **Sinds wanneer heeft Duinrell besloten om zijn markt te verbreden en internationaal te gaan?** **Welke landen zijn eerst gekozen en waar wordt nu allemaal geadverteerd?**

We opereren al heel lang internationaal; Duitsers zijn onze grootste groep van internationale inkomsten 40%; Als ik het op een rijtje zet is het van groot naar klein: Nederland, Duitsland, België, Engeland, Denemarken; Misschien willen we Frankrijk er ook bij gaan betrekken maar ik zie hier zelf nog geen echte markt in.

* **Waren voor het betreden van buitenlandse markten speciaal mensen ingehuurd voor bijvoorbeeld de vertaling, of werd het allemaal met eigen personeel gedaan?**

We deden en doen het zoveel mogelijk met eigen personeel; Voor het vertalen en E-marketing (SEO en zoekmachine marketing) huren we mensen in. De communicatie afdeling neemt ook het grootste deel van het vertalen op zich;

* **Welke tegenslagen waren er tijdens de internationalisering? Waar heb je van geleerd?**

Nederlanders trek je gewoon aan met kortingen, dat is onze cultuur. De grote vraag waar we nu mee bezig zijn is door te onderzoeken naar wat buitenlanders trekt, want dit weten we niet. Op de Engelse markt hebben we al met flink wat tour operators samengewerkt en hebben we geleerd, welke wel en welke niet betrouwbaar zijn en/of prettig zijn om mee samen te werken.

***Partijen die niet werkten***

*Stena Line*

*Hoseasons*

*DFDS Seaways*

* **Welke marketing communicatie middelen gebruikt Duinrell nog meer naast het adverteren in brochures?**

Online adverteren doen we en we staan in brochures (Caravan Club, CCC, ECI); De eerste twee tour operators zijn het grootst, de derde is klein, maar daar hebben we leuk contact mee;

*Duinrell opereert op de Engelse markt en heeft partnerschappen met Keycamp, the CCC en the Caravan Club en adverteert in hun zomer/winterbrochure…*

* **Kun je elke stap beschrijven van het gehele proces; Van contact zoeken tot de plaatsing van jullie advertentie? Hoe benaderd?**

Duinrell heeft zelf de naamsbekendheid en van wat ik heb meegemaakt, zijn wij altijd benaderd door de tour operators. Vaak gaat het contact via mail en ook de contracten zijn vaak vooraf opgesteld. Het enige waar goed onderhandeld over met worden is de commissie en of je wel of niet meebetaald aan de kosten voor de brochure.

* **Welke vorm van marketing communicatie doen jullie nog meer op de Engelse markt?**

De brochure staan we in en op de websites van de partijen, maar daar betalen we niet voor; We hebben die bij de onderhandelingen erg duidelijk gemaakt en zijn tot een akkoord gekomen.

* **Wat doen jullie verder aan PR?**

Zelf heb ik geen tijd voor PR activiteiten, dus daar doen we verder niets aan; Mijn baas had wel laatst gezorgd dat we in het maandelijkse release blad van E-camp stonden.

* **Hoe moeilijk was het om de Engelse markt te betreden?**

Dit is niet heel makkelijk; Eurocamp heeft een eigen beleid en hier moet je je maar in zien te vinden; Zij hebben zelf accommodatie en tenten staan op ons park, dus verder hebben wij dus niet met ze te maken.

* **Waar liep je tegenaan?**

We hadden bij een onderhandeling met een grote partij niet duidelijk genoeg afgesproken dat ze niet onder onze naam mogen adverteren; Hier loop je dus grote inkomsten op mis. Als bijvoorbeeld een Roompot adverteert voor accommodaties op Duinrell, dan heb je grote kans dat mensen gaan boeken via Roompot dan via ons. Doordat dit een veel grotere speler is op de markt. Dit is dus heel belangrijk om in het contract op te nemen.

* **Zijn er speciale afspraken gemaakt met de Tour operators (of per tour operator)? Moest je eerst door een selectie of screening heen?**

Voor zover ik weet is er geen selectie of screening, maar je moet wel interessant genoeg voor ze zijn om mee samen te werken.

Een afspraak die wij gemaakt hebben is de commissie die ze bij ons krijgen: Dit loopt van 5 tot 15 procent; In het hoogseizoen krijgen ze minder commissie dan in het laagseizoen;

Een ander onderhandelpunt was de bijdrage voor het magazine; Hier betalen we dus niet voor;

In de kleine gids van de CCC sta je groen gemarkeerd als je partner bent. Dit is gedaan door de AA en zorgt ervoor dat je meer opvalt, maar hier betalen we niks voor;

Voor het allotment is het belangrijk om af te spreken dat je heel flexibel bent in het teruggeven ervan (beide partijen).

* **Kun je me vertellen hoeveel Duinrell betaald per brochure om erin te komen en op de website te staan?**

We betalen voor geen van beiden.

* **Leveren jullie de stukken tekst en plaatjes zelf aan?**

Teksten schrijven doen de tour operators zelf, omdat ze een bepaalde stijl hebben; Plaatjes leveren wij aan, net als prijzen en het allotment. De rest doen zij zelf.

* **Hoe groot is het marketingbudget? Hoe groot gedeelte gaat naar Engelse markt?**

Online marketing gaat het grootste gedeelte van het budget heen -> € 40,000 euro. Dit wordt gebruikt voor Google add words en het bedrijf dat dit regelt is *‘traffic 4 you’*; Voor de Engelse markt hebben we een budget van €90.000 euro;

Ons budget voor online marketing gaat dus op naar:

* Optimalisatie

Dit is hoe de website eruit ziet; Vooral de achterkant van je website moet in orde gemaakt worden; De tekst achter een plaatje bijvoorbeeld, dat leest de zoekmachine bij het zoeken; Als deze niet in orde is, of juist te vaak voorkomt dat het spam lijkt, dan kom je niet goed uit de zoekmachine resultaten;

* Zoek machine marketing

Dit is add words; Dat we door middel van advertenties hoog bovenin staan bij zoekresultaten

* **Hoeveel heeft het je opgeleverd?**

Het heeft ons veel naamsbekendheid opgeleverd, maar qua cijfers verschilt het nogal; Ik ben nogal resultaatgericht en het aantal Engelse gasten is respectievelijk: 31.000; 32.000; 26.000 in 2006, 2007, 2008; Wat we bereiken met communicatie is wat anders als harde resultaten zelf;

* **In hoeverre is het aantal Engelse gasten daadwerkelijk toegenomen? In %?**

Niet gigantische groei zoals je net al zag. De meeste Engelse gasten komen vooral via Eurocamp die eigen huisjes+tenten hebben;

* **Welke tips kun je me geven voor het in gang zetten van hetzelfde proces voor A&G?**

Wees brutaal; Ik zou eerst mailen en vervolgens een paar dagen later bellen; Het is niet nodig om persoonlijk contact te hebben door er heen te gaan. Wat wij meemaken is dat we elkaar misschien pas zien na het tekenen van het contract;

* **Heb je specifieke contactgegevens van mensen van Keycamp, The CCC, The Caravan Club?**

***CCC***

*Andy Dowdall (marketing)*

*0044 2476475122*

[*Andy.dowdall@defriendlyclub.co.uk*](mailto:Andy.dowdall@defriendlyclub.co.uk)

***The Caravan Club***

*Beatrice Carr*

*0044 1342336711****ECI (Eurocamp Independent)***

*Victoria Cunningham*

*Vcunningham@holidaybreak.com*

*0044 1606787449*

***Thomson (onderdeel van TUI)***

*Nick Riggs*

*Nick.riggs@thomsonalfresco.co.uk*

*0044 1613328952*

Conclusion of the interview (Alan Rogers, Catherine Morley)  
*This interview is very compact, since it was difficult to interview someone via telephone without a recording machine. The most important conclusions where therefore summarized underneath.*

* What I’ve learned is that the facilities of a campsite are most important for English families (for example that their children are occupied and that the site is up to expectation.
* Other criteria that are important are: price, nearby attractions and history.

4 Information provision (website/ brochures in English)

1.Facilities

6.Qualifications (star rank, prices won and other qualifications)

7.Environment

2.Price

4.Service

3.Quality

5.Other people’s opinions

* If I have to rank the criteria from 1 to 7 it would be:

*Unfortunately the area of the Belgian Ardennes and Gaume is not a part Alan Rogers sells, so they don’t have expertise about that part of Belgium. Therefore, Ms. Morley was not interested in further questions concerning the Ardennes.*

* The most popular country and region to go to is Vendée in France
* The most common way for booking a holiday is via a slit between tour operators or direct
* Keyplayers on the English market are the Caravan Club, Alan Rogers, Eurocamp
* We clearly see a trend in camping and caravanning: First of all families stay closer to home and have a cheaper holiday and more people are caravanning in 2009/2010; This will continue to grow
* I do not think that the recession will go worse than it has been for the recent years.

# Enclosure 4 - Export plan

## 4.1 Competitor analysis

Competitors mentioned in this analysis are based on the segment they operate in, as well as the range of facilities they have. All of the competitors are active either in Belgium or Luxemburg. Luxemburg is chosen because the campings of Ardenne & Gaume are very close to this border. Another criteria that is used while finding possible competitors is the visibility and reviews at the website Zoover, a criteria important to use, since this is the number one assessment and evaluation mean for the Dutch consumers, while choosing a place for celebrating their holiday. Interesting criteria that have been used to assess the different campsites is whether they make use of social media and if they are connected to ‘Camping Cheque’. For instance, English people often use the internet and make use of the camping cheque (brochure) while searching for a place to stay.

**Name:** Camping Beau Rivage

**Website:** [www.campingbeaurivage.be](http://www.campingbeaurivage.be)

**Nr. of pitches:** 133 (only camping)

**Area:** Luxemburg

**Products:** Snackbar, reception, small store, playground

**Strength:** The number of facilities is quite large compared to the number of pitches

**Weakness:** Camping is very small and has no quality stars

**USP:** A small and cosy camping that has the basic facilities to have a simple but relaxing holiday; A good choice if you don’t like crowded campsites

**Use of social media:** /

**Name:** Camping l’Hirondelle \*\*\*\*

**Website:** [www.lhirondelle.be](http://www.lhirondelle.be)

**Nr.** **of Pitches:** Unknown, many options for accommodation

**Area:** Luik

**Products:** Swimming pool, Sport fields, large playground, store, restaurant, bar, animation, fishing, conference centre

**Strength:** Facilities as a fishing pool and child fair are distinctive and the use of social media

**Weakness:** The website is only in French and Dutch

**USP:** Very large family camping with lots of new and especially distinctive facilities for different target groups;

**Use of social media:** Facebook, Twitter, Viadeo

**Name:** Camping Floreal la Roche \*\*\*\*

**Website:** [www.camping-floreal.be](http://www.camping-floreal.be)

**Nr.** **of Pitches:** 600 (Also other accommodations)

**Area:** Luxemburg

**Products:** Dog shower, restaurant, bar, store, animation, playground, sports field, river

**Strength:** The river along the large campsite

**Weakness:** The website is still not up-to-date and partly not working

**USP:** A very large campsite with a unique location of being situated along the river Ourthe; The dog shower is a distinctive facility to attract families with dogs;

**Use of social media:** Facebook

**Name:** Camping Hohenbusch \*\*\*\*\*

**Website:** [www.campinghohenbusch.be](http://www.campinghohenbusch.be)

**Nr.** **of Pitches:** ± 300 (also other accommodations)

**Area:** Luxemburg

**Products:** Swimming pool, playground, farm, restaurant, snack bar, store, sports field

**Strength:** This is one of the few 5-star quality campings in Luxemburg so they stand out if you search on that criteria; Website can be fully read in 4 languages

**Weakness:** For a 5-star campingno use of social media and an outdated looking website

**USP:** A nice family camping with 5 star qualification on the outskirts of the Ardennes that is unique in being very well adapted to international visitors;

**Use of social media:** /

**Name:** Camping de la Lesse \*\*\*

**Website:** [www.campingdelalesse.be](http://www.campingdelalesse.be)

**Nr.** **of Pitches:** Unknown

**Area:** Namen

**Products:** Swimming pool, rafting river, play ground, fishing, sports field, horse riding, restaurant

**Strength:** The rafting river next to the river is definitely the strength of the camping and attraction point

**Weakness:** Campsite itself is very small and the website is too basic and not attractive

**USP:** Small camping with still quite some facilities. Situated next to the river with even the possibility for rafting.

**Use of social media:** /

**Name:** Colline de Rabais \*\*\*\*

**Website:** [www.collinederabais.be](http://www.collinederabais.be)

**Nr. of Pitches:**  286 (also other accommodations)

**Area:** Luxemburg

**Products:** Swimming pool, restaurant, store, snack bar, farm, sport fields, animation, program for outdoor sports

**Strength:** Very large pitches and the many renewed lots of facilities

**Weakness:** Used to be connected to A&G, but stepped out of the group (different ideas)

**USP:** All pitches are at least 120m2 (biggest of all campsites) and a broad range of facilities compared to a relatively cheap price for spending a holiday

**Use of social media:** /

**Name:** Nommerlayen \*\*\*\*\*

**Website:** [www.nommerlayen-ec.nl](http://www.nommerlayen-ec.nl)

**Nr. of Pitches:**  ± 400

**Area:** Luxemburg

**Products:** Big swimming pool, restaurant, store, snack bar, multiple sports fields, animation, outdoor sports, wellness centre, playground, bowling centre

**Strength:** Each pitch has its own point for water and waste water; Special campsite for families with younger children (0-6 and 0-12); Social media use

**Weakness:** With its high season price of €38 per night the most expensive campsite

**USP:** This 5-star camping with its most broadest range of facilities can be seen as a real competitor of A&G; Unique are the bowling and wellness facilities, the fields, and the wide range of social media they use.

**Use of social media:** Hyves, Skype, online games on the website;

**Name:** Birkelt \*\*\*\*\*

**Website:** [www.camping-birkelt.lu/nl](http://www.camping-birkelt.lu/nl)

**Nr. of Pitches:** ± 400

**Area:** Luxemburg

**Products:** Covered swimming pool, restaurant, store, bar, multiple sports field, animation, outdoor sports, hot air balloon, animation, play grounds.

**Strength:** One of the few campsites in Luxemburg that is connected to Camping Cheque

**Weakness:** No use of social media and no qualifications on website (for example average mark of Zoover, or ANWB/ADAC approved)

**USP:** Possibility to go balloon sailing (taking off from the campsite) and the yearly organization of the Benelux Harley Rally are unique for this campsite

**Use of social media: /**

**Name:** Camping Kohnenhof \*\*\*\*

**Website:** [www.campingkohnenhof.lu](http://www.campingkohnenhof.lu)

**Nr. of Pitches:** 105

**Area:** Luxemburg

**Products:** Animation, play ground, sports field, restaurant, small shop

**Strength:** The campsite is situated next to a river

**Weakness:** Too small to be a real competitor compared the other campsites; no pool

**USP:** A very small, but cosy camping next to a river for swimming and fishing; Ideal to make a one-night stop, so it’s strategic to be connected to camping cheque

**Use of social media:** /

**Name:** Oudenaarde \*\*\*\*

**Website:** [www.kompascamping.be/oudenaarde](http://www.kompascamping.be/oudenaarde)

**Nr. of Pitches:** 360

**Area:** East-Flanders

**Products:** Farm, play ground, swimming pool, sports fields, fishing pond, pick nick area, animation

**Strength:** The fishing pond will and pick nick area are very unique facilities

**Weakness:** Website of the compass group is only available in Dutch/Flanders and not very easy of use

**USP:** A large campsite with many facilities connected to the Kompas group; Connected to camping cheque

**Use of social media: /**

Besides the above mentioned campings, there exist more campings in this area of Belgium that offer more or less the same products. These products however, are not qualified or in a far lower segment than the campings of Ardenne & Gaume and thus not comparable. However, their potential competitive power must be kept in mind, since they might change their concept, invest and expand their marketing and communication power.

**Conclusion**

From this analysis it can be concluded that Ardenne & Gaume has to keep the following in mind while making an entrance on the English market:

* There are not many competitors in the same segment in Belgium (qualification, size, visibility);
* The campings that need to be considered real competitors, have similar USP’s and most of them operate in the Provence and country Luxemburg; Birkelt, Nommerlayen and Colline de Rabais are the biggest competitors that are operating in the same segment.
* It is of great importance for Ardenne & Gaume to explicitly distinguish themselves from the competition, by offering something different or unique and to express the USP’s, the other campings have not or have less or they have to do it better than the other campings.

After this analysis of the competition on the Belgium market, it is more clear where Ardenne & Gaume’s distinctive power lies. So, for a good entrance on the English market they have to focus on their power of having qualified campings (also ANWB, ADAC mentions) and what is important is that they have to express this clearly. The diversity of facilities, activities for older youth and special arrangements for people being 50+. In England there’s quite a large group of people camping with this age, so this can become Ardenne & Gaume’s unique selling point upon the entry of the English market. However, this is something for the second or maybe even third year of the entrance. Looking at the trend of camping by means of the camping cheque (gold card) or holiday cheque, Ardenne & Gaume has marked out the whole Belgian Ardennes and Gaume area. There is a special rule that a competitive camping cannot join the specific use of camping cheque within a range of 40km. Since the use of the cheque is very popular in England, this is a unique selling point as well.

Ardenne & Gaume does lay behind in the use of social media compared to the competitors and this is a point where they can distinguish themselves on. Then there is the fact that none of the competitors are operating on the English market, so this can become an advantage as well.

## 4.2 SWOT analysis

In this subchapter, the strengths, weaknesses, opportunities and threats of Ardenne & Gaume are put together. Besides that, these four elements are put together in a matrix, also known as the confrontation matrix. This matrix is good for getting an idea about new strategies from information that’s already there.

### 4.2.1 SWOT

*Strengths*

* Qualification;
* Wide range of facilities;
* Using a quality mark and a form of franchising;
* Strong position at home market;
* Connected to Camping and Holiday cheque;
* Amount of effective marketing communication (on the Dutch market);
* Strong and sustainable financial structure since campings cooperate together.

*Weaknesses*

* The campings connected to Ardenne & Gaume see the others as competition;
* If a camping steps out the Ardenne & Gaume group, the marketing budget will decrease;
* Nowadays it is harder to stand out with your camping;
* Relatively small knowledge base of the British market;
* The campings have a character of being ‘Dutch’;
* No use of social media in this age of the computer.

*Opportunities*

* Hardly any competitors with the same qualifications/ usp’s in Belgium;
* Relatively large potential market for camping and caravanning in UK;
* The number of owners with a computer and internet continue to grow;
* Entering a new market;
* A growing demand for ‘cheaper’ holidays due to the financial crisis.

*Threats*

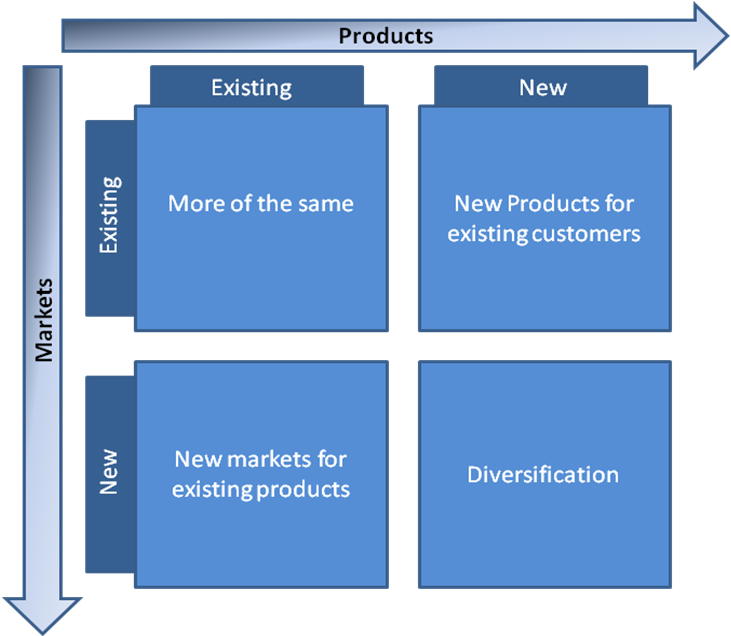
* Belgium is not a very well-known and popular country for spending a holiday;
* Financial crisis;
* Entering a new and unknown market;
* Currency (de)valuations (pound – Euro);
* People spending less on leisure activities as holidays.

4.2.2 Confrontation matrix



## 4.3 Growth strategy

The Ansoff ‘Product-Market Growth Matrix’ is a marketing tool created by [Igor Ansoff](http://en.wikipedia.org/wiki/Igor_Ansoff) and first published in his article "Strategies for Diversification" in the Harvard Business Review (1957).[[13]](#footnote-13) The matrix allows marketers, and in this case Ardenne & Gaume to consider ways to grow the business via existing and/or new products, in existing and/or new markets – there are four possible product/market combinations. The matrix consists of the following four strategies:



Ardenne & Gaume is currently pursuing a market development strategy. They want to enter a new, international market with their existing product (various campings in the Ardennes and Gaume area). Even though the expansion of old products and the attraction of new products is always in the making, these are not necessarily to enter this new market at this stage. Therefore, a market development strategy seems most fitting.

At a later stage, Ardenne & Gaume can move into the product development stage for the UK. Meaning they expand their product line in their existing markets (for example offering English animation programs or special trips adapted to English people if the number of English guests is sufficient), something they are already doing in their current existing markets (e.g. the Netherlands, Belgium).

A product that needs to be further adapted during the establishment on the English market is the provision of information in English. The graduation student has already set this process of implementation into being.

The geographical segment of the United Kingdom needs to be target with their market development strategy. The development of the product and service can be done best with the use of partners (tour operators) since they target the same segment and have more knowledge in the English field.

The segments that need to be target are widespread across the UK and consist of families with or without children, older couples and group travel. The one thing that English consumers in the target group have in common is that they enjoy camping and caravanning and have their own tent, caravan or mobile home to go on holiday with. For more information about the different segments that need to be target please see chapter 2.4.1 of the buyer analysis. 4.4 Entry strategy

To examine which entry strategy will suit best for the United Kingdom, one has to research all the possible options for the UK market.

There are three main entry strategies:

1. Direct Export 2. Indirect Export 3. Cooperative Export

**Internal analysis**

Ardenne & Gaume is a relatively small company that exploits camping holidays in the area of the Belgian Ardennes and Gaume. They have little to no experience with the English market and have had solely experience with direct and indirect (tour operators) export on the Dutch market. Ardenne & Gaume’s target groups consist of groups, adults with young and older children, young and older couples that enjoy camping and caravanning and do this at least once a year with their own vehicle.

**External analysis**

Market size and growth

The English market is a big potential market for Ardenne & Gaume with more than 4 million caravanners. Currently the United Kingdom is in the middle of the credit crunch. The British economy shrunk and the disposable income of the English consumer dropped rapidly. However, the chances to profit from this potential market are still high due to the fact that camping or caravanning is a cheaper way of spending a holiday and thus more popular. Looking at the currency devaluation, the British Pound has an increasing favorable position compared to the Euro, so travelling abroad will become more attractive again in that point of view.

Situation on the English market

The United Kingdom is a member of the European Union. For that reason, the United Kingdom, only charges a tariff on countries which are no member of the European Union. For the trade of goods and services between the UK and other EU-members, the European Union does not allow any import duty or restriction.

Social cultural factor

Although the British market has many similarities to the Dutch market, it is still a different market. The English consumer is more a spender than a saver. Furthermore they like to take more risks, than the Dutch consumer does.

*Competitors*  
There are no competitors offering their camping in the area of the Belgian Ardennes and Gaume on the English market nor have a partnership with an English tour operator. The competitor analyses showed that Ardenne & Gaume has a good chance of succeeding looking at their position and the fact that the real competitors are situated in Luxembourg.

Conclusion  
Regarding the internal and external analysis, one can say that indirect export is the most suitable strategy for Ardenne & Gaume. A&G has only little to no experience with the British market, however it is a large potential market. In order to obtain its market objectives, and to compete with the amount of local competitors, it is well advised for Ardenne & Gaume, to choose an indirect entry strategy. Because with this strategy, they can gain the market knowledge from an inside company and on the same time outsource a part of the marketing activities (for example advertising in a brochure).

After taking all of the possible entry strategies into account and looking at the branch of ‘tourism’, it can be concluded that the use of a travel agent (tour operator) would be the best suitable strategy for Ardenne & Gaume. In order to examine which of the many tour operators is most favorable in the long run, market research has been done in the form of interviews and field/ desk research, to examine the possibilities of different partners. The outcome and options can be found in the next subchapter.

### 4.4.1 Potential partners

The potential partners who are interesting for Ardenne & Gaume to work with and who need to be approached whilst making an entrance on the UK market are mentioned underneath. Besides the contact details, also the contact details of the right ‘persons’ inside the companies are mentioned. This can make it slightly easier for A&G to make contact since they already know which person needs to be approached.

***The Camping and Caravanning Club***

*Contact details Inside contact information*

|  |  |
| --- | --- |
| The Camping and Caravanning Club, Greenfields House,  Westwood Way,  Coventry CV4 8JH United Kingdom  0044 24 7647 5442 www.thecampingandcaravanningclub.co.uk | Andy Dowdall (marketing manager)  [Andy.dowdall@thefriendlyclub.co.uk](mailto:Andy.dowdall@thefriendlyclub.co.uk)  0044 24 7647 5122 |

***The Caravan Club***

*Contact details Inside contact information*

|  |  |
| --- | --- |
| The Caravan Club Limited, East Grinstead House, East Grinstead, West Sussex RH19 1UA United Kingdom  0044 13 4241 0258  [www.caravanclub.co.uk](http://www.caravanclub.co.uk) | Beatrice Carr  Beatrice.carr@caravanclub.co.uk  0044 13 4233 6711 |

***Eurocamp Independent (ECI)***

*Contact details Inside contact information*

|  |  |
| --- | --- |
| Eurocamping Independent  0044 84 4406 0100  [Independent@eurocamp.com](mailto:Independent@eurocamp.com)  [www.eurocampindependent.co.uk](http://www.eurocampindependent.co.uk) | Victoria Cunningham  Vcunningham@holidaybreak.com  0044 16 0678 7449 |

***Thomson (part of TUI)***

*Contact details Inside contact information*

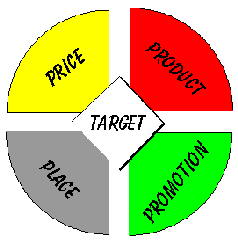
|  |  |
| --- | --- |
| TUI UK  Columbus House  Westwood Business Park  Westwood Way  Coventry, CV4 8TT  United Kingdom  0044 84 4871 0878  [www.thomson.co.uk](http://www.thomson.co.uk) | Nick Riggs  Nick.riggs@thomsonalfresco.co.uk  0044 16 1332 8952 |

## 4.5 Marketing mix

Product

Ardenne & Gaume camping holidays is a quality mark/label consisting of five campings that are, in which a form of franchising is handled (joint purchasing, marketing and exchange of knowledge). Every part of the various target groups, need to be assured of a wonderful holiday that meet their requirements within the range of facilities the Ardenne & Gaume campings offer.

A&G should be offered to the chosen target segments of the United Kingdom since the country analysis showed it is a favorable potential market to expand to and the amount of camping and caravanning people is relatively large. With its strategic geographical location in Europe, it lies not far out of the direction towards ferries or the Europe tunnel to England. The beauty and versatility of the environment, attractions, (war) museum and picturesque towns of the Belgian Ardennes need to be transferred to the potential to show them the opportunity to experience it.



The quality of the different campings is proven to be good; However, people that keep coming back expect that the camping keeps changing in a positive way; Thus what always can be improved is the extension of facilities (new design or extra features). Service and hospitality are very important factors related to the product and this needs to be on a high level as well. English people are flattered if you speak their language and if you can tell them something about the environment and trips they can undertake.

Price

When determining price, the English consumers should not pay more or less than other European visitors. The relatively highly set prices of the campings, refer to the high quality. Since there is another monetary unit, pricing should be adapted to the UK Pounds.

Currently, it is advisable to maintain the prices A&G has now. They are operating in the middle / high segment as far as pricing goes. As there are similar campings with the same products on the market, there is material to compare the camping’s prices to. By creating a partnership with Camping and Holiday cheque and ACSI, English people can already celebrate their holiday at a reduced price. This will be very appealing to them.

Off season, special prices and arrangement must be created to tempt people to go to the campings. Already a lot of English people stop by for one or two nights with use of the camping cheque, because they are on their way to the South. The aim must be to attract them and to make them stay longer at one of the five campings.

Promotion

Promotional communication should aim to achieve a desired level of tourism demand by delivering the right messages through the right channels in order to entice the potential UK tourists to visit the Belgian Ardennes and the campings of Ardenne & Gaume camping holidays. The tour operator can be the helping factor by creating awareness, interest and desire in order that the English tourists undertake action to actually go on a vacation to Belgium (AIDA). Priority is the attraction and creation of a partnership with a suitable tour operator. After the establishment the printed media (magazines of the tour operator) can be employed to increase awareness amongst the English citizens.

Internet is the most influential factor in deciding destination. Thus the applying websites should be used efficiently to reach the targeted consumers. Besides that, the website needs to be translated in English, to decrease the communication problems and make it more attractive to read on. Internet advertising is also advisable since it is more affordable than radio/television spots and still effective.  
PR should be aimed at the tour operators as well, since their monthly news letter can help increase awareness amongst the English consumers.

The extended information provision will be part of the Sales promotion activity of A&G. The brochure, containing all campings and information about the environment needs to be translated in English; Via this information channel it will be also possible for English people (that are interested or want to read more) to easily order a brochure.

All detailed plans on promotion can be found in the marketing communication plan in chapter 4, which is part of this thesis. The focus will be on the use of internet, advertising in brochures of English tour operators accompanied by the attraction of partners for PR and promotion.

Place

The environment of the Ardenne & Gaume is one of a kind. A lot of people who spend their holiday here, come for the nature, its history and of course the attractions and culture of Belgium.

Then there is the priority of having a good and nice place to stay while you are celebrating your holiday. Facilities are very important, just as service and amusement (animation).

A wide range of all information and tourism demand of Ardenne & Gaume and its campings should be brought to the UK’s camping and caravanning market. This can be done best through overseas tour operators that act as travel agencies. This is needed to reach and transmit the communication messages to the potential users.

# Enclosure 5 - Marketing communications plan

## 5.1 Marketing communications objectives

In this chapter, objectives have been formulated so they can be translated further on in this thesis in actual steps and ideas in order to succeed. The company objective is abstract, but the other objectives are more concrete and focused on the English market.

**Company objective**

* To grow by attracting more visitors from other countries starting from 2010;

**Marketing objective**

* Establishment of Ardenne & Gaume on the English market in the years 2010/2011.

**Marketing communication objectives**

* To attract at least one tour operator to cooperate with at the end of 2010, beginning of 2011;
* To have at least 200 new English people spending their holiday at one of the five campings of Ardenne & Gaume in 2011, of which 40% stays for more than one night.

**Communication objectives**

* To establish and increase brand awareness amongst consumers (and tour operators) from 2010;

* To establish and increase brand knowledge amongst consumers (and tour operators) from 2010;
* To establish and increase a positive attitude towards Ardenne & Gaume amongst retailers (and tour operators) in 2010/2011.

## 5.2 Proposition

To define the proposition, one has to determine the added value of Ardenne & Gaume for English people as well as for tour operators, in comparison with other campings in Belgium and of course other countries.

**Added value for B-to-B market:**

* Four star quality mark and officially recognized campings within the EU;
* CCI card, camping cheque and holiday cheque are accepted;
* Geographical area of the Belgian Ardennes for organized trips or promotion;
* Focus on service;
* Good relationship between Ardenne & Gaume and its partners;
* Good margins/commission;
* Strong financial position.

*Proposition for B-to-B market: A qualitative strong mark, connected to European recognized four star campings in the geographically attractive area of the Belgian Ardennes and Gaume area, that offers good commission deals and bargaining opportunities.*

**Added value for B-to-C market:**

* Campings throughout the Belgian Ardennes;
* Four star quality mark and officially recognized campings within the EU;
* CCI card, camping cheque and holiday cheque are accepted;
* Geographical area of the Belgian Ardennes and places to visit;
* Focus on good and friendly service;
* Broad range of products (clean facilities) that give the guests plenty of possibilities;
* Large pitches or at least 100m2.

*Proposition for B-to-C market: The Belgian Ardennes and Gaume area are a place most rewarding visiting; Besides that Ardenne & Gaume guarantees a good service, clean and extensive facilities and large pitches on each of the five campings to make the stay of your holiday as nice and comfortable as possible.*

## 5.3 Marketing communication strategy

Because Ardenne & Gaume is entering a new, unknown market, they should be aware that the marketing communication should be focused on two markets. They have to both use a push and a pull strategy to make sure that they reach the b-to-b and b-to-c market, to whom they are unknown as a ‘brand’. The tour operators have to be persuaded to add the Ardenne & Gaume campings into their ‘assortment’ and brochure. The consumers of camping holidays themselves have to be persuaded to actually go on a holiday to the Belgian Ardennes and book one of the five campings.

With a good marketing communication strategy, positioning and creative campaign, where the focus lies on the added value the tour operators can achieve with Ardenne & Gaume and the added value it gives the English tourists; it should be possible to make the Belgian Ardennes an attractive country and to make the Ardenne & Gaume campings interesting to visit.

### 5.3.1 Positioning

While entering the English market Ardenne & Gaume need to use both an informational as a transformational positioning, since the qualitative analysis showed that a big part of the English people particularly visit Belgium for the geographical area. This means A&G first have to attract them to come to the Belgian Ardennes and second, make sure they stay on one of the five campings.

Consequently, the positioning must be dual; The functional characteristics will be combined with product benefits and values of the consumer. This makes it possible to position Ardenne & Gaume in the middle-high segment of the Belgian camping and caravanning market.

Whilst entering the English market, Ardenne & Gaume first needs to focus on the tour operators, therefore the positioning has to be focused on them as well.

To conclude, we need to focus on two markets:

* **Business to Business:** How can Ardenne & Gaume introduce itself to the key tour operators?
  + - Both stimulate and provide the purchase intention of accommodations and/or pitches or the campings in order to sell and make them want to use the advertisements of A&G.
* **Business to Consumer**: How can Ardenne & Gaume introduce itself to the English people?
  + - Stimulate the intention to visit the geographical area of Belgium itself and on the same time make them want to book a holiday at one of the campings connected to Ardenne & Gaume.

### 5.3.2 Pay-off

The dual positioning will be strengthened by a pay-off where the focus lies on the product benefits and the value for the tour operator and consumer (benefit sought):

Pay-off will be: “Let the beauty of the Belgian Ardennes relax your mind”

This pay-off will be of interest to the English people who come for the environment of a country and on the same time, it gives little information about the Belgian Ardennes. The mystery of the slogan hopefully makes people want to read on and go to find it out themselves.

***5.4 Marketing communication instruments and media***

### 5.4.1. Internet

It is impossible to imagine life today without the computer or internet. Both at home and at work it is a heavily used communications device. Before approaching the English market, the information provision needs to be in order, because both tour operators and consumers must be able to first find the website on the world wide web and then to find the right (contact) information about Ardenne & Gaume and its campings.

* ***Website***

The website of Ardenne & Gaume camping holidays ([www.ardenne-gaume.nl](http://www.ardenne-gaume.nl)) has the possibility to be viewed in English. Still, it should be better for English people if there is a [www.ardenne-gaume.com](http://www.ardenne-gaume.com). Compared to the Dutch website, the English part of the website is only partially translated and not all information can be read. Advisably is that the website will be fully translated and that the domain [www.ardenne-gaume.com](http://www.ardenne-gaume.com) will be purchased to make it more accessible towards the English people.

The websites of the five campings connected to A&G are not at all or only partially available in English. To attract more English natives, it is of great importance that these websites are fully translated in order to be attractive to visit and to book a holiday with. To decrease the costs, this can be done by their own personnel, or interns that are specialized in English and website building. If the budget is higher, a language center / company can be hired to translate the pieces.

* ***Search engine optimization***

The number one search engine in the world is ‘*Google*’. Everybody around the world uses this channel to search, find and explore information on the internet. The results of the surveys showed that 100% of the interviewed English guests uses the internet to search for the *perfect* holiday. After a small test, run on [www.google.uk.com](http://www.google.uk.com) with the headwords: Camping, Belgian Ardennes, it shows that Ardenne & Gaume camping holidays is not visible until the third page of results. It should be at least at the first 5 hits on the first page to be effective. Thus the website of Ardenne & Gaume needs to be optimized technically, textually and with regard to popularity for search engines as *Google* and its visitors.

The perfect company to work with is *‘Traffic4u’* ([www.traffic4u.nl](http://www.traffic4u.nl)). This international operating company has been chosen because of the good reviews, qualifications and results, the number of renowned clients they have worked with (Wehkamp, Neckermann, Direct Wonen, WNF, Transavia and T-Mobile) and because the marketing manager of Duinrell herself recommended this company.

***Use of social media***

Internet is also famous for its social media. To keep up with the trends and the competition, the campings of Ardenne & Gaume have to create social platforms in order to bond and to interact with (potential) guests. Besides creating web pages as Facebook, Twitter and Youtube, it can also be very favorable to add an application that guests can put recent offers or arrangement on their own social media page (see *right arrow*) or send it to friends/family (see *left arrow*).



**Figure 5: example of webpage with a special offer/ arrangement and the use of social media**

How to create?

It will cost time and money to invest in these social platforms and to keep them updated through the days, months and weeks. At the moment Ardenne & Gaume has two people available for doing all the marketing and PR activities. It is best if someone new is attracted for the vacancy of ICT or if an intern will take this project. This will include the technical improvement of the website to make it more visible on Google (seo), the translation of the website in English and the creation and maintenance of the social platforms.

The websites of the campings themselves can be improved and extended in the same way. 5.4.2. Advertising

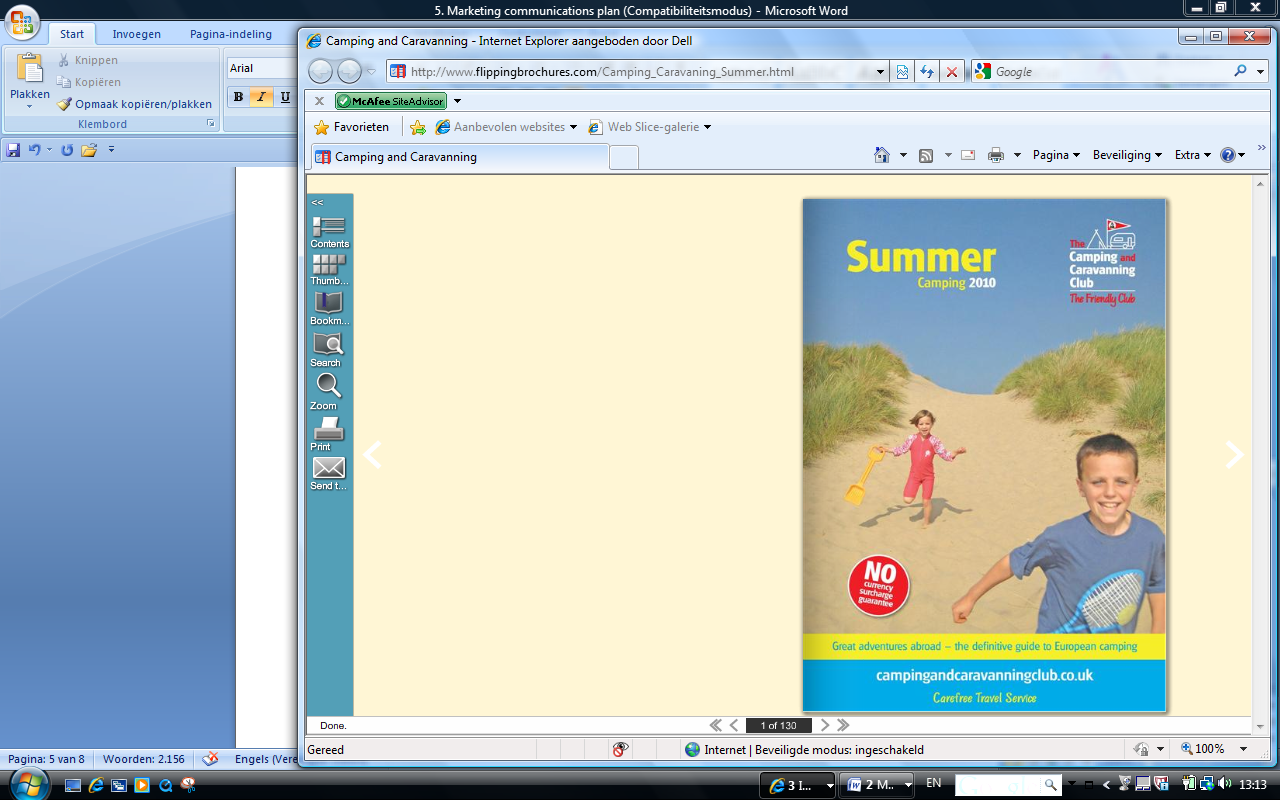
After having examined the outcomes of the interviews and the desk research, it can be concluded that Ardenne & Gaume has a lot of advertising options for promoting its campsites. However, before the actual advertising can take place, partners need to be attracted.

The most interesting players are the two tour operators ‘The Camping and Caravanning Club’ and ‘The Caravan Club’ in combination with the AA patrol. Of course there are more English tour operators on the market specialized in camping and caravanning, for example Eurocamp Independent or TUI. However, these three names were mentioned 3 out of 4 interviews with English guests and therefore more important in relation with the marketing communications objectives. Besides that, Duinrell does very good business with the two tour operators and the marketing manager was prepared to give the names and contact information of vital links within these businesses. Hopefully this will make the approach slightly easier, since the English market is hard to enter if a brand is not known yet. Besides, if the cooperation is settled it can be arranged that the advertisements are absolutely free for Ardenne & Gaume. This is something that needs to be exacted during the composition of the partnership-contract.

Underneath are the advertising opportunities if tour operators are interested and willing to cooperate with Ardenne & Gaume camping holidays and want to put them into their brochure(s). Since the brochures have the same content, there has been made a short introduction for both of the tour operator and next is the marketing idea for groups that can be used for both magazines.

* **The Camping and Caravanning Club (CCC)**

The Camping and Caravanning Club is the biggest organization within the United Kingdom with over 450,000 members. The tour operator has three magazines (summer, winter and worldwide edition).



Each magazine consists of a part for organized group travel and a family part, where the campsites of each country are promoted.

*Family part*

The country Belgium is joined with the countries Netherlands and Luxemburg, since it are all small countries. There are only two other campings promoting on the Belgium page: *‘Blaarmeersen’* and *‘De Lilse Bergen’*. This means there is not much competition and that the campings of Ardenne & Gaume can really stand out.

* **The Caravan Club (CC)**

The Caravan Club is another very large organization besides the CCC. However, they are well known amongst the camping and caravan practitioners. It is the premier source of services and activities for more than 1 million caravan, motor caravan and trailer tent owners. This tour operator has two different magazines (continental caravanning and winter escapes) and just as the other club, the magazines consist of a family and a group travel part.



*Family part*

The countries are all separately mentioned and for each country, it begins with an oversight of facts about the country itself. For Belgium, camping Klein Strand is the only one advertising in the brochure, so here there is even a bigger opportunity for Ardenne & Gaume to increase their English visitors should the advertise in this

brochure.

Group travel

During low season, group travel can be very interesting for Ardenne & Gaume since the campings are not filled with people anymore and all of the campings are able to receive large groups and have the right catering facilities. None of the already existing tours in the brochures of the CCC and CC go through Belgium or the Belgian Ardennes. However, the results of the interviews made it clear that the English guests really enjoy the nearby environment, so there are opportunities for A&G.

The following two tours underneath are existing tours in the brochure. The first arrow explains what the tour looks like now. After the second arrow (🡪) a camping of Ardenne & Gaume has been added, as a new idea what can be possible to expand the tours and what can be negotiated with the tour operators.

* *The grand tour* 🡪 via France, Switzerland, Italy, Spain back to France 🡪 Possibility to stop at one of the campings of A&G that are situated nearby the French boarder, to spend the night before returning to the coastal area to get back to England by a ferry or by Eurotunnel;
* *Tour des Vins* 🡪 Different stops in France with trips to attractions 🡪 Ending at Parc la Clusure (A&G camping) with champaign, a trip to the famous Caves of Han and a three course dinner in the restaurant accompanied by some good Belgian wine;

*Ideas for new tours in Belgium*

Underneath is a scheme for two tours that can be added to the brochure of the two tour operators. All of the activities are in Belgium and all of the campings of Ardenne & Gaume will be used.

* A tour through the Belgian Ardennes and Gaume area where groups will stop at all the campings of Ardenne & Gaume and during daytime go to see nearby attractions and take scenic routes to picturesque towns. This tour can be called: *The spirit of the Ardennes*.
* A tour through the Belgian Ardennes and Gaume area where groups will stop at all the campings of Ardenne & Gaume and during daytime go and see breweries and do beer tasting activities. The UK is well known for its different types of (draught) beer and breweries so to try and taste new beers can be of interest to them. This tour can be called: *The Belgian beer tour*
* **The AA patrol**

The AA patrol is the smaller and English variant of the Royal Dutch Touring Club (ANWB) and they closely work together with The Camping and Caravanning Club and The Caravan Club; The website of the AA refers to their websites (for example about the CCI card for camping and caravanning) and they have a small travel guide where camp sites can advertise in. The AA themselves only promote campsites within the UK on their website, but have a lot of special offers for hotels/ accommodation or bed and breakfasts in Europe. Although the AA does not play such a big role for Ardenne & Gaume, it is still important to get a good reputation here, since the road patrol of Belgium, Germany, Denmark and the Netherlands already recognize and recommend the campings of A&G as ‘qualified’.

*Special advertising offer*

Ardenne & Gaume can put a special offer on the website of the AA Getaway page to promote their campsite. An example of an offer, especially created for one of the campings of A&G can be found in subchapter 5.5.

*Highlighted page in travel guides*

The AA closely works together with The CC and The CCC and this can also be seen in the travel guides they broad on the market. The AA Caravan and Camping Europe guide is a small and thick book where campsites across Europe can advertise in, with little text and black/white pictures. The campsites that have a partnership with one of the tour operators and who can also be found in the brochures of The CC and The CCC, are marked in the guides in order to stand out from the other camp sites. The mark means they are AA qualified and they have a special partnership with the other tour operators. Thus in order to get a highlighted piece on a page, Ardenne & Gaume camping holidays needs to create partnerships with The Camping and Caravanning Club and/or The Caravan Club.

* **Search engine advertising**

Just as search engine optimization (seo), Ardenne & Gaume also needs to invest in search engine advertising (sea). This to increase the number of visitors/conversions and to make the advertisements of special arrangement and last minute offers more attractive. **Search Advertising supports activities in a flexible manner to ensure increased turnover through online advertising campaigns.** Advertising on search engines often delivers direct results. An attractive advertising text and the use of the right keywords considerably increases the number of conversions.

The Search Advertising consultants of Traffic4u will help generate traffic and turnover through search engines and again is the perfect company to work with. Ardenne & Gaume needs to outsource both the seo and sea activities to traffic4u. This is an investment worth making. If the service of this company does not fit the marketing budget, another idea is to attract an intern who can optimize the search engine advertising. If the student is educated in the area of web design and the use of cross media, he or she will be able to improve the sea.

### 5.4.3. Public Relations

The actual PR information of Ardenne & Gaume consists of a background story how the campings and the name Ardenne & Gaume came into being. Besides that there is some information about the Belgian Ardennes. If English tour operators or motor homing magazines are interested in Ardenne & Gaume and want to know more / publish a story, it would be easy to send this information. It can also be used to create interest and try to get free publicity in magazines. Thus the actual Dutch PR information needs to be translated.

### 5.4.4. Promotion

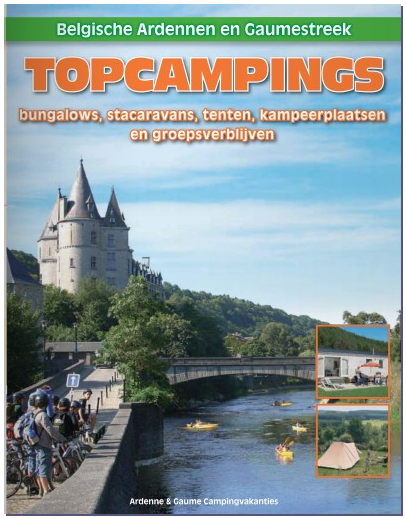
English citizens who are interested in booking a holiday at one of the campings of Ardenne & Gaume need to able to request some information. Ardenne & Gaume has a beautiful brochure with information about the Belgian Ardennes, background information about each camping and tips for nearby attractions. Unfortunately this brochure is only available in Dutch, so before or during the entrance of the English market, it is advisable to have an English version as well. The costs of making and printing this brochure are relatively low because of the amount of advertisements. The only negative side are the costs for shipment and delivery of this brochure. However this can be solved by offering an online English brochure, which can be viewed page by page by clicking on it. This will be the cheaper solution.

The same goes for the information brochures and group information of the individual campings connected to A&G. In order to be successful on the UK market, this information provision needs to be in English, in order that English people can request information if they are interested in one of the campings.

The translation doesn’t have to cost money. In exchange for a couple of free drinks or a dinner in the restaurant, English guests will be more than willing to check the translation for the camping if the personnel has done the translation themselves.

The information brochure and group information of Parc la Clusure have already been translated by the student, responsible for this graduation project.

|  |
| --- |
| **Ardenne & Gaume brochure** |



|  |
| --- |
| **Information brochure of each camping** |

|  |
| --- |
| **Group information of each camping** |

## Figure 6: Order of translation steps

**5.5 Creative execution**

*Underneath an example of an advertisement has been created that can be used for online advertising.*

*The style (graphics, font) is diverted from other advertisements that were put on the website of the AA.*

1. AA advertisement

**Motoring Break to Ardennes**

|  |
| --- |
| Top Offer: 3 nights from € 199 |



Your Bure self drive special break to Parc la Clusure includes: 3 nights accommodation, 3 course dinner on 1 evening, Welcome drink, Sample of local beer in fridge of your accommodation , 10% discount at caves of Han and/or Euro space Centre, walking route map

**Travel time: 200 miles from Calais**

1. The information brochure

The information brochure of camping Parc la Clusure has been fully translated. Unfortunately the printed result is not ready yet since the lay-out still has to be adjusted and it has to be brought to the copy company. Therefore it cannot be enclosed in this thesis.

1. All rates for expenditure on travel and tourism, [www.wttc.org](http://www.wttc.org) [↑](#footnote-ref-1)
2. www.statistics.gov.uk [↑](#footnote-ref-2)
3. [www.marketlineinfo.com](http://www.marketlineinfo.com) 🡪 Datamonitor [↑](#footnote-ref-3)
4. <http://www.ukcities.co.uk/populations/> [↑](#footnote-ref-4)
5. <http://www.statistics.gov.uk/cci/nugget.asp?id=170> [↑](#footnote-ref-5)
6. [www.htrends.com](http://www.htrends.com) 🡪 Market Research: Camping and Caravanning report – Europe [↑](#footnote-ref-6)
7. <http://www.caravanclub.co.uk/about-us/the-caravan-club/club-facts> [↑](#footnote-ref-7)
8. [www.marketlineinfo.com](http://www.marketlineinfo.com) 🡪 United Kingdom country analysis report, may 2009 [↑](#footnote-ref-8)
9. http://www.telegraph.co.uk/travel/travelnews/5326898/Double-the-number-to-go-camping-this-year.html [↑](#footnote-ref-9)
10. www.academic.mintel.com 🡪 Report: Camping and caravanning UK 2009 [↑](#footnote-ref-10)
11. Marieke de Mooij, ‘Cultural values for global marketing and advertising’ [↑](#footnote-ref-11)
12. National Statistics Omnibus Survey [↑](#footnote-ref-12)
13. <http://en.wikipedia.org/wiki/Product-Market_Growth_Matrix>

    Ansoff, I., Strategies for Diversification, *Harvard Business Review*, Vol. 35 Issue 5, Sep-Oct 1957, pp.113-124 [↑](#footnote-ref-13)