

**UNIVERSITAT  
JAUME·I**

**THE URBAN ROOSTERS TECHNOLOGIES  
MARKETING PLAN**



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## 1. EXECUTIVE SUMMARY

The Urban Roosters is a company dedicated to organizing freestyle competitions and audiovisual content on Youtube. It is currently the only company that has managed to professionalize the sector by offering a regular competition called Freestyle Master Series.

The work presented below is the realization or proposal of a marketing plan for the company The Urban Roosters for its development in the year 2020 in order for the marketing department to achieve greater organization and that this plan will help the organization to achieve its overall objectives.

Through internal analysis, the company's resources have been described. On the other hand, through the external analysis, the problems generated by the COVID-19 in economic and social aspects and how it has affected the sector have been highlighted, as well as all the legal and technological terms that must be taken into account and which directly affect the company due to its activity. In addition, a study of competitors, the market and consumer behaviour in the musical entertainment sector has also been carried out.

Once the study of the internal and external analysis has been completed, 12 objectives have been established, which are to be achieved through the development of this marketing plan. To highlight the objectives of reaching a figure of 5.5 million followers in Youtube, increase at least one distribution channel, increase market share in the USA and achieve at least one commercial agreement with an eSports team.

In order to achieve these objectives, a number of strategies have been established, such as market penetration, market development, product development and diversification in terms of growth. Challenging strategy in terms of competitiveness and specialization and differentiation in terms of segmentation and competitive advantage strategies, respectively.

A total of 15 marketing actions have been proposed to achieve the objectives and a budget has been allocated to each action.

Finally, a control of these proposals has been implemented in order to correctly execute the marketing plan and thus be able to correct them in case they do not go correctly or reinforce them if they follow the established and desired path.

## 2. SITUATIONAL ANALYSIS

### 2.1. Analysis of the sector

In order to understand the functioning of the company, one should first understand the sector in which it is operating. The Urban Roosters is the first online platform that managed to transfer the organization of national and international freestyle rap competitions to the internet via streaming. To position the freestyle rap competition sector you have to understand where it comes from and how far it goes.

According to the 2009 Doggs Hip Hop article, freestyle rap is an improvised form of rapping<sup>1</sup>, that is, there are no previously written or composed lyrics. This implies that the MC<sup>2</sup> must have a mental agility for it. In this way, the art of the freestyle when rapping forces the MC to think in a point, thematic or object to manage to improvise in that context without limits neither censorship as it has been commented previously. In short, freestyle consists of rhyming meanings, with good musical finishing touches, with metaphors, comparisons and face-to-face answers always following the base or musical melody and we could catalogue it as a musical entertainment sector.

Now that the concept of freestyle rap has been put into context, it has to be placed within the context of rap battles or roosters battles. Rap battles are usually a confrontation between two or more MC's that tests their mental agility when instant problems arise between them. A few years ago this kind of battles consisted in disrespect, rightly or wrongly, in a verbal way (never physical) to see who beats who. The one who managed to humiliate the other the most was considered the winner.

Nowadays rap battles have a similar connotation, but including the pure freestyle part, where they have to improvise with objects or themes, which can be used in the same way to attack their rival or not. In addition, the format of humiliating the rival without theme or in free theme that the MCs choose at that moment, the so called "blood" format, is still used.

The most famous rap battle in the world is the one between Eminem and Papa Doc in the well-known movie 8 miles (2002), which is about the life of Eminem, an iconic American rapper (Figure 1).

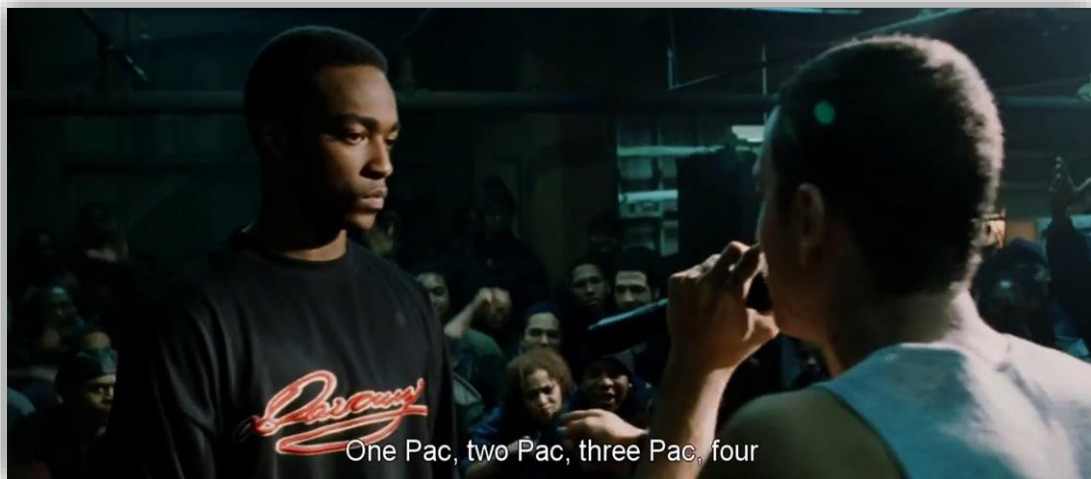
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<sup>1</sup> Rapping: Art of rhyming words in a fluid way following a musical base or rhythm.

<sup>2</sup> MC: Term widely used in the culture of Hip Hop whose meaning is Master of Ceremonies which is anyone who is dedicated to creating rap lyrics, reciting and domination of metrics.



**Figure 1. Papa Doc vs Eminem (Final battle movie 8 miles).**



*Source: Dailymotion*

Freestyle or rap battles, have always been labeled as a violent urban art and were practiced by delinquent and uneducated young people in a park neglecting their obligations. It is true that before bringing this type of competition to the stage, it was practiced in parks in front of a small number of people and they hardly got any benefit from winning or participating, beyond respect. However, nowadays MC's are not only 16 year old delinquents without studies, they are also dedicated to use their talent in educational areas or study rooms. Some of them even have university degrees so they can get a profession beyond the battles. Lil Wayne and Kanye West (in the American context) have degrees in psychology and English philology, respectively. In the Spanish speaking world, specifically in Spain, two of the most representative MC's of the national scene also have university degrees. In this case, both Chuty, considered one of the best in the world, and Arkano, possibly the most influential MC in the national scene and that has contributed the most to the Spanish rap culture, are holders of university degrees. This last one is graduated in computer engineering (Cadillo, 2020).

And leaving the professional scene, we find the most anonymous and of the new generation such as Damian Marin, known as Tirpa in his MC facet, who still participates in street battles and is soon to be promoted to the professional competition of Spain, is a student of nursing and is currently studying third (Barbajaleta, 2020).

As mentioned above, improvisation has existed since rap began in its pure essence and The Urban Roosters moved the organization of international rap competitions to an

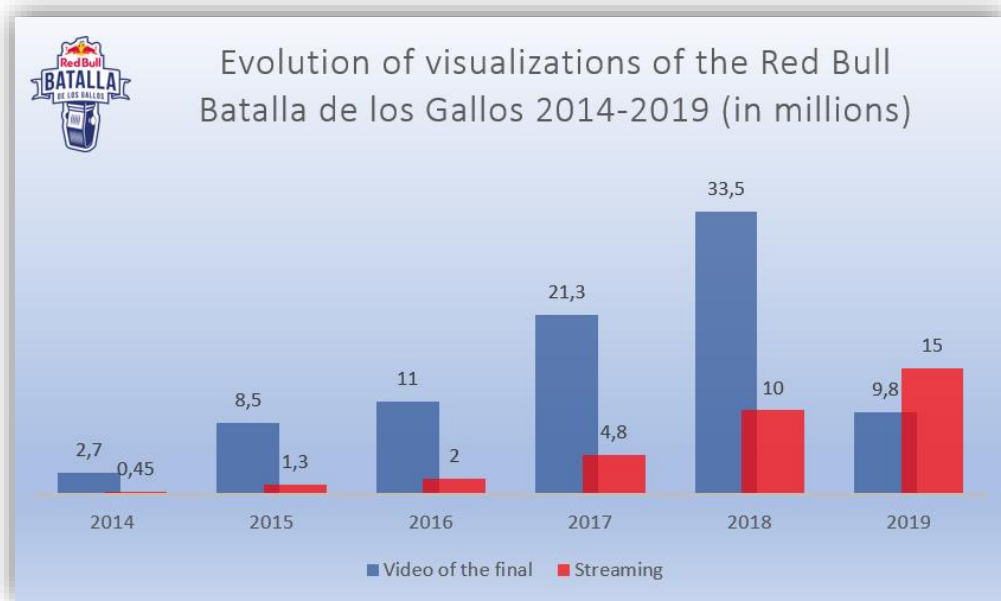
online format, which is transmitted live via streaming. Although the pioneer was Red Bull, organizing the Red Bull Batalla de los Gallos, which only did so physically. Therefore, the main idea that The Urban Roosters had in the beginning was to sell the digital proposal to Red Bull, which was finally rejected (Delgado, 2016).

In 2017, The Urban Roosters took the competition by storm, competing with the already established Red Bull Batalla de los Gallos. This competition is the Freestyle Master Series, from now on FMS and it will be object of analysis during the work.

The evolution that has experienced the sector of the roosters battles or battles of rap, is going to be measured in views so much in the streaming as in the final battles of the international competitions, in this case of Red Bull Batalla de los Gallos.

On the one hand, the reproductions of the final battles of the international events of Red Bull Batalla de los Gallos from 2014 to 2019 will be analyzed and on the other hand, the visualizations of the streams of the same period of time.

**Figure 2. Evolution of visualizations of the Red Bull Batalla de los Gallos 2014-2019 (in millions).**

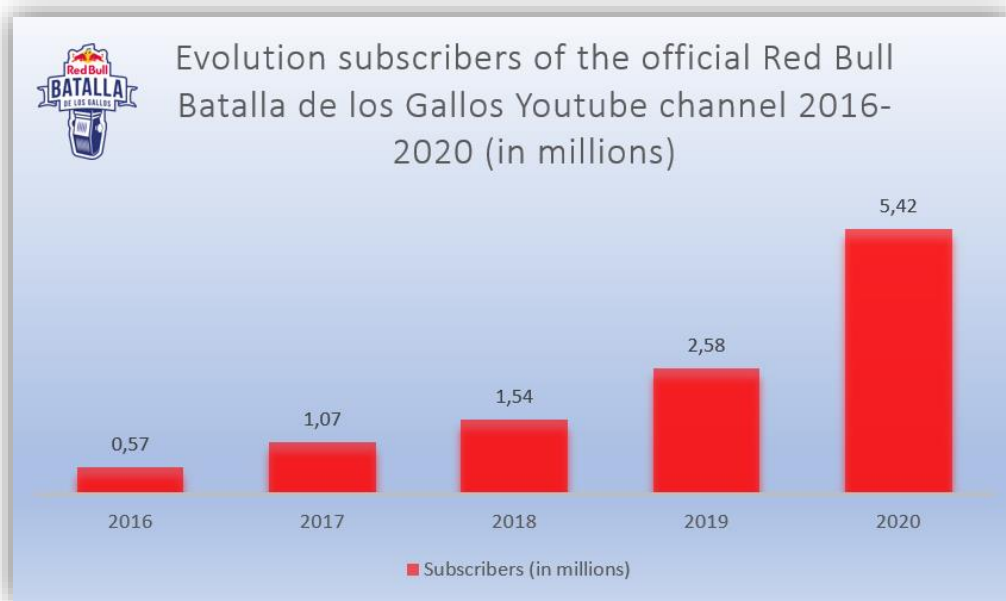


Source: Own elaboration with data from the official Youtube account of RBBDLG (2020).

As can be seen in Figure 2, the trend of visualisations, both of the videos of the finals and of the streaming of the competition, is upwards. The movement is bigger and bigger and attracts more people that are reflected in objective data.

Finally, with respect to the Red Bull Batalla de los Gallos, you can see in Figure 3 the evolution it has had with respect to subscribers from 2016 to 2020 on its official Youtube channel.


**Figure 3. Evolution subscribers of the official Red Bull Batalla de los Gallos Youtube channel 2016-2020 (in millions).**



Source: Own elaboration with data from their official Twitter profile (2020).

Regarding the evolution that The Urban Roosters has undergone, Asier Fernández (CEO and co-founder of the company) in the company's own blog, points out some interesting data on how it has been growing with respect to subscribers, accumulated views on the official Youtube channel, the total community of people and the number of permanent workers and collaborators who work for the company (Figure 4).

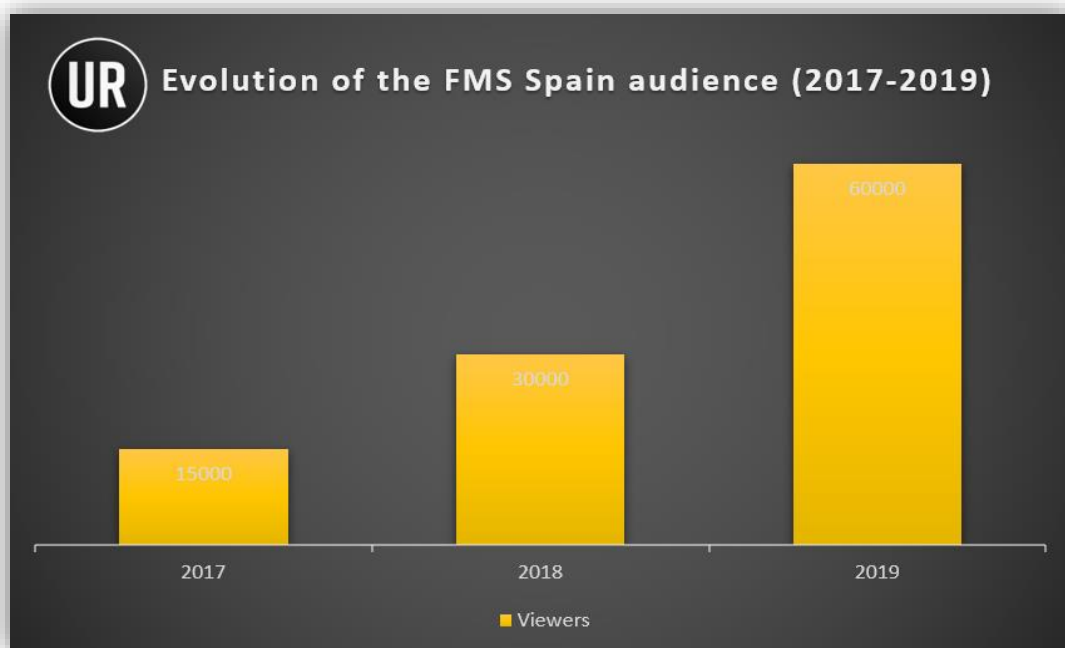
**Figure 4. Evolution of The Urban Roosters in some data.**

	SUBSCRIBERS	ACCUMULATED VIEWS ON OFFICIAL YOUTUBE CHANNEL	ENTIRE COMMUNITY OF PEOPLE	PERMANENT EMPLOYEES	COLLABORATORS
<b>2017</b>	240 K	52 M	455 K	5	40
<b>2018</b>	900 K	120 M	2 M	10	75
<b>2019</b>	3.3 M	520 M	12 M	37	220

Source: Own elaboration with data from *The Urban Roosters Blog* (2020).

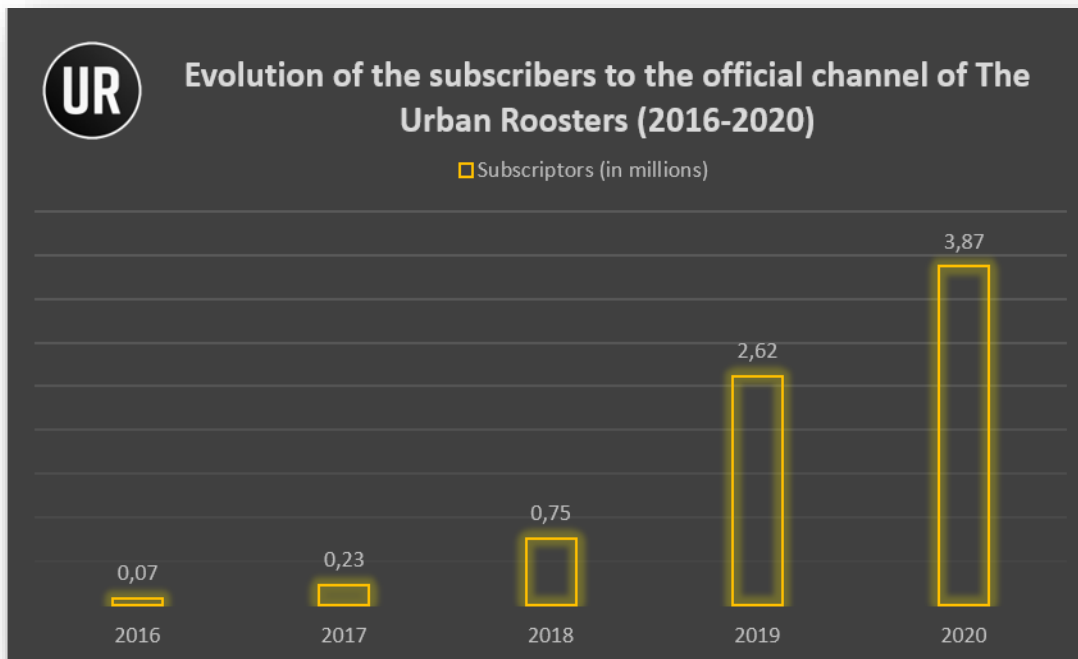
In order to continue analysing the evolution of The Urban Roosters, we will firstly take into account the increase in subscribers to the official channel of The Urban Roosters (Figure 6) and secondly, the average audience of each season of FMS Spain (Figure 5), a competition that began in 2017 and has been analysed until 2019 with data provided by the official Twitter profile of The Urban Roosters, the company organising the competition:

**Figure 5. Evolution of the FMS Spain audience (2017-2019).**



Source: Own elaboration with data from the official Twitter account of *The Urban Roosters* (2020).

**Figure 6. Evolution of the subscribers to the official channel of The Urban Roosters (2016-2020).**



Source: Own elaboration with data from the official Twitter account of The Urban Roosters (2020).

In short, one can consider that the movement and industry of rap, freestyle or roosters battles, is in constant growth. It has experienced a rise in terms of impact, reaching figures in the millions in terms of views and subscribers on Youtube.

## **2.2. Internal Analysis**

### **2.2.1. Company presentation**

The Urban Roosters, born in 2013, is a rap music company that organizes Spanish-speaking rap battles. It has a streaming freestyle rap entertainment platform that already has more than 160,000 registered users. It managed to introduce something innovative into the world and culture of hip hop that is nothing more than making live broadcasts to expand the impact of rap culture. In this way, it is possible that anyone with access to a technological device and an internet connection, from anywhere in the world, will be able to see their favorite MC's through the screen. This idea was born from three rappers whose goal was to entertain and connect the entire rapping community instantly and in a simple way (Díaz, 2019).

On the other hand, in an interview with Red Bull in 2017, the three members wanted to clarify and better explain what that main objective was. The Urban Roosters is not just another competition. It's a community of people who are passionate about freestyle and the culture of rap and hip hop, regardless of where you live or even what language you speak. They are considered a platform where anyone can compete, train, learn and enjoy the culture in order to continue expanding hip hop and freestyle all over the world.

Making a brief comparison with respect to football, if La Masia<sup>3</sup> is one of the best golden quarries for Spanish football, The Urban Roosters is its counterpart for Spanish hip hop.

It all started when three advertising students who rapped in their free time decided to embark on a new adventure in the business world based on their hobby, which was none other than improvising and rhyming on a rap base. Asier Fernandez says that after much thought and already in a communication agency, the fantastic idea of creating The Urban Roosters was born because he wanted to rhyme with his colleagues in the city and they believed that it was possible to make battles through the Internet. Not long ago there were 50,000 users and today there are more than 160,000. However, it is not his platform that has given him an unprecedented jump in rap, but his social networks or Youtube. Today, they have more than 3.8 million subscribers who are notified every time The Urban Roosters uploads a video to their platform.

From the very beginning, the three founders who created The Urban Roosters (Asier Fernández, Arturo Sania and Pedro Oliveira) had the idea of professionalizing rap battles and turning them into a sport. They believe that they are at a high point but because it is fashionable. However, they claim that fashions are passing and sport is not and that's why they want to turn it into a mental sport, just like chess or poker can be. That's why the FRF<sup>4</sup> was created to professionalize freestyle and allow the "roosters" to engage in professional battles. The company has worked for this to such an extent that it has achieved the largest quarry of rap and freestyle in Spain. Arkano, Chuty or Blon, among others, are some examples of how they have gone from rapping as a hobby to fighting professionally. Currently the company handles 72% of the battles that take place in Spain and that is why they are considered the largest quarry in Spain and in almost the entire Spanish-speaking market.

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<sup>3</sup> La Masia: Sports city where the footballers of Futbol Club Barcelona are educated personally and academically in the youth categories until they reach the elite with the first team and become professionals.

<sup>4</sup> FRF: Freestyle Rap Federation is the entity that brings together the main freestyle competitions with the aim of further professionalizing the discipline.

The boom that the startup has experienced in just two years is complicated to explain for its CEO since he says that they have gone from doing events where they barely filled a park to having to hang the weld out sign on the Leganes Deck<sup>5</sup>. However, they don't want to stay there, they want to achieve the American dream. That is to say, to set foot in the USA.

The Urban Roosters has taken the biggest leap in quality, thanks to the competence of the FMS (Freestyle Master Series). The FMS began in 2017 in Spain and is the first league in the world of freestyle which consists of some battles of about 25 minutes to face the ten best freestylers in the country for nine days (usually held one day a month). In 2018, this professional league arrived in Argentina and already in 2019 came those of Chile and Mexico. In 2019, thanks to the possibility of making 4 competitions at the same time (Spain, Argentina, Mexico and Chile) it was possible to make an international phase with the best of each league. By 2020 it is expected that the FMS professional league will start in Peru. In fact, its other great competitor, the Red Bull Batalla de los Gallos, has been relegated to having only its national and international competition, which is a kind of World Cup that is played in one afternoon in front of thousands of people in a venue.

To understand how The Urban Roosters got to where it is, it is important to remember the influence that Juan Roig had. With his project of Lanzadera<sup>6</sup> the company got the necessary help to be able to boost itself as a startup. In 2014, The Urban Roosters received an award from the Ministry of Employment and went on to represent Spain as one of the best entrepreneurs in Spain at an international level. They decided that they should continue to try their luck with the shuttles until they could be selected by Lanzadera after passing a selection process with 1,500 eligible projects. Thus, for a time they were supported and helped by Juan Roig's accelerator receiving all kinds of help, not without first spending a period in Chile of about seven months. When they began to be more autonomous and able to walk on their own, they managed to raise their first round of funding of 300,000 euros along with other private investments without forgetting what the company also manages to invoice, which can generate around six million per month in monetizable impacts (Cózar, 2018).

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<sup>5</sup> Leganes Deck: Capacity for 10,000 people.

<sup>6</sup> Lanzadera: Mercadona owner's startup accelerator.

### 2.2.2. Mission

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At first, the mission was to be able to connect all the Spanish-speaking freestylers from anywhere in the world so that they could fight, train and learn from home via online. From that moment the mission became to make freestyle rap a sport and professionalize it.

### 2.2.3. Vision

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Become the largest freestyle community in the world by bringing together not only Spanish-speaking countries, but any language.

### 2.2.4. Values

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Asier Fernández, on several occasions in various interviews, wanted to highlight the values that they want to transmit with The Urban Roosters. The values are similar to those of the Hip Hop culture and he has repeated on several occasions the following five:

- **Unity:** wants to create a community that unites them with the same passion.
- **Inclusion:** everyone can be able to develop their skills even if they have no resources. Everyone who wants to, can train and enjoy freestyle.
- **Respect:** Insults are only during battle. Once it's over, you have to reward respect.
- **Sportsmanship:** freestyle is a sport. It insists on many occasions that to make it a sport, measures must be taken that are adopted in the most physical sports and thus be able to conceive freestyle as such.
- **Professionalism:** the idea is to make freestyle a profession to be able to dedicate oneself to. To reach the elite and allow freestylers to live from it.

### 2.2.5. Company resources

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#### FINANCIAL RESOURCES

The first accounts that can be seen of The Urban Roosters, date from 2015. At that time, the company had a financial debt of 194€<sup>7</sup>. The following table shows the evolution between the periods 2015 and 2018 in operating income, ordinary results before taxes, annual result, active total and own funds (Figure 7).

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<sup>7</sup> Financial information obtained from the SABI (Iberian Balance Sheet Analysis System).



Figure 7. Financial performance of The Urban Roosters (2015-2018).

	31/12/2015	31/12/2016	31/12/2017	31/12/2018
<b>Operating income</b>	10.946 €	16.161 €	185.232 €	472.750 €
<b>Ordinary results before tax</b>	-15.023 €	-33.820 €	3.233 €	-64.190 €
<b>Annual result</b>	-12.848 €	-29.356 €	2.522 €	-58.882 €
<b>Active total</b>	36.234 €	135.887 €	467.665 €	559.781 €
<b>Own funds</b>	23.106 €	49.011 €	271.997 €	362.768 €

Source: SABI adaptation (2020).

## MARKETING RESOURCES

**Product** → The Urban Roosters is different from the rest of the competitors, regarding the product and service it offers, since it is not only considered a freestyle competition but a creator of content and competitions. First of all, its main product is currently the creation and organization of rap battles competitions and their corresponding organization. The Urban Roosters owns 72% of the Spanish freestyle competitions, among which the Freestyle Masters Series (FMS) stands out as the first professional league in the freestyle world. To understand it, below we will explain its structure, the battle format, judges and scoring system, and promotion and demotion.

## FMS Structure

FMS has a league system. A total of ten participants from the same country face each of their opponents every matchday throughout the annual season for a total of nine matchdays.

After each match, the two freestylers who have played it, share 3 points depending on the outcome of the battle:

- Three points for the winner of the battle if he wins without replica<sup>8</sup>.
- Two points for the winner of the battle if it is the winner after one or more replicas.
- One point for the loser of the battle if he has lost after one or several aftershocks.
- Zero points for the loser of the battle without replica.

The league table is updated after every matchday and the participant who manages to score the most points throughout the season is crowned the champion.

## Battle format

The format is common to all four existing FMS leagues and does not vary from day to day in order to homogenize the corresponding evaluations by the judges. The rounds are as follows:

- **Easy mode.** 60-second round for each participant where random words are generated every 10 seconds.
- **Hard Mode.** 60-second round for each participant where random words are generated every 5 seconds.
- **Topics.** Two rounds of 40 seconds for each MC without interleaving with a theme.
- **Opposing characters.** A round of 120 seconds with two opposing characters (each MC defends one) in which they must make interventions of 10 seconds each alternately, therefore they make 6 interventions each in this round.
- **Bloody round.** Two one-minute free theme rounds for each MC. One starts first and the other answers. Then the one who has responded by launching his attack begins, so that the first one can respond to that second minute.

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<sup>8</sup> Replica: When the result of the battle is a draw and a new round is needed to establish who the winner is. There are usually a limited number of replicas so as not to make the confrontation eternal.

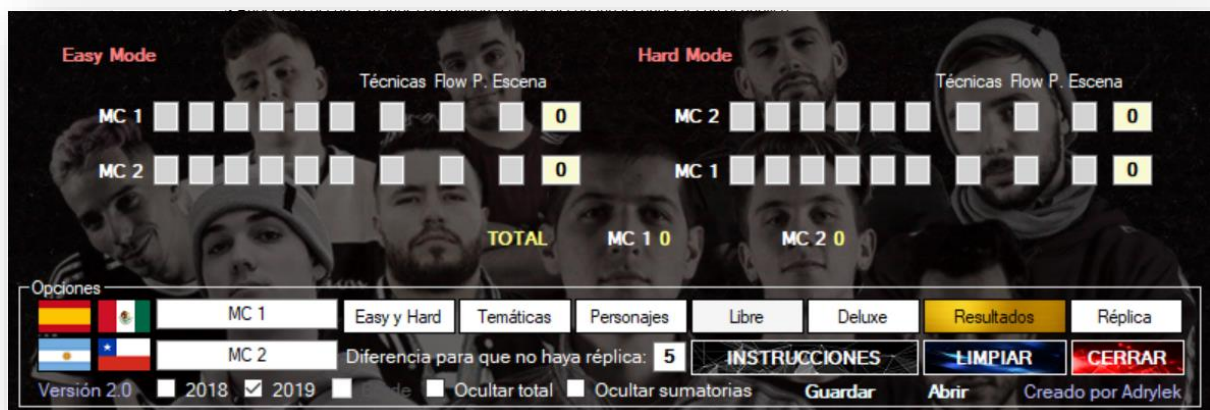
- **Deluxe.** First they perform 3 "a cappella"<sup>9</sup> interventions each MC and then for 120 seconds they take turns of 10 seconds each on a free theme as well.
- **Replica.** In case during those six rounds you don't get a winner.

### Judges and scoring system

Similar to other competitions, the FMS has an odd number of judges (five judges in all countries) who are responsible for evaluating the participants. Judges are usually ex-participants in rap battles.

As far as the scoring system is concerned, a system that is as objective as possible has been implemented, unlike the other competitions where voting is done by hand. The scoring system is a closed system that gives marks for each pattern<sup>10</sup>. Each of the judges gives a score ranging from zero to four for each pattern. Up to two additional points can be added in each round for each of the following factors: flow<sup>11</sup>, metrics<sup>12</sup> and performance<sup>13</sup> (Figure 8). At the end of each battle, the points of each MC are counted and the battle is awarded to the one with the most points. To win the battle without a replica, a minimum difference of 5 points is required. If there is no such difference, it is considered a draw and a replica is made to find the winner.

**Figure 8. Example of a scoring system in FMS format (Rounds: easy mode and hard mode).**



Source: *modelsimulator.com* (2020).

<sup>9</sup> A capella: Rhyming act without instruments.

<sup>10</sup> Pattern: 10-second intervention in a freestyle battle.

<sup>11</sup> Flow: Fluency and musicality when rapping by the MC.

<sup>12</sup> Metrics: Structure when building a rhyme to decorate it.

<sup>13</sup> Performance: Way to move around the stage and connect with the audience.

### Promotion and demotion

At the end of each season, the last two MCs of each league are relegated directly. The eighth-place team plays off against the third-place team in the second division in an FMS format.

The second division behaves like the ATP of tennis, where you have to fight in different competitions to get points and finally the first two are promoted directly. The third, competes against the eighth of the FMS as discussed above.

Below you can see the competitions that score for promotion to the FMS, according to their rank (Figure 9).

**Figure 9. Scores and competitions for the ranking of promotion to FMS Spain**

	Points	Competitions
Range 1	Until 50.000 for the winner.	 
Range 2	Until 25.000 for the winner.	   
Range 3	Until 10.000 for the winner.	  
Range 4	Until 4.000 for the winner.	    

Source: Own elaboration with data from El Estilo Libre.

As for the product, apart from the creation and organization of competitions, it also offers the possibility of following them through its official Youtube channel. With the FMS, it also offers a streaming service to be able to follow the competition live when it is being held. Besides offering streaming, it also uploads audiovisual content of the edited battles and separately so that you can choose to watch the ones you want and when you want without having to watch the whole event.

Finally, regarding the product, it also has merchandising (Figure 10) that can be obtained through The Urban Roosters' website and at events at a booth they set up. The merchandising consists of clothes and accessories with the official logos of both The Urban Roosters and the different FMS according to the country.

**Figure 10. Some merchandising items from The Urban Roosters.**



Source: *The Urban Roosters online store.*

**Price** → Regarding the price, for FMS Spain events we offer three types of tickets depending on where you want to see the event. The types of tickets are the following:

- **Meet and Greet:** 40€ + operating costs.
- **Preferential:** 24€ + operating costs.
- **General:** 16€ + operating costs.

El Meet and Greet (Figures 11 and 12) includes being able to enter the venue earlier and chat and have your picture taken with the MCs before the event.

The prices for FMS International Valencia were as follows:

- **Preferential Tier + Meet and Greet:** 65€ + operating costs.
- **Preferential Court + Meet and Greet:** 60€ + operating costs.
- **Preferential Tier:** 40€ + operating costs.
- **Preferential Court:** 35€ + operating costs.
- **General Court:** 25€ + operating costs.

**Figure 11. Meet and Greet FMS Spain in Valencia 2017 (Chuty and me).**



*Source: Own elaboration.*

Figure 12. Meet and Greet FMS Internacional in Valencia 2019 (Bnet and me).



Source: Own elaboration.





To be able to watch the events on Youtube, both in streaming and the edited videos of each match, the service is totally free.

And finally, the merchandising of The Urban Roosters official store, the price of the products varies depending on the product you are looking for, as they offer caps, T-shirts and sweatshirts. The price ranges from 17 euros for a cap with The Urban Roosters logo to 41 euros for a black sweatshirt with the official logo.

**Communication** → Regarding communication, due to the fact that it is an online platform, the vast majority of its communication and activity is through the Internet. Currently they are only on the Youtube platform to offer their audiovisual content.

It is true that they use social networks as a method of communication, both to give news and to warn of the uploading of new content. They prefer to use both instagram, where they already have 1.6 million followers, and twitter, where they already have 236,000 followers. In addition to The Urban Roosters, each FMS has its own social network on both instagram and twitter (Figure 13).

Figure 13. Followers in official instagram and twitter profiles of each FMS.

UR	Instagram	Twitter
	1 M	86.3 K
	2.9 M	244.4 K
	985 K	65 K
	867 K	55.6 K

Source: Own elaboration with data from official profiles.

**Distribution** → There are two ways of distributing services. On the one hand, the online way to consume the streaming service of the events and to see the individual videos of each match that hang in their official Youtube account and where the tickets can be bought both to attend the events in person and to purchase the merchandising, although the latter is not only available online. And on the other hand, there is also the face-to-face route, where you can enjoy the event live on site. In these events you can also obtain merchandising in the provisional stands that are placed in the same enclosure where the events are held.

## HUMAN RESOURCES

As for the human team that is part of The Urban Roosters, first we will talk about the three founders (Figure 14) who made possible the birth and maintenance of this company. Firstly, as we have already mentioned, the CEO is Asier Fernández, who is in charge of being the visible face of this operational command in front of the media. With him his two friends and colleagues in this adventure, Arturo Sania and Pedro de Oliveira, who are part of this operational leadership of the founders of the company.



Figure 14. Pedro de Oliveira, Asier Fernández y Arturo Sania, founders of The Urban Roosters.



Source: Valencia Plaza digital edition (2017).

In order to explain the whole team, we have to explain that the company divides the work in each country where it operates, which is currently in Spain, Argentina, Mexico, Chile and Peru recently. It is in these countries where FMS is developed and therefore the method of organization would be reflected in the following way:

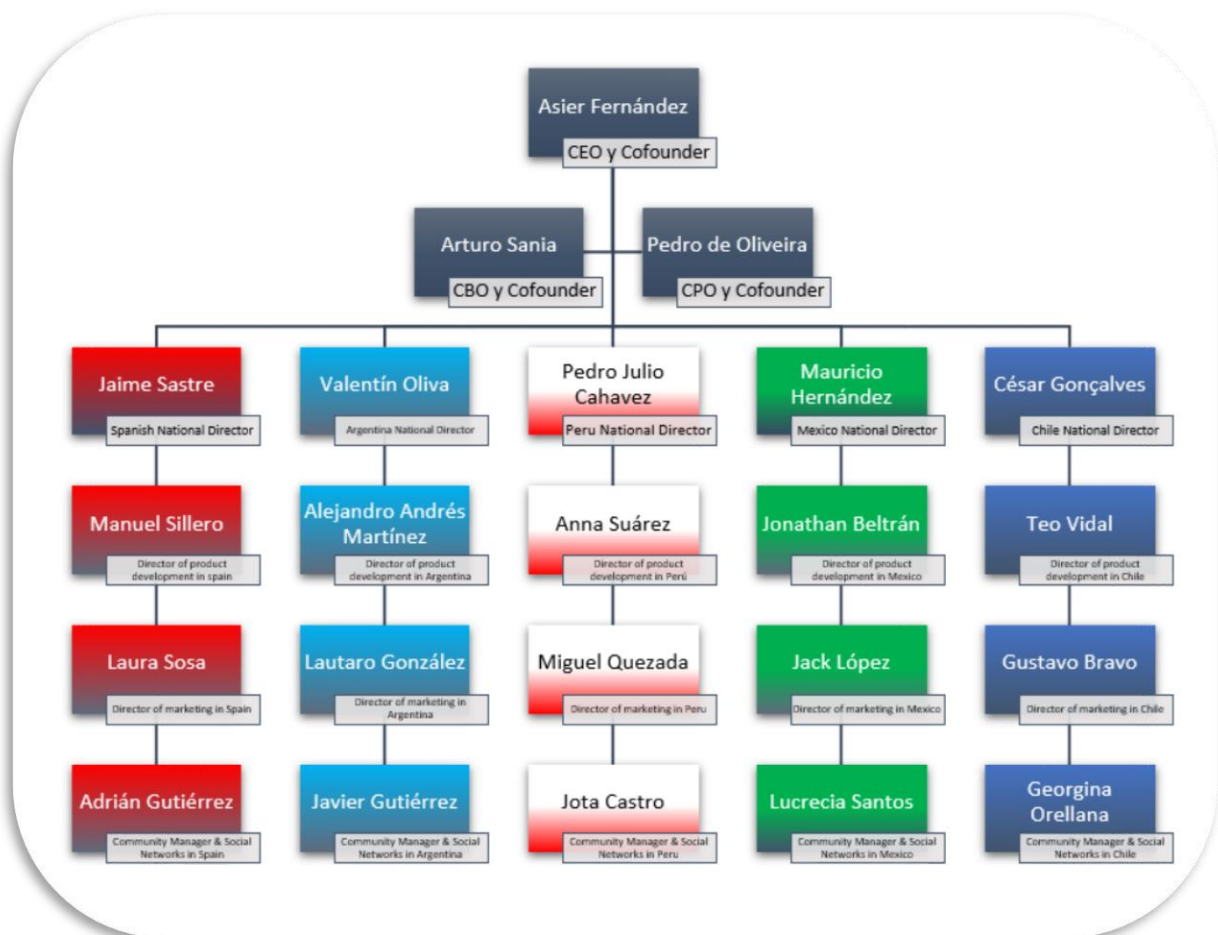
At the head would be Asier Fernandez, CEO and co-founder of the company and on the next step we would find Arturo Sania and Pedro de Oliveira as CBO and CPO, respectively, in addition to both being also co-founders.

Already making a more divisional structure, we find that in each country the work is divided equally by function (Figure 15):

- **National directors:** Jaime Sastre (Spain), Valentín Oliva (Argentina), Pedro Julio Cahavez (Peru), Mauricio Hernández (Mexico) y César Gonçalves (Chile). These are the people in charge of running the FMS in each of their countries and therefore organizing the events and directing them.
- **Directors of product development:** Manuel Sillero (Spain), Alejandro Andrés Martínez (Argentina), Anna Suárez (Peru), Jonathan Beltrán (Mexico) y Teo Vidal (Chile). These are the ones in charge of being able to develop each visual round with the customization required by each FMS.

- **Marketing directors:** Laura Sosa (Spain), Lautaro González (Argentina), Miguel Quezada (Peru), Jack López (Mexico) y Gustavo Bravo (Chile). Those in charge of advertising and promoting the FMS. They are the creators of advertising posters as well as marketing campaigns.
- **Community manager and Social Networks:** Adrán Gutiérrez (Spain), Javier Gutiérrez (Argentina), Jota Castro (Peru), Lucrecia Santos (Mexico) y Georgina Orellana (Chile). They are in charge of keeping the RRSS active and interacting with the users.

Figure 15. Organization chart de The Urban Roosters.



Source: Own elaboration.

## **2.3. External analysis**

### **2.3.1. Macroenvironment**

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In order to be able to make an external analysis, it will be necessary to analyse the macroenvironment, which is nothing more than the set of factors in the economy that affect all the companies that interact in the same space and time in the same way. Thanks to this study, information will be obtained to understand consumer behaviour in this sector. This will be done by a PEST analysis.

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#### **2.3.1.1. POLITICAL-LEGAL DIMENSION**

Based on the fact that The Urban Roosters is a startup and that its main activities are managed through its website offering content and the option to subscribe in order to fight, train, sign up for competitions and even to buy merchandising and on the other hand the organization of events, we will observe some of the most important rules and laws to which the company will be subject in order to analyze the political-legal context in which it finds itself.

Firstly, because it is a startup, it should be noted that on 18 December 2018 the Government submitted for public consultation until 25 January 2019 the future "Law for the Promotion of the Startup Ecosystem".

According to the press release offered by the Spanish Ministry of Economy and Business, the public consultation aims to ensure that the text of the preliminary draft includes and responds to the needs of the ecosystem and requests the opinion of citizens and entities regarding questions about the definition of the concept of a startup, the requirements to be met by private investors or business angels, and the measures necessary to support and promote the creation of startups.

This Act seeks to recognise a specific legal nature for these companies which have a number of particularities. Specifically, the overall potential of their business models, their strong vocation for innovation and the specificities of their financing needs during the early stages of project life. It should be remembered that The Urban Roosters needs these financing rounds in order to survive and move forward with the project.

Therefore, the objective of this regulation is none other than to create a legal framework suitable for technology-based entrepreneurship, allowing the flexibility required by the dynamism of the high-innovation ecosystem with the intention of providing Spain with

legislation adapted to the certainty of these companies. This regulatory process has already been set in motion by the Ministry of Economy and Business through the Secretary of State for Digital Advancement, which will be part of the Spain Entrepreneurial Nation strategy to reconvert the national productive model by promoting entrepreneurship. The opening of the public consultation was opened by the President of the Government, Pedro Sánchez.

On the other hand, with respect to the website, the Spanish regulations require a series of requirements to be able to open a website in conditions to avoid incurring sanctions and fines. In order to be able to open and have a website, the regulations are clear, the tax regulations and the data protection regulations must be taken into account.

In the first place, with respect to tax regulations, not because it is an online project will it remain outside of compliance with tax regulations and that is why opening a business on the Internet is exactly the same as opening it physically.

Secondly, the LSSI must be taken into account, i.e. Law 34/2002 on Information Society Services and Electronic Commerce. This law is mainly based for all those websites that have the purpose of earning money through it, but in addition, it is also stated that if income is received from invoicing or advertising, a series of requirements must be met in order to comply with the e-commerce law and these would be the following:

1. Display the following information on your website: full name, place of residence, email or contact form, VAT number and telephone number.
2. If online contracts are completed on this website, the following points must be specified before making the contract:
  - Specify the different procedures that are made to hire online.
  - If the electronic document is archived, specify how it is archived and whether it will be accessible to the user.
  - How incorrect data entered on the website will be corrected.
  - Types of languages used in the contract.
  - General conditions of the contract.

Thirdly, the Cookies Act will be taken into account. These are just small files that are stored in the browser when you visit the website. The purpose of the cookies is to know more about the tastes of the consumer so that the user receives some spam about their tastes and preferences to continue entering the page. To do this, the user must be informed that you use cookies and that he gives his consent or not, as stated by law. The

usual way to warn the consumer that companies use is through a banner indicating that cookies are used and that the consumer accepts or rejects them. There are three types of cookies and they can be classified as:

- **Technicals:** necessary for the web to work properly.
- **Of analysis:** to understand how users navigate the web.
- **Advertising:** is the most invasive as it tracks consumer tastes.

Finally, it is necessary to comply with the Data Protection Act, which is a requirement for protecting consumers' personal data so that their privacy rights are not violated..

Failure to comply with any of these will result in a heavy financial penalty for the company.

To conclude the political-legal dimension, as published by SegurCoworking in 2019, certain rules about the creation of events and how they affect them must also be taken into account. It should be added that some of these will be subject to the rules that are given in each community since there is no unified criterion for all the communities in Spain. Some of the things to take into account in order to create and organize an event are:

- Know the regulations that affect an organizer that is none other than Decree 44/2014 of 25 March, the regulations governing Public Shows and Recreational Activities.
- We must differentiate between public entertainment and recreational activity. In addition to this, it is necessary to know what types there are: ordinary, which are those that are usually carried out in establishments open to the public and which have authorization to be carried out. And extraordinary ones that can be done either in public establishments or in spaces open to the public and which are subject to other licenses and authorizations.
- Certain obligations must be taken into account, such as the adoption and maintenance of technical conditions of safety, accessibility, hygiene, health, noise level and environmental conditions.
- The rights of attendees must also be taken into account.
- And finally, the different organising companies must be insured if they are obliged to take out an Insurance or CR policy for Shows and Events.

### 2.3.1.2. ECONOMIC DIMENSION

As for the economic dimension, it is well known that the purchasing power of an economy depends, among other factors, on income, savings, financial indebtedness and facilities for obtaining credit. The freestyle rap industry is clearly booming, and this was presented by its evolution in visits and subscribers, previously analyzed. The following will clarify certain aspects such as public investment by the State in Culture and Sport, as well as private investment by multinationals and recognizable brands in order to promote this industry.

In the first place, with respect to public investment by the State in the Ministry of Culture and Sport, we find that in 2019 the investment foreseen in the draft General State Budget (Figure 16) registered an increase of 9.7% with respect to the immediately previous year, thus reaching the figure of 953 million euros in order to put an end to the situation of cuts that were experienced in this sector years ago (La Moncloa, 2019).

**Figure 16. Item of the General State Budget (GSB) allocated to culture in Spain in 2019, according to programme (in millions of euros).**



Source: Own elaboration with data from Statista (2019).

According to this graph from the Statista published in February 2019, this would be the distribution of the General State Budget allocated to culture policies in Spain in 2019, according to its type of programme. It can be seen that the investment in the promotion and support of sports activities stands out with an allocation of 190 million euros.

And secondly, as far as private investment in the freestyle rap industry is concerned, it can be seen that it is increasingly common to see sponsors and advertising brands both at events and in their audiovisual material.

The Red Bull Batalla de los Gallos is financed and sponsored by the multinational energy drink company Red Bull, which as is well known, is a promoter of sporting events as it has sponsorships in Formula 1, professional football and the main promoter of electronic sports. In fact they were the pioneers in sponsoring and promoting this industry.

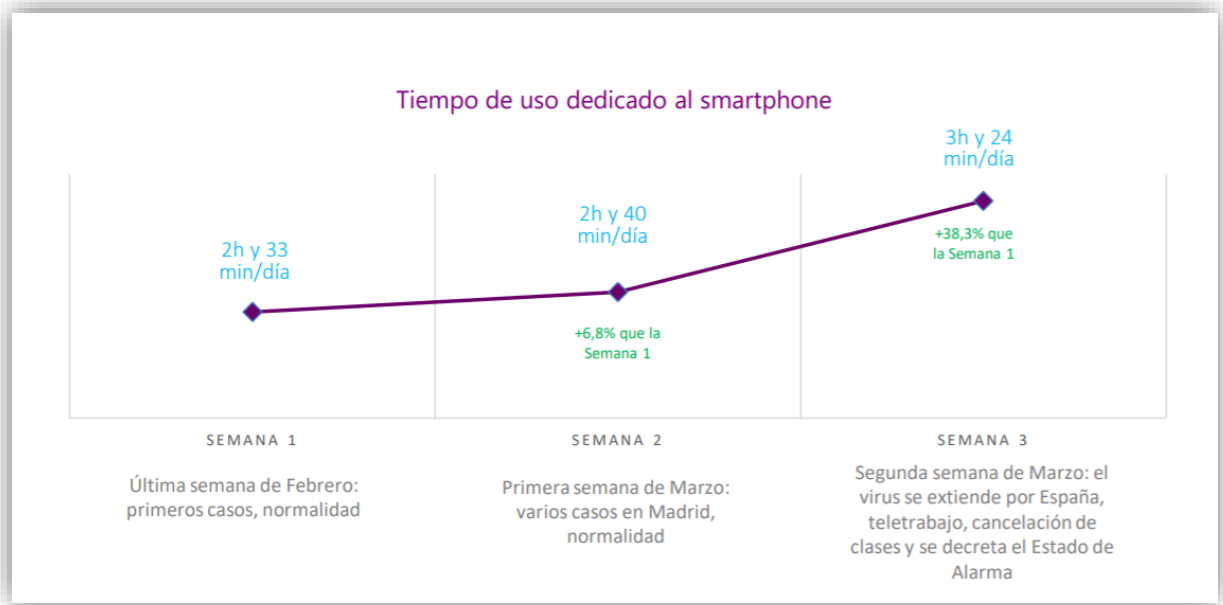
FMS Spain is financed and invested by JD Sports with whom it reached an agreement in 2018. JD Sports signed this agreement along with the collaboration with Arctic Gaming, an electronic sports company, in order to help them grow and strengthen their position in their respective industries. In fact, JD Sports is the one who dresses the MCs in each event and who offers its stores to hold the press conferences (Ediciones Sibila, 2020).

On the other hand, FMS Argentina is financed by AXE, a deodorant brand. This collaboration is to reach the public that attends and watches the events, since it is usually a young public. (DossierNet, 2019).

Something to keep in mind during this year 2020, is the emergence of the COVID-19 pandemic. This pandemic is going to influence in a very disparate way the two forms of distribution of The Urban Roosters. On the one hand, in a negative way in terms of roosters battles events, since the capacity of the public will be limited. All events with an audience of more than 1,000 people have been cancelled due to the pandemic and a summer without festivals is expected. The music and concert industry will be decimated by having to postpone all events without a clear date when they can return to normal. This will lead to huge losses in the national and international economy as there will be no tourism and therefore no consumption (Solis, 2020).

On the other hand, since the beginning of the pandemic and in the first week increased the consumption of social networks by 55% (Sanchez, 2020). According to a study conducted by the company Smartme Analytics in 2020, the most noticeable impact that has been observed since the beginning of the pandemic has been the increase in consumption of smartphones by the population where it has gone from a consumption of 2 hours and 33 minutes per day per person to 3 hours and 24 minutes per day per person in just two weeks (Figure 17).

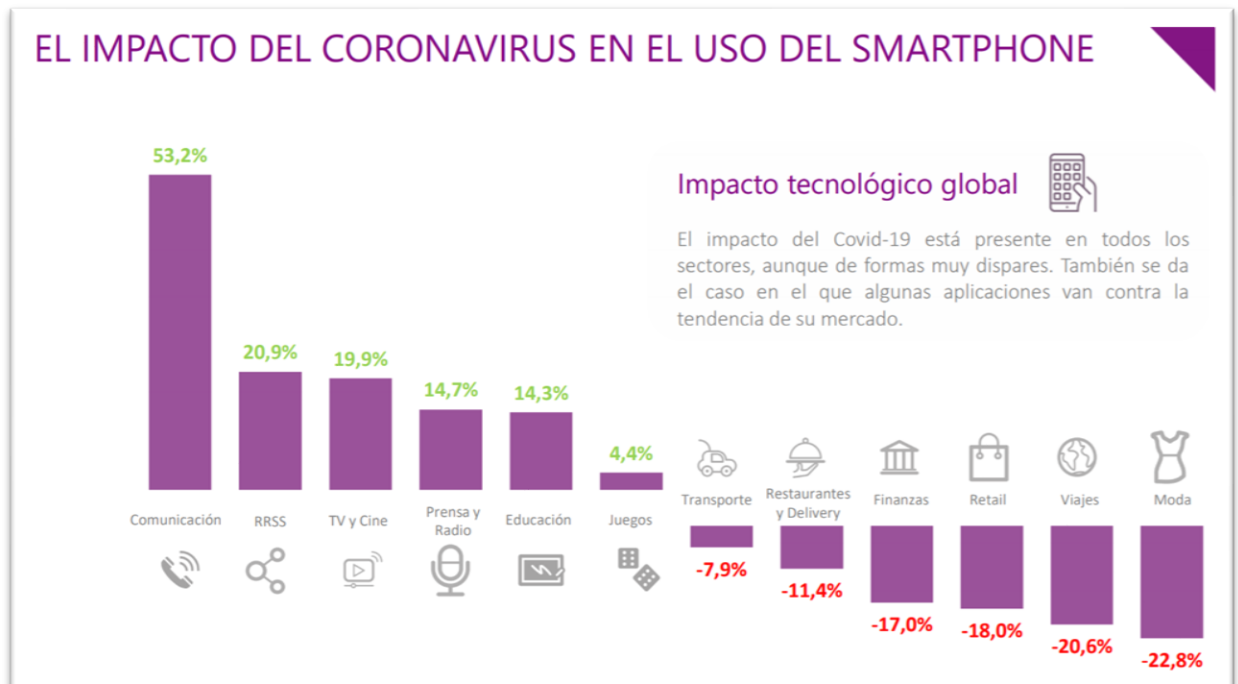
**Figure 17. Smartphone usage time in Spain during COVID-19 quarantine.**



Source: Smartme Analytics (2020).

The following details the impact that the technological use of the smartphone has had at a global level and which sectors it has influenced in a positive and negative way (Figure 18).

**Figure 18. The impact of COVID-19 on smartphone use.**

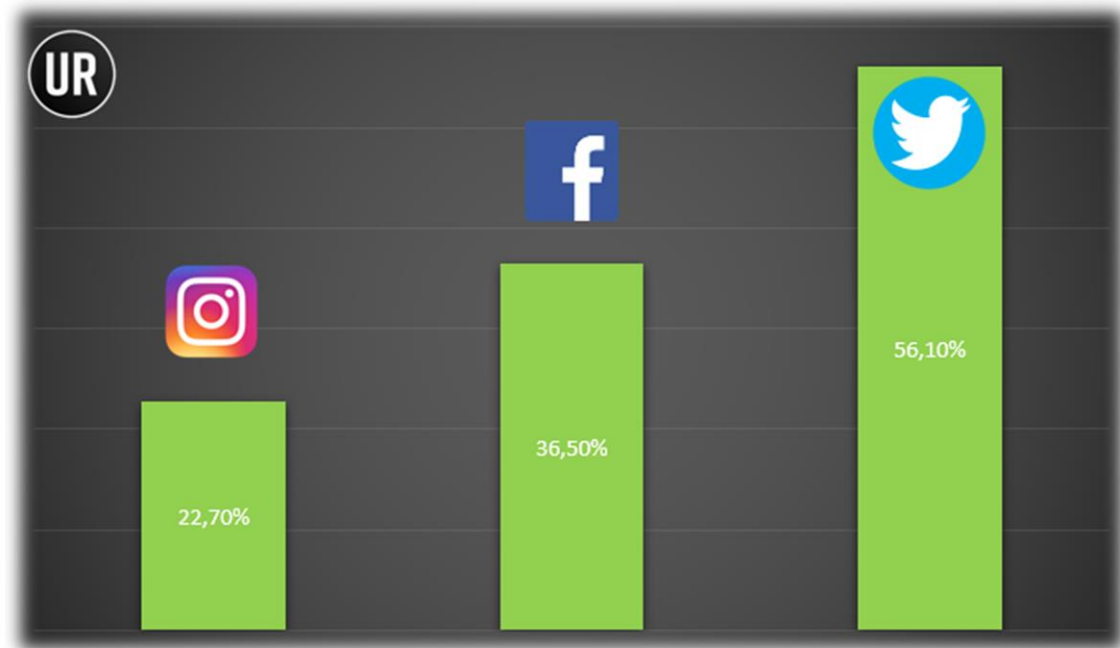


Source: Smartme Analytics (2020).



Finally, this study states that the social networks that benefit most from this confinement are Instagram, Facebook and Twitter (Figure 19).

**Figure 19. Social networks benefited by confinement in Spain.**



*Source: Own elaboration with data from Smartme Analytics (2020).*

And finally, it is worth mentioning that multinationals such as Nike or Puma sign contracts with the MCs. It is known that Chuty, currently considered the best MC in Spain and one of the best in the world, is sponsored by Nike. On the other hand, Azcino is sponsored by Puma. In addition, it is worth noting that Chuty has recently signed a collaboration and sponsorship agreement with Team Heretics, a very successful Spanish eSports professional team.

In short, it is increasingly frequent the relationship and commercial agreements with both freestyle rap events with multinational brands and eSports professional teams, and between the latter two and the MC, in order to professionalize the freestyle and can live from it.

### 2.3.1.3. SOCIO-CULTURAL DIMENSION

A world without values, without humility or respect. Even without education. This is the social vision that is still generally held today about freestyle or roosters battles. It is true that there are some (isolated) quarrels about unfortunate moments such as when a rape

apology was made in the battle between FJ and Zasko, at the regional Red Bull Batalla de los Gallos held in Valencia on May 26, 2018. Battle that was even censored on Youtube after a barrage of criticism. Beyond the fact that improvised rapping gives you just a few seconds to think about how you are going to respond to an accusation and that you are really playing a character (the person at no time is in favour of making an apology for the rape) there is a sensitive measurement of the message you want to give (La Vanguardia, 2018).

That is why the most talked about case in terms of media coverage in this world is that of the rapper Sara Socas in her battle against Rapder (Mexican MC) where she launched messages of support for feminism in a society that is still macho and a people that is marked by femicide, as is the case in Mexico. This fact opened a gap in the news and was applauded nationally and internationally, since those were the values that the roosters battles or the freestyle itself wanted to transmit, a world of respect, equality and values (Berrueta, 2019).

The Urban Roosters, wants to take this level of awareness to another level along with its project The Urban Roosters Academy, in which it offers workshops for all ages, where it wants to entertain, train and educate the youngest in the culture of hip hop. Hip hop, freestyle and even battles are entering the schools. It is less and less strange to see people improvising and even fighting on university campuses. Thanks to the attempt to professionalize this culture, more and more kids want to be MCs and try to make a living by improvising (The Urban Roosters, 2019).

The emergence of the COVID-19 pandemic cannot be ignored in this section either. According to the INE<sup>14</sup>, in 2020, the appearance of this pandemic has affected society in a very significant way. The factors that are affecting families the most are the precarious conditions in which some find themselves due to their economic situation. This means that not all of them will be able to afford electricity supplies, a good internet connection or simply some electronic devices with which to entertain themselves. In addition, the situation is pushing fear and social isolation to the limit due to the conditions and restrictions that are being taken, leaving in the air when it will be possible to return to normalcy and be able to meet regularly in crowds as before.

Nowadays many Youtubers with thousands and even millions of subscribers have shown their taste for freestyle battles and events by making some video reactions to them.

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<sup>14</sup> INE: National Institute of Statistics.

Youtubers and streamers like Ibai Llanos (1.24 million Youtube subscribers), Koko DC (2.66 million Youtube subscribers) or TheGrefg, founder of Team Heretics (13.6 million Youtube subscribers), are an example of them.

In short, the social and cultural movement that is proposing and reaching the world of freestyle and battles, is that it is not just a time for insults. It's a mental sport in which you have to train, sacrifice, study to assimilate concepts and have culture, have respect, humility and above all, make people aware of how to make a better world with freedom of expression under respect, claim and give voice to social problems and, finally, professionalize this type of art.

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#### 2.3.1.4. TECHNOLOGICAL DIMENSION

Because the world is moving at a very fast pace, the pace of technology still seems to be accelerating. When older or more mature industries do not update themselves with technology, do not renew themselves, or simply do not implement or ignore them, they tend to fail and become obsolete.

The freestyle industry as such, to be able to improvise does not need technology, just rhyme with your friends in a park. However, for the proposal of The Urban Roosters the industry now becomes highly innovative, where to achieve success, technology is indispensable and innovation, constant. Due to the advances in technology in recent years it has become possible to include freestyle, training or simply having fun watching a competition or a battle, where just 10 years ago it was unthinkable that this could happen. We are talking about The Urban Roosters living practically from the internet. It lives from its social networks, from the Youtube platform where it offers streaming of competitions and uploads all the audiovisual material of battles, interviews, etc. You can also get tickets to attend events in person or buy merchandising from the official website. The technology not only offers you to advertise or produce audiovisual content, but also allows you to manage customer relationships through CRM where you can store in databases customer information that allows you to see the relationship between them and the company and thus be able to offer each of the most personalized ads and content that you like.

## **2.3.2. Microenvironment**

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The micro-environment is used to define those forces that are external and close to the company and that have a direct impact on its ability to serve its product or service to the end customer. To analyze it, we will use Porter's five-force model to detect any kind of problem the company might have within the industry.

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### **2.3.2.1. ANALYSIS OF THE PORTER'S 5 FORCES**

#### **2.3.2.1.1. THREAT OF NEW COMPETITORS**

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As has been shown, the roosters battles industry is a booming sector and therefore an attraction for anyone wanting to organise events. It is certain, that to be able to make an attractive event, it is necessary to have the best MCs of the world and for it it is necessary to be able the cache that they have. This means that it is easy to create specific events, but it is difficult to create regular competitions since it is a high investment if you start from scratch. However, the battle industry is filling up with top monthly and almost weekly events, which means that there are more and more competitions and more regularity.

#### **2.3.2.1.2. BARGAINING POWER WITH CUSTOMERS**

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The alternatives that clients have with respect to The Urban Roosters and its competitions, are highly elevated. And that is why, in order to stand out from the rest of the competitions and organizers, it offers a regularity of dates per year to the 10 best competitors in Spain, Argentina, Mexico and Chile, under contracts that are signed in advance and therefore ensure that these competitors will attend their competitions even if new and specific dates arise from other competitions. With respect to merchandising products, The Urban Roosters is awaiting demand and has not emphasized its products, where the portfolio is still quite limited and with the same products as when it started.

#### **2.3.2.1.3. BARGAINING POWER WITH SUPPLIERS**

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In this case, it is obvious that the power of The Urban Roosters, with the first professional freestyle league alongside the top 10 MCs in each country of the four that have such a league, is high with respect to the suppliers. It is a booming industry and attractive to invest in. In fact, The Urban Roosters has been moving forward through funding rounds and money injections from suppliers such as JD Sports in Spain, mentioned above, and AXE in Argentina, also mentioned above.

#### 2.3.2.1.4. THREAT OF SUBSTITUTES PRODUCTS AND SERVICES

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The sector where the roosters battles industry would be best suited would be the musical entertainment sector, it is easy to deduce that there will be a high threat of substitute products with respect to such entertainment. For example, a substitute product could be Spotify, Apple Music, Amazon Music or Soundcloud, among others, where people can be entertained by listening to music of all kinds, including hip hop and rap, even freestyle sessions that are recorded in studios.

#### 2.3.2.1.5. RIVALRY BETWEEN CURRENT COMPETITORS

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Rivalry between current competitors in this market is clearly very high, and will most likely increase significantly in the coming years as it is a young market yet to be exploited. The differentiating factor of each company is the one that will mark how far each one goes and where it positions itself. The Urban Roosters handles this factor perfectly as it has bet from the beginning on the best MCs in each country and with a very complete and structured competition system, as well as stable and regular, in order to professionalize the freestyle.

### 2.3.3. Analysis of the competitive environment

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#### 2.3.3.1. LEVELS OF COMPETENCE

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There are four levels of competence according to the consumer's perspective, which would be the following: by product form, by product category, generic competition and competition at the budget level. Therefore, framing The Urban Roosters in the musical entertainment sector, previously mentioned, we would define each level as follows:

**Competition in product form** → We will classify in this level of competence all those products and/or services and brands that cover the same needs. In this case we found that there are different events that can meet these requirements since they consist of roosters battles events both in person and with their respective streaming and/or uploading videos to their official Youtube channels, in addition to being aimed at the same segment. Some of these competitors would be the Red Bull Batalla de los Gallos, Batalla de Maestros (BDM), God Level, Pangea, Supremacia MC and Ghetto Dreams. At this first level, the objective is to persuade the consumer that the own brand is better than the competitors.

**Competition in category product** → At this level, it is about all those products and/or services that present the same attributes but with different presence. In this case, it could be the events of roosters battles but in a different format. The battles that exist and present a different format are not others in which instead of being of improvised character, they consist of purely written rounds that the CM are during months preparing and finally recite them at the moment of the battle as for example could be Línea 16 and Secreto de Sócrates. For this level of competition the marketing actions must persuade the consumer that the product form is the right one and better than the competition even providing the same technological alternative.

**Generic competition** → At this level we find the grouping of those products and/or services and brands that solve the need of musical entertainment. It could be any event or musical concert. In this level would enter as a possible competition a concert of any singer, go to a disco, Operación Triunfo, or a music festival such as FIB or Arenal Sound that will cover the need for musical entertainment in person. As for the non-presential form, we would find alternatives such as Spotify, SoundCloud, Apple Music or Google Play Music, among others.

**Budget** → At this level we would group all the products and/or services and brands that fight for the same consumer budget, in this case for entertainment in general. We would again differentiate between the non-presential format, where to see content from The Urban Roosters is completely free and thus any audiovisual material from Youtube or Twitch entertainment would enter as competition. However, attending the FMS, which is the competition of The Urban Roosters, would cost an average of 38.13 euros. With this budget, you could enjoy a multitude of entertainment activities, such as going to dinner, going to a disco, attending football matches, going to the cinema, etc.

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### 2.3.3.2. MAIN COMPETITORS

In the roosters battles industry, there are more and more competitors. As the industry is booming, the rivalry is growing and more and more events and competitions are added on an international level. The Urban Roosters currently has the best professional league in the world of freestyle and is positioned as one of the best roosters battles events. However, in order to be able to position it correctly, an analysis of the best events will be carried out in order to determine its real position with respect to its most immediate competitors. The events that today are considered the most famous, apart from the FMS, to which the best MCs go would be: the Red Bull Batalla de los Gallos, Supremacia,

Pangea, God Level, BDM and Ghetto Dreams. These events or event organizers are going to be analyzed next to be able to observe the similarities and the differences that each one of them have with respect to the FMS of The Urban Roosters.



The Red Bull Batalla de los Gallos is an annual freestyle rap competition, sponsored by the energy drink brand Red Bull, which began in 2005 and involves all Spanish-speaking countries. It is the oldest and the first one to give voice to the roosters battles on a stage with an audience. The Red Bull Batalla de los Gallos is the competition that reaches more Spanish-speaking countries and in its international finals MCs from 17 different countries have participated. This competition is based on previous rounds where first everyone who wants to, must send a test from home in which it improvises with a random theme that offers the same official page of Red Bull Batalla de los Gallos and an instrumental also random. Each applicant has two attempts and must send the one they think is best to be selected for the next phase. Once selected, regional trials are held in each country to see who the 16 contenders for the national throne are. Finally, the best one from each country goes to the international one held in a Spanish-speaking country. In this international there are 16 participants, of which three are: the winner of the previous edition, the second classified and the third classified. The other 13 places are contested for each winner from each country. The format of each event, whether regional, national or international, is a knockout tournament with rounds of sixteen, quarter-final, semi-final, final and third and fourth place. The official profiles of the Red Bull Batalla de los Gallos are to date the ones with the best numbers in terms of fans and replicas and is considered the best freestyle rap competition so far. It is worth noting that it has two commentators in its streams who comment on the day and each battle live and conduct live interviews with participants during the event and so far is the only event that does so.



This competition of Peruvian origin appeared on the major circuits in 2016. However, Supremacia MC began to emerge in 2015. Without being the most important, the hard work of this organization has managed to place the competition in a privileged place where the best MCs in the world have marked their calendar. This tournament or competition consists of a mixture of qualifiers and guests to finish with a striking poster that attracts the spectators. Currently the participants are chosen by each country through social network voting to defend it in the tournament. As previously mentioned, its first international edition dates back to 2015 where the competition was more of an exhibition than a real competition. At that time, only eight participants participated for the 32 currently participating. This competition has managed to surpass itself year after year. In 2015 it only consisted of its international competition, already mentioned. In 2017 the competition already emerged in Spain apart from the already mentioned international one. And it was in 2019 that Supremacia MC was consecrated, being present in up to 11 Spanish-speaking countries in addition to the international date. With regard to the format, it is exactly the same as the Red Bull Batalla de los Gallos, the tournament is resolved on the same day by means of a tournament table that goes from the round of sixteen to the final.



The youngest international competition of great repercussion of the whole circuit and with less route. Pangea is a competition that consists of only one event held in 2019. Its organizer, Pime, managed to transfer to Mexico one of the best competitions ever seen in the world of freestyle. Its format, consisted of an elimination tournament and that would be solved in the same day. However, the format was far from the two previous competitors because to participate in it a couple was needed. Therefore, it was a 2 vs 2 throughout the tournament. The magnitude that the event reached was such, thanks to the pairs that were formed, that not only were they the best MCs in the world, but the most expected pair was the one formed by Chuty and Aczino, the two best MCs in the



world. It didn't take long for a sold-out and the event ended up being an acclaimed success and is waiting for a 3 vs 3 format in 2020, but this time in 3 different dates, in 3 different countries and through a system of points obtained in each date according to the position in which you finish or in the round you fall, whether it's round of 16, quarterfinals, semifinals, final or third and fourth place.



God Level is the most influential brand of Hip Hop in the urban genre, which earned its place through concerts and exclusive designs in its dressing rooms, according to its website. Organized by Omega at CTM, God Level is the most powerful Chilean organizer. It has been able to distribute its efforts by organizing different products that reach the consumer in the form of God Level Fest, which are the events of freestyle competitions in the formats 1 vs 1, 2 vs 2 and 3 vs 3, organized since 2014. On the other hand, as a product it has the God Level All or Nothing which is a competition where 16 MCs from Chile compete in a qualifying tournament where in each qualifying round they must bet money until they reach the final and that will be their prize. And finally, it also has merchandising in its God Level Store.













Batalla de Maestros (BDM) is a hip hop tournament that was born in Chile in 2009 and aims to find the best exponents of improvisation. Throughout its history it has already held more than 13 events in its two modalities, on stage with its seven versions and in the streets in its five respective versions. They have achieved socio-cultural recognition as a result of their perseverance and commitment to hip-hop where their capacity and criteria for selecting their competitors make the difference with the rest. In the first place it was a non-profit project with the intention of giving vision to the best MCs of the country and nowadays they have international competitions with the best Spanish speaking MCs.











Ghetto Dreams League is a new competition organized in Mexico this year 2020. In just one month, it has reached considerable numbers of followers on its social networks, as well as subscribers and viewers on its official Youtube channel. This competition chooses by hand the participants it wants to face during the event to have an eye-catching and attractive poster for the spectators. The format of the competition is that of a tournament with rounds from the round of sixteen to the final and on the same day a winner is found.

### 2.3.3.3. TABLE COMPETITION SUMMARY

Table 1. Competition summary.

ORGANIZER	PRODUCTS	PRICE	DISTRIBUTION	COMMUNICATION
	FMS Spain; FMS Argentina; FMS Mexico; FMS Chile; FMS International; Merchandising	45€	Physical  Online	 3.87 M  1.6 M  240 K  680 K
	RBBDLG Regional (3 in each country); RBBDLG Nacional (1 in each country); RBBDLG International; Merchandising	53€	Physical  Online	 5,42 M  4 M  503 K  3,26 M

	National Supremacia MC (in up 17 countries); Supremacia MC International Final	14,61€	Physical Online	 144 K  296 K  16 K  157 K
	Pangea 2vs2	37€	Physical Online	 371 K  178 K  153 K
	God Level Fest 1vs1; God Level Fest 2vs2; God Level Fest 3vs3; God Level Fest All or Nothing; God Level Store	47€	Physical Online	 1,56 M  1,1 M  34,8 K  770 K
	BDM Regional (3 in each country); BDM National (1 in each country); BDM Deluxe	25€	Physical Online	 659 K  393 K  17,7 K  461 K
	Ghetto Dreams League International; Merchandising	27€	Physical Online	 289 K  153 K  9,8 K  62 K

Source: Own elaboration.

The price calculation has been obtained by averaging the cost of attending an international event for each competition.

### 3. **SWOT ANALYSIS**

**SWOT analysis** (Figure 20) (which are the initials of Weaknesses, Threats, Strengths and Opportunities) is a tool that allows the company to analyze its brand and/or product reality in order to make future decisions.

This analysis is divided into two parts. The first part consists of the analysis external to the company, where it has been previously analyzed and from which conclusions will be drawn in the form of opportunities that may appear in the environment in order to take advantage of them and external threats that must be faced and overcome.

Starting with **opportunities**:

**Relying on audiovisual content due to the increase in consumption of this.** Due to the pandemic, the consumption of audiovisual content has shot up among consumers and a wider range of services can be provided.

**Search for sponsors.** Being a growing sector, the search for investors and sponsors can be key. In this case it can be urban sports brands and even the search for investors in eSports teams as Chuty.

**Creation of events in the USA.** It's one of your CEO's dreams. Both in Spanish and English it can be a great impact in terms of numbers of subscribers and followers in their profiles.

As for the **threats**:

**Capacity reduction.** Due to the COVID-19, the number of people who will be able to attend the events is going to be reduced and a late return to normality is predicted to be able to have that high number of people as until now.

**Music production companies.** MCs can be attracted to music production companies that offer them better contracts for getting music out instead of improvising, as they have a more powerful economic power than The Urban Roosters.

**Investor-supported event organizers.** It is an attractive and booming sector. Lately there are a great number of new competitions and events, which together with great

investments are managing to attract the best MCs and thus manage to create an attractive poster for the public.

**Social misunderstanding of freestyle.** Today people are still prejudiced and believe that a rooster battle is two people insulting each other without a future.

On the other hand, the second one consists of the internal analysis of the company, previously analyzed and from which we are going to obtain which are its strengths which are the attributes that make the company stand out and which we intend to strengthen and maintain and the weaknesses which are those that make us a little more vulnerable.

Regarding **strengths**:

**Regular and professional league.** The Urban Roosters have managed to make the first and, so far, only professional league in the world of freestyle. It has 9 fixed days a year and the 10 best MCs of each country.

**Youtube Channel care.** In its Youtube account, it has quality audiovisual material, elaborated and with some figures in the sector that stand out, both in subscribers and in visualizations.

**Active and interacting social networks.** The official profiles of The Urban Roosters, as well as the official profiles of each FMS, have a continuous and daily activity, either with information at the moment or with surveys and posts to make the followers interact.

**Meteoric progression and consolidation.** In only 3 years, The Urban Roosters has positioned itself as one of the reference companies in the freestyle scene and with an outstanding progression without knowing where its growth limit is now.

**Numerous competitions belong to The Urban Roosters.** The company currently controls 72% of national competitions, not including those outside Spain.

**Social activities.** The Urban Roosters is not only a company that organizes freestyle competitions, it is also a company that is aware of social issues and that is why it is the only company that so far carries out workshops to instill the values of freestyle in children.

**Ambitious and passionate CEO.** Asier Fernandez has already shown that he has an ambition that has no roof over his head. Thanks to these two characteristics, he has brought The Urban Roosters and FMS to the place where they are.

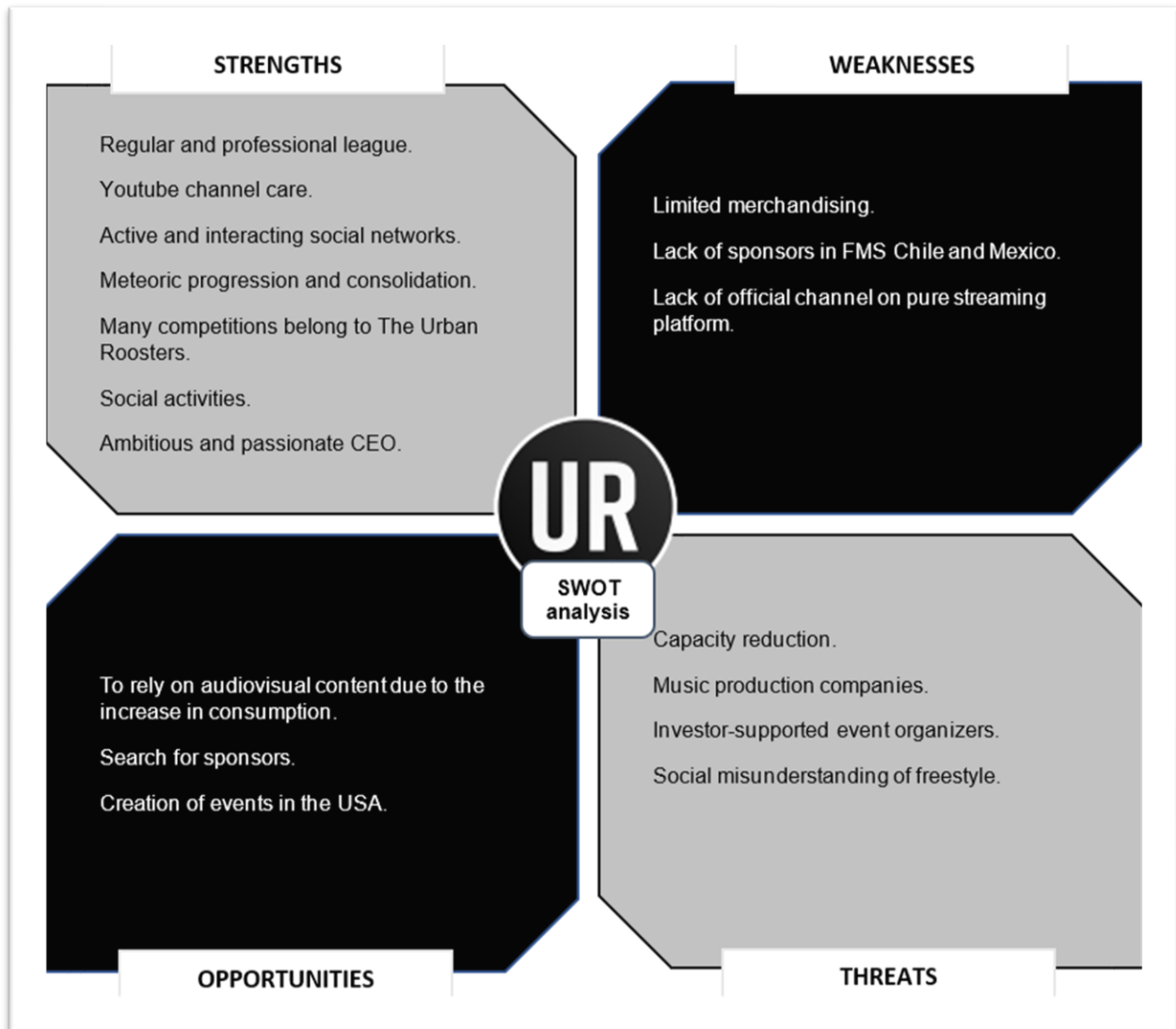
And finally, regarding the **weaknesses** that can be observed in the company would be the following:

**Limited Merchandising.** The portfolio of products offered by the company is very limited and perhaps a little outdated, as it has the same designs since 2017 without offering anything new or personalized.

**Lack of sponsors in FMS Mexico and Chile.** Just as in Spain and Argentina it has been possible to reach agreements with sponsors such as JD Sports and AXE, in Chile and Mexico there is a lack of investors who could make a qualitative leap in these two competitions.

**Lack of official channel on a pure streaming platform.** Twitch offers much better monetization conditions than Youtube since there are big restrictions now. You could use this platform for when you are going to make the events in streaming and get better monetization and reach a larger audience such as gaming as there are many.

Figure 20. SWOT analysis.



Source: Own elaboration.

#### 4. SEGMENTATION AND POSITIONING

Firstly, **segmentation** will be studied. To this end, the company's current target audience and the different segments it covers will be analysed. In general, economic, demographic and socio-cultural data will be used with the analysis of the consumer, to indicate a large part of the characteristics to be dealt with.

The clients of The Urban Roosters are generally private individuals who love freestyle, music and rap. The target audience tends to be mostly men and a smaller percentage of

women, with an average age between 14 and 30 years, although the most frequent are men between 16 and 20 years.

Once the target audience has been established, this audience will be segmented by age groups that carry with them a series of different behaviours as consumers:

**Range 1 → Super fan consumer.** This type of consumer could be males between the ages of 16 and 20. They would be the complete consumers, who register both on the platform to train, watch the audiovisual content of Youtube and are subscribed to its channels and official profiles following every new news or notification. They are consumers of merchandising even if it is outdated, just because they have clothes that make them feel of the sector. In addition, this type of consumer attends events in person, either in their town or nearby, in order to see their favourite MCs improvise live, buying a Meet and Greet ticket to be able to take pictures and talk to them. They tend to have peculiar characteristics in terms of an aspect and way of life closely linked to hip hop. Finally, another quality that this segment of consumers can have is that of participating in amateur events or in selection phases prior to official tournaments.

**Range 2 → Fan consumer.** This segment of consumers would include those with similar characteristics to the previous ones. They consume both Youtube audiovisual material and follow the official profiles. They even attend events but without the need to meet the MCs, sign up for events or register on the platform to train and improve. They are not usually consumers of merchandising. The age range that would cover this consumer segment would be between 21 and 30 years old. They don't have to have a hip hop look or style, they just share that taste without the need to externalize it in their clothing.

**Range 3 → Casual consumer.** It is that segment of consumers who from time to time feel the need to see some battle. They don't usually watch streaming and wouldn't pay to go to an event. They tend to consume audiovisual material on recommendation or because they have basic knowledge of the sector that makes them choose and select the battles that most call their attention by name. Within this segment we cannot establish a specific age range.

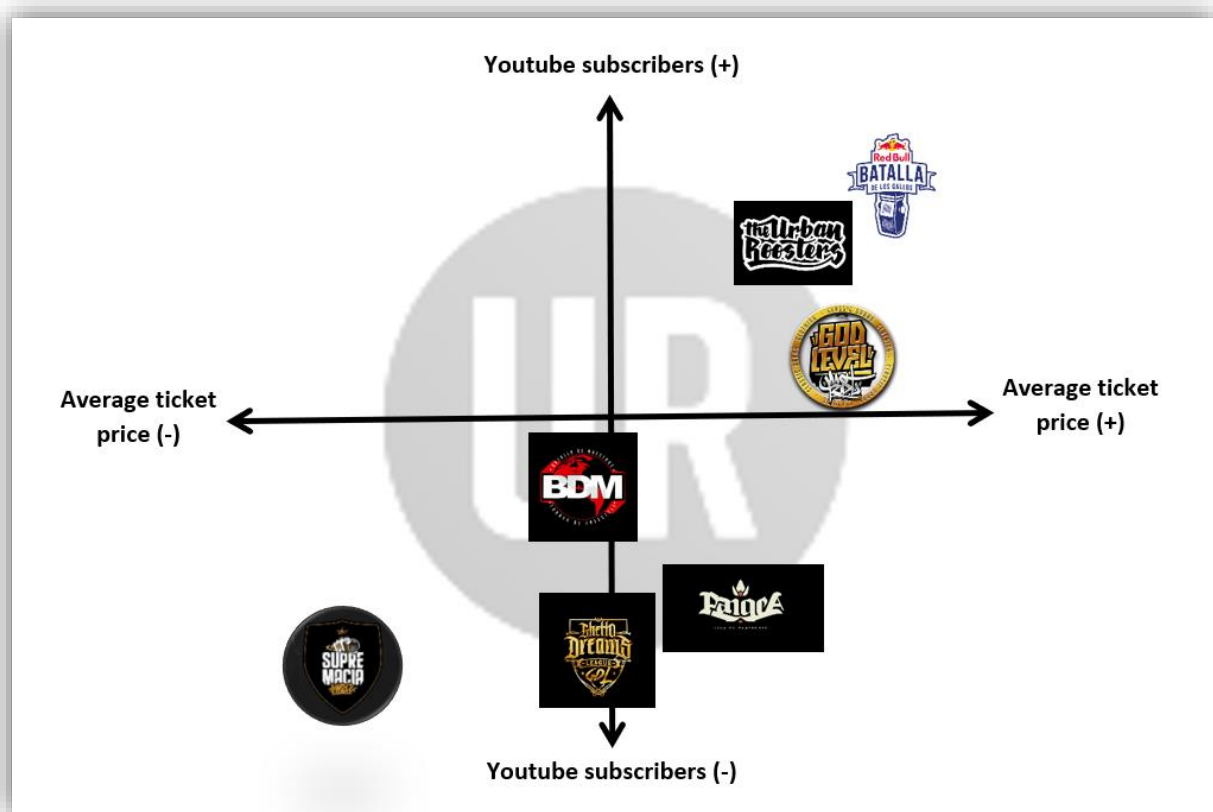
**Range 4 → Starter consumer.** This is the consumer segment that is beginning to discover the sector and there are several reasons for this. They may be rap fans and listening to an MC song, they may get a recommendation of their battles. This consumer segment can also come as the occasional one, by recommendation of friends who are super fans or fans. On the other hand, this consumer can come from another sector,



such as gaming or eSports, since it is more and more frequent that streamers of other content make reactions to specific battles and attract their consumers to the roosters battles sector. This type of consumer, which is becoming more and more frequent and is on the rise, is a potential consumer who can easily reach the fan or super-fan consumer over time.

Regarding to **positioning**, a positioning map (Figure 21) will be drawn up which will include the different competitors previously analysed together with The Urban Roosters in order to clarify in a more visual way where they are under the variables of Youtube subscribers and the average price of attending an international event.

Figure 21. Positioning map.

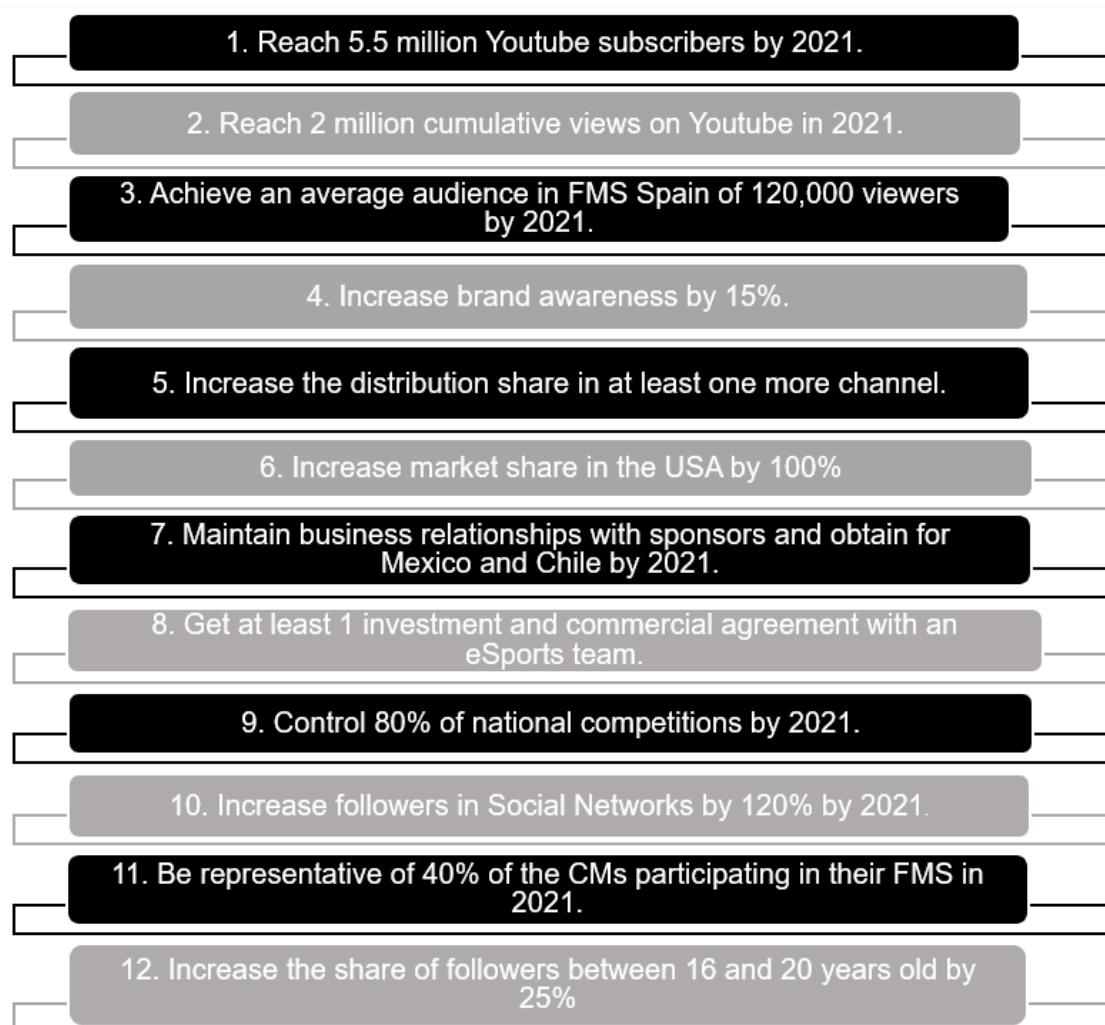


Source: Own elaboration.

## 5. MARKETING OBJECTIVES

A total of 12 main objectives to be achieved by the company will be proposed below (Figure 22). These are to be achieved by the set period of 2021. These objectives will be achieved by planning actions that will be seen later.

Figure 22. Marketing objectives of The Urban Roosters.



Source: Own elaboration.

## 6. MARKETING STRATEGIES

### 1. Growth strategies

To achieve one of the objectives, which is to grow. The company will follow a series of **growth strategies**, which is nothing more than the pursuit of growth by acting in markets and products in which they are present or intend to enter. To see it more clearly, the growth strategies that the company will follow will be explained according to Figure 23.

Figure 23. Ansoff's matrix.

UR	EXISTING PRODUCTS	NEW PRODUCTS
EXISTING MARKETS	Market Penetration ✓	Product Development ✓
NEW MARKETS	Market Development ✓	Diversification ✓

Source: Own elaboration.

The Urban Roosters will follow the 4 growth strategies. It will preferably apply the **market penetration growth strategy** to achieve most of its objectives. This consists of continuing to address, with the same market segments and products, a greater number of customers through marketing tools and increasing the value of the brand. This will lead to improved customer value and greater loyalty to our company.

At the same time we will also proceed to follow a **growth strategy of product development** to continue growing as in some aspects it may be a good idea to refund the attributes and characteristics of some products and / or services offered by the company.

We will also follow a **growth strategy of market development** to be able to attract new clients to the company and to make consumption of our products and/or services and thus improve the positioning.

Finally, a **diversification strategy** will also be followed in order to be able to cover services in maintaining and attracting new consumers from other market niches. In this case the related (**concentric**) **diversification strategy** will be followed.

## 2. Competitive strategies

Regarding the competitive strategy that The Urban Roosters will follow, as mentioned above, the company wants to be a leader in the sector but is still a little behind a competitor that would be The Red Bull Batalla de los Gallos. Therefore, the competitive

strategy to follow would be the **challenger strategy** and for it it will have to adopt aggressive strategies to reach the leader attacking in its weak points.

### 3. Strategy as competitive advantage

Subsequently, the company will have to follow a strategy according to the competitive advantage. And this will clearly be the **strategy for differentiation** as it offers a product and / or service unmarked from other competitors and which will cling to consolidate and achieve leadership in the sector that operates.

### 4. Segmentation strategy

The Urban Roosters will follow the **segmentation strategy based on the differentiated marketing mix (product specialization)** since the company will focus on creating a unique product and/or service that will reach different segments. Thanks to this strategy, a great brand reputation is sought but there is a risk that your product will end up falling into disuse.

## 7. MARKETING MIX

In Annex 1 you can see the summary table of the marketing actions that will be carried out to achieve the previously established objectives. Next, each marketing action will be explained according to the product, distribution, communication and price.

### 7.1. Product actions (service)

**Action 1. Include commentators and interviewers in streaming to make breaks more entertaining.**

**Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
2. Reach 2 million cumulative views on Youtube in 2021.
3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.
4. Increase brand awareness by 15%.

**Implementation period:** 1 month and subsequent maintenance.

**Budget:** 600 €.

This action consists of having some of the members who belong to the organization of The Urban Roosters, in this case could be Efejota and Force, narrating and commenting on the streaming of FMS events so that it is more entertaining and so that they give their points of view and make the public that is watching it from home get hooked on the event and do not disconnect or become too long. Especially those pauses for the counting of points after a battle that is usually 7 minutes and could be used to interview the two freestylers who have just fought to explain their feelings and give their point of view.

Both Force and Efejota are Youtubers of roosters battles content and have 1.19 million and 200,000 subscribers respectively in their official Youtube accounts, which would lead many people to want to watch streaming just to see them.

#### **Action 2. More extensive and personalized merchandising.**

**Objectives to which you contribute:**

4. Increase brand awareness by 15%.

**Implementation period:** 5 months and subsequent maintenance.

**Budget:** 12.000 €.

This action consists in renewing the merchandising part currently offered by The Urban Roosters on its website. Specifically, the following articles will be included:

1. T-shirts with the official silk-screen printing of Chuty, Blon, Papo, Bnet and Teorema.
2. Sweatshirts with the official silkscreen of each Chuty, Blon, Papo, Bnet and Teorema.
3. Customized T-shirts as the consumer wants with the silk-screen printing of his choice
4. Customized sweatshirts as the consumer wants with the silk-screen printing of his choice.

It will be tested in principle with white and dark grey designs of sweatshirts and only in white of T-shirts. In the same way, only 5 of the 50 MC's on the circuit will be tested, as they are represented by The Urban Roosters. Next in Figure 24 you will see an example of how the T-shirts would be with the official logo of The Urban Roosters and the official silkscreen printing of Chuty.

**Figure 24. Merchandising with Chuty screen printing.**



*Source: Own elaboration.*

On the other hand, Figure 25 shows what the customized gray sweatshirts will look like with the name the customer chooses and with the silk-screen printing he chooses.

Figure 25. Custom sweats.



Source: Own elaboration.

**Action 3. Creation of online training and/or educational content where freestyle initiation classes are given by the most famous MCs.**

**Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
2. Reach 2 million cumulative views on Youtube in 2021.
4. Increase brand awareness by 15%.
5. Increase the distribution share in at least one more channel.
10. Increase followers in Social Networks by 120% by 2021.
11. Be representative of 40% of the CMs participating in their FMS in 2021.
12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation period:** 1 month and subsequent maintenance.

**Budget:** Free.

Action 3, is to start creating live content with the MCs representing The Urban Roosters on Youtube and Twitch. The action itself, consists of a simple training on how to start rapping with the advice and methodology followed by their idols and has led them to be a reference in the sector. The classes would last about 45 minutes live and would take

place once a week. The MCs can give these classes online from their home without the need to go to any office or studio. Later these classes will be uploaded in video to the official channel of Youtube so that the users can see them as many times as they want.

It is a good option for these times, because by the COVID-19, online content is an escape route for entertainment and creating new content is an opportunity to grow.

#### **Action 4. Creating a smartphone app so you can vote on battles at any time.**

##### **Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
2. Reach 2 million cumulative views on Youtube in 2021.
3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.
4. Increase brand awareness by 15%.

**Implementation period:** 3 months and subsequent maintenance and updating.

**Budget:** 1.000 €.

To carry out this action. An Android smartphone app will be developed. This app will contain a scoring system identical to the one used by the FMS judges. With it you can vote live and feel like a judge while enjoying the events in streaming or in the videos posted afterwards and vote only for the battle you prefer. The app will be free to download from the Play Store.

Figure 26 below shows an example of the app that will be developed and made available to consumers from January 2021.



Figure 26. Example Smartphone App.



Source: Own elaboration.

## 7.2. Distribution actions

### Action 5. Open official channel on Twitch platform.

#### Objectives to which you contribute:

- 3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.
- 4. Increase brand awareness by 15%.
- 5. Increase the distribution share in at least one more channel.
- 10. Increase followers in Social Networks by 120% by 2021.
- 12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation period:** 1 month and subsequent maintenance and updating.

**Budget:** Free.

This action will be carried out with the intention of entering a purely streaming platform. In it, the live shows of the FMS from all the countries will be carried out and the online classes that the MCs will give about improvisation. The intention of having a presence in Twitch is to be the first event to be broadcasted live in it.

The intention of entering Twitch is to recruit the public from other sectors that move on that platform. Specifically, the most common content developed on this platform is gaming and eSports, which attract large masses of consumers.

### **Action 6. Organizing FMS International in the USA.**

#### **Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
2. Reach 2 million cumulative views on Youtube in 2021.
4. Increase brand awareness by 15%.
6. Increase market share in the USA by 100%.
10. Increase followers in Social Networks by 120% by 2021.
12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation:** 12 months.

**Budget:** 120.000 €.

This action consists of the realization of the FMS International which is the last event of the season, in the USA. It is the dream of the CEO of The Urban Roosters and celebrating it in the country with the most Spanish speakers in the world, can be a milestone and a claim. It would be on neutral territory for all participants since there is no American MC on the circuit.

This action is a great attraction for new consumers who do not enjoy these events on site and will surely want to follow the season to be updated at the time of the FMS International.

**Action 7. Point of sale of physical tickets in El Corte Inglés of the city where the FMS Spain day is celebrated.**

**Objectives to which you contribute:**

4. Increase brand awareness by 15%.
5. Increase the distribution share in at least one more channel.

**Implementation period:** 3 months and subsequent maintenance.

**Budget:** 15.000 €.

This action consists of creating points of sale in the Corte Inglés of the city where the event takes place. Once the tickets are on sale, consumers will be able to buy the tickets both online at The Urban Roosters website and in a physical space such as El Corte Inglés.

The intention of this action is that minors, or their parents or legal guardians, have easier access to these entries. Online sales are becoming more and more frequent, however, there are still users who are reluctant to make this change and offering them a physical distribution channel can provide them with this security when they decide to buy.

### **7.3. Communication actions**

**Action 8. Collaborative agreements with Youtubers and Streamers to promote their social network profiles.**

**Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
2. Reach 2 million cumulative views on Youtube in 2021.
3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.
4. Increase brand awareness by 15%.
8. Get at least 1 investment and commercial agreement with an eSports team.
10. Increase followers in Social Networks by 120% by 2021.
12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation period:** 2 months and subsequent maintenance.

**Budget:** 2.000 €.

This action consists in closing collaborative agreements for some youtubers and streamers to do promotion in their social network profiles and in their audiovisual content channels. For example, we will have figures like Ibai Llanos that has 1.1 million followers in instagram, 1.28 million subscribers in Youtube and 1.1 million followers in Twitch.

The importance of having Ibai are two key reasons. Firstly, Ibai is a faithful follower of roosters battles and makes occasional video reactions on his official Youtube and Twitch channels. Secondly, Ibai is part of the gaming and eSports sector, which is going to attract an audience that is not just familiar with the world of battles and will be attracted by its influence.

In the same way there will be another collaboration such as that of TheGrefg which is the founder of Team Heretics which currently has 5 million followers in instagram, 13.6 million subscribers in Youtube and 2.6 million followers in Twitch.

**Action 9. Social work in support of feminism and bullying.****Objectives to which you contribute:**

- 4. Increase brand awareness by 15%.
- 10. Increase followers in Social Networks by 120% by 2021.

**Implementation period:** 2 months and subsequent maintenance.**Budget:** Nada.

This action will be carried out in order to collaborate by carrying out campaigns in support of feminism and against school harassment. The intention is to create content on Social Networks with short videos promoting respect and good behavior and showing the repulsion of those who contribute to the opposite. We are talking about MCs recording short but direct video messages and publishing them on The Urban Roosters' Social Networks. MCs can be very influential in consumers since they drag masses and their behaviours must be exemplary for the development, especially, of children who are still forming as people.

**Action 10. Agreement with Team Heretics to appear on their T-shirts and they at our FMS events.**

**Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
2. Reach 2 million cumulative views on Youtube in 2021.
3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.
4. Increase brand awareness by 15%.
5. Increase the distribution share in at least one more channel.
7. Maintain business relationships with sponsors and obtain for Mexico and Chile.
8. Get at least 1 investment and commercial agreement with an eSports team.
10. Increase followers in Social Networks by 120% by 2021.
12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation period:** 2 months and subsequent maintenance and updating.

**Budget:** Free.

This action basically consists of a win to win collaborative agreement for both companies. It will be a sponsorship of each other. The idea is to reach an agreement so that Team Heretics contributes to the promotion of The Urban Roosters brand and appears as a sponsor on their official t-shirts and that the Team Heretics team appears on the posters of the FMS events in all countries, since for example in Mexico and Chile had not yet reached an agreement to have a sponsor, Team Heretics is who will help sponsor it. An example of the intended collaborative promotional agreement can be seen in Figure 27.

Figure 27. Example of advertising promotion between The Urban Roosters and Team Heretics.



Source: Own elaboration.

**Action 11. Creation of a pop up store in Madrid, Barcelona and Valencia.****Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
2. Reach 2 million cumulative views on Youtube in 2021.
4. Increase brand awareness by 15%.
9. Control 80% of national competitions by 2021.
10. Increase followers in Social Networks by 120% by 2021.
12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation period:** in February, July and November 2020.**Budget:** 12.000€.

This action will be carried out with the intention of creating instant stores during 2 or 3 days in order to be able to organize smaller events and so that the competitors can compete feeling professional. In these pop up stores, the intention is that small competitions want to be organized by The Urban Roosters and thus have a greater cache and ease of mounting an event. During three days it will be possible to buy merchandising material and have photos taken, signing sessions and be able to see exhibition battles between some of the best MCs of the FMS Spain. We will call it The Urban Roosters Experience and it is believed that it is a good action to capture clients and generate a social impact of closeness of the whole organization. The intention is that it will be held in a container (Figure 28), so as not to lose that urban essence of freestyle. We will be supported by PopUpStoreSpain to speed up the assembly and organization of these.



Figure 28. Example of Pop Up Store from The Urban Roosters Experience.



Source: Own elaboration.

**Action 12. Drawing of 2 tickets for Meet and Greet for each FMS Day (Spain, Argentina, Mexico, Chile and Peru) to be carried out through social networks.**

**Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
2. Reach 2 million cumulative views on Youtube in 2021.
4. Increase brand awareness by 15%.
10. Increase followers in Social Networks by 120% by 2021.
12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation period:** 1 month and subsequent maintenance.

**Budget:** 240 €/month.

This action of raffling tickets for each day, will consist in that every week will be launched a draw of two Meet and Greet tickets for the next day and to participate in this draw, you must follow the Youtube account, Twitch and the official profiles of Social Networks to enter the draw. Finally, to finish participating, the user will have to share in his story the publication and mention 3 friends in the publication of the draw. The expected cost is 40€ per entry that costs.

**Action 13. Realization of an eco packaging to send the merchandising.**

**Objectives to which you contribute:**

4. Increase brand awareness by 15%.

**Implementation period:** 3 months and subsequent maintenance.

**Budget:** 3.000€.

This action will consist in that at the moment of making a shipment of some merchandising article, it will be sent in a packaging made with ecofriendly material. In order not to lose the image and the article will continue to look high quality, the articles will be sent in a hard recycled cardboard box. But the novelty will be that once the box is opened and the purchased item is taken out, that box can be turned into a hardcover book with the drawings of the MCs of some FMS and their autographs.

The aim is to increase brand awareness by 15% in line with the company's sustainability and consciousness.

This type of packaging will be carried out at the same time as the new items planned and already mentioned in action 2.

## 7.4. Price actions

**Action 14. Offer discount codes of 10% to Youtubers, Streamers that collaborate in the promotion of FMS and to MCs that are represented by the company, in merchandising products.**

### Objectives to which you contribute:

1. Reach 5.5 million Youtube subscribers by 2021.
4. Increase brand awareness by 15%.
5. Increase the distribution share in at least one more channel.
8. Get at least 1 investment and commercial agreement with an eSports team.
10. Increase followers in Social Networks by 120% by 2021.
11. Be representative of 40% of the CMs participating in their FMS in 2021.
12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation period:** 5 months and subsequent maintenance and updating.

**Budget:** 500€.

The purpose of this action is to offer discount codes to both Ibai Llanos and TheGrefg. That is to say, it is intended that they obtain some codes so that when people go to buy, they can redeem those codes and benefit from a 10% discount on the company's merchandising.

To this end, both Ibai and TheGrefg will be given the following codes: "Ibai10" and "Grefg10" to promote them on their social networks to their millions of followers.

On the other hand, the MCs represented by the company will be offered the same. They will have their 10% discount codes so that they can promote them on their social networks and that their followers can benefit from them. In this way, the aim is to get 40% of the competitors to be part of the company's representation.

The implementation time is also expected to be until the new merchandising line mentioned in action 2 is released. The disbursement will be calculated in kind, as they will be provided with an article of their choice and a personalized one so that they can also promote it on their social networks.

**Action 15. Drawing of a sweatshirt with personalized silk-screen printing on Instagram.**

**Objectives to which you contribute:**

1. Reach 5.5 million Youtube subscribers by 2021.
4. Increase brand awareness by 15%.
10. Increase followers in Social Networks by 120% by 2021.
12. Increase the share of followers between 16 and 20 years old by 25%.

**Implementation period:** 5 months and subsequent maintenance.

**Budget:** 45€.

This action will consist in that at the moment of the launch of the new merchandising products, a draw will be made in Instagram of a personalized sweatshirt. To participate, each user must follow the profiles of the social networks of The Urban Roosters and Team Heretics, as well as the official channels of Youtube and Twitch of The Urban Roosters and Team Heretics. In order to participate, the user must also share the publication in their Instagram stories and mention 3 friends in the publication of the draw.

## 8. TIMELINE

Table 2. Timeline.

ACTIONS	MONTHS													
	1	2	3	4	5	6	7	8	9	10	11	12		
1. Include commentators and interviewers in streaming to make breaks more entertaining.		Maintenance.												
2. More extensive and personalized merchandising.						Maintenance.								
3. Creation of online training and/or educational content where freestyle initiation classes are given by the most famous MCs.		Maintenance and updating.												
4. Creating a smartphone app so you can vote on battles at any time.				Maintenance and updating.										
5. Open official channel on Twitch platform.		Maintenance and updating.												
6. Organizing FMS International in the USA.														
7. Point of sale of physical tickets in El Corte Inglés of the city where the FMS Spain day is celebrated.				Maintenance.										
8. Collaborative agreements with Youtubers and Streamers to promote their social network profiles.			Maintenance.											

<b>9. Social work in support of feminism and bullying.</b>		Maintenance.											
<b>10. Agreement with Team Heretics to appear on their T-shirts and they at our FMS events.</b>		Maintenance.											
<b>11. Creation of a pop up store in Madrid, Barcelona and Valencia.</b>													
<b>12. Drawing of 2 tickets for Meet and Greet for each FMS Day (Spain, Argentina, Mexico, Chile and Peru) to be carried out through social networks.</b>		Maintenance.											
<b>13. Realization of an eco packaging to send the merchandising.</b>				Maintenance.									
<b>14. Offer discount codes of 10% to Youtubers, Streamers that collaborate in the promotion of FMS and to MCs that are represented by the company, in merchandising products.</b>						Maintenance and updating.							
<b>15. Drawing of a sweatshirt with personalized silk-screen printing on Instagram.</b>						Maintenance.							

Source: Own elaboration.

## 9. BUDGET

Table 3. Budget.

ACTIONS	COST	INCOME
1. Include commentators and interviewers in streaming to make breaks more entertaining	600€	3.000€
2. More extensive and personalized merchandising.	12.000€	35.000€
3. Creation of online training and/or educational content where freestyle initiation classes are given by the most famous MCs.	-	5.000€
4. Creating a smartphone app so you can vote on battles at any time.	1.000€	3.000€
5. Open official channel on Twitch platform.	-	12.000€
6. Organizing FMS International in the USA.	120.000€	500.000€
7. Point of sale of physical tickets in El Corte Inglés of the city where the FMS Spain day is celebrated.	15.000€	40.000€
8. Collaborative agreements with Youtubers and Streamers to promote their social network profiles.	2.000€	8.000€
9. Social work in support of feminism and bullying.	-	-
10. Agreement with Team Heretics to appear on their T-shirts and they at our FMS events.	-	5.000€

11. Creation of a pop up store in Madrid, Barcelona and Valencia.	12.000€ (4.000€ for each one).	18.000€ (6.000€ for each one.)
12. Drawing of 2 tickets for Meet and Greet for each FMS Day (Spain, Argentina, Mexico, Chile and Peru) to be carried out through social networks.	2.880€ (240€/month).	-
13. Realization of an eco packaging to send the merchandising.	3.000€	5.500€
14. Offer discount codes of 10% to Youtubers, Streamers that collaborate in the promotion of FMS and to MCs that are represented by the company, in merchandising products.	500€	800€
15. Drawing of a sweatshirt with personalized silk-screen printing on Instagram.	45€	-
<b>TOTAL BUDGET</b>	<b>169.025€</b>	<b>635.300€</b>

Source: Own elaboration.



## 10. CONTROL

Table 4. Control of the objectives.

OBJECTIVES	CONTROL METHOD	MEASURING FREQUENCY	RESPONSIBLE
1. Reach 5.5 million Youtube subscribers by 2021.	Semi-annual review to see the increase of subscribers to the channel in half a year.	Half-yearly and annual	Director nacional y departamento de marketing.
2. Reach 2 million cumulative views on Youtube in 2021.	Monthly review of the number of videos uploaded and views according to content.	Monthly	Departamento de marketing.
3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.	Review after the end of each streaming to check the audience of that same day.	Monthly	Departamento de marketing
4. Increase brand awareness by 15%.	Compare with Red Bull Batalla de los Gallos data as followers and visualizations in the middle of the year and make surveys by Social Networks.	Half-yearly	Director nacional y departamento de marketing y Community Manager y RRSS.
5. Increase the distribution share in at least one more channel.	Review of Twitch followers and displays. Review of how many tickets are physically sold.	Quarterly	Director de desarrollo y producto y departamento de marketing.
6. Increase market share in the USA by 100%.	Reports on the contractual situation in the USA to organize events and on the average capacity of each national FMS.	Quarterly	CPO y directores nacionales.
7. Maintain business relationships with sponsors and obtain for Mexico and Chile by 2021.	Review of contracts and stipulated clauses for compliance. Extension of these if one could. Search of sectors that can give prestige to the company.	Quarterly	CBO y directores nacionales.

8. Get at least 1 investment and commercial agreement with an eSports team.	Search for relationships between eSports teams and roosters battles. Checking benefits that can be obtained.	Half-yearly	CBO, CEO y CPO.
9. Control 80% of national competitions by 2021.	Review of competitions that are not part of the company and offer conditions to organize the competitions in an optimal way.	Annual	Director nacional.
10. Increase followers in Social Networks by 120% by 2021.	Review of followers on a quarterly basis and compare them with those of the previous year.	Quarterly	Community manager y RRSS.
11. Be representative of 40% of the CMs participating in their FMS in 2021.	Review of their contracts with the company and other representatives to see if they can be incorporated into the company's representation.	Half-yearly	Director nacional.
12. Increase the share of followers between 16 and 20 years old by 25%.	Check through a CRM the social network followers included in that age group.	Quarterly	Community manager y RRSS.

Source: Own elaboration.

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## 12. ANNEXES

### ANNEX 1. Summary of marketing actions

The table below shows a summary of the actions that have been proposed to meet the objectives and which objectives are affected.

ACTIONS	OBJECTIVES
Action 1. Include commentators and interviewers in streaming to make breaks more entertaining.	<ol style="list-style-type: none"> <li>1. Reach 5.5 million Youtube subscribers by 2021.</li> <li>2. Reach 2 million cumulative views on Youtube in 2021.</li> <li>3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.</li> <li>4. Increase brand awareness by 15%.</li> </ol>
Action 2. More extensive and personalized merchandising.	<ol style="list-style-type: none"> <li>4. Increase brand awareness by 15%.</li> </ol>
Action 3. Creation of online training and/or educational content where freestyle initiation	<ol style="list-style-type: none"> <li>1. Reach 5.5 million Youtube subscribers by 2021.</li> </ol>

<p>classes are given by the most famous MCs.</p>	<ul style="list-style-type: none"> <li>2. Reach 2 million cumulative views on Youtube in 2021.</li> <li>4. Increase brand awareness by 15%.</li> <li>10. Increase followers in Social Networks by 120% by 2021.</li> <li>11. Be representative of 40% of the CMs participating in their FMS in 2021.</li> <li>12. Increase the share of followers between 16 and 20 years old by 25%.</li> </ul>
<p>Action 4. Creating a smartphone app so you can vote on battles at any time.</p>	<ul style="list-style-type: none"> <li>1. Reach 5.5 million Youtube subscribers by 2021.</li> <li>2. Reach 2 million cumulative views on Youtube in 2021.</li> <li>3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.</li> <li>4. Increase brand awareness by 15%.</li> </ul>
<p>Action 5. Open official channel on Twitch platform.</p>	<ul style="list-style-type: none"> <li>3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.</li> <li>4. Increase brand awareness by 15%.</li> <li>5. Increase the distribution share in at least one more channel.</li> <li>10. Increase followers in Social Networks by 120% by 2021.</li> <li>12. Increase the share of followers between 16 and 20 years old by 25%.</li> </ul>
<p>Action 6. Organizing FMS International in the USA.</p>	<ul style="list-style-type: none"> <li>1. Reach 5.5 million Youtube subscribers by 2021.</li> <li>2. Reach 2 million cumulative views on Youtube in 2021.</li> <li>3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.</li> <li>4. Increase brand awareness by 15%.</li> <li>6. Increase market share in the USA by 100%.</li> <li>10. Increase followers in Social Networks by 120% by 2021.</li> <li>12. Increase the share of followers between</li> </ul>

	16 and 20 years old by 25%.
<b>Action 7. Point of sale of physical tickets in El Corte Inglés of the city where the FMS Spain day is celebrated.</b>	<ul style="list-style-type: none"> <li>4. Increase brand awareness by 15%.</li> <li>5. Increase the distribution share in at least one more channel.</li> </ul>
<b>Action 8. Collaborative agreements with Youtubers and Streamers to promote their social network profiles.</b>	<ul style="list-style-type: none"> <li>1. Reach 5.5 million Youtube subscribers by 2021.</li> <li>2. Reach 2 million cumulative views on Youtube in 2021.</li> <li>3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.</li> <li>4. Increase brand awareness by 15%.</li> <li>5. Increase the distribution share in at least one more channel.</li> <li>8. Get at least 1 investment and commercial agreement with an eSports team.</li> <li>10. Increase followers in Social Networks by 120% by 2021.</li> <li>12. Increase the share of followers between 16 and 20 years old by 25%.</li> </ul>
<b>Action 9. Social work in support of feminism and bullying.</b>	<ul style="list-style-type: none"> <li>4. Increase brand awareness by 15%.</li> <li>10. Increase followers in Social Networks by 120% by 2021.</li> </ul>
<b>Action 10. Agreement with Team Heretics to appear on their T-shirts and they at our FMS events.</b>	<ul style="list-style-type: none"> <li>1. Reach 5.5 million Youtube subscribers by 2021.</li> <li>2. Reach 2 million cumulative views on Youtube in 2021.</li> <li>3. Achieve an average audience in FMS Spain of 120,000 viewers by 2021.</li> <li>4. Increase brand awareness by 15%.</li> <li>5. Increase the distribution share in at least one more channel.</li> <li>7. Maintain business relationships with sponsors and obtain for Mexico and Chile.</li> <li>8. Get at least 1 investment and commercial agreement with an eSports team.</li> <li>10. Increase followers in Social Networks by</li> </ul>



	<p>120% by 2021.</p> <p>12. Increase the share of followers between 16 and 20 years old by 25%.</p>
<p><b>Action 11. Creation of a pop up store in Madrid, Barcelona and Valencia.</b></p>	<p>1. Reach 5.5 million Youtube subscribers by 2021.</p> <p>2. Reach 2 million cumulative views on Youtube in 2021.</p> <p>4. Increase brand awareness by 15%.</p> <p>9. Control 80% of national competitions by 2021.</p> <p>10. Increase followers in Social Networks by 120% by 2021.</p> <p>12. Increase the share of followers between 16 and 20 years old by 25%.</p>
<p><b>Action 12. Drawing of 2 tickets for Meet and Greet for each FMS Day (Spain, Argentina, Mexico, Chile and Peru) to be carried out through social networks.</b></p>	<p>1. Reach 5.5 million Youtube subscribers by 2021.</p> <p>2. Reach 2 million cumulative views on Youtube in 2021.</p> <p>4. Increase brand awareness by 15%.</p> <p>10. Increase followers in Social Networks by 120% by 2021.</p> <p>12. Increase the share of followers between 16 and 20 years old by 25%.</p>
<p><b>Action 13. Realization of an eco packaging to send the merchandising.</b></p>	<p>4. Increase brand awareness by 15%.</p>
<p><b>Action 14. Offer discount codes of 10% to Youtubers, Streamers that collaborate in the promotion of FMS and to MCs that are represented by the company, in merchandising products.</b></p>	<p>1. Reach 5.5 million Youtube subscribers by 2021.</p> <p>4. Increase brand awareness by 15%.</p> <p>5. Increase the distribution share in at least one more channel.</p> <p>8. Get at least 1 investment and commercial agreement with an eSports team.</p> <p>10. Increase followers in Social Networks by</p>

	<p><b>120% by 2021.</b></p> <p><b>11. Be representative of 40% of the CMs participating in their FMS in 2021.</b></p> <p><b>12. Increase the share of followers between 16 and 20 years old by 25%.</b></p>
<p><b>Action 15. Drawing of a sweatshirt with personalized silk-screen printing on Instagram.</b></p>	<p><b>1. Reach 5.5 million Youtube subscribers by 2021.</b></p> <p><b>4. Increase brand awareness by 15%.</b></p> <p><b>10. Increase followers in Social Networks by 120% by 2021.</b></p> <p><b>12. Increase the share of followers between 16 and 20 years old by 25%.</b></p>