Welcome to: CLRV
Becoming the Cleaning Authority of the RV Industry

Proposed to

Alison Gutterman
President and CEO of Jelmar

Prepared By

Jack Dahlinger
Adley Spayd
Jonathan Lutz
Evanington Stellar
Andrew McQuade
Geoffrey Wilson

April 1st, 2019
# Table of Contents

List of Figures ........................................................................................................... ii  
Executive Summary ................................................................................................. i  
Introduction ............................................................................................................. 1 - 3  
  Jelmar Now ................................................................................................. 1  
  Home on Wheels ......................................................................................... 1  
  Demand for Cleaning Product ................................................................. 2  
  The Growing Market ................................................................................. 2  
  New Cleaning Authority ........................................................................... 3  
The Strategy .......................................................................................................... 4 - 8  
  The Partnership .......................................................................................... 4  
  CLR Bundle .................................................................................................. 5 - 6  
  Cleaning Pre-Owned RVs ......................................................................... 7  
  Cross Marketing .......................................................................................... 8  
The Rationale ....................................................................................................... 9 - 16  
  The RV Industry ......................................................................................... 9 - 10  
  Camping World .......................................................................................... 11 - 13  
  CLR Bundle ................................................................................................ 14 - 15  
  Cross Marketing ........................................................................................ 15 - 16  
The Implementation ............................................................................................ 17  
  Networking .................................................................................................. 17  
  Distribution .................................................................................................. 17  
  Cross Marketing .......................................................................................... 17  
The Future ........................................................................................................... 18  
Appendices ............................................................................................................ 19 - 20  
  Pre-Implementation SWOT Analysis ......................................................... 19  
  Post-Implementation SWOT Analysis ....................................................... 20  
Works Cited ......................................................................................................... 21  
Works Consulted ................................................................................................. 22  

List of Figures

Figure 1: Quote Decor .................................................................1
Figure 2: Septic System ...............................................................2
Figure 3: Jelmar Logo .................................................................3
Figure 4: CW Logo .................................................................3
Figure 5: Basic Elements ............................................................4
Figure 6: Jelmar Products ..........................................................5
Figure 7: CLR Bundle ...............................................................5
Figure 8: Product Locations .......................................................6
Figure 9: 275 Gallon Tote ............................................................7
Figure 10: CLR Brands YouTube ................................................8
Figure 11: RV Industry ..............................................................9
Figure 12: RV Upgrades ............................................................10
Figure 13: Camping World Locations ........................................11
Figure 14: Typical RV Owner ....................................................12
Figure 15: Fireball .................................................................14
Figure 16: Cross Marketing Benefits .......................................16
Executive Summary

Purpose
The objective of this report is to increase Jelmar's consumer base by leveraging a partnership with Camping World to expand into the untapped RV market. With this partnership, you can promote your brand by bundling products with RV sales and implementing an advertising strategy for cross marketing. The following report equips Jelmar to capitalize on this critical gap and become the market leader for RV cleaning.

The Leaderless Market
Jelmar products have become the go-to products for cleaning hard deposits, backed by a steady consumer base. The cleaning market is heavily saturated with clear market leaders for certain types of products. Creating a new product to compete with industry staples would be costly; however, expanding into a new market would introduce existing products to new consumers, creating another steady flow of sales. Our goal is to give you a competitive edge by making you the go-to leader of the RV cleaning industry through a partnership with an industry leader, Camping World.

The Driving Industry
Younger demographics are bringing an explosive change to Camping World’s industry. Since 2012, RV shipments have increased 12% each year (“RV Industry Association”), and over 500,000 were produced in 2017. Millennials and Gen X are driving this surge in demand. These consumers demand a specialized RV cleaner. You need to make them aware of your products. Bundling Jelmar products with RV purchases will engrain an essential connection between Jelmar products and RV cleaning, leading to repeat sales. To further attract current RV owners, create how-to RV cleaning videos featuring Jelmar products. Bundling and cross marketing foster a robust approach to securing your target demographic in the RV industry.

For Camping World, you are an attractive partner because of your environmentally friendly products and positive reputation. As they lack a cleaning product partner already, they should capitalize on this opportunity to improve their brand image.

Implementation
The key strengths of our proposal include feasibility and profitability. Jelmar’s specialized product combined with Camping World’s large distribution channels can be merged through a three step process:

| Phase 1: Networking | Phase 2: Distribution | Phase 3: Cross Marketing |

**Introduction**

**Jelmar Now**

Jelmar products are the flagship solution for cleaning hard deposits. Your patented formula balances a deep clean with high environmental standards, allowing you to compete with giants. CLR products have had a consistent market presence in the specialized home cleaning market. Your foundational, older consumer base is steady, but younger demographics offer untapped revenue potential. Your main demographic is located in the highly saturated home cleaning market. This market has been segmented into separate products with clear leaders for each one. The wipes sector, for example, is owned by Clorox. However, there is an unsegmented industry where younger demographics are leading a surge in sales.

**Home on Wheels**

A household cleaning product accessing consumers outside of the home seems to be a daunting task. CLR products are specifically tailored for the home. Now Jelmar can target a family’s second home. For over 10 million households in America, an RV acts as a home on wheels, allowing them to feel the comfort of their home on the road (“RV Industry Association”). The RV industry is a massive, growing market. This industry is an untapped reservoir of potential and the best part is Jelmar only needs to make minimal strategic moves to become the new cleaning leader for this market.

---

Figure 1: Quote Decor
Demand for a Cleaning Product

Valuable material investments demand specialized, routine attention. The average purchase price for an RV is approximately $30,000 ("Camping World"). An investment of that level requires a great amount of specialized care. However, we found the RV market doesn’t have a distinct line of cleaning products dedicated to RV applications. The gap in the market for specialized RV applications is filled by DIY remedies presented on RV cleaning forums. For example, instead of using a sterilizing product for septic tank cleaning, the DIY approach recommends putting ice in the septic tank ("RVs Hooked Up"). Customers will easily gravitate towards Jelmar products once they are aware CLR can solve their problems.

The Growing Market

The RV market can be described in one word - **growth**. Beginning with a strong rebound after the recession, the RV market has continuously expanded for nearly a decade ("RV Industry Profile"). Production in 2019 is predicted to grow by over half a million, demonstrating the size of this untapped consumer base ("RV Industry Profile"). The low barriers of entry into this market provide you with easy access to your core demographic and critical access to your target demographics. You share numerous core values with consumers in this market like family values and protecting the environment. The value synergies between your company and consumers signal a profitable result of entry. You have the opportunity to satisfy the needs of an industry lacking a cleaning leader.
Camping World

Jelmar can’t dive into a market without experience, they need help from an established brand. We found the perfect partner in Camping World. They are the largest RV dealership in the US with revenues surpassing $4 billion in 2017 (“Camping World”). They leverage a massive advertising budget through camping shows, media advertising, billboards, and even a NASCAR driver sponsorship. Camping World targets younger demographics, pushing them towards the RV lifestyle. Camping World headquarters is located in Lincolnshire, around 30 minutes away from Skokie, allowing for critical in-person communication.

New Cleaning Authority

To become the market leader of the untapped RV industry, we propose you establish a partnership with the largest RV dealership in the US, Camping World. By building a relationship with Camping World, you become the cleaning authority for homes on wheels by introducing Jelmar products to RV consumers through bundling and cross marketing.
The Strategy

The Partnership

Jelmar has the opportunity to become the market leader of the RV cleaning industry through a partnership with Camping World. This partnership will have three basic elements:

- **Bundles**: Distribute Jelmar product bundles with new and used RV sales
- **Inventory**: Camping World will use CLR PRO to clean the used RVs sold to them
- **Cross Marketing**: Jelmar and Camping World will advertise with how-to videos and promotions

This partnership creates a connection with a new, younger consumer base while also capturing your core demographic. Jelmar and Camping World will capture repeat sales by selling products on Camping World shelves. To entice customers to repurchase from Camping World, include a coupon for Jelmar products purchased at a dealership location. Because Camping World employees will have experience using your cleaning products, they can provide credible recommendations to consumers. Ultimately, this partnership will introduce Jelmar products to a new consumer base in the RV industry.

After Camping World’s audience is exposed to CLR products, you can expand to the rest of the RV industry. Thousands of dealerships and stores would become distributors of CLR brands. In addition, Jelmar will acquire the used and rental RV market which will rely on constant use of CLR products. With a full expansion into the RV industry, Jelmar will cement their spot as the cleaning product of recreational vehicles.
CLR Bundle

Camping World will become Jelmar’s newest sales representative by distributing CLR bundles with the purchase of every new and used RV. An RV is a big investment; customers want to use the best cleaner for it. Getting the consumer to understand the high quality, specialized care CLR brands will bring to their investment is simple. Relevant RV cleaning products would be presented during all RV tours and included in the bundle.

The following products would prepare customers to clean their RV:

- Original CLR
- Mold & Mildew
- Bath & Kitchen
- Septic Treatment
- BBQ Grill
Jelmar should sell CLR products to Camping World at wholesale costs. Camping World benefits from the bundle by the increased consumer traffic repeat sales will bring to dealership locations.

Figure 8: Product Locations
Cleaning Pre-Owned RVs

Jelmar has the perfect solution for cleaning used RVs: 275 gallon totes of CLR PRO. The original CLR PRO is hard on the exterior, erasing salt after a Rocky Mountain road trip, but safe on the interior, sanitizing the bathroom and kitchen after a weekend at the Daytona 500. Since 68% of first time RV owners purchase a pre-owned RV rather than a new unit, their judgement of the RV’s condition will greatly influence their purchasing decisions (Curtin). A used RV requires a deep clean before the dealer can sell it. By using Jelmar cleaning products, Camping World can ensure they sell their consumers the cleanest RVs on the market. When the consumers receive their bundle and discover their dealer also uses CLR, they will already have a strong first impression.

Camping World employees will become knowledgeable on the variety of Jelmar products offered and motivated to promote your brand. This is vital as “If a customer isn't fully committed to completing a sale, the difference may simply be the presence (or lack) of confidence a salesperson has towards the product or towards his or her knowledge of the product” (Hudson). Your position as the RV cleaning authority will be undeniable with pre-owned consumers and industry professionals on your side.
Cross Marketing

Cross marketing between Jelmar and Camping World will solidify Jelmar’s credibility to RV consumers. This strategy incorporates creating how-to videos dedicated to the RV owner. They will demonstrate proper RV cleaning procedures featuring Jelmar products. This allows you to show all RV owners how your products solve their cleaning challenges.

Jelmar will utilize the same advertising channels for the RV cleaning videos. These channels include TV advertisements, YouTube videos, and internet/social media platforms. Camping World and Jelmar will collaborate to create media content and use both their platforms to distribute it. This cross marketing strategy will provide Jelmar precise exposure to the RV cleaning industry and market Camping World as a more sustainable company.
The Rationale

The RV Industry

The growth of the RV industry provides an opportunity for you to capitalize on. The RV industry is a healthy and growing market that’s boasting “nine straight years of growth” (“RV Industry Profile”). In 2019, RV production is predicted to grow to more than 550,000 units per year (RVIA). Jelmar must seize this opportunity to increase their customer base and expand market share. The RV industry excels in volume of sales and total economic output. During 2017 the RV industry generated around $50 Billion in economic output (“Economic Impact”). Although the RV industry is cyclical, averages of highs and lows show an upward trend in growth.

The RV market offers a unique opportunity to establish yourself as the leader and fill critical service gaps with your products. It’s certainly a surprise that an industry comprised of “over 10 million households” lacks a leader in cleaning supplies (“RV Quick Facts”). Many online forums offer home remedies to problems your products can solve. On your website you even state that CLR is “perfect for use on RVs.” You have the answers to all their questions, but the consumers need to know that.
To increase your consumer base, RV consumers need repeat exposure to your products, which they will get as the average RV owner upgrades their RV every 2 years (Curtin). Many first time buyers start with a small camper due to low cost of maintenance. The success of the bundle relies on repeat exposure. From a consumers first pop up camper, to their new 5th wheel, and finally their large motorhome, Jelmar will provide their cleaning solutions.

Increasing disposable income directly correlates to the exponential increases in RV demand. Disposable incomes reached “an all time high of $15.94 Trillion in December of 2018” (“United”). The RV market already attracts Jelmar’s target demographic, Millennials. Frank Hugelmeyer, president of RV Industry Association, says recent growth is fueled by increased Millennial purchasing power (“2017 Go”). Jelmar will gain more of their target consumer by tapping into this industry where Millennials are driving the growth.

Figure 12: RV Upgrades

The average RV owner upgrades their RV every two years
**Camping World**

Camping World, an RV industry giant, holds the largest dealership market share. In 2017 sales amounted to 100,000 RVs, both new and used. In terms of growth, Camping World experienced a $2 billion increase in revenue since 2013, along with a 22% increase in sales, from $3.5 billion to over 4 billion from 2016 - 2017 “(Camping World”). Camping World has an iconic name in the RV industry dating back to 1966. Additionally, they have a national reach with 140 locations in 36 states (“Camping World”). Their national reach fuels thousands of RV sales assisting business during low points in the market.

![Camping World Locations](image)

Though you'll want to start by testing a few strategic locations, you'll have all the above opportunities for expanding across America. Further down the line Jelmar can harness the industry to expand to all camping world stores including ones in Mexico and Canada. Furthermore, Camping World Holdings also has additional stores like Gander Outdoors that offer potential growth opportunities for Jelmar.
Camping World and Jelmar currently share a main demographic in older, married consumers. Because of this, both brands make efforts to become more family-oriented. The similarity of these demographics would allow the two companies to work together seamlessly through their cross marketing. Camping World's large national advertising network will expose CLR products to a larger audience. Camping World has the resources and connections make Jelmar the market leader of specialized RV cleaning.

Additionally, Jelmar and Camping World both have been recently targeting the growing buying power of millennials. Camping World has recognized that RVs would be perfect for Gen X and Millennials interested in the outdoors. This in fact matches consumer data which shows that the new median age for RV owners is 49 (“Camping World”). Jelmar has had less luck bringing in these consumers, so partnering with a marketing giant like Camping World could bring them closer to this target demographic.
We want Jelmar to become Camping World’s best friend. Both these companies are located in the Midwest region and share family values. By building this relationship with Camping World, whenever their consumers come asking for cleaning products or have problems with their RVs, by being in this position the dealer would recommend Jelmar’s products because of the partnership and our marketing efforts. This would increase the consumer base of Jelmar with a demographic similar to their current target market. Additionally, Jelmar products could make its way into the website and blogs of camping world.

Jelmar's industrial grade product, CLR PROLine, could fill a critical gap in cleaning used RVs at Camping World. Not only will this increase sales but also will allow the dealerships to gain familiarity with our products. This means that they can recommend effective products to new and past RV owners when they come into the dealerships.

Camping World will see obvious synergies between their green initiatives and Jelmar’s sustainable portfolio of products. Jelmar's role in this partnership would be simple and accessible. Selling products on shelves and in bundles, CLR PROLine, and marketing are all activities that Jelmar already partakes in. Furthermore, the Camping World headquarters is less than a 40 minute drive or train ride away from Jelmar's. This ideal testing location should facilitate accessibility in communication and administrative needs.
**The Rationale**

**Fireball** increased their sales from under 2 million to over 60 million in just two year by providing free samples to their target consumer, multiplying their sales by over 30% (Forbes).

**The Bundle**

The bundling method is the key to a larger, loyal consumer base. Since Camping World sold approximately 25,000 RVs a quarter, if 5% of these consumers repurchase Jelmar products, you will gain a minimum of 1000 customers every month (“Camping World”). The typical person purchasing an RV is older than fifty, while the majority of Jelmar’s current consumers are older than forty-five. You already do a great job selling to this demographic. Since these new customers fall into the same demographic as your current customers, they have a high potential of also enjoying your products. The Fireball example shows that free samples act as a catalyst for sales. If you provide Camping World customers with a bundle of cleaning products for their RVs, it will catalyze your sales, helping you gain a larger market share of your current and target demographic.

Jelmar and Camping World intend to target millennials, so you can collaborate to reach this audience. You said it best on your leadership blog, “The best way to educate [millennials] on your historic name is to connect with them via people they trust through word-of-mouth referrals in person and on social media (Gutterman). Older generations provide a solid foundation of RV sales. Furthermore, millennials currently drive the surge in RV sales because Camping World has effectively marketed the experience to them (“2017 Go”).
Since Camping World successfully brings in your target demographic, their sales representatives can recommend your products to their consumers. Since the Camping World representative will use Jelmar to clean RVs after rentals, they will understand, trust, and advocate for your products based on their own personal experiences. Millennials trust their dealership enough to recommend a major purchase from them. When they have questions down the road, they will trust their dealer for cleaning recommendations. When these sales representatives suggest using Jelmar products to clean RVs, consumers will rely on their recommendations because millennials tend to trust word-of-mouth referrals more.

**Cross Marketing**

For a successful cross marketing strategy with Camping World, having a dominant online presence will attract new consumers looking for RV cleaning solutions. One out of three desktop users click on the first result they see (“SEO”). When searching for RV dealerships, Camping World websites are the top result and had over 95 million unique visitors during 2017 (“Camping World”). By cross marketing, Camping World and Jelmar can advertise their complementary goods to drive traffic and fill a gap in the market.

Cross marketing with Camping World by created RV how-to cleaning videos will amplify Jelmar’s credibly with RV owners. You said it best on your leadership blog: “Because consumers have stopped being passive, brands have to follow suit and be where customers need them, when they need them.” By making how-to videos, you and Camping World will provide the only authoritative support for cleaning an RV. Currently, an internet search for RV cleaning tips only brings up informal DIY tips. Complimentary cleaning supplies and professional step-by-step cleaning processes will show customers you truly care for them. Information-rich content will educate the consumer to use your product effectively, leading to impressive results and repurchases. Camping World and Jelmar both benefit because it builds the relationship of care with your consumers and encourages repeat sales.
Camping World and Jelmar can benefit by sharing critical consumer data. You have recently stated that you are in desperate need of more consumer data and that “data from the past and present will hold the key to driving higher sales in the future.” According to Camping World’s Annual Statements, they have around \textbf{15.1 million unique RV contracts} of which 3.6 million are active. You could send regular updates, receive feedback, and promote your product with coupons for repurchasing CLR at Camping World locations. This will give RV consumers incentive to stock up on essential cleaning supplies for their home and RV and boost revenues for Camping World. By sharing consumer data, you have \textbf{direct access to consumers}, allowing for more precise marketing efforts towards target consumers.

By association, Camping World will benefit from Jelmar’s initiatives towards safer, greener cleaning products. Seventh Generation, a competitor of Jelmar, once said, “Think about it, we eat 2 to 3 pounds of food each day. Yet, we consume 30 to 40 pounds of air every day” (Chhabra). The RV industry is trending toward sustainable, environmentally safe products and partners. Camping World hasn’t incorporated this market trend into its business model. However, Camping World can improve their sustainability and health initiatives by supplying an EPA safer choice recognized cleaning brand, Jelmar.

![Figure 16: Cross Marketing Benefits](image)

---

The Rationale 16
The Implementation

Phase 1: Networking
The first step to building a relationship with Camping World is to contact the owner, Marcus Lemons, and negotiate a contract to first allow the sale of CLR in their stores. This should be similar to a normal distributor or wholesaler contract but with the addition of the bundle given to each new purchase of an RV. The second part would be to negotiate the longer term cross marketing strategy. Jelmar will work with Camping World to include applicable products based on the amenities offered with different classes of RVs.

Phase 2: Distribution
Phase 2 begins with the delivery and rollout of Jelmar products in a select few Camping World locations. Once the products are supplied, Camping World will stock their shelves and put Jelmar bundles in RVs. In the following months, Jelmar will communicate with Camping World and closely monitor progress, feasibility, and consumer feedback.

Phase 3: Cross Marketing
The final phase will commence with filming a series of instructional videos at a Camping World location. Jelmar will add a dedicated section to RV cleaning on their website under the “How-To” tab. Camping World will also promote the links to the videos on their own website.
The Future

Jelmar has the opportunity to become the market leader of the RV cleaning industry. Capitalizing on this opportunity will reward Jelmar with continued growth of RV industry and an increased younger demographic base. Jelmar fills a gap in the market by providing consumers with a reliable, go-to product line for all of their RV cleaning needs. This is an important first step in a long-term strategy to set your brand apart from others. After evaluating the outcomes of the trial locations, Jelmar can expand to the rest of Camping World’s locations. Jelmar also has the potential to sell their Pro Line to all RV rental and used dealerships. The massive, growing RV industry will provide a stable market to help you secure sales as the cleaning leader for many years to come.
### Appendices

<table>
<thead>
<tr>
<th>Pre-Implementation SWOT Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
</tr>
<tr>
<td>• Environmentally friendly</td>
</tr>
<tr>
<td>• Have a strong brand image</td>
</tr>
<tr>
<td>• Passionate leadership and strong family values</td>
</tr>
<tr>
<td>• Adaptability due to small management</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
</tr>
<tr>
<td>• Rapid growth and expansion</td>
</tr>
<tr>
<td>• Reaches younger and new demographics</td>
</tr>
<tr>
<td>• Increased access to capital</td>
</tr>
<tr>
<td>• No market leader in RV cleaning</td>
</tr>
</tbody>
</table>
## Appendices

### Post-Implementation SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Access to more capital for advertising</td>
<td>- Limited product line</td>
</tr>
<tr>
<td>- Market exposure and growth</td>
<td>- Limited Research and Development</td>
</tr>
<tr>
<td>- New demographic reach</td>
<td>- Highly saturated in home cleaning market</td>
</tr>
<tr>
<td>- New market leader of RV cleaning industry</td>
<td>- Splitting of resources between industries</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Move into other segments of RV industry (Rentals, Manufacturers)</td>
<td>- Market downturn</td>
</tr>
<tr>
<td>- Expand outside of US (Canada, Mexico, Australia)</td>
<td>- Other cleaning companies may join the RV industry</td>
</tr>
<tr>
<td>- More public exposure through increased advertising</td>
<td>- Reliance on Camping World’s success</td>
</tr>
<tr>
<td></td>
<td>- Decline in RV industry popularity</td>
</tr>
</tbody>
</table>


