



**UNIVERSITAT
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MARKETING PLAN OF



PROMESSA NOVIAS

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1. EXECUTIVE SUMMARY

Promessa Novias is a shop specialized in the sale of wedding dresses. In addition, you can find prom dresses, bridesmaids, costumes of communion, and groom suits. It also offers complements and accessories of the wedding sector.

It is a store that it makes the different from the others by the quality of its clothing and its unbeatable customer service. Being a retail company, it takes cared for the smallest detail, both in the choice of clothing allowances and costume fitting, which makes it possible to create a special bond with customers.

This marketing plan aims to help the implementation of marketing decisions and optimization of financial resources. Its structure will be as follows:

Firstly, will carry out an analysis of the situation; **internal**, to study the resources and capabilities of Promessa brides and **external**, to understand the conditions of the environment. Secondly, analyse the situation and perspectives of the market where the company develops its activity and carry out a diagnosis.

Finally, there will decide the market to which the company goes, targets and actions necessary to achieve them will be propose, and, finally, to these actions are assigned a budget and calendar, as well as, control guidelines to ensure the achievements of the targets.



2. ANALYSIS OF SITUATION

2.1. Internal analysis

This analysis aims to investigate the characteristics of the resources, factors, media, skills and abilities that the company provides to cope with its commercial activity.

2.1.1. Identity of Society

Promessa Novias is a company created on 4th July 2014 in Calle Luis Vives, no.1, located in Puerto de Sagunto (Figure 1). This location is strategic, because it is centrally located in the city, near the Town Hall and the market. The owner is Antonia Quesada Avalos Professor of art and fashion design.

Figure 1: Location



Source: Google Maps

Although this company is of recent creation, it has its origins in the year 1980, and then called Josefine.

It has always been a shop specialized in wedding dresses and proms for the female section, although currently, driven by the pursuit of excellence and by their constant adaptation to changes in the market, has expanded the range of products offering: suits for grooms and best man, as well as, costumes of communion and several add-ins.

It is a small company, with a small number of employees and a moderate volume of sales. This company offers a complete service, i.e. the seller participates in all moment in the process of purchase of the customer, in the location of the products, their comparison and selection.



❖ Mission

Promessa Brides aims to offer to its customers the dresses and costumes that are best suited to their needs, always with the best quality and from a personalized treatment.

❖ Vision

Be a known company, dressing the largest possible number of both women and men in the most special moments of their life.

❖ Values

- ✓ Passion and effort in each sale.
- ✓ Respect toward the client.
- ✓ Dedication to the business.
- ✓ Fulfil with client's dreams.
- ✓ Commitment with a job well done.

The values of the company correspond to the identity of the owner, which could be described as a steady and respectful person, committed, clear and transparent that develops a vocational activity.

2.1.2. Enterprise Resources

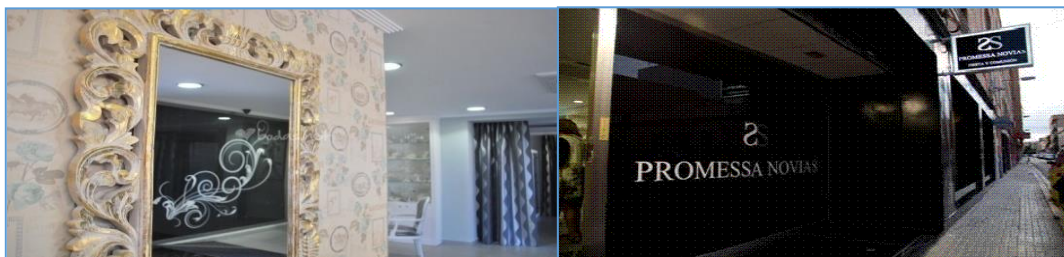
2.1.2.1. Tangible

The tangible resources are easier to identify than the intangible. These in turn can be divided according to whether physical resources or financial.

❖ Physical

Promessa Novias has a physical store of 160m². It is a shop with charm, due to its beautiful and sophisticated décor (Figure2).

Figure 2: Inside Promessa Novias



Source: Facebook of Promessa Novias.



To develop its activity, the company does not need a large amount of physical resources, although it is essential:

- ✓ Machinery: a sewing machine, to make the opportune arrangements. In the store have a Wertheim of the year 2014. Also iron and table. These resources are in the workshop area and office.
- ✓ Furniture: The shop has furniture and a specific distribution appropriate for this type of retail trade. It features a sofa, several display cabinets with accessories, hairdos and jewellery, as well as multiple fitting rooms with a very bright light, surrounded by mirrors. Also, there are three shop windows with samples of the goods.
- ✓ Warehouse: Promessa Novias does not have a warehouse as such, but a section within the store is intended to keep the dresses that are not on exhibition, with a capacity of 600 dresses and suits.
- ❖ Financial

The necessary financial resources to develop the activity come in its entirety of the owner Antonia Quesada, which had to make an initial investment of approximately 70,000 Euros in the year 2014 when it decided to remain the property of the store. And, most of this investment was intended to purchase new dresses. She had her own funding, not needing to ask for bank loan.

The structure of the costs, limited to the available information is:

- ✓ Fixed Costs: Payment of rent for local (1200€/month), accounting advice (69€/month), insurance (800€/year), self-employer taxes (340€/month), and employee's wages.

Approximate, Total fixed cost per year is 32,200€.

- ✓ Variable costs: the costs change according to the activity of the company, and correspond mostly with the acquisition of merchandise, publicity and sales promotions, supply, credit insurance policy, and freightage's.

Approximate, a variable expense of 49.100€/year.

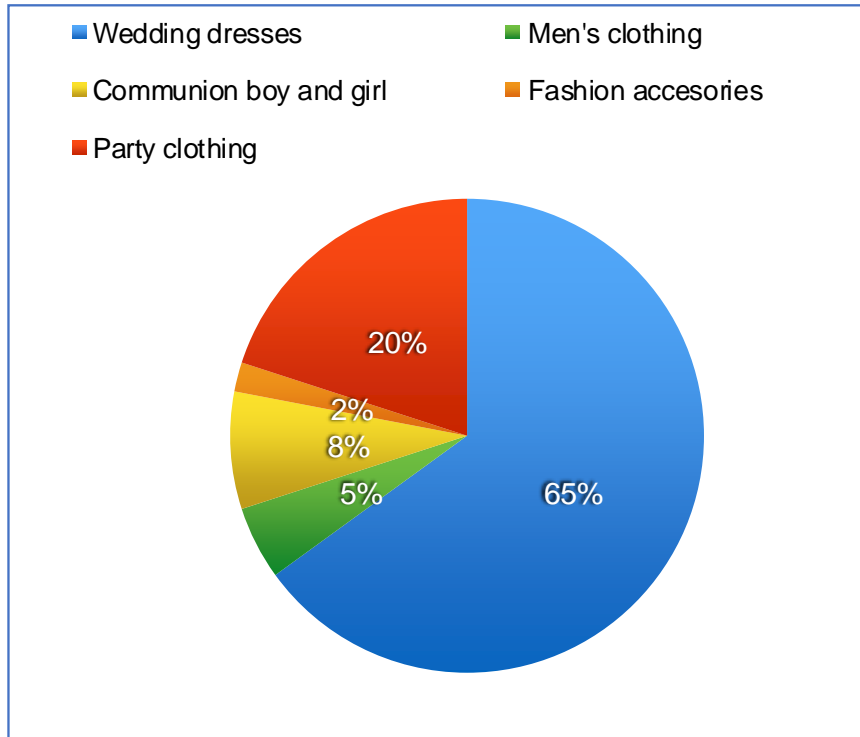
- ✓ Total amount of expenses per year are approximately 81.300€.

On the other hand, the only direct income comes from the turnover obtained by the activity of the company, i.e. the sale of their products. This billing round the 97,000€/year.



The company achieves this volume on having sold the quantity of between 120 and 150 dresses per year. The next figure (Figure 3) show, the % of sales by product.

Figure 3: % of sales by product.



Source: Own Elaboration. Information of owner.

In this moment the company, it does not have debts which would jeopardize their financial situation, and its results account is positive, with a net profit between 10,000 and 22,000€ per year. Therefore, if the accounts of the company are progressing adequately, in approximately seven years the owner will have managed to recover its initial investment.

2.1.2.2. Intangible

These resources in turn, can be differentiated according to be treated human assets or non-human.

❖ Human Assets

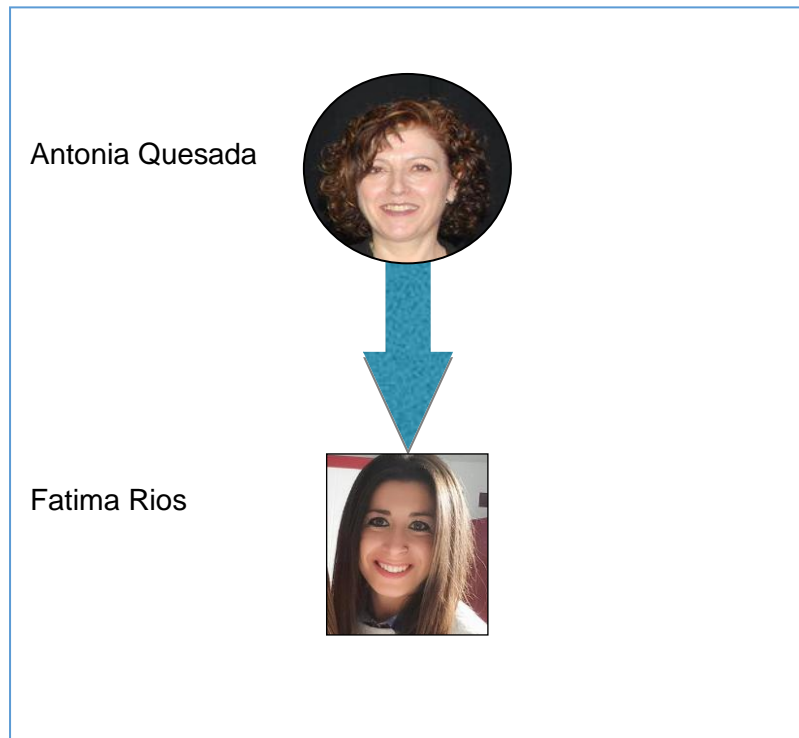
Promessa Novias only has two employees; Fatima Rios and Antonia Quesada Avalos, who in turn is the owner (Figure 4).

Antonia Quesada before acquiring the business was working for the previous owner for 15 years and when this one moved back she acquired the store. Previously, she had been working in art and dressing making in several wedding shops and some of them



with recognized prestige like Pronovías of Valencia. Due to all this professional experience, we might say that, when Antonia decided to undertake and to open her own company, she knew enough on the business world and had experience in the wedding sector.

Figure 4: Organizational chart



Source: Own elaboration.

❖ No human assets

Intangible resources, no human assets can be, technological and organizational. Since in our study the technological resources do not have great relevance, the attention will be focus on the aspects of marketing.

✓ Product

With the aim of knowing the product portfolio of Promessa Novias and their different product lines, the variations that the company offers of each product, its length and homogeneity, the following image (Figure 5) has been made.



Figure 5: Product lines and nº of products.

PROMESSA NOVIAS						
WOMAN		MAN	COMMUNION		ACCESORIES	
BRIDE	PARTY	BOYFRIEND	GIRL	BOY	WOMAN	MAN
					Played Slopes Forks Socks Veils Underwear Cancan	T-Shirts Shirts Vests
Luna novias Aire Barcelona White One St. Patrick Lillian West Mori lee La Sposa Total (300)	Aire Barcelona Marfil Rafa García Dan't Rosas X&M Couture Club Total (120)	Aneman Umberto Bossi Total (33)	Aire Carmy Miquel Suay Total(30)	Aire Michael Suay Timoneles Total(25)	Floritur Gwener-creu	

Source: Own elaboration.

On the one hand, in bride's section, we can find 300 different models, seven varied brands such as: Luna novias, Aire Barcelona, White One, St. Patrick, Lillian West, Mori lee and La Sposa (Figure 6).

Figure 6: Bridal Brands.



Source: Own elaboration

The fashion brands of the wedding, segment the offer by price. For this launch distinct categories of brand, these can be of; luxury, premium, medium and basic. For it, the same holding can have distinct brands. For example:

- Brands as Luna and Aire Barcelona, are brands belonging to the group of companies of Rosa Clará.



- Brands as White One, St. Patrick and La Sposa, are brands of the group Pronovias.
- Brands as Lillian West and Mori lee, in contrast to the previous ones that are Spanish brands, these are American with international fame.

On the other hand, about prom section, you can find 120 distinct brands. Promessa Novias works with the following brands (Figure 7).

Figure 7: Bridal Party brands



Source: Own elaboration.

In the gentleman's section, both the number of brands and the variety of models diminish greatly (15 trend, 13 classic and 5 outlets). The marks are those of Figure 8.

Figure 8: Bridal brands.



Source: Own elaboration.

In the communion section, it can find a variety of 30 dresses for girl and 25 costumes for child. Works with four different signatures, those of Figure 9.

Figure 9: Brands of Communion

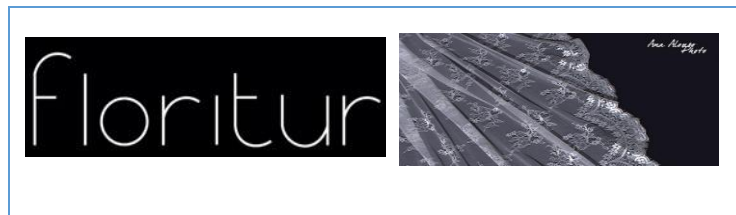


Source: Own elaboration.

Regarding the line of add-ins; The collections of diadem, flowers, tiaras, crowns, veils, corsets and other for the bride, godmother, bridesmaids, communion, and prom. Promessa Novias acquires two suppliers, these are; Floritur and Gwener-Creu (Figure 10).



Figure 10: Supplier of complements



Source: Own elaboration.

After analysing the portfolio of products, can be summed up as follows; the company offers four differentiated product lines; ladies, gentleman, communion and accessories. Within each one of them, there are different variations of product. For example, within the section for ladies, we find; brides within the section brides we can find different brands (around 300 dresses). Same for all other sections.

Not only it is necessary to speak about the generic product consumers are looking for when they enter the store, which in our study there would be the products of the (Figure 5). According to Santesmases (2012), also it is necessary to bear in mind the additional services that the company provides to its customers.

Promessa Novias guarantee the cut and dressmaking to measurement in all the products that it sells without additional payment for the arrangements, in other words, the purchase of product is linked to the personalized service and the reservation of products during a period determined, this service is an important part of the total product.

In conclusion, we might say that, the length of the line of products, looking for a high profitability, as the lines of products are not too long (except the brides) and these are very well chosen. Is directed to a segment-specific market and there is a high consistency between the various products, since the degree of relationship between if it is high.

✓ Distribution

Regarding distribution channels that the company uses has identified the channel, "level 1". This channel means that the products are purchased by Promessa Novias and this one distributes to the final consumer.

Distribution to the final consumer, who uses Promessa Novias, is performed only through the physical store. The schedule is as follows: Monday to Saturday from 10:00 13:30 and from 17:00 to 20:30.



The company counts with website “[Http://promessanovias.com](http://promessanovias.com)”, but this only gives information about the store, which brands are marketed, collections and photos of different products, but not sold through the internet.

✓ Price

The value that the buyer is willing to pay in exchange for what it receives, it has an important influence on the decision to purchase. The prices of Promessa Novias vary depending on the type of product and service that is received.

The company uses a method for fixing of prices by using profit margins, i.e. once calculated the costs associated with a product, and applies a fixed margin of profit. This margin is calculated by multiplying the cost by two.

Since the company offers different product lines, the minimum and maximum price of each may vary, the following table (Table 1), offers a global vision on the prices of the company, and the margins used in each product line.

Table 1: Min, Max and average Price of the product lines.

<i>PRODUCTS LINES</i>	<i>(Stock)</i>	<i>Price Min.</i>	<i>Price Max.</i>	<i>Price Average.</i>
Girlfriend	300	700 €	2.200 €	1.450 €
Boyfriend	33	150 €	400 €	275 €
Women's Party	120	200 €	800 €	500 €
Communion girl	30	450 €	800 €	625 €
Communion boy	25	200 €	400 €	300 €
Accesories	-	20 €	400 €	210 €

Source: Own elaboration. Data: owner information.

✓ Communication

The promotional actions that have made the company until now, have been the following:

In the first place, Promessa Novias has created its own logo. In addition to the logo (Figure 11), also advertises on radio, Onda Cero and has a promotional video on the screens of the shopping centre l'epicente and in Alucine cinema, both located in Sagunto.



Figure 11: Company logo



Source: Website Promessa Novias

The public relation has been another tool of used communication. The company takes part in the gala of commerce of Port de Sagunto. This event is organised by the merchant's association, which Antonia Quesada is the President during several years. This event consists in, the businesses of the city that are in the association, prepare a parade to show their products to the people of the town, once a year.

The company also uses the sales pitch and the direct and interactive marketing. As for the sales pitch the company seeks to stimulate the purchase of products by offering discounts of 20% on second purchase for families and bridesmaids, and 10% for brides who are register in bodas.net website. As for the direct and interactive marketing, the company is present in Facebook, and inscribed in bodas.net.

2.1.3. Capabilities of the company

2.1.3.1. Capabilities

According to grant (2006), capabilities can be differing a: Functional or cultural capacities.

Promessa Novias as a small company is not provided with departments, but if it has the tasks highly formalized.

Fatima has no title of dressmaker; she has the responsibility of customer services, show the products catalogue, prices and brands, also mention the fact that her services are required in the peak seasons for sale and work, as well as some weekends.

Antonia is responsible for the administration and organization of the company, to quote customers, agenda, the budget of the different activities, as well as the arrangements and fitting the clothes and accessories.

It has been observed that the owner performs most of the activities without delegating responsibility to other people and to teach new specific knowledge on the sewing and the organization carried in the store. This fact, might lead to hamper the response of business to new situations that require more flexibility than efficiency. The following figure (Figure 12) shows distinctive capabilities of Promessa Novias.



Figure 12: Distinctive Capabilities

- Specialization in high quality clothing.
- Advice to clients.
- Dressmaking
- one to one service.
- High level of interaction with customers, treatment unbeatable.

Source: Own elaboration

2.1.3.2. Chain of value

To end with the internal analysis, it goes to use one of the most popular instruments for the internal diagnostic; the value chain.

❖ Support Activities:

- ✓ Supply: the purchase of clothes that are going to be used in the activity of the company is usually done at the beginning of the year, when the signatures of clothing launch their new collections. These orders can be made by different ways:
 - Going to fairs organized by the marks to show their new collections. The firms, invite the shops with the characteristics of Promessa Novias (specialty shops Multi-brand) to its events by paying them accommodation and breakfast in their headquarters, so that they see their new collections and make orders. These fairs are carried out mostly in Barcelona. An example of this modality is Rosa Clará, performs this type of events where promotes its different lines and categories of products, some more economic than other (Rosa Clara, Two by Rosa Clará, Alma novias, Aire Barcelona, Luna, Christian Lacroix Marrié, Adriana Alier and Jesus del Pozo).
 - Another option for ordering is across of a portal in Internet that they have all the clothes signatures, in which only specialized brands and shops can show their products.
 - Finally, the option more frequent is that the sales representatives of the signatures visit the shops with the new catalogues. Once made the orders, usually take between seven and eight months to be received the order. This is the time it takes to manufacture the orders.



- ✓ Technology: This Company does not have activities in I+D, but always are informed about the wedding sector.
 - ✓ Administration of Human Resources: Promessa Novias is a small company, so don't perform tasks of recruitment, selection and training of new employees.
 - ✓ Infrastructure: the planning, control of goods, organization, essential information, dressmaking and finance are the responsibility of the owner. When the services of the other an employee are, needs is responsible for very simple tasks such as the reception of the customer when they arrive to the shop, show the catalogues, give information of sizes, models, signatures, etc.
- ❖ Primary Activities.
- ✓ Internal Logistics: When finally, the orders arrive to the shop, the following procedure is followed; each of the dresses is checked for defects in the fabric, sizes, selected models etc. After being checked, they are taken to the section of warehouse where they are sorted according to year and brand, this way when a customer chooses a model of a brand from previous years it is quick and easy to find.
 - ✓ Assignments: Task carried out in the shop are the adjustments of clothing and fitting arrangements, the customised services to clients are carried out in the store.
 - ✓ External logistics: this company is responsible for storing and distributing the final product to the customer. Customers collect the costumes in the store.
 - ✓ Marketing and sales: to achieve the sale of products, the company gives advice to the clients when choosing costumes that are best suited to their body structure as everyone is not the same.
 - ✓ Post-sale service: once the products are sold there is no possibility of them being returned. But the company offers the settlement of damage after the event has finished (wedding, communion, baptism, etc)

2.2. External analysis

2.2.1. Macroenvironment or analysis of the general environment.

This analysis will be conducted around six dimensions: political, economic, sociocultural, technological, ecological, and legal dimension.



2.2.1.1. Political dimension.

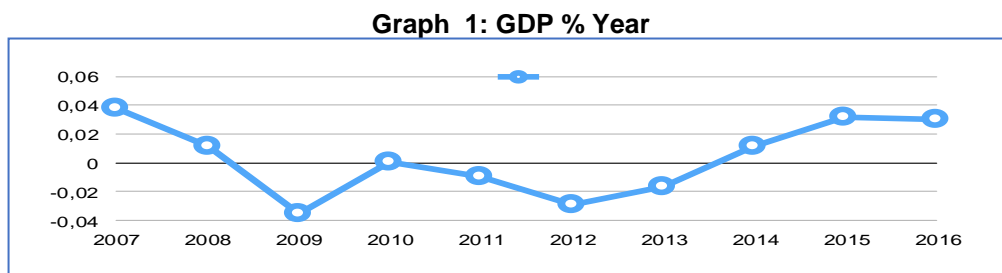
For the first time, Spain has been unable to form a government. The structure of the congress has changed drastically as it was basically two political parties but not now. Citizens have been obliged to go to the polls twice and have been living with a provisional government for approximately ten months. These facts have led to a distance between the citizens and the public institutions.

At present, the Spanish context is characterized by a political uncertainty at internal level with a lack of confidence in the political parties that reaches historical lows. In addition, this mistrust increases with the significant cases of corruption discovered in the last years, which enhance the protests and the mobilisation of the citizens in declarations.

Finally, we have a new government led by Mariano Rajoy (PP) without a majority in the congress, that must face a legislature full of challenges, among which they emphasize the debt to Brussels and the need to promote reforms that guarantee the viability of the system of the pensions.

2.2.1.2. Economic dimension.

One of the most important economic factors to be considered in this dimension is *the Gross Domestic Product (GDP)*. In the Graph 1, (base year 2010), we can observe the annual rates of the GDP, and its evolution from the year 2007 until 2016.



Source: Own elaboration. Data: INE

Since the crisis began in Spain (2007-2008), GDP registered the largest fall of goods and final services produced in Spain in the year 2009 (-3,6 %). This was caused principally from the reduction of the economic activity of the companies and from the reduction of the jobs. At the beginning of this year, there is a slight increase, but falls back to 2012 and 2013 respectively. In the year 2014 seems to be that are starting to register the first positive data with a forecast of a 1,4 % that keeps on increasing up to reaching 3,2 % in the year 2015.

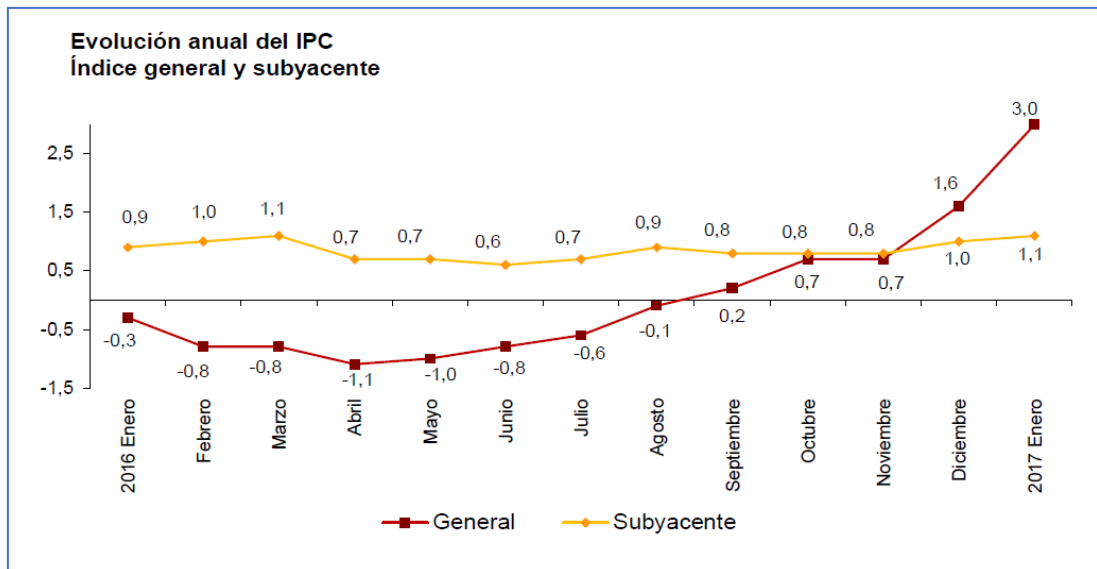
Therefore, it might be said that after two long recessions, the economy seems to



achieve growth in the few months, increasing domestic consumption.

Another economic factor to take in account is *the Consumer Price Index, (CPI)*. As show in Graph 2, the annual rate of CPI in the month of January 2017, (with base 2016) is 3 %. This is, 1.4 points above December 2016, and the highest since October 2012.

Graph 2: Annual rate of CPI



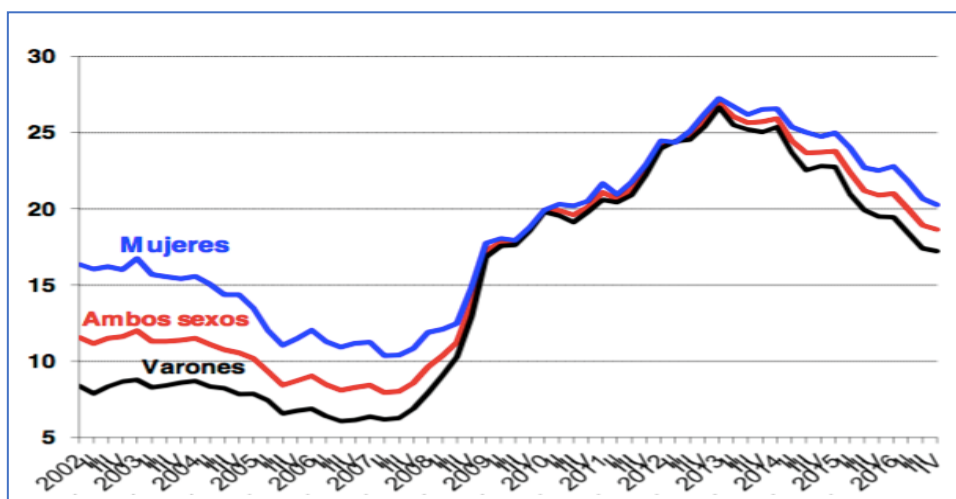
Source: INE

Finally, to conclude with the economic dimension, to say that according to the Active Population Survey (EPA, 2016), the employment has grown in 413,900 persons in the last 12 months; most of this growth is due to the increase in the private sector.

In the last year, the employment has risen in all the sectors, in which more service sector (240,400 occupied one) and the less in the construction (20,800 occupied ones).

These facts place the unemployment rate an 18.63 %. In the last year, this rate has fallen by 2.26 points.

Graph 3: Unemployment rate (%) from the year 2002, until 2016, according to sex.





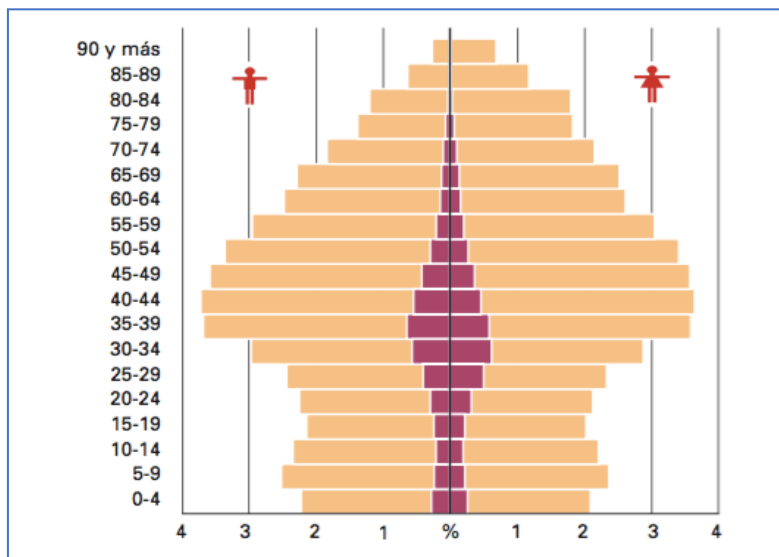
Source: INE. Active Population Survey (EPA).

As can be seen in Graphic 3, in a year 2008, there is a sharp increase in the rate of the unemployment. Up to this moment, the unemployment rate in Spain was lower in men than in women. But between the years 2008 to 2009 this pattern changes suddenly. Between the year 2013 and 2014 the unemployment rate reached its peak, and from this moment it has been declining until today that is situated in 18,63 %.

2.2.1.3. Sociocultural dimension.

Spain has one of the oldest populations in the world; life expectancy has risen to 82,84 years with women living longer than men, as show in Graph 4.

Graph 4: Pyramid of Spanish population.



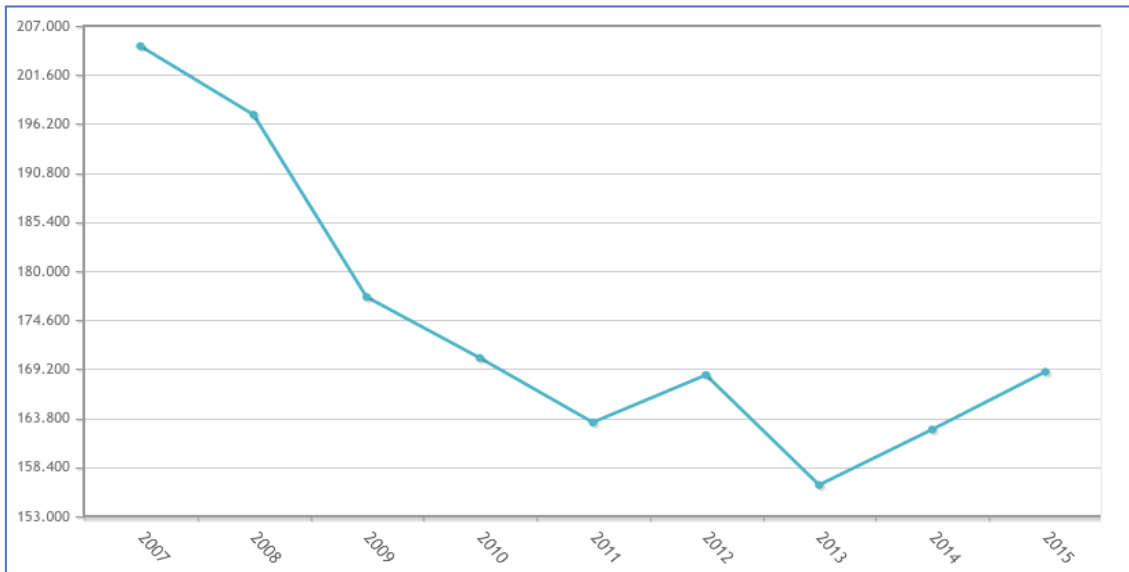
Source: INE. Article Spain in figures.

According to the statistical data of Natural Movement of Population, carried out by the INE (NMP, 2016), shows that the birth rate in Spain (number of births per thousand inhabitants) declined by 4.6 per cent in the first half of 2016 and the deaths decrease 7.8%.

On the other hand, the newspaper (El mundo, 2017) claims that, "the number of marriages has grown in the last three years". The number of couples who decides to take the step and marry is increased in the year 2015, up 2.5% compared to 2014.



Graph 5: Evolution statistics of marriages since the year 2007 until 2015 in Spain.



Source: INE.

As can be seen in graph 5, from the year 2007 until 2011 there was a sharp fall in the number of marriages, this fact is linked to the economic factor and to unemployment, mentioned above. Families with few resources did not get married quickly. However, this address changes from 2013-2014, starting point from which begins to increase.

Currently there are around 170,000 marriages a year in Spain. These marriages are between persons of different sex, same sex between men and same sex between women, because the marriage between persons of the same sex in Spain has been legal since 3 July 2005.

2.2.1.4. Technological dimension.

Technology has evolved rapidly and with it the opportunity for companies to expand and be known at a global level, as show Table 2.

Another use of ICT by businesses are social media. In 2016, 43 per cent of companies with 10 or more employees use any of the social media for work reasons, communication platforms to connect, create or exchange online content with customers, suppliers/partners, or within the company itself. The social environment more used by the companies are social networks like Facebook, LinkedIn, Tuenti, Instagram and Google+. In addition, one out of every five companies with 10 or more employees pay for advertising on the Internet.

On the other hand, in 2015, 78.7% of Spanish homes have access to the Internet, according to the Survey on Equipment and Use of ICT in households. The population



of 16 to 74 years, has used the Internet in the last three months and almost one out of every three people (32.1%) has purchased through the internet.

Table 2: Indicators (%) on the use of ICT in companies; 2015-2016.

	Companies with less than 10 employees.	Companies with more than 10 employees.
They have computers.	74.45	99.11
They have internet.	70.71	98.35
Use social media.	31.47	42.93
They realize sales by electronic commerce.	4,20	20.14
They make purchases by electronic commerce.	16.63	32.09

Source: INE Newsletter

Finally, to finish with this dimension, according to the Ministry of Economy, Industry and Competitiveness, Spain is the fifth country in Europe by turnover in ICT and telecommunications.

2.2.1.5. Ecological Dimension

According to, the report of the Environmental behaviour of Spain (OECD, 2015), recognizes the efforts made by our country in the environmental sector over the last few years. Progress has been made in various aspects such as; a reduction in the carbon dependence thanks to renewable energies, emissions of air pollutants have also fallen the protection of natural spaces and coastal landscapes has increased.

The impact of the industrial sector in the environment has improved in recent years. However, industrial activity continues to be an important source of pollution, and this negative effect runs the risk of accelerating with the economic recovery.

Spain has progressed slowly but steadily in their efforts to protect the biodiversity and their ecosystems. In addition, it has made a significant effort of dissemination and awareness on the part of citizens, enterprises and administrative organizations and social.

Through the Law 26/2007, of 23 October, the activities of the textile and clothing sector are subject to environmental liability (Boletín Oficial del Estado, 154, of 29 June of 2011). The pre-treatment processes and in textile finishing are grouped as the greatest risks. The main environmental impacts related to the textile industry are to do with the



generation of waste and with the generation of tributaries liquids. The Table 3 show, the main textile activities subject to regulation.

Table 3: Activities of the textile and apparel industry subject to regulation environmental.

Textile	Clothing
Preparation and spinning of fibres.	Manufacture of wearing apparel, except fur
Manufacture of textile fabrics	Manufactures of articles of fur
Pre-treatment; washing, bleaching, mercerization.	Clothing knitted.
Combustion facilities with a thermal potency of combustion to 50MN	

Source: Industrial Observatory of the textile Sector. Own research.

This liability is covered by the payment of a compulsory financial guarantee; it means that the company has the means sufficient to address its environmental responsibility. The amount will be determined by the competent authority depending on the damage and the environmental risks of the activity.

2.2.1.6. Legal dimension

In terms of the defence of competition aims to essential protect free enterprise within the framework of the market economy and is regular by:

- ✓ Law 15/2007 of 31 August of Defense of Competition (Boletín Oficial del Estado, 159, of 4 July of 2007).

In the Spanish legal system, the first rule to highlight is:

- ✓ Law 1/2007, of 16 November, for defence of consumers and users (Boletín Oficial del Estado, 287, of 30 November of 2007). Define the basic rights of consumers.

On the other hand, in terms of the unfair competition law; The Spanish unfair competition law covers not only the unfair practices among traders, but also between merchants and consumers. Unfair competition has been regulated in the European Union by:

- ✓ Directive 2005/29 of the European Parliament and of the Council, of 11 may of 2005, (Diario Oficial de la Union Europea, of 11 June of 2005).

With regard to the labour legislation, the Valencian Community, according to the

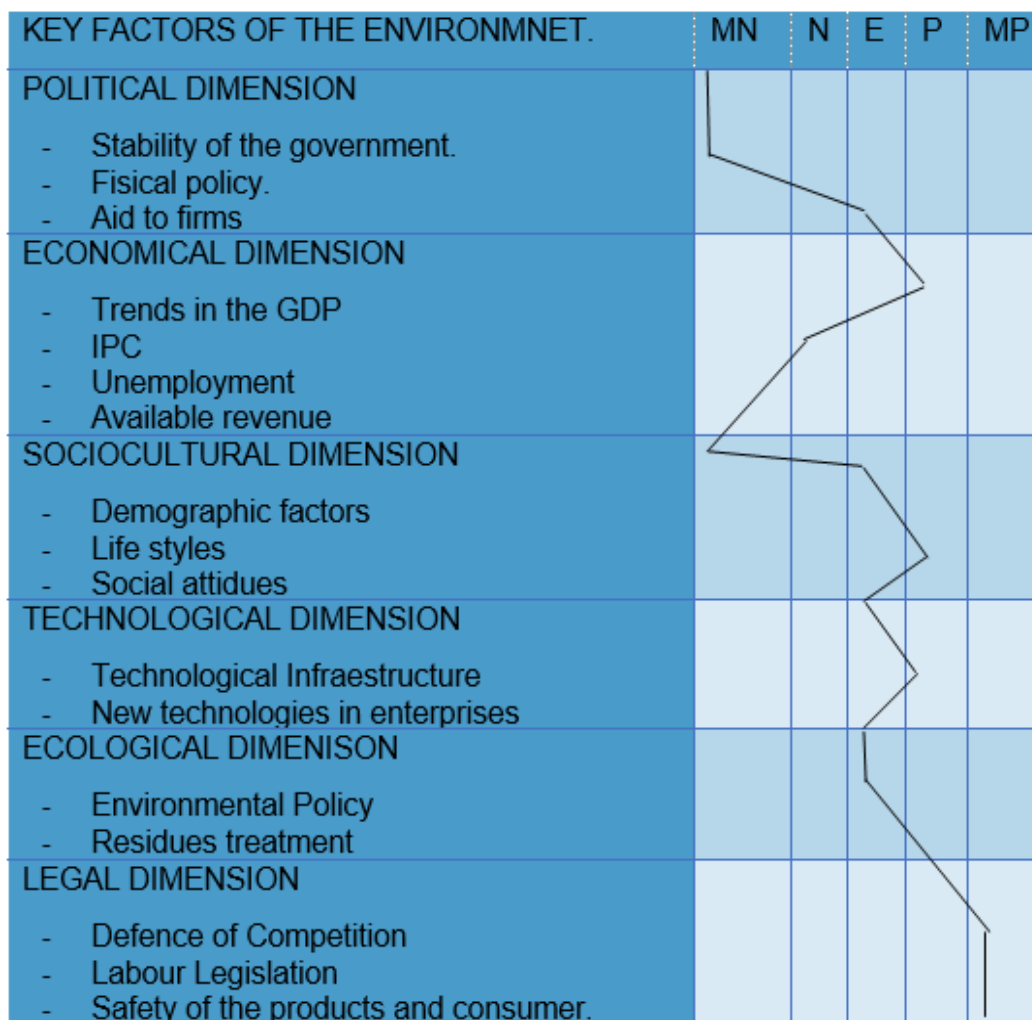


Generalitat Valenciana, has opted in their legislation a minimum of 8 Sundays and public holidays a year in which the retail trade may remain open, with a weekly schedule of 72 hours, with freedom of time for the merchant provided it does not exceed the 12 hours a day and the establishment is less than 300 square meters.

- ✓ Law 6/2005, of 18 October (Generalitat Valenciana, Business hours of the Valencian Community).

Then to finish the analysis PESTEL is going to assess the behaviour of each of the dimensions analyzed, using the Scale Likert, (1967) where MN is very negative and MP very positive.

Graph 6: Strategic profile of the environment.



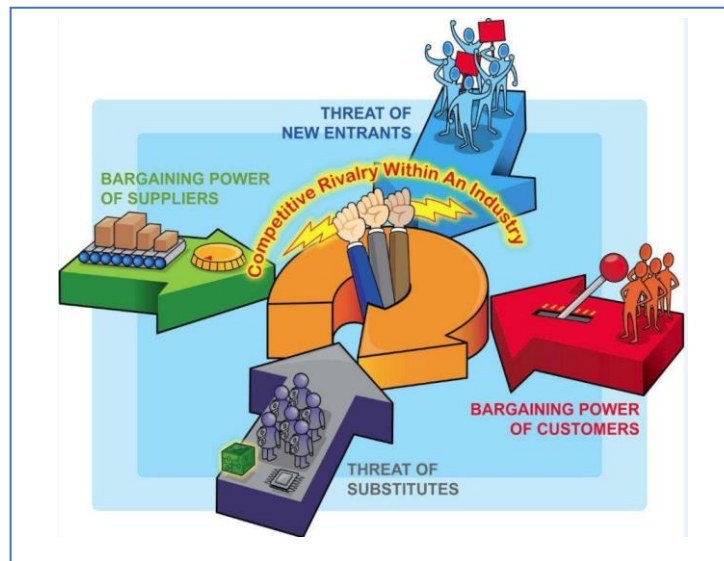
Source: Own elaboration.

2.2.2. Analysis of the specific environment or microenvironment.

In order to perform this analysis, it is going to use the model of the five forces of Porter (1982), which will allow us to know the degree of attractiveness of an industry.



Figure 13: Porter's five forces model



Source: Own elaboration

2.2.2.1. Supplier's negotiation power.

This variable refers to the ability of suppliers to impose conditions on transactions. As the power of negotiated suppliers might be higher, the attractiveness of the industry decreases.

In Spain, there are many manufacturers of wedding dresses, joy and communion, but they highlight without any doubt the following:

- ✓ Group Pronovias, with its brands of the group: Pronovias Barcelona, Manuel Mota Proonvias, Elie by Elie Saab, Sant Patrick, La Sposa, Atelier Diagonal, W1 White One, it's my party! And Les Accesories.
- ✓ Group Rosa Clará, its brands are: Rosa Clará, TWO by Rosa Clara, Aire Barcelona, Christian Lacroiz Marriée, Jesus del Pozo, Alma Novias, Adriana Alier and Moon.
- ✓ YolanCris
- ✓ Jesus Peiró

These companies cover almost the totality of the Spanish wedding market. These marks will continue other as: Miquel Suay, Devota & Lomba, Francis Montesinos, Cymbeline, Pepe Botella, Charo Ruiz.

Promessa Novias works with around 15 different brands, and more than half come from the two large groups (Pronovias and Rosa Clará), so that, even if there are multiple vendors the power of negotiation with them is low. In addition, the production



of garments by these large companies is made under order of the channel multi-brand and therefore has low risk for producers, and a high commitment on the part of the multi-brand shops. On the other hand, a factor that decreases the bargaining power of suppliers is that the change of provider does not imply costs of change for the business premises.

It could be said that, although there are a large number of suppliers, there are only a few who have a high bargaining power, since these products are highly differentiated, where the brand has great importance in the purchasing decisions of the customers. In addition, there is a real threat of forward integration by these. On the other hand, the multibrand shops purchase smaller volumes, so that lack the capacity of negotiation that will enable them to make purchases in advantageous conditions.

2.2.2.2. Client's negotiation power.

This variable refers to the ability of consumers to impose conditions on transactions. As the bargaining power of these customers is higher, the attractiveness of the industry decreases.

Regarding this variable, each time they are more informed customers and demanding. Customers are looking for the best deals, the best deal and the best possible conditions. Look for the internet models, compare prices and select the one that best suited to your needs. In addition, the Internet enables individuals to sell their costumes, dresses, add-ins, etc. both in web pages or apps or other second-hand. This fact could pose a threat of forward integration on the part of customers.

Another factor that plays against the industry is that the number of multi-brand shops is high, this is a mature market, therefore, there is a lot of competition in order to be able to offer the best conditions in story to discounts, deferrals, demands of quality and delivery times and this, is increasing the bargaining power of customers. On the other hand, Promessa Novias will offer products highly differentiated, with a significant importance for the client, so that in this regard the bargaining power of customers could be lower.

2.2.2.3. Threat of new entrants.

This force is more or less depending on the barriers to entry that exist in the market. In particular the people who decide to open a shop specializing in apparel as Promessa Novias, must take into account the following barriers:

- ✓ The degree of experience in the sector. If you do not have the necessary



knowledge of the normal functioning of this type of business, it is a great disadvantage to the principle, since people may not be able to carry out the routine tasks of the company.

- ✓ Experience about cutting out and sewing.
- ✓ Economic outlay initial. All those who choose to open a fashion store specializing in the wedding sector, must cope with initial costs as are the purchase of costumes, clothes and accessories, in addition to rent and other costs arising from the activity. It is also worth mentioning that these stores require distinctive décor, with large testers, mirrors, lighting and a sophisticated decor that does increase the initial outlay.
- ✓ Loyalty of customer with existing enterprises. Given that there are many shops established in the sector, if there are customers who are happy with the treatment received and need to repeat, will go to their usual shop, so that new firms will find it difficult to obtain market share.

Given these characteristics, the threat of new competitors is reduced as the new firms would be in a position of disadvantage in terms of the competition and the attractiveness of the sector is reduced. On the other hand, this is a specialised shop where you get a high profit margin on sales in this sense the attractiveness of the industry is incremented.

2.2.2.4. Threat of substitute products.

Substitute products are those products that satisfy the same needs of customers that the product that is being offered but have distinctive characteristics. As an industry appears substitutes its degree of attraction will tend to decrease.

In the sector in which the company develops, the threat of substitute products for the wedding dresses, costumes of boyfriend or garments of communion is not excessively high, due to other garments do not meet the same needs. However, for the dresses and suits of party those are sold in Promessa Novias themselves that there is a threat of replacement high. Since there are many more alternatives to the choice of these clothes. There are other types of businesses that offer clothing at night that compete in another level and can cover the same need. The same happens with the jewellery and accessories.

Therefore, even though, there are plenty of options to choose the clothes, in the case of weddings or communions alternatives are significantly reduced.



2.2.2.5. Rivalry between competitors.

This Force, discuss the basic characteristics of the industry, as well as, the possible actions and reactions of the companies that can alter the intensity of competition. As the intensity of competition is greater, the possibility of obtaining higher incomes is smaller and therefore the attractiveness of the industry decreases.

In Spain, there are many companies specializing in the sale of nuptial clothing so that the rivalry between the competitors is very high. Many of them have a large number of specialised assets and strategic interrelationships. In addition, thanks to electronic commerce the rivalry has increased considerably since new business models are appearing, such as rent, second-hand business or the online sale, of both companies and private.

Figure 14: Influence of Porter's five forces in Promessa Novias



Source: Own elaboration.

2.2.3. Analysis of the competitive environment.

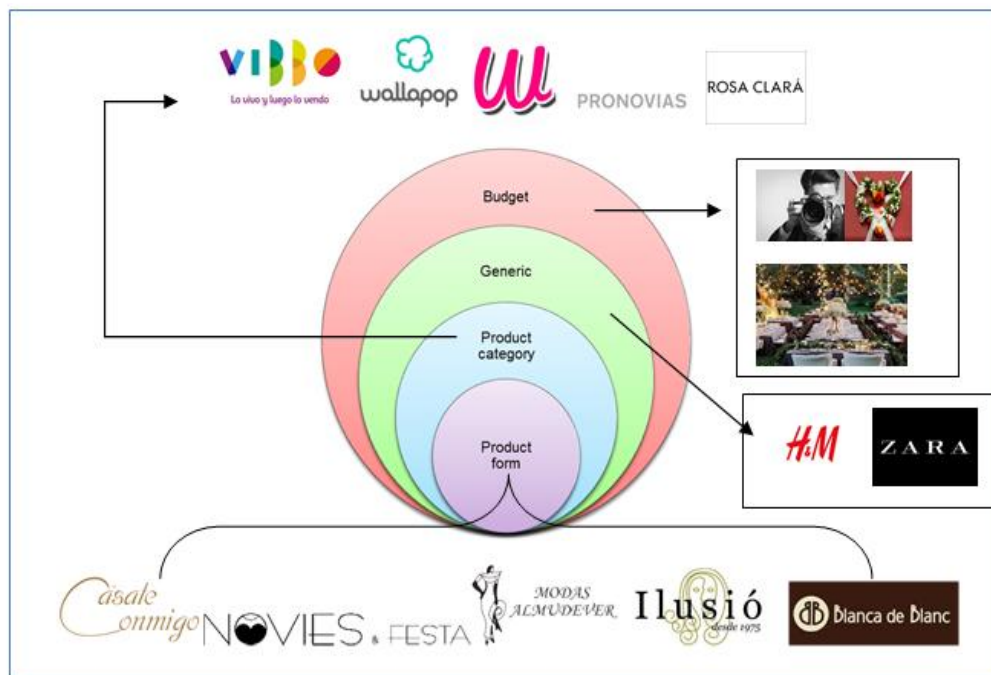
2.2.3.1 Levels of competence

The competitors of Promessa Novias, are all companies that operate in the wedding sector and ceremony.

There are four levels of competition from the perspective of the consumer (Figure 15):



Figure 15: Levels of competence



Source: Own elaboration.

- ✓ Competition in the form of product: in this level, we find to all competitors that provide the same product with the same attributes and cover the same need that Promessa Novias. Between these competitors we find the physical stores multi-brand specializing in the wedding sector as Boutique ilusio, Blanca de Blanc, Casate conmigo outlet, Novias Almudever, Novies and festa and many others.
- ✓ Competition in product category: this level we are to all the companies that sell the same products, but with different attributes. In this case, they would be all those companies that sell through internet, second hand, rent, that do not offer personalized attention, quality in the products and services, as well as those companies of preparation and haute couture that design and elaborate their own products.
- ✓ Generic competition: in this third level, we find all the products that satisfy the same need, i.e., garments, as are the trousers, skirts, dresses casual, earrings, jackets, scarves etc. between this competition we can find Zara, HyM, Kiabi, Blanc, etc.
- ✓ Budget of the consumer: in this level, there would be included all those products that are fighting for the same budget of the consumer. In our case if it were a wedding or communion, it would be the flowers, the banquet, the photographer, etc.

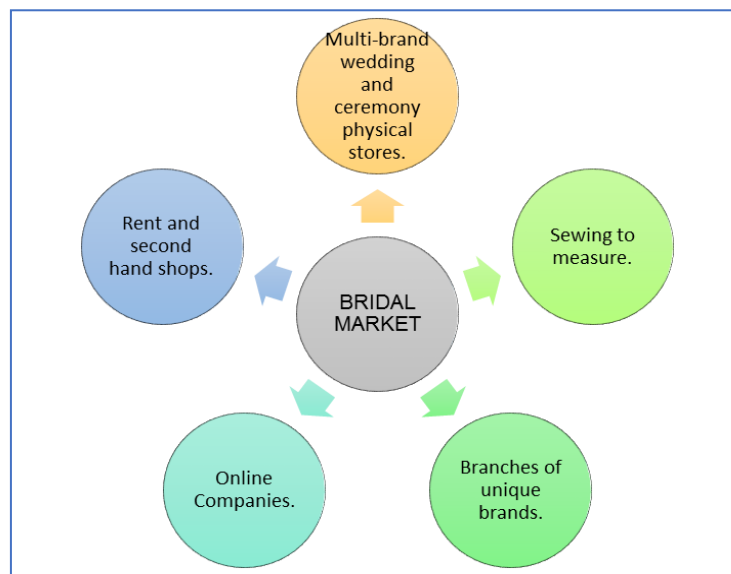


2.2.3.2. The major competitors.

In the Spanish wedding industry, there are a lot of companies that sell these types of products. Very different companies, therefore the competition is very strong. To identify the main competitors, it is going to use the analysis of strategic groups, since, there are numerous competitors and each one of them operates in a different way.

These strategic groups arise because the companies that are part of them have similar objectives and capabilities, as well as experiences and operation in the market. The groups identified are Figure 16.

Figure 16: Strategic Groups



Source: Own elaboration.

Since there are more than 800 points of sale at the national level, with the same characteristics as Promessa Novias "physical stores multi-brand wedding and ceremony without trademarks". On the one hand, we will name the most representative of the Valencia Community (Figure 17). And, on the other hand, the most direct competitors will be analysed.

Figure 17: Competitor most representative of the Valencia community.

Sagunto y Puerto de Sagunto	Valencia	Castellón	Alicante
<ul style="list-style-type: none"> •Promessa Novias •Boutique ilusió •Blanca de Blanc 	<ul style="list-style-type: none"> • Aires de Novia Gadia. • Casate conmigo Outlet. • NBlanc Novies 	<ul style="list-style-type: none"> •Guapa y Guapa Novias. •Novies y Festa. •Tiara Ceremonias. 	<ul style="list-style-type: none"> •Flor de Azahar. •Stylnovia. •Sdka Novias.

Source: Own elaboration.



As we already know, Promessa Novias is a store located in Puerto de Sagunto, but it is not the only one that can be found in the municipality of Sagunto dedicated to the sale of clothing and wedding dresses and ceremony.

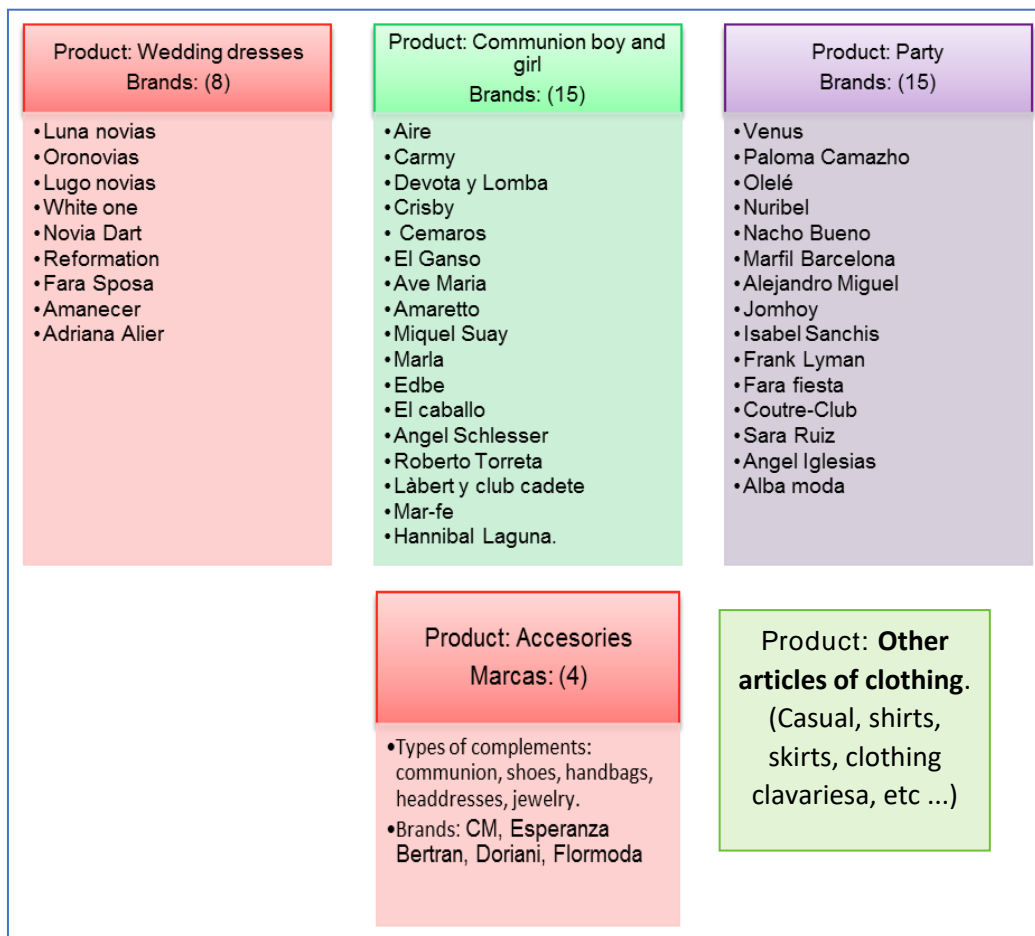
There are two direct competitors. These are Boutique ilusió, and Blanca de Blanc. These, are going to be analyzed.



Boutique ilusió is a company with a long history of, more than 30 years (since 1975). It is located in the Avd. Sants the Pedra, number 3 (Sagunto).

Like Promessa Novias, this establishment offers clothes and accessories from different designers and brands in the sector of wedding fashion and communion, as show Figure 18).

Figure 18: Portfolio of Ilusió



Source: Own elaboration. Data: Website Boutique Ilusió.



How we can see, Boutique ilusió has a line of products that Promessa Novias does not offer. This would-be dress: casual clothes, shirts, skirts and other clothing. In addition, you can find several garments not specifically in the wedding sector or ceremony.

On the other hand, Boutique ilusió works with around 43 distinct brands, of clothing. These brands are very different from each other, some with a recognized prestige and a high quality as they are Aire, Luna Novias or Couture-club. And, you can also find another marks as Debota and Lomba, El Ganso or Roberto Torreta. And finally, others aimed at an audience with less purchasing power such Reformation or Edbe.

With regard to price, product lines of Boutique ilusió, prices are very different depending on the type of product. The average price of the wedding dresses and communion is superior to Promessa novias, however, in proms section there is a greater variety of prices, because you can find premium brands, Mid, Basic and opp.

As for the organization of the tasks, it has been identified that, Boutique ilusio, does not provided a professional tailoring service. That is to say, in case of having to alter Clothing and apparel of customers, they hire the services of an outside person.

The distribution of Boutique ilusió is exclusively in their physical store, from Monday to Friday from 10:30 to 13:30 and from 17:30 to 20:30 and Saturday mornings from 10:30 to 13:30.

Finally, we have identified that the company uses various communication tools such as the web page ([Http://boutiqueilusio.com](http://boutiqueilusio.com)), discounts and promotions in the store, Facebook, Google+, Newsletter, and advertises in bodas.net.

We are going to carry out an analysis of the strengths and weaknesses of Boutique ilusió, compared with Promessa Novias (Table 4).

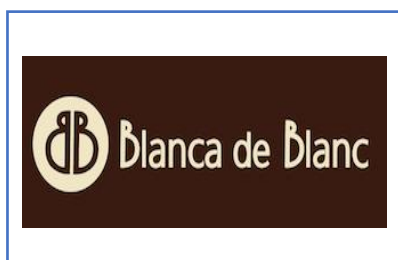
Table 4: Strengths and weaknesses of Boutique ilusió compared with Promessa Novias.

Strengths	Weaknesses
A wide range of brands.	Their profit margin is reduced if they need to hire a dressmaking professional. This occurs when the sizes that they have in stock does not fit to the customers. In addition, because they did not have a dressmaker, costumes cannot be customised according to the preferences of the bride. However, in Promessa Novias, the owner knows the patterns of dresses, so it can offer



	the same dresses at a lower price.
Consolidated company, performs its activity since the year 1975.	Boutique ilusió, is only focused on women and does not have costumes for the groom.
It has better equipped, more user friendly website, with more information.	The store decoration is less sophisticated and does not have large mirrors, or large fitting rooms.
	In Promessa Novias you can find more variety of styles in store and it has a larger stock. In addition, Boutique ilusió, does not have a selection of larger sizes.
	Boutique ilusió spend less on advertising through the village and surrounding area, therefore, although established for many years the business is not so well known at the local level
	Does not offer any guarantee post sale ae service to its customers. As soon as the transaction is done, it is not responsible for making any arrangements in the dresses once dispatched
	It realizes few commercial promotions

Source: Own elaboration.



Blanca de Blanc is a store located in Puerto de Sagunto, in the street Diagonal No.3. This company is dedicated to the sale of fashion for big events such as weddings, communions or proms with high quality textiles. Besides, it also offers other services related to these events such as the details of the wedding and the Communions, photographic reports or the service of makeup.



Figure 19: Portfolio of Blanca de Blanc



Source: Own elaboration.

As can be seen in Figure 19, on the one hand Blanca de Blanc offers products related to the wedding fashion, wedding dresses, communion, proms, bridesmaid and accessories. And, on the other hand, offers; photography services, advice, arrangements and makeup. This company works with four suppliers: Aire, St. Patrick, Ella Rosa and Kenneth Wiston.

The size of the product lines is reduced with less variety than its local competitors. It possesses about 25 different models of wedding dresses, fourteen dresses and suits of communion and around 65 prom dresses and bridesmaid.

On the other hand, it offers other services:

- Wedding details and communion; these are crafts (boxes, hats, hearts, ties, bonds etc) made by the owner or employee of the store.
- Photographic reportages; these reports are performing by an external company JS Photography.
- Advice and arrangements, exclusively for the dresses that are purchased in store, in case you need to fix the dresses or the services of a professional dressmaker.
- Make up service; this service is not performed on Blanca de Blanc, it is performed by a professional makeover artist from a local salon.



According to the experiences of customers, Blanca de Blanc has similar prices to Promessa novias, although you can find large discounts: only to be use on physical store in sales season; not sold through internet.

Finally, the company does not use many communication tools, and only advertises through its web page [Http://blancadeblanc.com](http://blancadeblanc.com), Google+, and Facebook.

Next, It is going to analysis the strengths and weaknesses of Blanca de Blanc, compared with Promessa Novias (Table 5).

Table 5: Strengths and weaknesses of Blanca de Balnc compared with Promessa Novias.

Strengths	Weaknesses
Offer of products of labels.	Profit margin is lower if they need to make arrangements to hire a professional dressmaker.
Strong reductions and discounts, in over season's products.	Less variety in the products portfolio and not so many choices of accessories.
Good image of shop, with wide mirrors, dressing rooms and very good illumination.	Significant reduction in sales in the last few years.
Contacts with other companies that may be of the interest to their clients, such as photography and makeup.	Their products are mostly from previous seasons as they, do not buy new seasons or attractive designs and innovative designs.
The family of the owner has another company with a different activity and uses cross promotions between the two businesses. For example, in the case of the sale of clothing and apparel of communion, offers a substantial discount on the celebration of birthdays of children in Canet Bowling.	The value of price-quality ratio is lower than Promessa Novias and other competitors. In the case of fitting the bride's dress, it is necessary to ask for appointment. In addition, the second fitting is chargeable.



	The website is easy to access for users, but is not updated. The latest models and seasons that appear are from year 2014.
	It is not provided after-sales service.
	It is not conduct advertising campaigns.
	Promessa Novias has better reputation at the local level (Port of Sagunto), in the treatment of the client, the payment facilities and the quality of the service in general.
	It is not in a very good strategic place.

Source: Own elaboration.



3. MARKET ANALYSIS

3.1. Analysis of the sector.

As it has already been mentioned, Promessa Novias is a multi-branded store within the wedding sector. This industry is very fragmented since the number of competitors existing is very high and the balance between them is high, so that all are small or medium-sized. Customer loyalty is very low and the costs for a change of provider are low.

According to a study *Millenial Brides* by IESE Business School (Nueno et al., 2016) Spanish wedding industry significant in the economy and on a global scale. With a turnover of approximately 1,300 million euros and the number of businesses in the wedding dresses sector amounts to 12.9% of the total turnover of the Spanish textile industry.

Spain is provided with a network of 700 production companies, employs more than 6,000 people, and making about 755.000 wedding dresses a year. However, the largest world producer of wedding dresse

s is China, with 10.6 million units. Vietnam and the United States are at the top of the second and third position respectively in the ranking of production.

Within the sector, Cataluña redeems an essential role, standing out over the best of the Autonomous Communities. it is in Barcelona where the Bridal Fashion Week (BBFW) is held, an event leader of the sector that attracts brands and buyers from all over the world.

Table 6: Comparison of importance between Spain and Cataluña sector

ESPAÑA		CATALUÑA	
Turnover of wedding dresses	1.246M€	Turnover of wedding dresses	518.9M€
Share of business about the textile industry	12.9%	Share of business on the sector of wedding dresses in Spain	41.6%
Employed persons wedding dresses	6.111	Employed persons wedding dresses	2.440

Source: Own data. Specialized Publications (*Millenial Brides*)

Due to the effects, of the financial and economic crisis that the Spanish market experience there was a contraction in demand for wedding dresses between 2006 and



2013. But in the year 2014 it changed direction and began to recover. There was an increase over the previous year of 14%. The market of groom suits behaved in an equivalent way, increasing 13% between 2013 and 2014.

During this fashionable period of recession, the main wedding trade brands in Spain saw the need to export to compensate for the fall in the internal market. These exports amounted to between 60% and 80% of the total sales.

The following table shows the four major companies producing wedding dresses in Spain. In this table, we can see the percentage of sales that correspond to the foreign sales and domestic sales, according to data from the newspaper (El pais, 2016).

Table 7: % of national sales and foreign sales of the main Spanish companies in 2015.

Company	% Sales national	%Sales foreign	Main countries.
Pronovias	25%	75%	Italy, France, Germany, United Kingdom, Portugal, and USA.
Rosa Clará	35%	65%	USA, Mexico, Brazil, Italy, France, Portugal, Russia, Middle East, and United Kingdom.
Jesus Peiró	34%	66%	Italy, France, Germany and England.
YolanCris	20%	80%	Europe, USA, and United Arab Emirates.

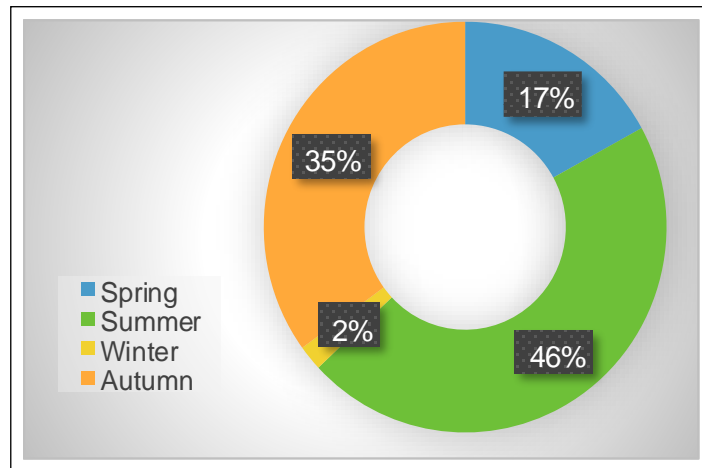
Source: Own elaboration. Data: El pais.

If we analyse the seasonality of the market, according to El libro blanco de las bodas (Bodaclick, 2012) the favourite time for the wedding celebration is summer (June-August), Autumn (September to November) being the second most frequent choice.

Summer and Autumn are the seasons preferred by the bride and groom, covering 80% of the year, the main reason is the good weather. The third-time Spring (March to May) and finally Winter, as show the Graph 7.



Graph 7: References of Wedding seasons.



Source: Own elaboration. Data: *El libro blanco de las bodas*.

Finally say that, the short-term forecasts are negative for multi-brand dealerships as they continue to lose share in the Spanish market, with a reduction of 20 per cent of quota. While the only brands remain gain market share. The main reason is that the marks often want to control their own distribution and choose to launch their own shops, where they can exhibit all their product range.

In Spain, there are around 20,000 shops Multi-brand, specialising in both wedding fashion and in other clothing. If these establishments want to remain within the market it is necessary for them change and adapt to a new reality, since their competitors are already not just also the global fashion companies. For all of them, to reach the “omnicanalidad” today is an imperative.

3.2. Analysis of the consumer.

This section discusses the behaviour of the final consumer, in order to understand who is buying what and why, what process is involved, and what influences them when they decide to buy the product. For it, is going to differ, according to the type of consumer who is; consumer wedding, communion or other events.

❖ Consumer Wedding



Who buys and why?

The customers who are buying the dresses and groom suits are the bride and the groom.



According to the figures published by (BodaClick, 2012; Moda nupcial, 2016; El renacer del comercio multimarca, 2016) and other specializing magazines, these are the buyers:

- ✓ Brides and grooms, whose age, in more than 50 % of the cases it ranges between the 36.10 for the men and 33.02 for the women.
- ✓ 76.74 % of the marriages celebrated in Spain during 1996 followed the Catholic rites of marriage, while 23.07 % were exclusively civil marriages. Nevertheless, in 2011, the statistics demonstrate that this information has been inverted and 39.41 % belongs to catholic celebrations and 60.07 % to civil celebrations.
- ✓ Immigrants have also increased the number of weddings celebrated in Spain. Between the year 2000 and 2015 there were celebrated about 300.000 marriages in which at least one of the spouses had a foreign nationality.
- ✓ In more than 25 % of the cases, at the request of the bride, the groom decided to buy their suits in the same shop as the bride.
- ✓ Those born between 1980 and 2000, constitute the group of people who were marrying in between 2016 and 2030. These people are growing up in a digitized society and more than 2/3 of these people connect each day between 8 and 10 times to the social networks and Internet.

This segment of potential clients for the wedding fashion, tend to postpone the wedding and marry later than it has done in previous decades. This new generation of customers are ingenious, imaginative, rational and careful in their expenditure. Many of them have been born in the middle of “the age of the cheap thing”, so that the discounts, the outlets or the low cost, remain in them.

What process do they follow?

Who decides to marry must consider a lot of the aspects, and in a short time it has to face to buy and hire multitude of goods and services, in which the wardrobe is included.

These consumers, at first are unaware of all aspects related to the hotel trade, wedding fashion, photography, travel, gifts, music, jewellery, transport etc.

The first thing they do is, to look information in internet as show Table 8. They begin their search on Google, Instagram, Pinterest, webs or specialized blogs.



Table 8: Summary of the main sources of information search

Internet	99%
Family-Friends	84%
Brides Magazines	64%
Especialized events	43%
Shops Speciality	19%
Wedding Planner	14%
Television	12%
Newspapers	3%
Radio	1%

Source: Own preparation. Data: Millennial brides

The fiancés are praised by the online environment as the main source of information. 99% of them has consulted the internet and have sought information. The public sources most relevant (Figure 20) are:

Figure 20: Sources most relevant

[Https://www.bodas.net](https://www.bodas.net)
[Http://www.webnovias.com](http://www.webnovias.com)
[Http://www.zankyou.es](http://www.zankyou.es)
[Https://www.bodaclick.com](https://www.bodaclick.com)

Source: Own elaboration.

Two other important means for the fiancés are the friends and relatives with an 84%, and specialized magazines dedicated to the sector with 64%.

Due to this information, it is important for companies in the sector to be positioned correctly in the search and to have a relevant presence in these portals.

How much do they spend?

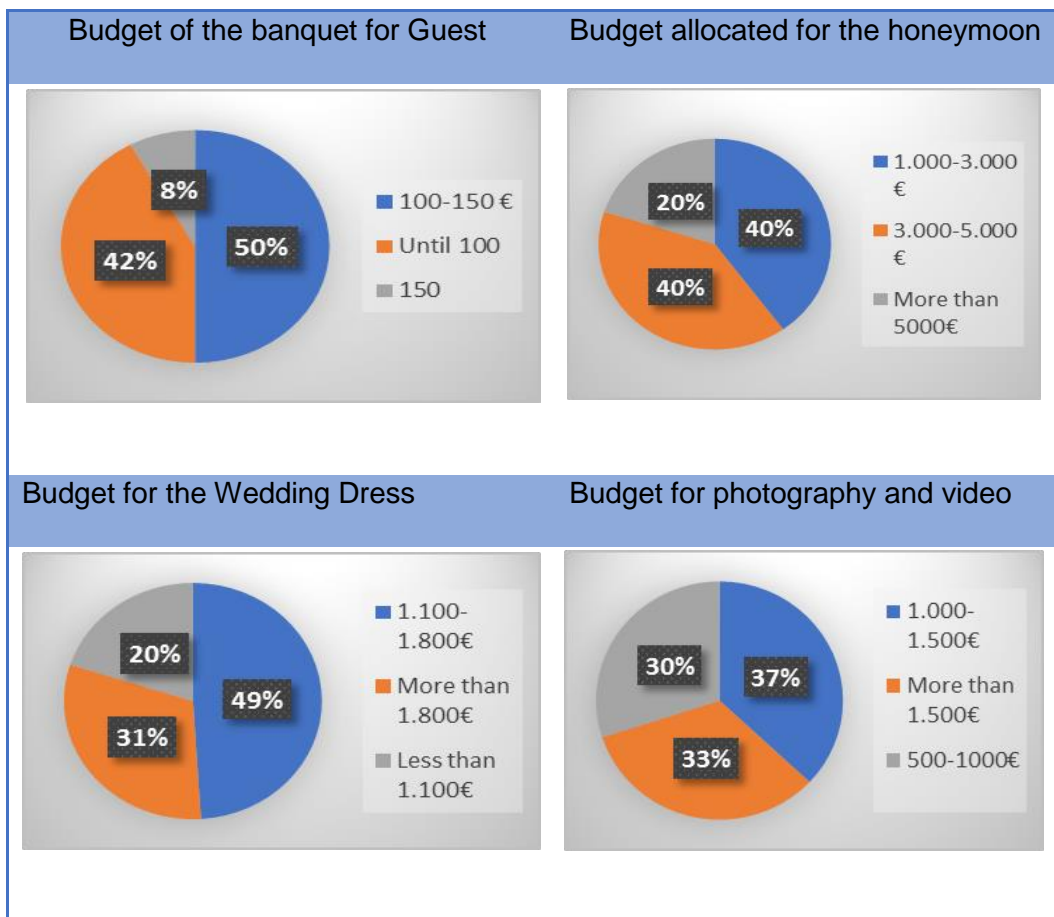
Across a study by (BodaClick, 2012) in Spain, with information of 1,800 brides and 200 companies in the sector, it determined that the average cost of a wedding was 23.262,34€. At present, according to the newspaper (ABC, 2016) and other specialized pages, this figure has diminished greatly, being located in the 16.534€, with an average of 80 to 125 guests.

The breakdown of the expenses is as follows (Figure 21); the banquet is the largest expense, the figure ranges between 8,000 and 12,000 euros. On the other hand, the



fiancés honeymoon supposes between 1,300 and 3,350 euros; while the invitations, the flowers or the alliances, will spend between 1,620 and 3,140 euros. As for the groom suits, has an average expense of 577 euros, a figure much lower than the clothing of the bride that can go to the 875 and 2,350 euros, on average. Finally, in the photo sessions are usually spend between 500 and 1,500€.

Figure 21: Main items of expenditure at the wedding.



Source: Own elaboration. Data: Study Bodaclick

Where do they buy?

People buying habits have changed, and everything indicates that internet is the main avenue for purchases in the future, where you can buy practically everything.

However, in the nuptial sector; the bride dress is the main objective in the selection of the channel search. The physical retail, well known stores, professional dressmakers, or designer’s showrooms (exhibitions of products) are the main purchase channels (Figure 22).

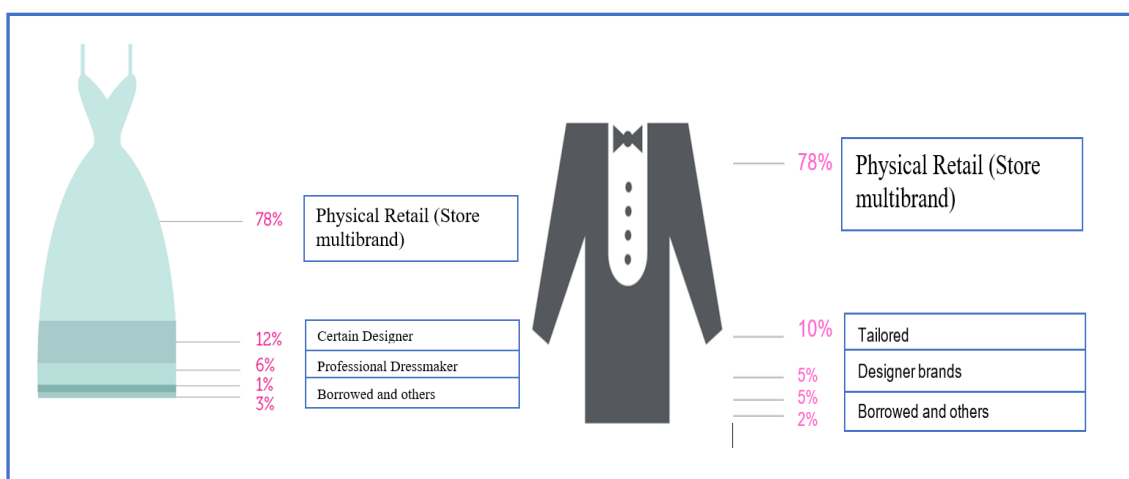
In the case of the brides, a 78% follow a very marked pattern in the choice of the dress; always buying them in the retail shops, while the alternative of going to a certain



Designer is only 12%, followed by the selection of a local professional dressmaker, in 6% of the cases.

In the case of the groom the situation is not very different, 78% of them are resorting to stores for their choice, leaving much distance to other alternatives: tailored (10%), designer brands (5%) or a borrowed suit (2%).

Figure 22: Choice of bride and groom dress



Source: Own elaboration. Data: Libro blanco de las bodas.

The second hand and rental markets tend to use the online channel. In Spain, some companies of nuptial fashion working in this segment have experienced a growth in recent years, mainly in prom garments and accessories. In the case of wedding dresses and suits for the groom this offer it lacks quality and exclusivity, and usually is not the option chosen by the Spanish couples.

Therefore, it seems that e-commerce is not a means of purchase that is inserted in the nuptial fashion sector, since it has not yet affected significant sales. The majority of the hybrid companies have more sales offline than online.

When do they buy?

As we have already seen in Graph 7, Summer and Autumn are no doubt the preferred seasons by the bride and groom, covering 80% of the year, the main reason is the good weather. Spring (March to May) and winter are the last options.

The search for costumes, is the next task to be carried out in the organization of the wedding behind the banquet and catering, is usually done with 6 or 10 months in advance. The sales of the dress for the brides and the groom suits increase in November and January to July.



What does the Consumer do after the wedding?

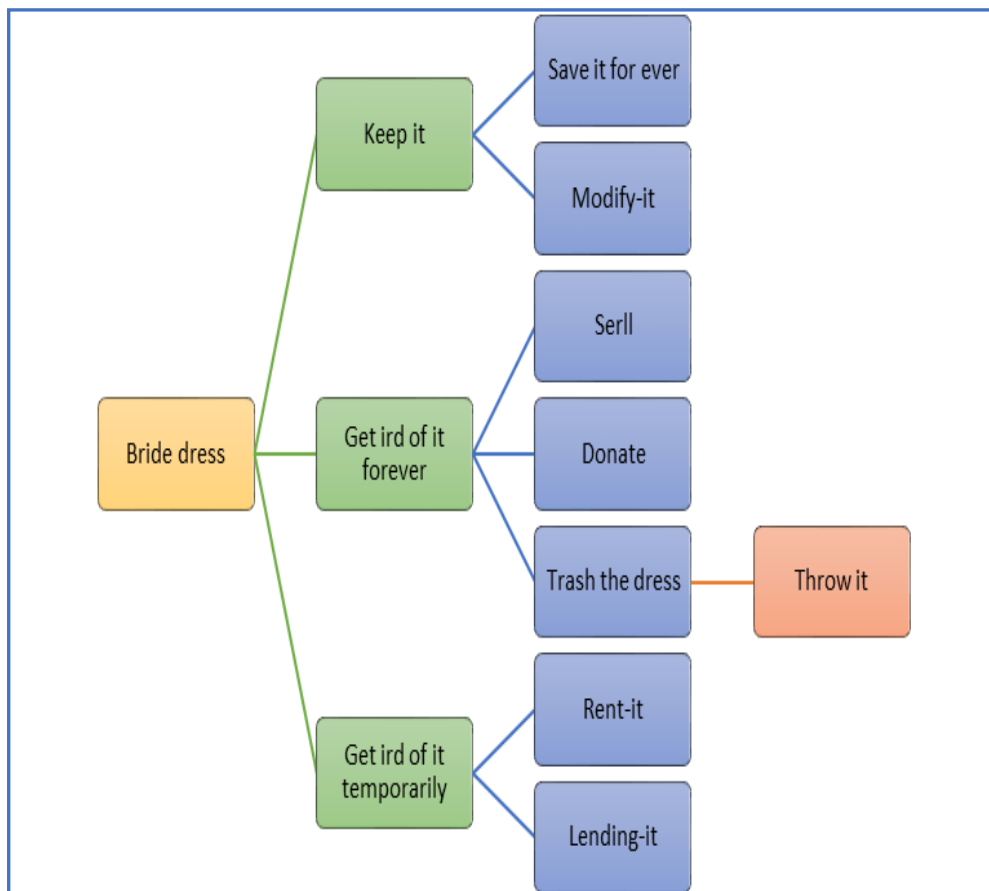
Traditionally, the majority of brides keep their dresses as a treasure. It brings memories and they have sentimental and personal attachment to their wedding dresses. Even some, intend that their daughters and granddaughters can use it in their wedding day.

However, nowadays are increasingly less brides preserving their dresses. A wedding dress normally won't be reused, so some decide to transform it, giving it another use. Cut it, dye it another colour, make it a cocktail dress, or even make few cushions, tablecloths, scarves etc.

Other brides get rid of dress forever, sell it, donate it, or make a dress trash. Sale and donation can make it through specialty stores or through Facebook, mobile apps or websites with ads.

Trash the dress consists of making a photographic book where dress stain, dirty and damaged and then you need to dispose of it. Last may also decide to rent or lend it someone they know.

Figure 23: Actions after the wedding ended.



Source: Own elaboration.



❖ **Communion customer**



Not all the ceremonies are equal, depend of the culture, beliefs, economic facilities, historic tradition, or simply the taste of the family. The ceremonies vary considerably between cultures, countries and the socio-economic classes.

In our case, it is going to be focus in Spain. In our country, the kids must follow the next criteria for this religious ritual:

- ✓ Belong to the Catholic religion and have previously received Baptism.
- ✓ Receive a compulsory education of catechesis for 3 months.
- ✓ To participate in the sacrament of confession to receive the divine forgiveness.
- ✓ Register the application at the Catholic Church.

Who buys dresses and suits of communion?

- ✓ Parents usually between 35 and 40 years old are those who buy the clothing for the communion. These parents want their children take part in the sacramental ritual of the Catholic Church. The children are between 7 and 12 years.
- ✓ The majority of times (90%) the mother and grandmother are those that are responsible for the search for dresses and suits.
- ✓ 25% of the time the grandparents pay.

When?

In Spain, First Communions are held between the months of April to June, May being the best month for celebration of the ritual. The reason is that these dates are Easter time and in accordance with the Christian calendar is when you celebrate the sacramental rituals such as baptisms, communions or confirmations.

Where do you buy these garments?

The place to acquire the garments follows a similar pattern as the weddings. The majority of people prefer to go a specialized store, this is because the parents want to be able to touch and fit the garments, as well as experience a personalized treatment. Despite the added value it provides the physical store, the online channel is growing.



How much do they spend?

According to a study of the Federation of Users and Independent Consumers (FUCI, 2014), prepare the first communion involves spending approximate 3,000€, although, depending on the number of guests can reach to 6,000€.

As show in Table 9, the costumes, together with banquet, reminders, gifts and photos are the aspects that generate greater cost.

Table 9: Main items of expenditure at communion.

Costumes	Banquet	Reminders and gifts.	Pictures
Price			
Girls -> 300-500€	40-120€	3-4€/guest	300€
Boys->120-400€			

Source: Own elaboration. Data: el mundo and FUCI

Girls clothes are more expensive than boy's suits. Dresses range between 300€ and 500€, although it can be increased up to 300€ with accessories. In the case of boys, clothing varies between 120€ and 400€ and accessories may increase maximum price by 100€.



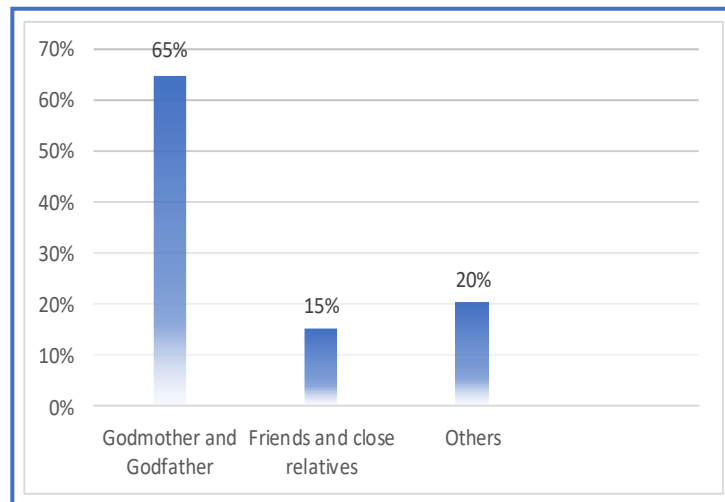
❖ **Prom dresses costumer.**

Who buys?

- ✓ 80% of the prom dresses are for family and very close friends to the bride and groom. Usually those who accompany them to find their clothes as it happens with the family in the search of the communion dresses.
- ✓ Buyers of these items of clothing are people who regard the moment as unique and are willing to pay a little more. The 65% tend to be the parents of the bride and groom that look dresses for Godmother and Godfather. The other 15% are friends and close relatives (Graph 8). The age of these clients can be very different; the customers who buy the least are the youngest, age between 18 and 28 years old.



Graph 8: Main buyer of prom dresses.



Source: Own elaboration.

Why do they buy?

- ✓ Accompany the bride and groom in search of their clothes and provides a model that they like. As well as, those who go in search of communion garments.
- ✓ The convenience of not having to scroll.
- ✓ Due to the event that will attend has a significant importance for them, and are willing to pay a relatively high price.

How to buy?

As mentioned, the age of these clients is very wide, everything indicates that the younger customers (between 20 and 40 years) seek through various channels both online and offline and are not satisfied with the first thing they found. 90% of these people looking for information on internet and 25% of them buy online.

On the other hand, people who fall into an older age (aged 40) range, look for comfort and do not use the internet to buy.

How much and when?

The price that the Spanish customers are willing to pay for prom dresses varies greatly based on their purchasing power, the importance of the event, the budget which is intended, and the influence the brands have on the consumer. The sales increase from February to September.



4. SWOT ANALISYS

Figure 24: SWOT

<p style="text-align: center;"><u>S</u>trengths</p> <ul style="list-style-type: none"> -Products of high quality, with a good quality-price. -Local Prestige. -Strategic location. -Promessa Novias has a beautiful and sophisticated decor -Good deals promotions, payment conditions, post-sale service. -Offers an excellent customer service. -The owner has professional expertise and has more than 30 years experience in the profession. 	<p style="text-align: center;"><u>W</u>eaknesses</p> <ul style="list-style-type: none"> -Narrow range of products and brands, is aimed at a very select audience. -It has the highly formalized tasks; organizational routines are inflexible. -High Structure cost. -Lack of innovation. -Very weak distribution network. -Web page "poor and unattractive". -Insufficient connections with other establishments operating in the same sector.
<p style="text-align: center;"><u>O</u>pportunities</p> <ul style="list-style-type: none"> -The economic prospects in Spain for the next few years are positive. -The recovery of the sector since 2014. -Development of the phenomenon of social networks and the bloggers. -New business models and sales channels. 	<p style="text-align: center;"><u>T</u>hreats</p> <ul style="list-style-type: none"> -Spanish purchasing power is not very high. -Saturation of points of national wide sales. There is a high level of competence. -Possible decrease in marriages in the future. -Higher domestic products. -High taxes and fiscal charges to the self-employed. -Threat of vertical integration of both customers and suppliers. -Customers increasingly demanding and informed.

Source: Own elaboration.



❖ **Strengths**

- ✓ Products of high quality, with a good quality-price. All products which are sold in Promessa Novias are carefully selected.
- ✓ Local Prestige that has earned over the years, superior to its main competitors.
- ✓ Promessa Novias has a strategic location. It is centrally located in the city, near the Town Hall and the market.
- ✓ Promessa Novias has a beautiful and sophisticated decor.
- ✓ Good deals promotions and payment conditions.
- ✓ Post-sale service. The company offers the arrangement of the damages in the event as soon as the event has finished and the suit this rotten, its subsequent settlement.
- ✓ It offers an excellent customer service. It takes care of the smallest detail so much in the selection of the garments as of the complements and the different dress fittings of the same, which makes it possible to create a special bond with customers.
- ✓ The owner has professional expertise and has more than 30 years experience in the profession. Know to customise the dresses, make new patterns, embroidery, etc. To do not require the services of a external dressmaker, the profit margin that gets by sales is superior to the competition.

❖ **Weaknesses**

- ✓ Narrow range of products and brands, is aimed at a very select audience in line of party products. Some customers may have difficulty in purchasing these garments.
- ✓ It has the highly formalized tasks; organizational routines are inflexible. The owner performs most of the activities without delegate responsibility to others. This fact might hamper the response of business to new situations in the environment that require more flexibility than efficiency.
- ✓ High Structure cost, mainly the rental of premises.
- ✓ Lack of innovation.
- ✓ Very weak distribution network, sells only through the physical store. Not taking vantage of the new market opportunities (e-commerce).



- ✓ Promessa Novias has a web page that could be described as "poor and unattractive", since, it is not easily accessible to users and is not too much information about the shop, products and brands.
- ✓ Insufficient connections with other establishments operating in the same sector, or that can take advantage of synergies and cross promotions.

❖ **Threats**

- ✓ Spanish purchasing power is not very high and there is still high unemployment
- ✓ The marriage market is a mature market and, therefore there is a high level of competence. It can find different business models, hire purchase online, clothing to measure, second hand, large companies, mark on the distributor etc. that obliges firms to reinvent themselves or to fall behind.
- ✓ Saturation of points of national wide sales.
- ✓ High taxes and fiscal charges to the self-employed.
- ✓ Possible decrease in marriages in the future.
- ✓ Increasing demand for substitute products, mainly in dresses and suits of proms. There are a large number of shops where you can purchase these garments without paying a high price.
- ✓ Higher domestic products, due to environmental policies and rates that must be paid by the manufacturers of clothing.
- ✓ Threat of vertical integration of both customers and suppliers. Customers across apps and webs, as VIVO or segundamano.com and suppliers through branches and new points of sale.
- ✓ Customers increasingly demanding and informed.

❖ **Opportunities**

- ✓ The economic prospects in Spain for the next few years are positive. The country is beginning to recover and is expected to have better figures during these years.
- ✓ The recovery of the sector since 2014 has been slow but gradual. Registering the first increases in the number of marriages celebrated in Spain.
- ✓ Development of the phenomenon of social networks and the bloggers.



28



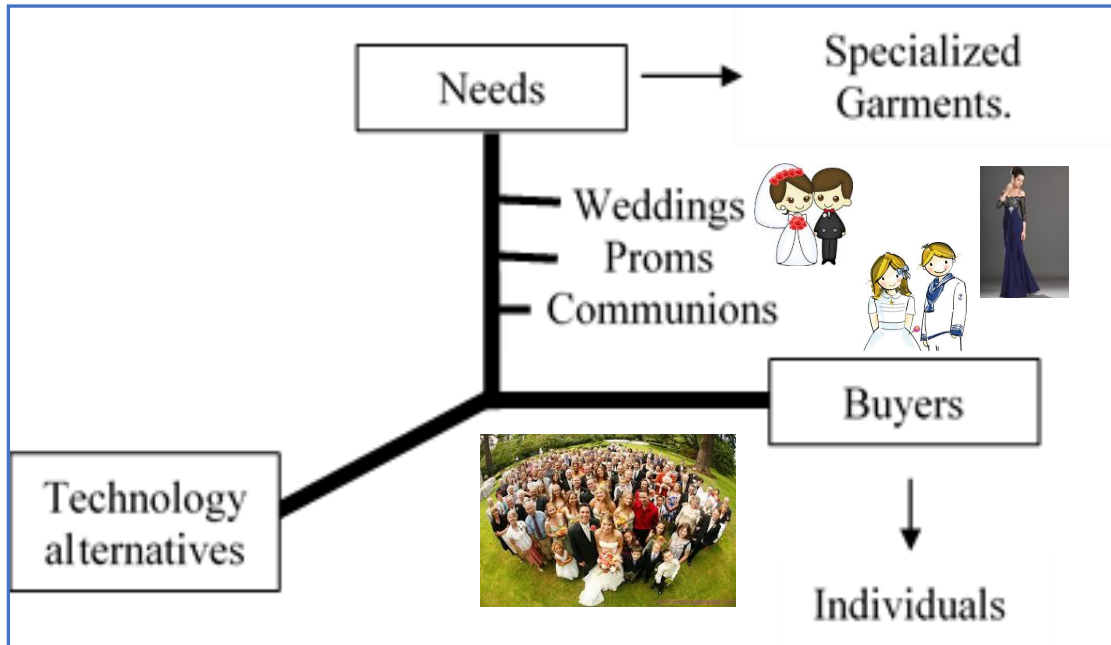
- ✓ New business models and sales channels, thanks to apps, Internet, websites etc. bet by the omnicanalidad.



5. MARKET SEGMENTATION

As you can see in Figure 25, the needs Promessa Novias cover are “garments specializing in weddings, proms and communions” and is directed to individuals.

Figure 25: Needs cover by Promessa Novias and the segment to which is addresses.



Source: Own elaboration.

Promessa Novias cover 3 needs, so there are three reference markets and the technological alternatives will change from one to another (Figure 26).

Figure 26: Tecnological alternatives covered by Promessa Novias

Garment needs for weddings	P	Garment needs for Proms	P	Garments needs for communions	P
Bride dresses		Godmother and guest		Girls dresses +6 years old	
Groom suits		Best man (godfather) and guest		Boys suits +6 years old	
Ties		Shoes		Underware	
Shirts		Hairdos		Shoes	
Vest		Underware		Arrangements and advice.	
Cancan		Accesories		Flowers	
Underware		Arrangements and advice.		Accesories	
Groom shoes		Jewellery		Dresses and suits children -6 years.	
Bride shoes		Dresses and prom			
Stockings		Large sizes			



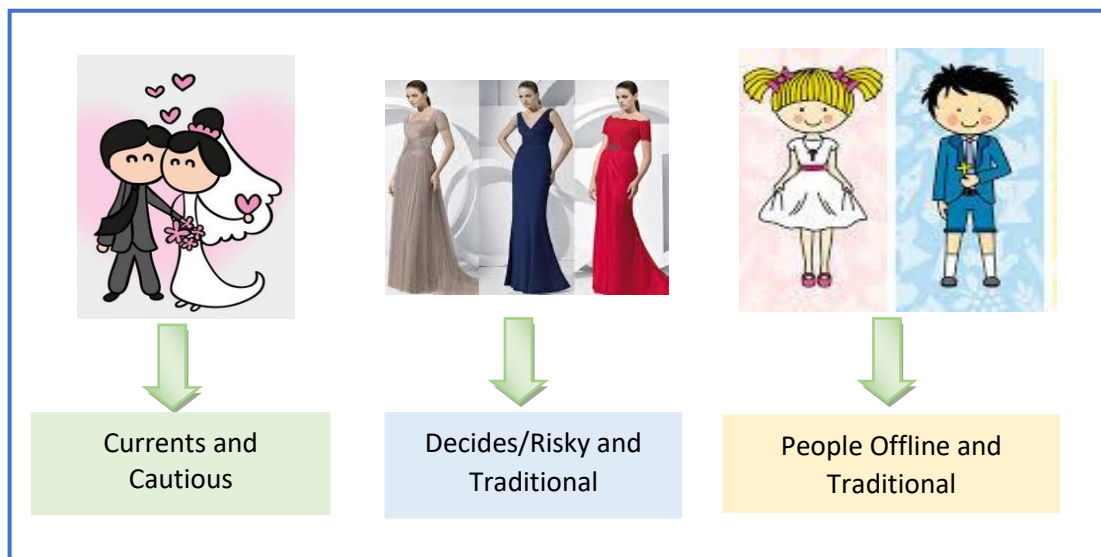
Accesories, veils,		Bags		
Men's accesories		Cufflinks		
Arrangements and advice.		Jacket		
Advice; beautician, photography, and others				

Source: Own elaboration

Therefore, Promessa Novias commercializes with 3 different products-market: Wedding, Prom and Communion.

Then, the three products-market will be analyzed, taking into account two segmentation criteria: criterion as looked benefit and criterion as characteristics psicográficas. The criterion as the characteristics psicográficas, it is important because Promessa Novias addressed to customers of a certain age, social class, values and beliefs. The criterion according to benefit sought also is important for the preferences of the consumers, i.e. the reasons for which the consumer feels attracted are different, these can be, the design, prestige, price and quality of the cloths.

Figure 27: Market Segments of Promessa Novias



Source: Own elaboration.

In case of the **products for wedding** the following grouped preferences have been identified:

- ✓ **Pionner consumers:** they are attentive customers to the new trends, they are those who buy the product looking for the difference and superiority to others. These



consumers are ready to pay a high price for the products that matter to them. They are usually upper class.

- ✓ Innovative consumers: They design their own costumes, they ask for personalized and tailored custom designs, with a design chosen by them. These customers are seeking to be unique and their designs do not lead other people. Looking for personalized treatment, fabrics, designs and specific materials.
- ✓ Currents consumers: Tend to be middle class consumers, looking for personalized attention. They base its buy on the model that they like with independence of the price or the mark and want to feel special. Sometimes, they pay a high price, but lower than pionner consumers.
- ✓ Cautious consumers: They are those that accept the product from past seasons, what really matters for them is the price. They are not willing to spend a lot, because they cannot or not want. Their main motivation in the purchase of the garment is the price; therefore they look for promotions and outlet products.

In the case of **prom products** will have identified the following preferences, grouped in:

- ✓ Decided - Risky: Customers between 28 and 42 years of medium-high economy class, with personality and strong character. These consumers are attracted by the prestige of the brands and want to stand out from the rest. Those customers are looking for the luxury, exclusivity and the customization, in addition to product design and quality.
- ✓ Young People: customer between 16 and 25 years old. These consumers have a low budget and look for cheap products to make their choice. Try to save as much as possible, the brand, the prestige and the personalized attention is not important at the time of choosing. They are proud of the money they have been able to save.
- ✓ Lazy customers: This segment is formed by young people; those customers do not like to visit shops and try a large number of models. Often do their purchases on the internet, by the comfort and the time-saving.
- ✓ Traditional customers: Customers older than 50 years. These customers are willing to pay a higher price, they seek garments to encourage them and feel good in them. Looking for comfort at the time to find the clothing and visit few stores geographically close to their home.



In the case of **products of communion**, the following preferences grouped have been identified:

- ✓ **Parents online**: Customers who buy and are updated through the internet. This is young parents, lower-middle economic class, who are used to using the internet, many of them, held the communion influenced by the traditional culture of their families, not by own beliefs. These parents try to save as much as possible in these garments and look for a good budget. To reach this market segment could be very useful social networks and the strong promotions.
- ✓ **Customers offline**: within this segment could include the grandparents and other relatives of middle economic class, who like to live the communion with great enthusiasm. These customers like to visit stores, try on different models, and see the garments in the store. At the time of the purchase are looking for design and the quality of fabrics, don't giving any importance to the price and the brand name.
- ✓ **Traditional customers**: Customers, who are updated through internet, but at the time of purchase, they buy at the physical stores: often parents who share family traditions and are Catholics, for them the celebration of communion is an important event. Therefore, visits many shops before to buy any product. They are attracted mainly by the prestige of the brands and personalized service.

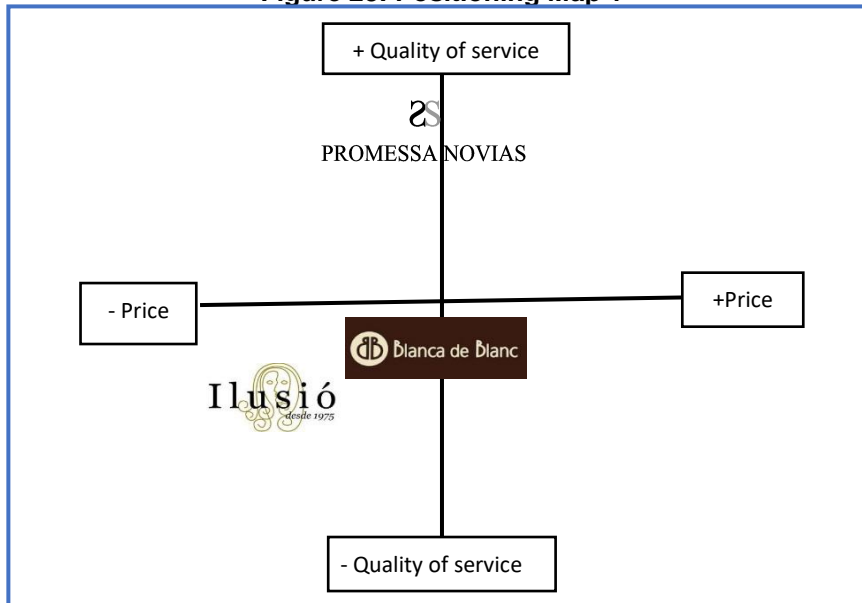
Promessa novias, is addresses to the following segments; in the case of consumer wedding "Currents and cautious", in prom customers is address to "decided/risky and traditional" and finally consumers of products communion are address to "people offline and traditional" (Figure 27).



6. POSITIONING.

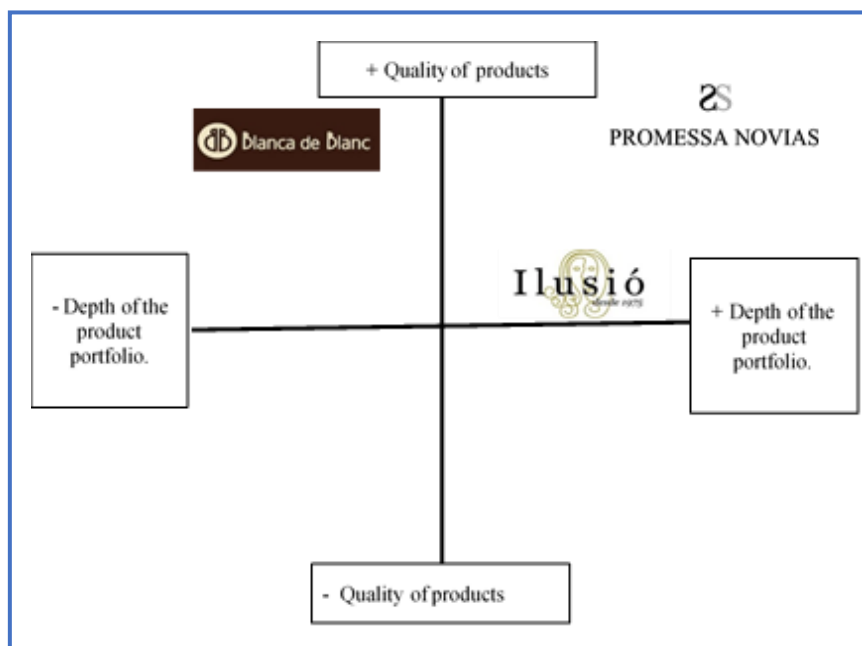
Once identified the segments with Promessa Novias is directed, we will perform two positioning maps (Figure 29 y Figure 30) based on its two direct competitors as has been discussed above (Boutique ilusió and Blanca de Blanc) in accordance with multiple attributes: the quality of the service, the quality of the clothing, the depth of the portfolio of products and the price.

Figure 28: Positioning Map 1



Source: Own elaboration.

Figure 29: Positioning Map 2



Source: Own elaboration



7. MARKETING OBJECTIVES.

Of relationships:

1. Increase relations with companies involved in the sector, in a total of 15 contacts, for the next year.
2. To Get 95% satisfied customers and who recommend the store in the next 12 months.
3. To achieve an increase in users visiting the web site by 15% in the next 12 months.
4. To achieve an increase visits of Promessa Novias store by 20% in the next 12 months.

Commercial:

5. To improve the supply of products and services in the next 12 months.
6. To achieve an increase in the activities of the company: 10% on internet, in a period of less than one year.
7. Reduce the seasonality of the sector in 5%, during the months of lower sales in 2017.

Economic:

8. To increase the total sales by 15% during the year 2017 in the physical store.
9. Increase of profit in 10% during the year 2017.



8. MARKETING STRATEGIES.

Next, the different strategies by which Promessa Novias can opt for the achievement of the objectives previously marked will be analyzed.

❖ Strategy regarding competitive advantage.

After analysing the classification by Porter (1982), based on competitive advantage. Promessa Novias, must carry out a strategy hybrid or aimed at the relationship quality-price. The company must provide customers with products with high or medium value added, but maintaining relatively low prices or media.

Figure 30: Clock strategic



Source: Own elaboration.

- ✓ The sources of leadership in costs should be sought through variables such as: the purchase of models and sizes suitable, the promotions and discounts, effective control of inventory and the use of the current sales channels.
- ✓ The sources of differentiation should be sought through the services and the people. Variables such as: an excellent customer service and good advice, the accuracy in the delivery, and the low rate of defects in the settlement of the products, the courtesy, respect toward people, trust, responsibility, effective communication, advertising campaigns creative and innovative and a better service post-sale.



- ✓ Strategy approach or specialization: Offer clothing of the wedding sector, to a particular group of buyers. In this way get have a deeper knowledge about their customers and the market that it is intended to serve.

❖ Expansion Strategies.

The second strategy I am posing is in the function of the array of Ansoff (1965). Promessa Novias must carry out different strategies of intensive growth for the achievement of its targets (Figure 31).

Figure 31: Ansoff's Matrix

	Existing Products	New Products
Existing Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

Source: Own elaboration.

- ✓ Strategy of market penetration, to reinforce the activities being carried out at present. This will be achieved through an increase in the activities of marketing, explained in the following section.
- ✓ Strategy for the development of new services (creation of new services) that represent changes in the benefits that are offered to clients and provided that they are compatible with the current products.
- ✓ New markets development strategy combined with the development of new products that are related to the current ones (related diversification). Promessa Novias currently only sells through its physical store, and the use of new distribution channels that complement the current ones, will allow it to expand geographically. In addition to offering new products that at present did not offer.



❖ Cooperation between companies.

Agreements with other companies in the bridal sector, which unite or share their resources, establish a certain degree of interrelation in order to increase their competitive advantages, without losing their independence. (Contractual agreements and inter-organizational networks).

Table 10: Strategies approach based on objectives.

OBJECTIVES	STRATEGIES
Increase the relationships with companies devoted to the sector in a total of 15 contacts, for the next year.	Agreements of commercial cooperation (contractual agreements in specific activities and networks interorganizativas)
Get 95% of satisfied customers and that recommend the shop in the next 12 months.	Differentiation strategy through the services and the people and specialization strategy.
To achieve an increase in users visiting the web site in 15% in the next 12 months.	Strategy of market penetration and specialization.
To achieve an increase in visits in the physical store of Promessa Novias by 20% in the next 12 months.	Strategy of market penetration and related diversification.
Improve and expand the supply of products and services in the next 12 months.	Strategy for the development of services and related diversification.
Achieve an increase in the activities of the company on the internet by 10%, in a period of less than one year.	Strategy of market penetration, approach or specialization in consumers and related diversification.
Reduce the seasonality of the sector in 5%, during the months of lower sales in 2017.	Market penetration strategy and focus or specialization on consumers.
Increase the total sales by 15% during the year 2017 in the physical store.	Strategy of market penetration and focus or specialization in consumers. Growth strategies intensive (market penetration, development services)
Increase the benefit by 10% during the year 2017.	Growth intensive strategies (market penetration, development services) and Related diversification.

Source: Own elaboration.



9. ACTION PROGRAMS.

In addition of maintain the actions that Promessa Novias are performing at the present, below are going to propose some.

9.1. Product and service decisions.

Action 1: New service post-sale.

Currently, Promessa Novias offers a service of damage repair of clothing once it has passed the consumer event. I propose to expand this service and offer customers the transformation of the costumes.

Usually, the brides once they marry, they don't use their wedding clothing anymore on any another occasion in their lives. It would be good if Promessa Novias offered a service of dress transformation, so the dress could be completely redesigned and remodelled, with a new cut, tinted, changing necklines, removed lace and sequins depending on the taste and indications of the client. This service would also serve for the section of the prom and communion, since many dresses are long, with a large volume on their skirts. To these services, depending on the garment that the customer you want to transform, there shall be established a new budget.

For promessa Novias to be able to offer this service should be associated and work in partnership with a dry cleaner, which would be responsible for part of the colour.

Figure 32: New service post-sale



Own elaboration

Action 2: Expand and improve the line of products for the groom.

Promessa Novias, has launched this product line recently by what, the depth of the same is poor. The consumer groom can choose between a few models, sizes and add-ins.



As has already been mentioned in the internal analysis, in the company can be found 33 different models, 15 trend, 13 classics and 5 outlet. These models the company has not purchased and subsequently sold, but Promessa Novias takes a commission for the sales and arrangements.

These products represent around 8% of its sales. Taking into account these data, propose to the company that contact with various suppliers, tailors or dressmakers and expand the supply of this product, both design and marks and observe how they react consumers.

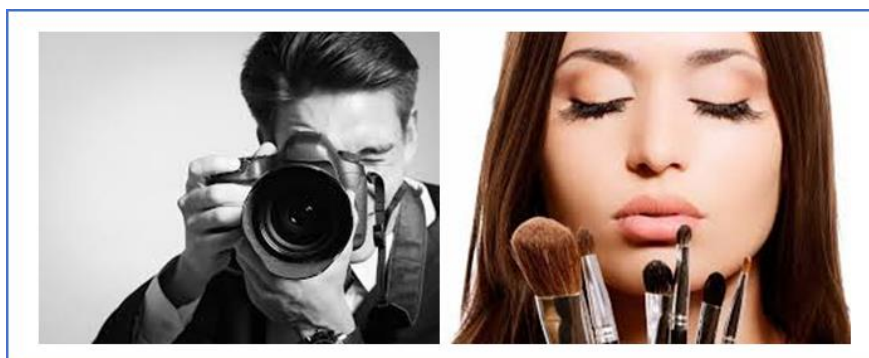
This action does not require a large budget because, these garments are not acquired by the shop and therefore will not raise the costs of design, inventory and existence. If the behavior of consumers was favorable, the company could charge these costs and increase their profit margin, buying the products and then sold.

Action 3: Offering new services of photography and beauty.

Normally, when a couple decides to marry, they begin to plan their wedding a year or 9 months before the date. The first actions that develops is the preparation of a provisional list of guests and subsequently begin to request information and budget of the places where you can hold the link.

Therefore, when some couples undertake the search of clothing the photography services and beauty are to be decided. Taking this into account, I propose to Promessa Novias, which offer the possibility that their customers hire the services of a photographer specialising in this type of events. This service would do a freelance photographer and Promessa Novias would a commission of 5 per cent of the budget of the photographer. The beauty service, function of the same form, and the serious commission of 8%, (in both cases use the contract sales force).

Figure 33: New services



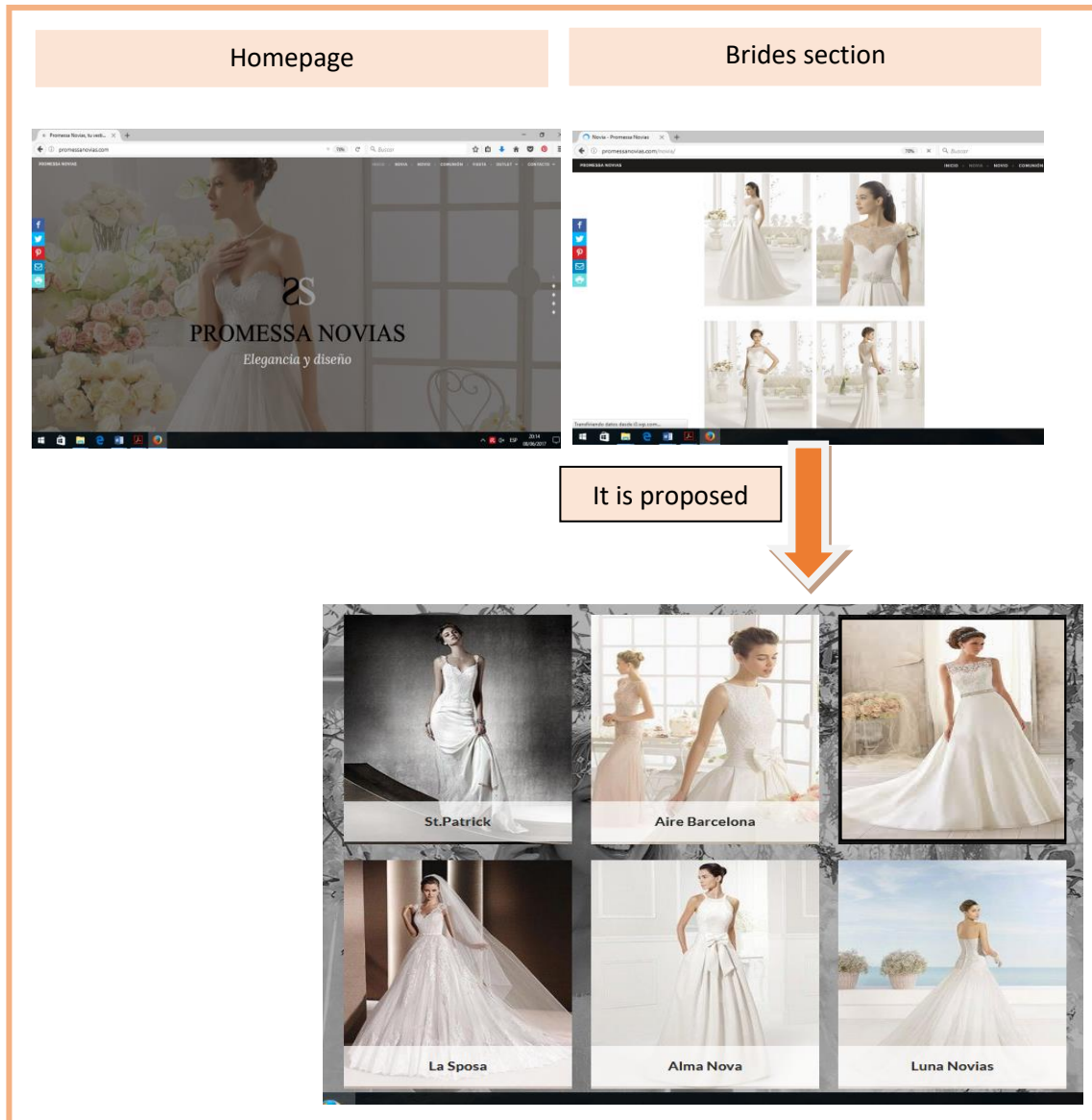
Own elaboration.



9.2. Decisions of communication.

Action 4: Improve the website of Promessa Novias through a search filter.

Figure 34: New website Promessa Novias



Own elaboration

Currently, the web page of Promessa Novias has 5 sections: bride, groom, communion, prom and outlet. Within each section there are different designs, but these are not differentiated according to the marks or collections; if not that shows all without any reference.

Having in mind, many consumers are looking for, collections, designs and specific brands in different websites, I propose to Promessa Novias subcategories in each one of the sections, as shown (Figure 34). In this way, within the bride section may



differentiate the designs that correspond to each of the brands (Luna novias, Aire Barcelona, White One, St. Patrick, La Sposa...) the same with the rest of the sections.

This will allow users to find the model they are seeking more easily and will increase the number of users, their satisfaction and sales.

Action 5: Participate in more websites of the sector and be present in the major search engines.

Promessa Novias, currently participates in the community of bodas.net. This web is the portal of weddings leader in the world, where involves thousands of companies specialized in the sector (many of her clients have come to know the store thanks to this portal). In this community, thousands of couples share their experiences and share all their doubts with other partners.

I am proposing to the company to participate in more communities as bodas.net. Since the advertising of these websites have a cost, before paying, the company has to be sure that they are choosing the best option. After comparing between several websites, I think Zankyous.com is a good option. It is a web leader in Europe and Latin America with more than 350,000 boyfriends registered a year and more than 50 million visits a year.

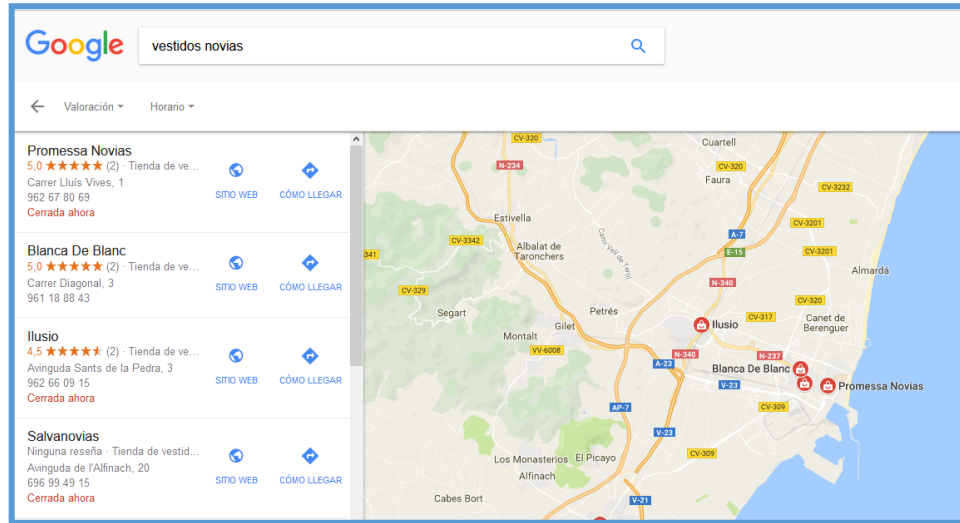
In addition, I also recommend to Promessa Novias which participate in forums and websites such as for example "Yahoo Answers" where answer questions and doubts of users from your professional profile. In these forums, Promessa Novias can promote the business, simply giving response or professional advice to a user without any additional cost. Publish articles on other blogs will also contribute to the success of their marketing efforts.

On the other hand, I propose to Promessa Novias to ensure its presence in Google Places, since this service is free and easy. The company should be directed to this address (<http://www.google.com/places/>) and register your company. Promessa Brides will get a series of benefits such as:

- ✓ Appear in the foreground, and people to find the store easily, only with google brides writing.
- ✓ Learn about their customers and how they are interacting with your business. You can see how many times the customers are looking for your business in Google, your address, phone number, website visits, follow-up to the qualifications and know when people are talking about your business. In addition, you can respond to comments immediately.



Figure 35: Presence Promessa Novias in Google Places



Own elaboration

That is to say through Google Places you can get to draw the attention of buyers more easily.

Action 6: Maintain and increase offers and discounts.

Promessa Novias, despite being a small company, currently is already making efforts in marketing to publicize the company. In addition to maintaining some of these efforts, I would add improvements and new ones. The offers and promotions that I propose to Promessa Novias are the following:

- ✓ Currently, Promessa Novias already has offers on some of their products among the 20% and 40 per cent, which remain almost the whole year equal. Considering that the company has a large stock, propose to increase both the number of products with offerings such as changes in them. That is, Iran changing products that are on offer each month (better rotation of the products on offer).
- ✓ Maintain the discount voucher to friends and relatives of 20%.
- ✓ 5% discount for those customers who do subscribe to their blog that, I propose to create in action 8. (for products of new season, may not be combined with other offers).
- ✓ On the other hand, the months of lower sales in the products wedding (mainly bride), are December, November and January. For these months, I propose that Promessa Novias create batch of products at attractive prices. Within the lot shall be included several products, as are the averages, the underwear, cancan and shoes.



- ✓ The months of lower sales in the ceremony are October, November, December and January, for these months I propose that the company to lower all its products with 15% discount from their original price.

These offers, will be published on all the social networks in which, the company participates.

Action 7: Encourage and create relationships with companies Wedding Planner and other alliances.

Wedding Planner are professionals who help the engaged couples to plan their wedding to accompany them throughout the process. In Spain, these first emerged in 2000, but until a couple of years ago, the people did not know this profession. However, at the present time are becoming increasingly important. Therefore, I propose to Promessa Novias, that empower and build relationships with companies (WP), forming part of its portfolio of suppliers for the costumes for the weddings.

In Valencia, there are around 108 companies specialized in the organization of events and weddings, the three most relevant of Valencia are Seven Weddings, Unconventional and In a Cloud. The proposal to Promessa Novias is to contact them and create an agreement through which, Promessa Novias to pay these companies a 10% of sales of customers that purchase and that have been sent by the weddings.

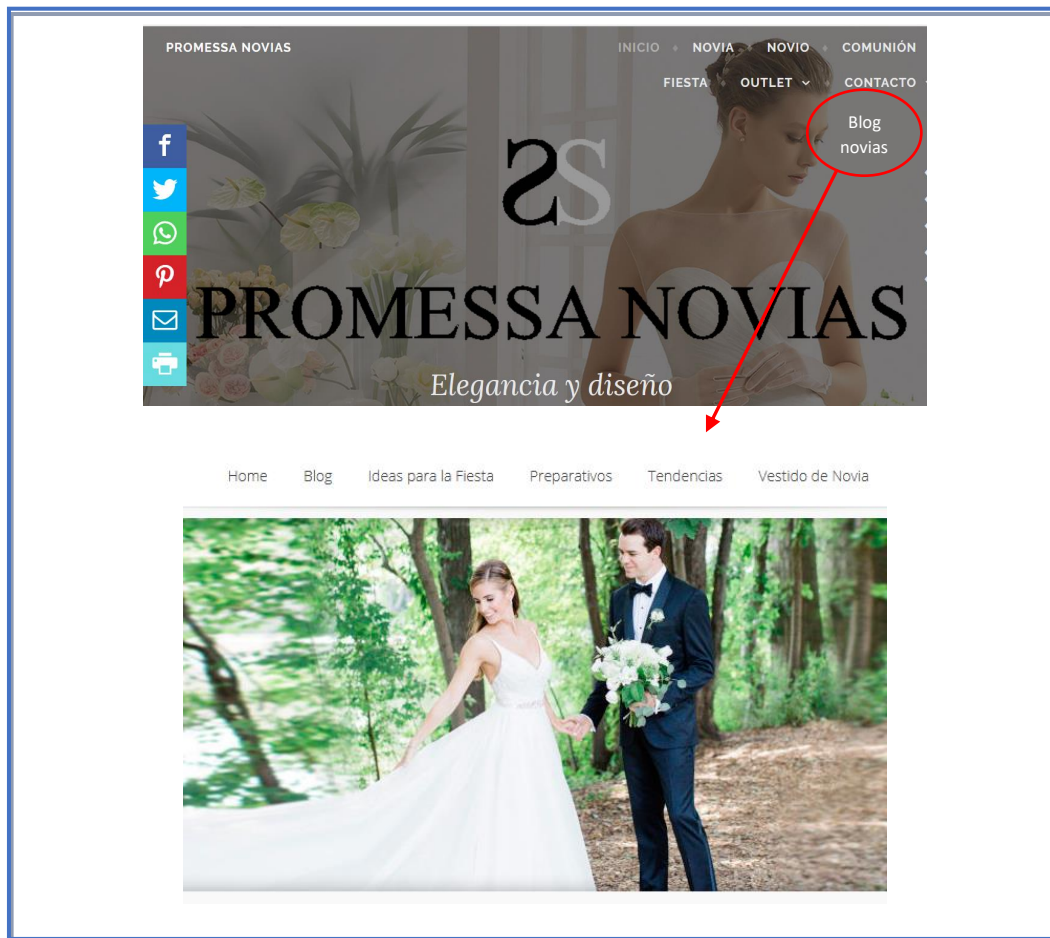
On the other hand, I propose to Promessa Novias to create alliances with companies in the sector that operate in other geographical areas. This type of alliance would enable both companies to take advantage of the discounts offered by suppliers at the time of purchasing the goods, without losing its territorial exclusivity.

Action 8: Create a blog where Promessa Novias write every three days a new entry.

As we have already seen, new habits of consumption tend to communicate through online channels, through different devices. To maintain this contact with current and future customers it is important that Promessa Novias is present in as many channels as possible. I propose to create their own blog (within a section of its website), whose main purpose is to inspire and help the bride and groom, creating a community. In this blog we will discuss different topics; new collections, designers, original gifts, experiences and stories of customers, fun games will be made where brides and grooms can get gifts, etc.



Figure 36: Example Blog of Promessa Novias



Own elaboration.

With this blog, Promessa Novias may obtain, on the one hand, that the readers will find the inspiration they need for their wedding. And on the other hand, Promessa Novias will be able to show their work, give recommendations based on its long experience, knowledge of the sector and personal judgment. In addition, can allow you to work with different companies and professionals who will find in the blog the site where advertise.

Action 9: Participate in the fair of Valencia "Prom and Wedding"

The festival's most important wedding sector that is celebrated in the Valencian Community, takes place in the fair of Valencia from 6 to 8 November 2017. In this trade fair are involved around 200 companies of the nuptial market and in it you can find stands, diverse propaganda in the form of brochures, parades, and even live a wedding in direct.

I propose to Promessa Novias which participate in the event, offering discounts and promotions of their products mentioned above, as well as the exposure of any of them.



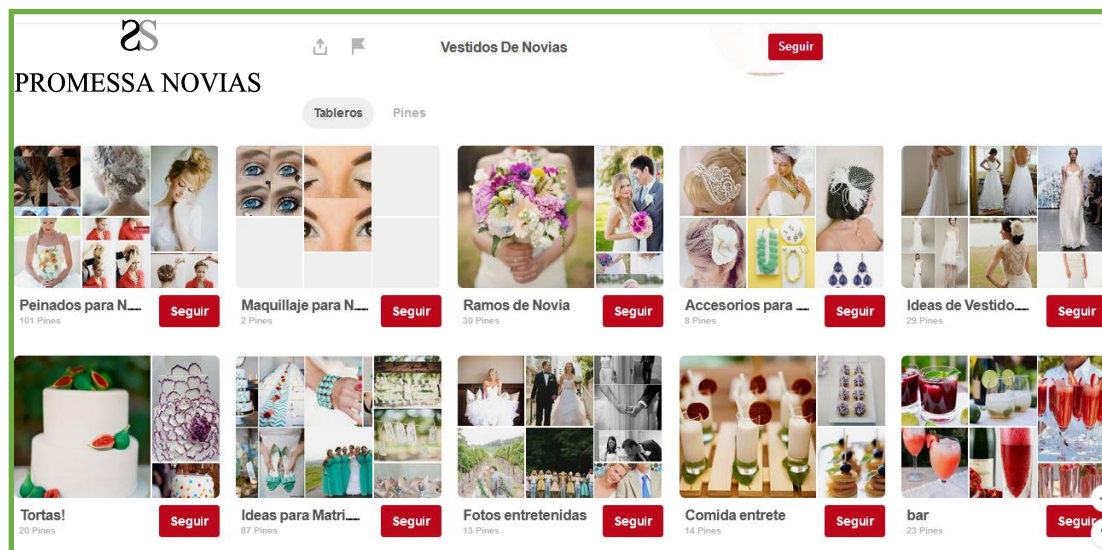
In addition to informing and offer discounts, I propose that they give the bride and groom a cloth bag containing information on the company.

This action will allow the company to interact with the potential customers and visitors to the fair. In addition, the data of the fans, followers and visits to the web site, are at the service of the exhibitors to be used during the celebration of the fair.

Action 10: Set up an advertising campaign at Pinterest.

Pinterest is a social network whose main objective is to share media information to the style Instagram, has chosen this social network because it is aimed at and prepared to interact with other users and companies through photos, comments and videos. In addition, you can share stories in the form of images (infographics) and its contents can get to have a lot of dissemination.

Figure 37: Example Pinterest



Own elaboration.

I propose to Promessa Noias, which create an account on Pinterest, (as show Figure 37) because it is a social network visual that is taking increasingly successful (has grown in less than a year 66%) and it is generating increasing interest in users. In addition, have approximately 20 million active users from day to day, of which three quarters are women, whose average age ranges between 18 and 45 years.

It is the social network that has more volume of content generated by businesses, allows you to search, discover and save ideas. Each idea is represented in a pin that includes an image, a description and a link to the source of the image in line. When someone clicks the URL of a PIN, you can discover more things about this idea and act accordingly. As soon as someone adds a Pin, other users are beginning to see that



PIN in your feed of start and in the search results. In addition, companies create their own pins to highlight their products.

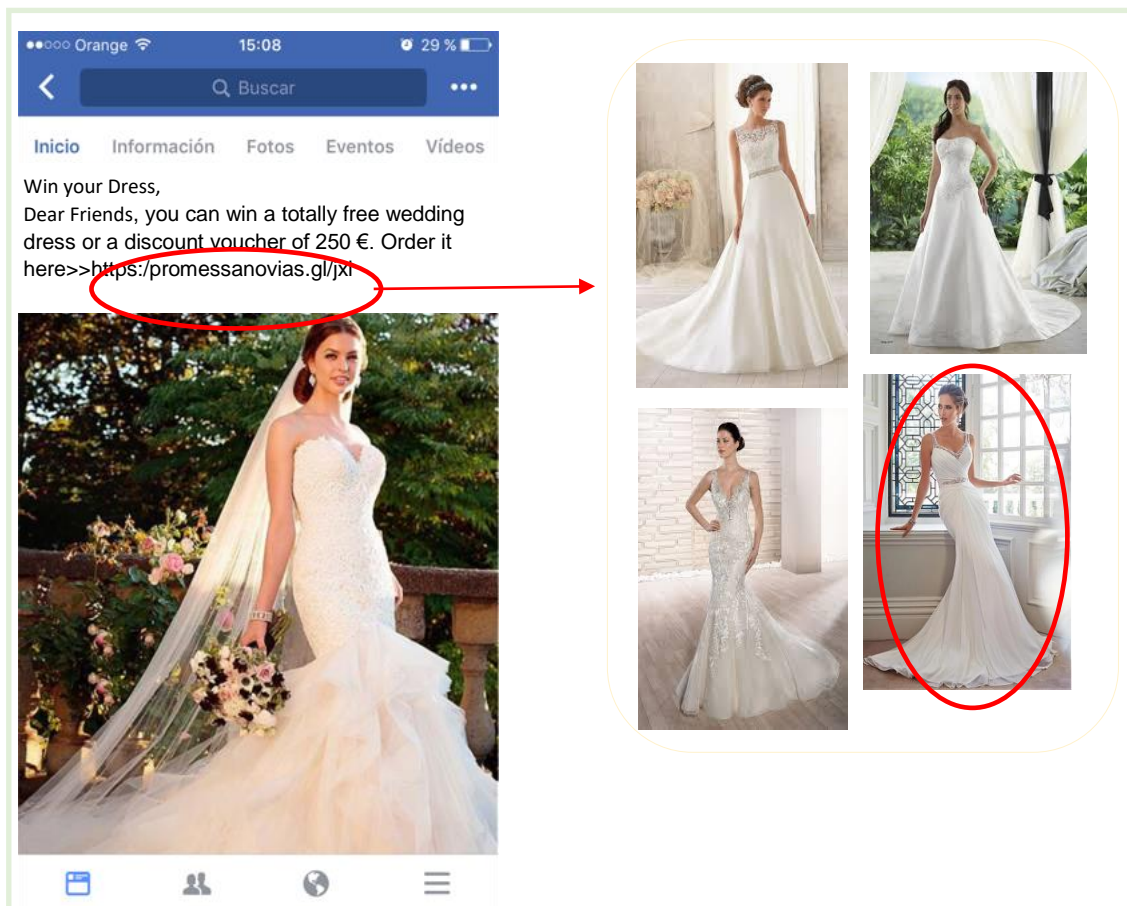
It is a social network very simple and intuitive that does not require much knowledge to use it, therefore I recommend Pinterest and not Twitter because, although the two are social networks with great potential, Twitter lacks visual images, and in a business as Promessa Novias, the images have a significant importance.

Action 11: Make every 3 months a contest on Facebook.

The contest, can be an appropriate tool to encourage the consumer to make a purchase in the short term, interact and attract attention. The realization of the competitions combined with the appropriate use of the blog and social networks can help the company to attract potential customers.

I propose that Promessa Novias make a different competition every three months, in which brides, can win products of the store or discounts. The first one I propose is focused on future brides (Figure 39).

Figure 38: Example contest on Facebook



Own elaboration



This contest will be carried out through Facebook and the participants will be able to choose to get a totally free wedding dress or a discount voucher of 250 €. To participate must:

✓ Like Promessa Novias on Facebook. <http://www.facebook.com/PromessaNovias/>

✓ Choose the dress you want to win from:

<http://www.promessanovias.gl/xl> (section where the dresses that compete will be published) and share the contest information on your personal wall.

✓ Invite yours Friends to like, comment or share your post.

✓ Participate in the blog that, I proposed to create interacting with other brides. This will increase the activity of the blog and will become more known.

The competitions made by the store every three months, will last for two months, and when these two months were finalized, the participation will be closed. (The prizes will vary according to the contest that takes place)

The winner will be the person who has gotten most likes and comments, and meets all the requirements marked. It will be published on Facebook and on the blog.

In addition to this, I propose that Promessa Novias during these three months of the contest, it is advertis on Facebook. This platform adapts to all types of companies, and allows to launch highly personalized advertising, this way your contests will have greater impact. The filter used may be as follow:

✓ Search ratio 40km.

✓ Scope: around 960,000 people.

✓ Daily reach: between 41,000 and 110,000 people.

✓ Age between: 20-40 years / women.

✓ Daily price: 13 € / day.

✓ Duration: 14 days.

✓ Interests; Wedding, bride, bride dresses.



Figure 39: Example advertis on Facebook

Crear promoción > Promociona tu negocio en tu zona

PÚBLICO

Segmentar lugar

Carrer de Iluís vives nº 1 bajo izqda., Puerto De Sagunto, Valenciana, Spain

Radio

40 kilómetros

Alcance potencial

960 000 personas

Castellón de la Plana

Torres

Valencia

Albuñuelas

Informar

SECCIÓN DE NOTICIAS DEL ORDENADOR

SECCIÓN DE NOTICIAS DEL MÓVIL

INSTAGRAM

Promessa Novias

Publicidad · €

Tu traje en manos expertas, gran variedad de firmas del mercado nupcial, zona outlet, trajes desde 300 €, tambien, comunión, fiesta y NOVIO

Promessa Novias

Cómo llegar

Al hacer clic en Promocionar, aceptas los Términos y condiciones de Facebook | Servicio de ayuda

Cancelar Promocionar

Crear promoción > Promociona tu negocio en tu zona

PRESUPUESTO Y DURACIÓN

PRESUPUESTO DIARIO

13,00 €

El importe real gastado por día puede variar.

Alcance diario estimado

41 000 - 110 000 personas de 960 000

Limita el público o el presupuesto publicitario para llegar a más personas que te importan.

Duración

7 días 14 días 28 días

Edad

23 - 43

Sexo

Todos Hombres Mujeres

Intereses

novias, bodas, vestidos de novia

Incluye entre 3 y 5 intereses para contribuir a llegar a las personas adecuadas.

Instagram

Publicar promoción en Instagram

Own elaboration

If both the contest and the advertising of Facebook is carried out correctly, the activity of the blog increased, as well as interaction with customers, their satisfaction and sales.

Action 12: Create a special event at the Mirador Restaurant in Sagunto city based on content creation, experiences and emotional relationship with couples and professionals.

The Mirador restaurant in Sagunto is a resort located next to the millennial castle of Sagunto, a beautiful environment for the holding of important and special events. Account with spectacular views and is magnificent enabled in regard to lighting and sound equipment. Is located about 25km from Valencia and has the capacity to host to some 400 people.



I propose to Promessa Novias, that promotes the creation of a special event focused on the sector of the weddings in this wonderful place.

With this action aims to ensure that all attendees, specifically the couples to be married to enjoy a splendid evening. The event attendees can enjoy different activities such as, show Figure 41.

Figure 40: Example event activities



Own elaboration.

- ✓ Parade of garments of bride, prom and godmother of different institutions involved in the creation of the event. In this parade will be exhibited different garments of collection, with their bouquets of flowers, hairstyles and makeup, those participating companies.



- ✓ Assistance to the event includes the entry to be able to visit the Castle of Sagunto, since the Mirador restaurant is located in the same place.
- ✓ Fabulous catering and tasting.
- ✓ Excellent decoration.
- ✓ Photocall installed specially for the occasion. There will be a series of accessories like necklaces, hats, touched, glasses and other atrezzo. The images of the bride and groom subsequently will be exhibited in the blog of Promessa Novias, where people can vote for the one you like most.
- ✓ The attendees will be entered into a draw of 300 euros to spend in the collaborating shops (hairdressing, makeup, spa, facial treatments, jewellery etc).
- ✓ All accompanied by a soft melody live from the group "Arcana has soul".

In order to create this initiative is necessary that different companies related to the wedding join. This combination of services offers a value and attractive higher for consumers that the managed separately.

This event will take place on Saturday, 18 October 2017. This time of year the number of weddings decreases and the bride and groom that they married in 2018 begin to organize all aspects, so that it may be a good time to hire the services. In addition, the new seasons are already available in the shop and can present the new models.

Figure 41: Example timing.

Saturday, 18 October 2017	
17:00	The guests arrive and fill out a form to enter the draw.
18:30	The catering is served.
19:30	Parade and promotion of participating companies. Arcana Has Soul.
21:30	Publication of the winner raffle.

Own elaboration

7.3. Decisions of distribution.

Action 13: Progressively develop a shop online.

As we have seen the Spanish market of clothing from the wedding sector, unlike the Anglo-Saxon and others in Europe, is resistant to online sales. The majority of sales of

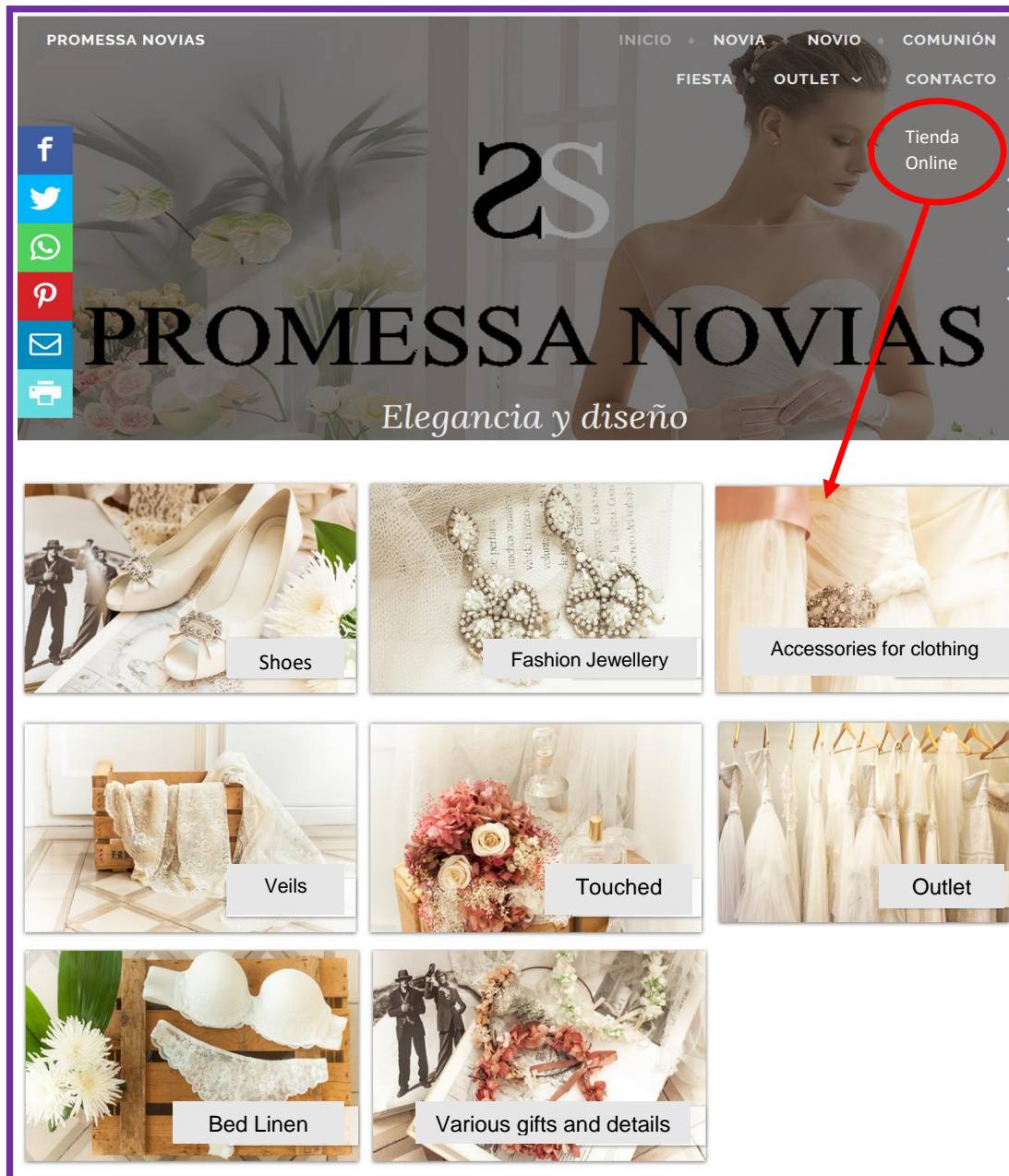


the wedding dresses and costumes from groom are carried out in the physical stores, however, the online market add-ons and accessories have a great potential.

I propose to Promessa Novias, to expand its official website, where in addition to inform of their new collections, trends, designs and trademarks that markets, can also be purchase certain new articles.

I propose for the first online catalogue:

Figure 42: Example Online Catalogue



Source: Own elaboration.



This catalogue will be extended depending on how sales and demand develop. In addition, others will be created for the different product-market Promessa Novias attends.

To be able to perform the distribution of orders placed on its web page, Promessa Novias could work with MRW, since it is regarded as the best distribution network of small towns, and in the locality, is an office. The company could make submissions to the peninsula at a price of 8,00€ and make deliveries for free from 250€ (general rate).

Table 11: Summary action plans

Action	Objectives
Action 1: New service post-sale.	<ul style="list-style-type: none"> - To Get 95% satisfied customers and who recommend the store in the next 12 months. - To achieve an increase visits of Promessa Novias store by 20% in the next 12 months. - To improve the supply of products and services in the next 12 months - Reduce the seasonality of the sector in 5%, during the months of lower sales in 2017.
Action 2: Expand and improve the line of products for the groom.	<ul style="list-style-type: none"> - To Get 95% satisfied customers and who recommend the store in the next 12 months. - To achieve an increase visits of Promessa Novias store by 20% in the next 12 months. - To improve the supply of products and services in the next 12 months. - To increase the total sales by 15% during the year 2017 in the physical store. - Increase of profit in 10% during the year 2017.
Action 3: Offering new services of photography and beauty.	<ul style="list-style-type: none"> - Increase relations with companies involved in the sector, in a total of 15 contacts, for the next year. - To Get 95% satisfied customers and



	<p>who recommend the store in the next 12 months.</p> <ul style="list-style-type: none">- To improve the supply of products and services in the next 12 months.
Action 4: Improve the website of Promessa Novias through a search filter.	<ul style="list-style-type: none">- To achieve an increase in users visiting the web site by 15% in the next 12 months.- To achieve an increase visits of Promessa Novias store by 20% in the next 12 months.- To achieve an increase in the activities of the company: 10% on internet, in a period of less than one year.
Action 5: Participate in more websites of the sector and be present in the major search engines.	<ul style="list-style-type: none">- Increase relations with companies involved in the sector, in a total of 15 contacts, for the next year.- To achieve an increase in users visiting the web site by 15% in the next 12 months.- To achieve an increase visits of Promessa Novias store by 20% in the next 12 months.- To achieve an increase in the activities of the company: 10% on internet, in a period of less than one year.- To increase the total sales by 15% during the year 2017 in the physical store.- Increase of profit in 10% during the year 2017.
Action 6: Maintain and increase offers and discounts.	<ul style="list-style-type: none">- To Get 95% satisfied customers and who recommend the store in the next 12 months.- To achieve an increase visits of Promessa Novias store by 20% in the next 12 months.- To improve the supply of products and services in the next 12 months.- Reduce the seasonality of the sector in



	5%, during the months of lower sales in 2017.
Action 7: Encourage and create relationships with companies Wedding Planner and other alliances.	<ul style="list-style-type: none"> - Increase relations with companies involved in the sector, in a total of 15 contacts, for the next year. - To improve the supply of products and services in the next 12 months. - To achieve an increase visits of Promessa Novias store by 20% in the next 12 months. - To increase the total sales by 15% during the year 2017 in the physical store. - Increase of profit in 10% during the year 2017.
Action 8: Create a blog where Promessa Novias write every three days a new entry.	<ul style="list-style-type: none"> - Increase relations with companies involved in the sector, in a total of 15 contacts, for the next year. - To Get 95% satisfied customers and who recommend the store in the next 12 months. - To achieve an increase in users visiting the web site by 15% in the next 12 months. - To improve the supply of products and services in the next 12 months.
Action 9: Participate in the fair of Valencia "Prom and Wedding"	<ul style="list-style-type: none"> - Increase relations with companies involved in the sector, in a total of 15 contacts, for the next year. - To Get 95% satisfied customers and who recommend the store in the next 12 months. - Increase of profit in 10% during the year 2017. - To achieve an increase visits of Promessa Novias store by 20% in the next 12 months.
Action 10: Set up an advertising	<ul style="list-style-type: none"> - Increase relations with companies involved in the sector, in a total of 15



<p>campaign at Pinterest.</p>	<p>contacts, for the next year.</p> <ul style="list-style-type: none">- To Get 95% satisfied customers and who recommend the store in the next 12 months.- To achieve an increase visits of Promessa Novias store by 20% in the next 12 months.- To achieve an increase in users visiting the web site by 15% in the next 12 months.
<p>Action 11: Make every 3 months a contest on Facebook.</p>	<ul style="list-style-type: none">- To Get 95% satisfied customers and who recommend the store in the next 12 months.- To achieve an increase in users visiting the web site by 15% in the next 12 months.- To achieve an increase visits of Promessa Novias store by 20% in the next 12 months.
<p>Action 12: Create a special event at the Mirador Restaurant in Sagunto city based on content creation, experiences and emotional relationship with couples and professionals.</p>	<ul style="list-style-type: none">- Increase relations with companies involved in the sector, in a total of 15 contacts, for the next year.- To Get 95% satisfied customers and who recommend the store in the next 12 months.- Increase of profit in 10% during the year 2017.- To achieve an increase visits of Promessa Novias store by 20% in the next 12 months.



Action 13: Progressively develop a shop online.	<ul style="list-style-type: none"> - To Get 95% satisfied customers and who recommend the store in the next 12 months. - Increase of profit in 10% during the year 2017. - To achieve an increase in users visiting the web site by 15% in the next 12 months. - To improve the supply of products and services in the next 12 months.
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Source: Own elaboration

10. TIMELINE

The next point is to show the schedule in which the actions previously proposed will occur.

Table 12: Timeline

Action	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: New service post-sale.												
Action 2: Expand and improve the line of products for the groom.												
Action 3: Offering new services of photography and beauty.												
Action 4: Improve the website of Promessa Novias through a search filter.												
Action 5: Participate in more websites of the sector and be present in the major search engines.												
Action 6: Maintain and increase offers and discounts.												
Action 7: Encourage and create relationships with companies Wedding Planner												



and other alliances.																				
Action 8: Create a blog where Promessa Novias write every three days a new entry.																				
Action 9: Participate in the fair of Valencia "Prom and Wedding"																			6-11	
Action 10: Set up an advertising campaign at Pinterest.																				
Action 11: Make every 3 months a contest on Facebook.					14d														14d	
Action 12: Create a special event at the Mirador Restaurant in Sagunto city based on content creation, experiences and emotional relationship with couples and professionals.																			18-10	
Action 13: Progressively develop a shop online.																				

Source: Own elaboration.

11. BUDGET

Table 13: Budget

Action	Developer	Budget Required
Action 1: New service post-sale.	Promessa Novias	Free
Action 2: Expand and improve the line of products for the groom.	Promessa Novias	Free
Action 3: Offering new services of photography and beauty.	Specialized company.	Free
Action 4: Improve the website of Promessa Novias through a search filter.	By an engineer	300€



Action 5: Participate in more websites of the sector and be present in the major search engines.	Promessa Novias	100€/month=1200€
Action 6: Maintain and increase offers and discounts.	Promessa Novias	300€
Action 7: Encourage and create relationships with companies Wedding Planner and other alliances.	Promessa Novias	Free
Action 8: Create a blog where Promessa Novias write every three days a new entry.	Promessa Novias	Free
Action 9: Participate in the fair of Valencia "Prom and Wedding"	Promessa Novias	1800€
Action 10: Set up an advertising campaign at Pinterest.	Promessa Novias	Free
Action 11: Make every 3 months a contest on Facebook.	Promessa Novias	13€/day- >campaign on Facebook 14d (can vary)
Action 12: Create a special event at the Mirador Restaurant in Sagunto city based on content creation, experiences and emotional relationship with couples and professionals.	Promessa Novias and specialized companys	1500€ (can vary)
Action 13: Progressively develop a shop online.	By an engineer	950€

Source: Own elaboration

Estimated budget: $300+1.200+300+1.800+((13 \times 14d) \times 2) + 1.500+950= 6.414€$

12. CONTROL

In order to, know if the marked objectives are met, the company must establish a series of guidelines and control methods.



Table 14: Control

Objectives	Frequency	Method
Increase the relationships with companies devoted to the sector in a total of 15 contacts, for the next year.	Annual	Registration of new companies known.
Get 95% of satisfied customers and that recommend the shop in the next 12 months.	Quarterly	Asking customers how they met the store and social networks.
To achieve an increase in users visiting the web site in 15% in the next 12 months.	Biannual	Counter tool on the website and Google Places.
To achieve an increase in visits in the physical store of Promessa Novias by 20% in the next 12 months.	Annual	People counter device at the entrance of the physical store.
Improve and expand the supply of products and services in the next 12 months.	Biannual	Registration on new clothing.
Achieve an increase in the activities of the company on the internet by 10%, in a period of less than one year.	Monthly	Facebook control tool, blog activity increase, new interactions with users.
Reduce the seasonality of the sector in 5%, during the months of lower sales in 2017.	Quarterly	Comparing sales with the previous year.
Increase the total sales by 15% during the year 2017 in the physical store.	Annual	Review the annual results and compare it with the result of profits from the previous year.
Increase the benefit by 10% during the year 2017.	Annual	Review the annual results and compare it with the result of profits from the previous year.

Source: Own elaboration



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