



# **MARKETING PLAN QUESOS ALMASSORA**

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**BUSINESS ADMINISTRATION 2015-2016**

# INDEX

<b>1. EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>2. REASONS FOR THE COMPANY'S CHOICE.....</b>	<b>4</b>
<b>3. ANALYSIS OF THE SITUATION .....</b>	<b>4</b>
3.1 INTERNAL ANALYSIS .....	4
3.1.1 INTRODUCTION OF THE COMPANY .....	4
3.1.2 EVOLUTION OF THE COMPANY .....	4
3.1.3 MISSION .....	5
3.1.4 VISION .....	5
3.1.5 AIM .....	5
3.1.6 BRAND IMAGE .....	5
3.1.7 RESOURCES AND CAPABILITIES.....	5
3.1.8 MARKETING RESOURCES (4P) .....	7
3.2 EXTERNAL ANALYSIS .....	10
3.2.1 SECTOR ANALYSIS.....	10
3.2.2 GENERAL ENVIRONMENT ANALYSIS.....	15
3.2.3 ANALYSIS OF THE SPECIFIC ENVIRONMENT .....	19
3.2.4 ANALYSIS OF THE COMPETITION .....	20
<b>4. ANALYSIS OF THE SITUATION .....</b>	<b>22</b>
<b>5. SEGMENTATION, PUBLIC ORDER AND POSITIONING. ....</b>	<b>25</b>
5.1 STRATEGIC SEGMENTATION .....	25
5.2 TARGET AUDIENCE .....	25
5.3 POSITIONING.....	26
<b>6. OBJECTIVES AND STRATEGIES .....</b>	<b>27</b>
6.1 OBJECTIVES AND CURRENT STRATEGY.....	27
6.2 OBJECTIVES AND PROPOSED STRATEGIES .....	28
<b>7. ACTIONS OF MARKETING MIX .....</b>	<b>30</b>
7.1 SCHEDULE.....	36
<b>8. BUDGET .....</b>	<b>38</b>
<b>9. CONTROL .....</b>	<b>40</b>
<b>10. CONCLUSION.....</b>	<b>42</b>
<b>11. GRAPHS INDEX .....</b>	<b>43</b>
<b>12. BIBLIOGRAPHY .....</b>	<b>44</b>

## 1. EXECUTIVE SUMMARY

This marketing plan is focused on the company Quesos Almassora, a handcrafted company with experience in the food industry who produces cheese of quality.

The company Quesos Almassora was founded in 1986 as a cheese-producing company, funded by the brothers Fernando and Juan José Gil Solsona who initiated its activity with Queseria la Plana Alta, in the town of Castellón belonging to the Valencia Community.

It is a small company with a great experience and clear ideas on how to provide a quality product with excellent services along with personal friendly service and very competitive prices. In the terms of the settlement, it has been growing to move to the industrial state Mijares with one greater field to be able to carry on daily business by adapting to the requirement of the rules.

Regarding the economic environment which affects the company, it can be seen how the competition of the large areas together with the creation of new products with special characteristics or the case of the economic crisis, forcing small businesses to seek new business opportunities to keep grow and maintain its position in the market.

The changes experienced by the company during all the years of its existence, have not to lose its essence and quality in the product. In conclusion what aims the company Quesos Almassora is to grow and develop in the sector to cater to all potential customers in the cheese market.

Ultimately in this marketing plan is to know the performance of the company and the same from the inside, doing an internal analysis of the company, noting the objectives, strategies, resources and capabilities and its current marketing resources. The most relevant aspects of the environment sector and the main competitors are also analysed.

With all this, a proposal of objectives, strategies and actions will be carried out to develop in order to achieve a higher return and an improvement, in general, of the company, getting to reach the largest number of potential customers, achieving a greater visibility of the business and to increase the annual profits of the organization.

## **2. REASONS FOR THE COMPANY'S CHOICE**

I have chosen the company Quesos Almassora to carry out this project.

The election is because in spite of the economic difficulties that affect to the small-companies, which we concrete throughout the project, the selected company continues growing due to the quality of the product reaching for a great worldwide recognition in these last four years with the awards by World Cheese Awards.

## **3. ANALYSIS OF THE SITUATION**

### **3.1 INTERNAL ANALYSIS**

#### **3.1.1 INTRODUCTION OF THE COMPANY**

Quesos Almassora is a familiar company located in Almazora, Castellón.

The company Quesos Almassora was founded in September 1986, by the brothers Fernando and Juan José Gil Solsona who began their activity with Quesería la Plana Alta.

Such activity was inherited from their ancestors when they sold to trade retailer of Castellón and surroundings, tender cheese from milk from their own cows.

It is a small business belonging to the food sector.

#### **3.1.2 EVOLUTION OF THE COMPANY**

After a decade Quesería Plana Alta becomes the limited partnership Quesos Almassora S.L.

With the growth of the commercial activity in 2005, they moved to Polígono Industrial Mijares with one greater land to carry on daily business adapting to the requirement of the rules.

Currently the company employs fifteen workers to cover all facets of the process and administrative functions and distribution of a fleet of vehicles to ensure the distribution to consumers.

It also belongs to the association of Cheese in the Valencian Community, which was created to promote and defend the quality of indigenous cheese. Within the Association are grouped both handcrafted cheese that produce the cheese as a traditional, and modern industries with the most

high-technology in the industry. The common objective is preserving the traditional cheese, as the research and development of new varieties of cheese that adapt to current food tastes and habits.

But in the current environment in which we are with it is constantly changing and with a much more demanding consumers, small handcrafted cheese companies have to evolve to not sit back.

### **3.1.3 MISSION**

The company's mission is to fight every day with the highest quality offering the best products and services possible in order to not disappoint consumers.

### **3.1.4 VISION**

Quesos Almassora vision is to become a national benchmark of handcrafted cheese, always keeping the trust of customers and suppliers and offering quality products at all times.

### **3.1.5 AIM**

The general aim of the company is to market and distribute artisan cheese of excellent quality at an affordable price.

### **3.1.6 BRAND IMAGE**

The company Quesos Almassora projects a brand image where the quality is its best brand, along with the familiarity of the company.

### **3.1.7 RESOURCES AND CAPABILITIES**

So an organization can achieve the proposed objectives, it is necessary to manage its resources and capabilities in the best possible way to achieve a competitive advantage in the market against its competitors. There are two types of resources which can be divided into tangible and intangible assets.

Within the tangible assets, the company is distinguished by:

- ✦ Material resources or physical capital. These are all tangible goods available to the company to know the needs of customers. These are among the facilities where is carried out the exploitation of the activity with an area of 1100 m<sup>2</sup>, enabling them to exercise their activity, as well as all the products available in the exhibition. The same location of the company also belongs to this type of appeal, together with the vehicle fleet thus ensuring

the quality of the distribution and offering personalized service 6 days a week.

- ✦ Human resources. It is the staff of the company, the workers. In Quesos Almassora there are 15 workers, covering the sections of administration, production and distribution. All of them contribute with their knowledge, experience with all abilities they have which tend to be inherited from their ancestors. It is pretended that the workers are always motivated and that their motivation will be reflected in the guidance and final customer satisfaction.
- ✦ Financial resources. It is all those monetary resources which are necessary to carry out the operation of the activity of our studied company. These monetary resources with which the company has can be both external or own resources. We talk about cash or bank loans.

Regarding the intangible assets, we distinguish between:

- ✦ Organizational resources. It is the way that the processes will develop in the company to get the cheese making. It is the way in which it is managed the business, the different steps to be followed in the preparation of the cheese, the methods of curing or drying of the same. Or later in the services provided by the company as the distribution or selling processes.
- ✦ Technological resources. The company subject to study has technology of last generation, ensuring the quality of the products. Another technological resource which the company has is the web page ([www.quesosalmassora.com](http://www.quesosalmassora.com)). This is a fundamental aspect since you can access from anywhere in the world and contact with the company.

To achieve competitive advantage, it is necessary to manage in the best possible way both resources and capabilities owned by the company. Therefore once exposed the different resources to distinguish between different capacities in order to extract the potential competitive advantages.

In the company Quesos Almassora, we can find the following capabilities:

- ✦ Human. Those knowledge and experience held by employees of the company and the ability of these, in order to carry them out in their jobs.
- ✦ Commercial. The company projects an image of quality that has earned thanks to the knowledge of the market and the inherited experience; it has managed to create loyalty in their customers.
- ✦ Organizational. In terms of organizational capabilities, the work is well-structured and each worker has his post.
- ✦ Directives. The management of carry out the work of coordinating and supervising the workers, to achieve a good line of work.
- ✦ Financial. The management of the company's capital is good because it makes liquidity.
- ✦ Adaptability. We can observe the adaptability of the company through the creation of a web site so to be able to get to a greater number of customers. This shows that it has been

adapted to the new conditions of purchase.

Once the analysis of resources and capabilities that are present in the company subject to the study and knowing that the combination of the two gives fruit to obtain the competitive advantage for the company, we can conclude with the determination of the competitive advantage:

The experience of the company in the market along with the quality of the product makes that the needs sought by customers will be satisfied in full. Ultimately, it is wanted to offer to the customer a quality product with an excellent service and that the customer be aware of this.

### 3.1.8 MARKETING RESOURCES (4P)

Then we will detail the marketing mix of the company, at the present time through the 4 P's.

#### ✦ PRODUCT

In the analysed company, in addition to a wide variety of products, it also offers services such as transportation to place of residence or the installation.

The company has a great aptitude in the product portfolio, offering a wide variety of chesses.

The chesses can be separated according to whether they are fresh or matured.

- Matured cheeses: the matured cheeses are those that require more time of processing. This is because the great combination of knowledge and experience together with technical lad of the artisans who make possible the creation of a unique cheese. Once it is obtained the curd, they are subjected to certain conditions of humidity and temperature, where the characteristics of the cheese are developing, including the flavour. When a cheese has increased its maturation time, it has a greater amount of nutrients, plus another aspect important which is the formation of the crust which allows which allows us to better preserve the properties of cheese like the flavour.

A mature cheese presents a more intense aroma along with more homogeneous texture. Some varieties of cheeses included in Quesos Almassora are: tronchón, cheese bar, Portuguese or servilleta both of goat of sheep.

**Illustration 1. Variety of matured cheeses**



- Fresh cheeses. The fresh cheese is that type of cheese which retains much of the serum and does not carry out any process of maturation. The fresh cheese process is more simply since it can be done in just one day. This type of cheese can be kept shorter time since they are wet chesses. The different varieties that can be found in the studied company are: Almassora, cazoleta, requesón, servilleta y villalón.

**Illustration 2, Variety of fresh cheeses**



Chesses are food consumer products led to a final consumer. We can say that they are comparing or sporadic products, and speciality products depending on the needs of the consumer. It can be a comparison product since the client can compare them with similar products' features or the prize.



In terms of the strategy followed by the company is a sole brand. The organization has established a unique brand to market all products under one brand: Quesos Almassora. In this way it will be offered a more strong image and this is perceived and recognized by consumers.

On the other hand, the company provides a number of services that are a source of differentiation such as personal and close treatment together with the transportation of the product to the business premises that require them to address.

### ✦ PRIZE

Regarding the prize, are the companies who set the prizes of the products, so the prize is the most flexible element in the marketing mix.

The studied company has a very competitive prize and also affordable to all kinds of pockets.

We can find different prizes depending on the supermarket or the shopping store which supply them when it is not the company itself since these tend to increase the margin to get benefits.

In terms of online environment we can find different gourmets pages or associations of the community where you can get the product with higher prizes because of the margin they impose in addition.

The company Quesos Almassora focuses on products costs plus a profit margin that is a usual method used commonly by the companies. The company always will take into account the prizes of the rest of the companies despite of the use of margins of profits.

### ✦ DISTRIBUTION

Regarding the distribution presented by the company, it is a specialized shop and with many years of experience which are reflected in the quality of the product.

For this company the distribution plays a fundamental role, since that early ancestors already directly order its cheeses to the towns and cities; this has been preserved for years until now. A direct distribution is one in which there are no intermediaries and the manufacturer sells directly to the end consumer.

In the case of the company Quesos Almassora, the company has been growing and evolving and thus have released new forms of distribution. It is distributed to supermarkets and hypermarkets, so that the company can get more points of sale and satisfy the customers with their products. To get it, the company uses different intermediaries, therefore it also carries out a longer distribution. Intermediaries buy directly from manufacturers in bulk thus obtaining special discounts by volume of quantities.

There are different web pages where we can also find the products, they are gourmet pages where only go on sale different select products and not all the range of the company's products. For all this, when the order is through this web, the channel of distribution is simplified and it is carried out

by the responsible of the page and not by the studied company.

## **✦ PROMOTION**

In terms of promoting food products, the advertising has been used as a resource of promotion, but nowadays Internet has supposed a radical change. By what the studied company carries out online promotions, they are doing promotional activities such as the publication of news related to the web, as well as continuous publications in major social networks like Facebook.

The impact of the Internet is essential since it creates a possibility of approach much more direct.

The company also carries out conventional promotion actions as the presence at the Gourmet Fair 2015 at IFEMA. It also performs different tastings in the main market of the town as well as different participations of the wine and taste routes in the nearby towns.

It is a company that always collaborates with the gastronomic events of the own town or nearby towns, which allows them to be recognised as a referent brand in the territory and a company committed to the people.

## **3.2 EXTERNAL ANALYSIS**

In terms of the environment analysis, we will discuss the most relevant trends at the regional level, in particular in the Valencia Community where it is located the company.

### **3.2.1 SECTOR ANALYSIS**

First of all we must bear in mind that the business environment is composed of small and medium-sized companies in Spain. Quesos Almassora company is a small family company dedicated to the development and production of cheeses.

Looking at the table below we can see that the most active companies are small and medium-sized companies with few employees. We also must comment on that the sector with more force today within the Spanish territory is the trade. Both two aspects are very positive for the studied company, since it is a small company dedicated to the commercialization.

**Table 1. Active companies according to the economic sector.**

### **Empresas activas según sector económico, por intervalo de asalariados**

Datos a 1 de enero de 2015

	Total	Industria	Construcción	Comercio	Resto de servicios
<b>TOTAL</b>	<b>3.186.878</b>	<b>198.004</b>	<b>405.849</b>	<b>763.930</b>	<b>1.819.095</b>
Sin asalariados	1.754.002	78.412	258.453	389.121	1.028.016
De 1 a 2 asalariados	899.802	52.561	94.380	242.324	510.537
De 3 a 5 asalariados	287.430	24.017	29.041	79.875	154.497
De 6 a 9 asalariados	112.527	14.210	11.318	28.587	58.412
De 10 a 19 asalariados	71.518	13.839	7.685	13.740	36.254
De 20 o más asalariados	61.599	14.965	4.972	10.283	31.379

**Source: INE (2015)**

First of all we analyse the domestic consumption of dairy product total, where we would put cheese in the section of dairy derivatives. Where we see and we can analyse the data provided by MAGRAMA ( Ministry of Agriculture, food and Environment).

**Table 2. Total consumption of dairy products**

#### **MERCADO DE TOTAL DERIVADOS LÁCTEOS (AÑO MÓVIL MAYO 2015 )**

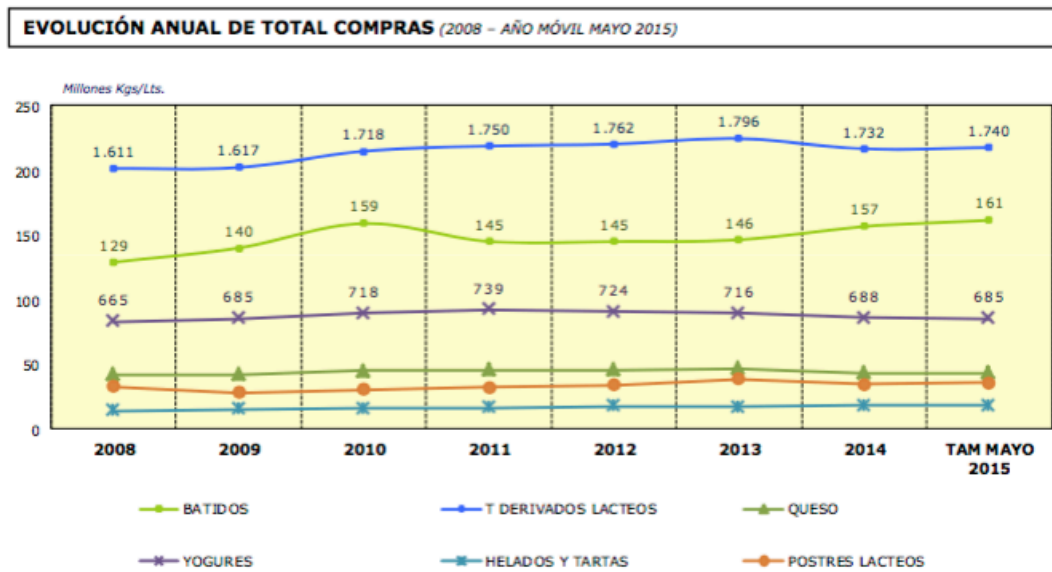
	<b>TOTAL DERIVADOS LÁCTEOS Doméstico</b>	<b>% Variación Vs. Mismo Periodo año anterior</b>
<b>VOLUMEN (Miles Lts/ Kgs)</b>	1.740.378,36	0,0%
<b>VALOR (Miles Euros)</b>	5.760.643,04	-0,3%
<b>CONSUMO X CAPITA</b>	38,61	0,1%
<b>GASTO X CAPITA</b>	127,79	-0,2%
<b>PARTE MERCADO VOLUMEN Kgs/Lts</b>	5,91	0,13
<b>PARTE MERCADO VALOR</b>	8,67	0,19
<b>PRECIO MEDIO Kgs/Lts</b>	3,31	-0,3%

**Source: Magrama (2015)**

In the provided table we can see as there is a high-volume consumption of dairy products in Spain; the variation with respect to the previous year is almost negligible. And we can see how it has increased the volume in general of the consumption of the dairy products.

The following graphic provided below regarding the annual evolution of dairy products consumption, it is reflected that the cheese is a product whose consumption remains seemingly consistent through the years, and the we will check it.

**Graph 1. Annual evolution of the total purchases of dairy products**

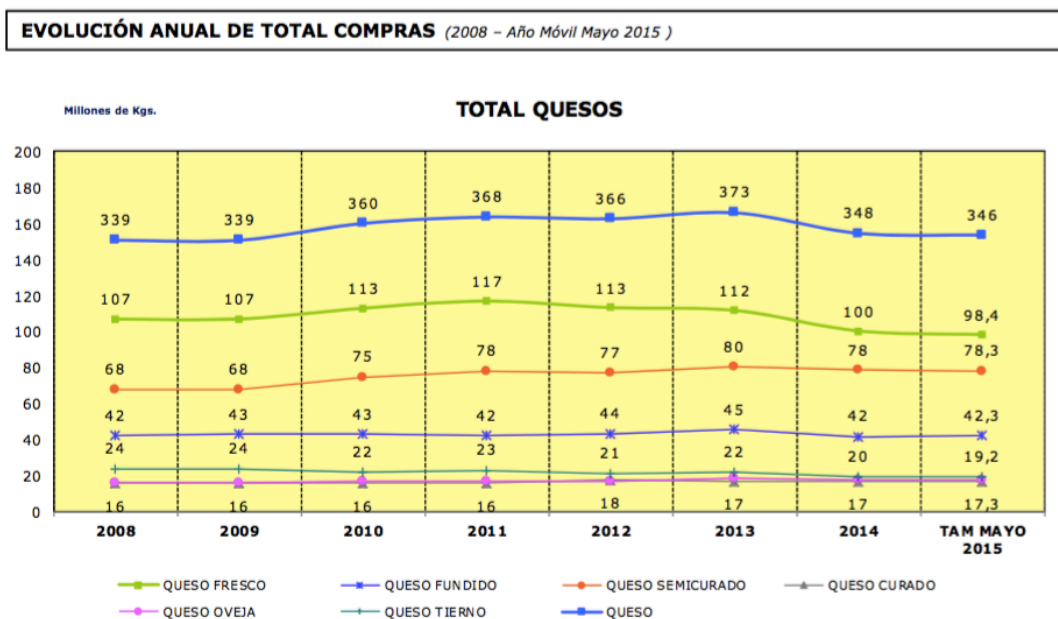


**Source: Magrama (2015)**

In Spain the cheese sector has always had a great demand and it saw a small decline due to the crisis which has affected the entire economy; this resulted in a decrease of the consumption in general and therefore also in the consumption of cheese.

Currently we are in the stage of recovery of the economy and this is starting to grow and with this, it also increases the consumption. As the cheese belongs to the dairy industry it is specifically a dairy product.

**Graph 2. Annual evolution of the total purchases of derived milk.**



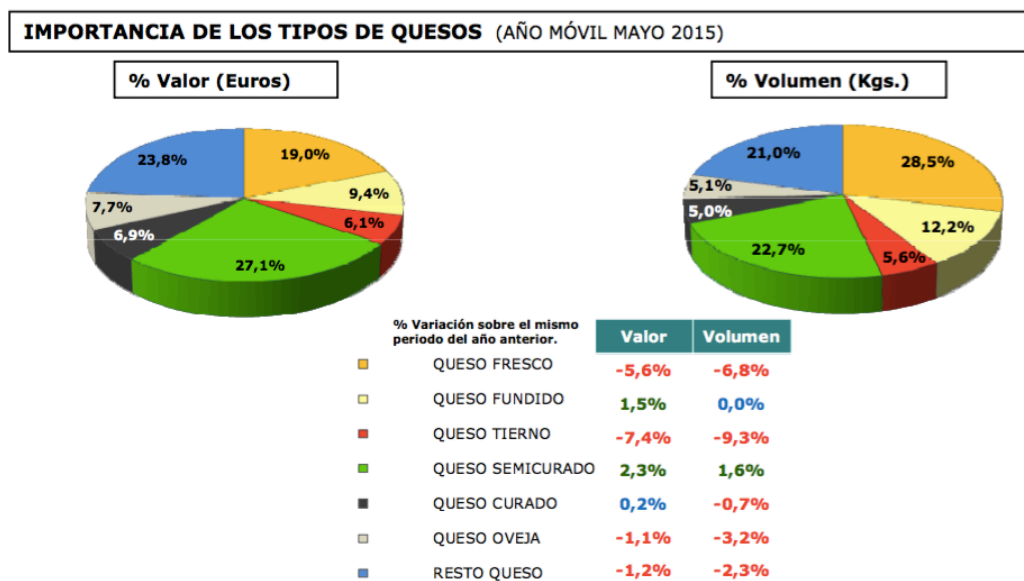
**Source: Magrama (2015)**

In the graph above we can observe and analyse the evolution of the consumption of cheese in Spain, we see as we earlier mentioned that there is a slight rise over the years 2009-2010 which has increased over the years and we can also observe how the fresh cheese is the most demanded cheese.

Cheese is a product of which there are different varieties, depending on maturation in the production process. We can also find different varieties of cheese due to the use of different milks, since they can be both sheep and cattle.

In the chart below, we can see the representation of different types of cheeses compared to the rest.

**Graph 3. Annual evolution of the overall purchases of cheese.**

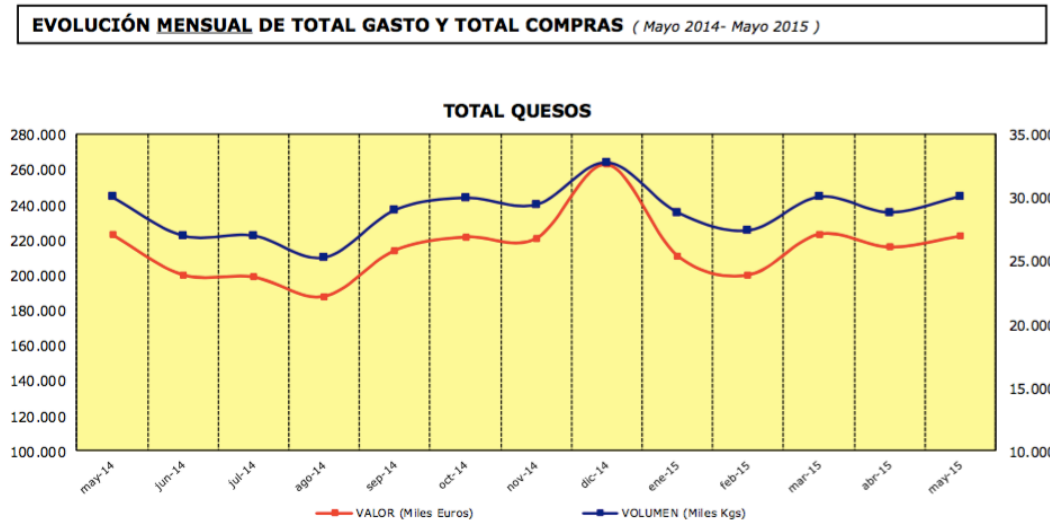


**Source: Magrama 2015**

Then, in the following chart we see how the national cheese consumption changes monthly. We observe how there is a very unequal consumption depending on the months, we it can be seen a large peak in December.

The consumption increases in December because cheese is a typical product of Christmas' time.

**Graph 4. Monthly evolution of the total purchase of cheese**



**Source: Magrama 2015**

Looking deeply in the consumption of cheese in particular in the following table we can see the per capita consumption of the different varieties of cheeses. The most consumed variety as we have already mentioned, is the fresh cheese.

**Graph 5. Consumption per person.**

**CONSUMO POR PERSONA (AÑO MÓVIL MAYO 2015)**

CONSUMO PER CÁPITA (Kg.)	TOTAL QUESO		QUESO FRESCO		QUESO FUNDIDO		QUESO TIERNO		QUESO SEMICURADO		QUESO CURADO		QUESO OVEJA	
	TAM MAYO 2014	TAM MAYO 2015	TAM MAYO 2014	TAM MAYO 2015	TAM MAYO 2014	TAM MAYO 2015	TAM MAYO 2014	TAM MAYO 2015	TAM MAYO 2014	TAM MAYO 2015	TAM MAYO 2014	TAM MAYO 2015	TAM MAYO 2014	TAM MAYO 2015
		7,89	7,66	2,34	2,18	0,94	0,94	0,47	0,43	1,71	1,74	0,39	0,38	0,40

\* RESTO VARIEDADES QUESOS incluyen Queso de Bola, Queso Emmental+Gruyere, Queso Tipo Azul y Otros tipos de Quesos

**Source: MAGRAMA 2015**

### 3.2.2 GENERAL ENVIRONMENT ANALYSIS

To develop the analysis of the overall environment, we carry out throughout the study PESTEL, where we analyse the political, economic, socio-cultural, technological and ecological factors.

#### A) Political factors

In terms of political factors concerning the company, we comment that the company is supervised under Spanish legislation and the EU. The stability of the Spanish Government is uncertain and it produces distrust in companies and the population.

The excessive deficit that surrounded Spain is forced to use new practices to reduce the deficit and in this year 2015 reduction targets can cause reactions in the consumption. The year 2012 saw the greatest increase in the Tax to the Added Value (VAT), the general increased of 18% to 21%, the reduced VAT increased of 8% to 10%, and finally the super reduced VAT, 4%. Despite of no having modified the super reduced one, that is which affects food products such as cheese, the consumption levels decrease.

Specifically the company Quesos Almassora is regulated by the Spanish Food Code, whose legislation regulates dairy products, as it is the case of the cheese. This approved quality, processing and marketing.

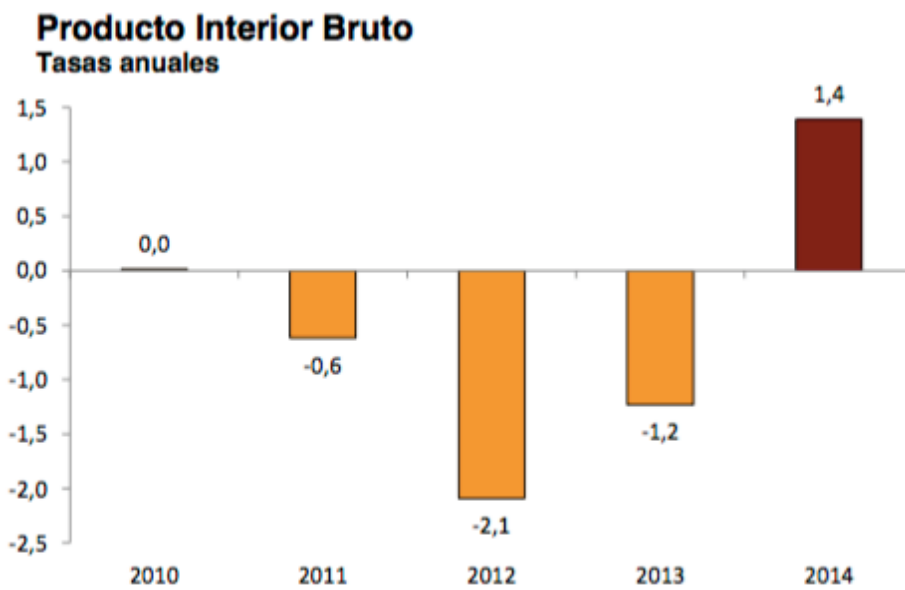
Finally making record that both products and the installations are subjected to various strict controls to ensure the hygiene and food safety.

#### B) Economic factors

In what refers to the economic factors, all companies in Spain are affected by the economic crisis and political instability, threatening the Spanish economy. This affect, without any doubt, to the consumption since the distribution of the incomes for any family has different forms, due to the search of saving formulas.

As it can be seen in the graph of the evolution of the national GDP, it suffers a big decline since the start of the economic crisis, even to register negative points, which means that the country hardly produces goods and services. Fortunately, last year together with this year, the figures improve, and there was an annual rate of 1.40% in 2014, so we can determine that we have a good recovery.

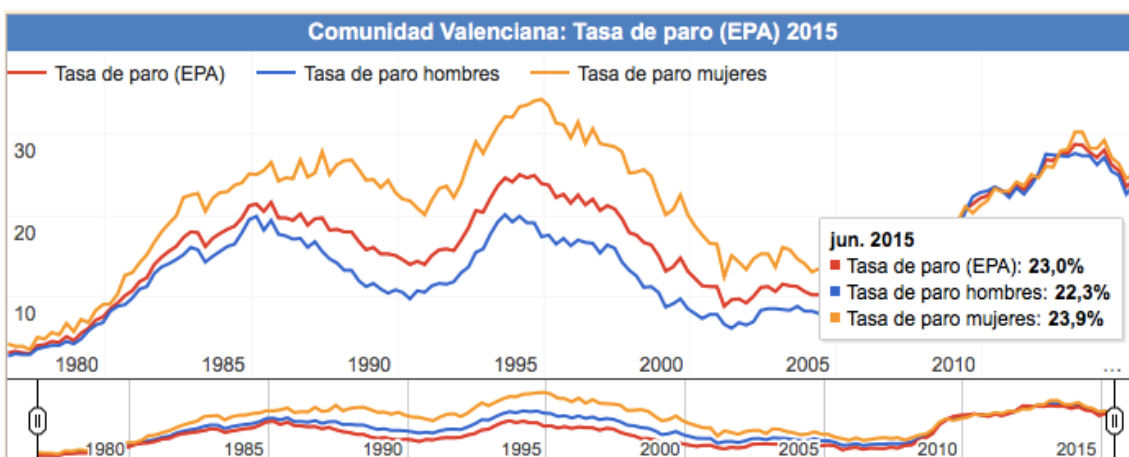
**Graph 6. Growth rate of annual GDP in Spain.**



**Source: INE (2015)**

On the other hand, we also must take into account the community of Valencia, where the company Quesos Almassora is located. As it is shown in the following graph, the community currently has a 23% of unemployment rate. This is another aspect that makes the consumption to be reduced.

**Graph 7. Rate of unemployment in the Valencian Community.**



**Source: INE-EPA (2015)**

All the factors above affect the studied company, since the increase in the unemployment rate makes that we consume less due to the redistribution of incomes and it is prioritized in the consumption of necessary goods.



As positive point, it can be observed a small recovery which promotes the trust and thus the increase in consumption.

When we focus on the product that the company produces, we find that cheese, which has a strong power of substitution, it is true that we can consume different cheeses with a lower prize. It is also true that it is a good which has increased its consume in Spanish households, since it has increased in 2.1%, where it is highlight between the most consumption cheeses, the fresh cheese with a 29.9% of the total as it is shown in the latest report of the Ministry of Agriculture, Food and Environment.

### C) Socio-cultural factors

Cheese is one of the nutrients necessary for nutrition since it is a very complete food for growth, by what it has a fundamental role in the diet of the population. Thus, many specialists recommend its consumption to improve bone density in people or the formation of body structures of children among others.

On the other hand the society increasingly has one higher educational level and require major properties of the product to meet many ore needs, from there the emergence of new products. The latter aspect is very important and for this reason we find increasingly to more consumers who seek and are reported much more about every product they buy. No longer comply with anything, and before buying, they look for the best prizes, quality and services.

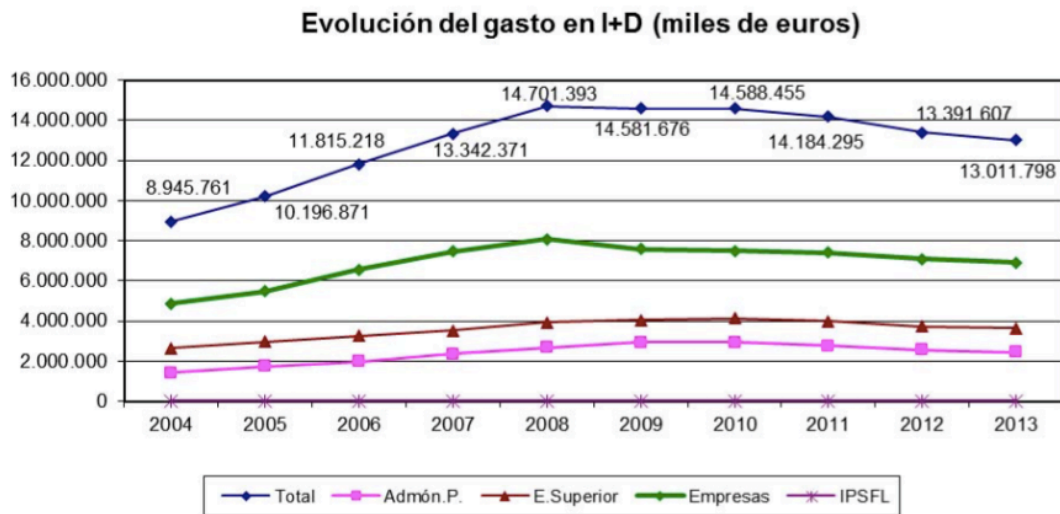
It is true that we are in a consumer society, but with enough criterion when selecting a product. That is why, for what the company strives to achieve a quality product at a good prize.

### D) Technological factors

In recent years companies use technology to improve traditional processes, promoting the optimization of resources among others.

Comment on that in Spain the investment in R&D (Research and Development) is not very high compared to the rest of the countries. And as we can see in the graph, it has slightly decreased in the last few years.

**Graph 8. Evolution of R&D spending in Spain.**



**Source: INE (2015)**

But due to globalization that has favoured business relationships among the various countries together with the appearance of Internet and with this, new technologies, gives us an optimistic aspect because advances in technology are increasingly greater and faster.

In terms of private investment in Spain is increasing, new products and new production models are developed to meet the needs of consumers who are becoming more demanding. This has its positive and negative aspects as products become more developed in less time, but the way in the things are produced traditionally is being lost.

A very favourable aspect about technological distribution advances is that you can buy from anywhere in the World at any time thanks to the distribution of electronic commerce. This method has reduced the number of middlemen and it has decreased the prize of distribution.

#### E) Environmental factors

In terms of ecological factors, today consumers have great concern for the environment and each time more often increases the consumption of organic products.

Although it is true that the priority of purchase is the prize, therefore, with the increase in the prize which ecological products has, they go to the background.

Regarding households, according to the studies of the INE of 2015, 3 out of 4 homes, develop recycling practices to take them to the collecting points. Here it an be seen the increasing awareness of consumers about the environmental care

### 3.2.3 Analysis of the specific environment

Traditionally the sector was characterized by small companies and with a semi-handmade character, currently companies use more modern processes.

The analysis of the specific environment or competitive, we will carry it out using Porter's five competitive forces model. Where we will address the following components as: the rivalry among existing competitors, the risk of entry of potential competitors, threat of substitute products, the negotiating power of customers and the bargaining power of suppliers. We will carry this method out in order to determine the degree of competition in the industry and to take actions on the opportunities that we find in the sector and make threats.

In this case we will discuss the general cheese market.

a) Firstly, regarding the rivalry of existing competitors we could say that there is a fierce rivalry between competitors and competition is aggressive to get a good position in the market and to get more market share. An aspect to take into account is that the consumer can see cover his need at any time on the part by the department stores and supermarkets among others. There are a lot of heterogeneity in the companies in this sector and we can find different ranges of the product, fresh cheese, traditional ones, and so on.

Also comment that the investment done by the existing companies, force them to compete in the sector by the distinction, denominations of origins among others.

b) In the case of the entry of new competitors, the making of artisanal cheese market is a sector that we could say that it would be a little protected traditionally, since they tend to be working on family recipes. Another aspect to take into account would be count with a good raw material and quality and also the need for a strong investment in large installations, as well as a storage or ripening rooms. By what we could conclude that there are strong barriers to entry for the new competitors.

c) With regard to the threat of substitute products, we refer to the existence of products that satisfy the same need that cheese with similar prizes and features. Comment that the cheese is consumed on different occasions and there are a variety of cheeses and companies that produce them. There are plenty of substitutes, such as different varieties of cheeses, as well as dairy products; milk, yoghurt.

Another perspective, for which also would have a wide range of substitute products is for a certain time, for example when you accompany with a glass of wine as we could substitute any kind of sausage or ham.

d) Analysing the negotiating power of customers, we can observe that it could have some influence on the conditions of prizes but by analysing them specifically, the cheese is a product of mass consumption and it has a wide distribution. Customers can deliver a certain influence on the market, since there are a wide variety of companies and supermarkets to choose. Therefore the cost of change is low, but on the contrary those seeking one higher quality will have a higher bargaining power.

e) To complete the Porter's analysis, it is the bargaining power of suppliers. The importance of the quality and origin of the milk is important in the case of the cheese. So the milk producers have a great bargaining power since they can rely on geographically. And if we focus on the quality of the milk, here it is very important the care of animals and therefore if the milk is of higher quality, the producers of milk will have a higher power of negotiating. For the rest of the components such as lactose, yeast, calcium, among others, there is a large number of providers so the producers will have less power for negotiating.

### **3.2.4 Analysis of the competition**

#### **3.2.4.1 Classification of the competition**

We will carry on the analysis of the competition out through the perspective of the consumer through the levels of the competition ( Mubuera and Rodríguez 2007).

There are four levels of competition: competition in the form of the product, category of the product, generic competition and the last one, competition in the form of budget.

- Competition in the form of the product. It is that competition that we find with those competitors, who offer products that have the same attributes or very similar ones to those offered by our company. Against this kind of competition the company should find differentiating points and make them visible to make the consumer feel free to purchase. At this level of competition we find companies such as: Quesería Pastor de Morella, Alclipor Sal, La Vaca Roja, Quesos Sierra de Albarracín and Vall de Catí.
- With regard to the competition in the product category, it is included those companies that offer similar products to those offered by our company. We say that they are similar because they do not have the same attributes or by offering different products related to that offered by our company. In the level of the competition in the product we find companies as: García Baquero, Gran Capitán, Flor de Esgueva, La Vaca que Ríe or Philadelphia.

- The third level is the generic competition, where are included companies offering products that meet the same need that we consider substitutes. At this level we find companies like Mercadona or El Corte Inglés.
- The competition in the form of the budget, is the competition between products that compete for the same client's budget.

#### **3.2.4.2 Description of the competitors.**

In this section we will describe our clients and we will also discuss the main differences against the consumption of their product or the one of our company. First, we will describe the direct competitors, competing in the form of the product.

#### **Quesería Pastor de Morella**

It is an artisan enterprise located in the territory of the Maestrazgo and with a few suppliers of quality. The company is known in the territory as Quesos de Vall de Catí, the advantage it offers from our company is the development and production of a variety of an organic cheese.

#### **Alclipor Sal**

It is a family business located in the Alto Maestrazgo and it is better known as Quesos de Benasal. They made cheeses of cow, sheep and goat. As main difference from the studied company is the manufacturing of a line of gourmet cheeses.

#### **Vaca Roja**

It is a producer of artisanal cheese, the advantage it offers from our company is the distribution, since during the week it makes a tour of the surrounding towns for the sale of their products without intermediaries. On the other hand, our company does not need distribution door to door, since it has a high brand awareness.

Mention that companies like Sierra de Albarracín o Vall de Catí along with la Vaca Roja, are companies that are located in the same community that our studied company.

We will then describe the competitors in the same category of the product.

### **García Baquero**

It is one of the largest Spanish companies with greater leadership and with more number of products to adapt to new demands of consumers, it is the manufacturer of manchego cheese par excellence.

### **Gran Capitán**

It is a large Spanish company whose brand image is to be one of the more ancient cheeses, that as its name indicates, the recipe was rescued from the traditions of the golden age.

One of the advantages of the companies discussed above is their distribution as we can find them in any supermarket in the country. This advantage by the contrary also can be seen as a disadvantage for our company, since consumers have the perception that a cheese is more industrial, not as traditional as it can be considered our cheese.

### **La Vaca que Rie**

It is a French company that sells cheeses in many countries. Its greatest strength is the approach to those consumers who are parents and overall, all children, focusing the product like a fun product that any child wants to eat.

In the case of our company, also is focused to consumers who are parents among others, but our greatest strength is the quality.

## **4. ANALYSIS OF THE SITUATION**

After studying and analysing both internal and external company Quesos Almassora, we will develop a SWOT analysis where you can observe both the weaknesses and the strengths that the company internally has, and the threats and opportunities that derive from the external environment.

## THREATS:

- ⤴ Current situation of the Spanish economy, the fall in the consumption because the immersion in the economic crisis.
- ⤴ Growing number of competitors.
- ⤴ More competitive prizes between the companies in the sector, due to wanting to adjust to the consumer's economy.
- ⤴ Flexible hours offered by supermarkets or hypermarkets.
- ⤴ Effort of the competitors in the differentiation of the product to to get to satisfy consumers.
- ⤴ Increased of the energy costs, mainly electricity, thus increasing the costs of the company.

## OPPORTUNITIES

- ⤴ Knowledge of the consumer and its demand to buy a quality product.
- ⤴ Internet use and therefore to get to a public much more broad than the territorial.
- ⤴ Capture share of competitors in an inferior situation, due to the closure of small and medium-sized companies by the crisis.
- ⤴ Existence of specialized fairs favouring the promotion and presentation of the products.

## WEAKNESSES

- ⤴ It diminishes the recognition and visibility of the broad outside of the Valencian Community.
- ⤴ Smaller investment for large companies.
- ⤴ Little capacity to adapt to sudden changes in the market.
- ⤴ Fixed costs are high since the maintenance of installations and machinery are expensive.

## STRENGTHS

- ⤴ Great experience in the sector, due to the years of operation of the company and the artisan way of the product's preparation inherited from the ancestors.
- ⤴ Quality of the products offered, the quality of the product is its greatest strength.
- ⤴ The high positioning of the mark in the territory enables the company to provide confidence and security to consumers.
- ⤴ Highly qualified staff that knows the cheese market and has high expertise in the preparation.
- ⤴ Quality raw materials with a good value for money.

**Figure 1.SWOT analysis**

<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"><li>• Decrease of the brand outside of the Valencian Community.</li><li>• Smaller investment with respect of the large companies.</li><li>• Little capacity to adapt to sudden changes in the market.</li><li>• High fixed costs.</li></ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"><li>• Current crisis.</li><li>• Growing number of competitors.</li><li>• More competitive prizes in the sector.</li><li>• Flexible hours offered by supermarkets or hypermarkets.</li><li>• Increased of the energy costs.</li><li>• Differentiation by consumers.</li></ul>
<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"><li>• High experience in the sector.</li><li>• Quality of the offered products.</li><li>• Great positioning of the mark in the territory.</li><li>• Highly qualified staff.</li><li>• Value for money.</li></ul>	<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"><li>• Extensive knowledge and demand of consumers.</li><li>• Arrival to a wider public with the use of Internet.</li><li>• Capture competitors share.</li><li>• Specialised trade fairs to publicize the product.</li></ul>

**Source: Own elaboration.**



## 5. SEGMENTATION, PUBLIC ORDER AND POSITIONING.

### 5.1 STRATEGIC SEGMENTATION

Strategic segmentation tries to differentiate within the total market of cheeses those small groups who have the same needs and a homogeneous character between them when it comes the time to purchase.

The sector of cheese offers different types of cheese to reach all types of consumers and the needs of these, which are becoming increasingly stringent. Despite this, the studied company carries out a strategy of differentiated segmentation. This strategy covers all segments except the segment where consumers are looking for a lower prize or quality product.

### 5.2 TARGET AUDIENCE

The public objective is determined once the strategy of segmentation that carries out the company Quesos Almassora has been defined, and it is described with more detail the type of consumers who intended the product.

Firstly, the studied company is aimed at individual customers and segmentation of these criteria is the profit seeking in the product. To specifically define our public objective we focus on some variables such as: purchasing power or the age of the consumer. But when it comes to differentiate our public purpose will take place depending on the type of help we are looking for in the product.

Consumers can be distinguished by the pursuit of the offered services, in this case customers are looking for the offered services by the studied company together with the quality were what they are waiting for. In particular it can be the home delivery or that the behaviour in the shops will be close and friendly. These consumers are willing to pay a higher prize by this kind of extra services. The value for money can also distinguish between different customers, here will be those who are seeking a medium-high quality at a competitive prize; this type of consumer has so much interest in the offered services.

And finally we could find with a type of customers more demanding and exquisite who looks for a higher quality product and exceeds the expectations that he has over the product. Looking for a great deal and the best services available, for these consumers, prize is less important.

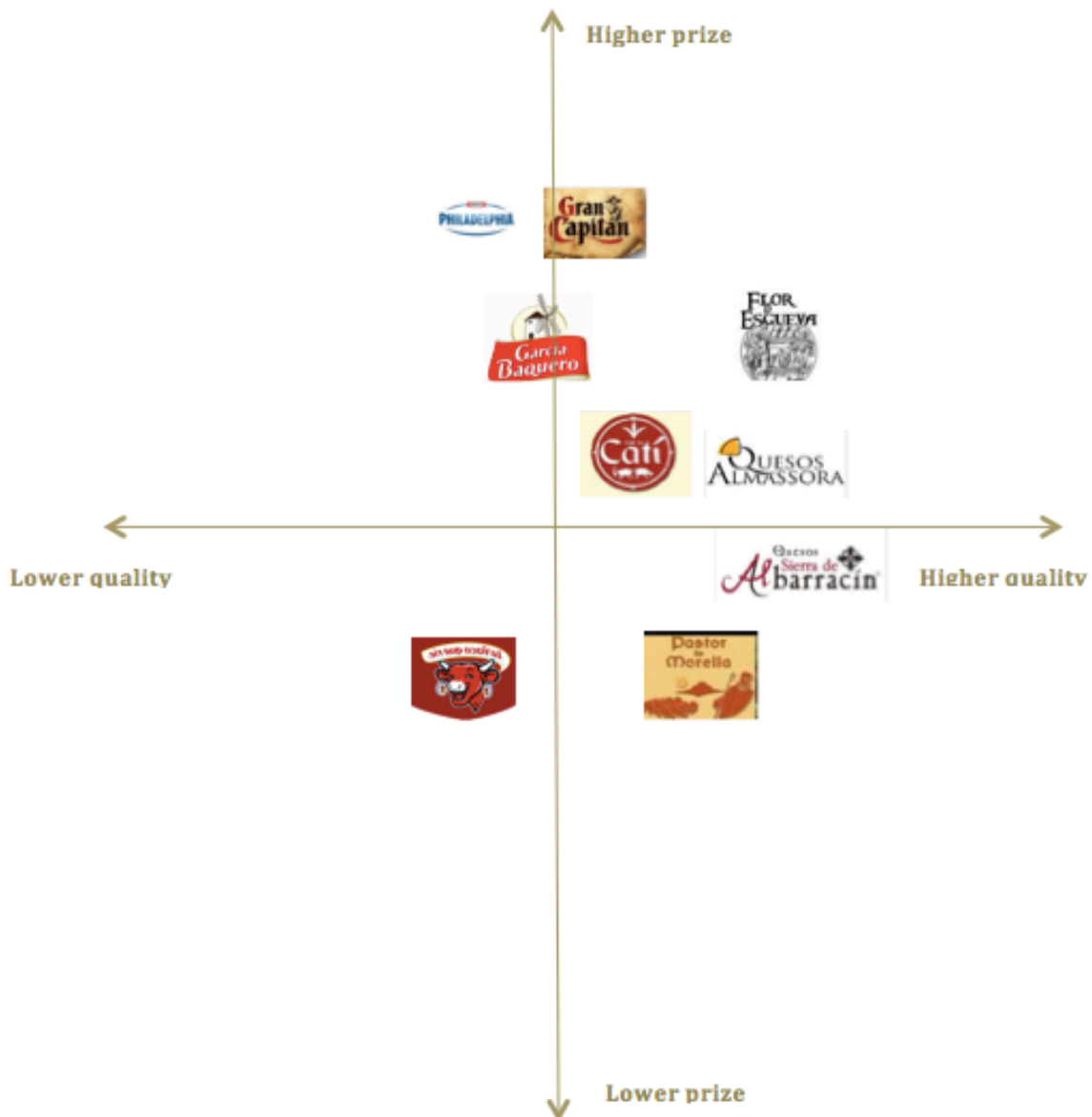
### 5.3 POSITIONING

The positioning of the company is the situation that occupies the studied company over the competition in the customers' minds.

Quesos Almassora aims to position as a company that offers quality products at an affordable prize for customers. It is not intended to be a company with low prizes, here is prioritized the quality of the product and to offer the best possible prize for the customer. Also offering different varieties to meet more need of consumers and all with personalized services.

Once analysed both the public objective as the competence of the studied company, as shown in the following figure, we will develop a map of the company against the competition's position.

**Figure 2. Positioning map against the competition.**



Source: Own elaborationt

The situation of the Quesos Almassora company versus the competition is worth mentioning that not is placed as a company which offers lower prices, but companies of more quality. And we must emphasize that it is a company which offers products of value for money commensurate with the offered services.

So we can conclude that the studied company provides services and a quality that is the key point that allows us to differentiate themselves from competitors.

## 6. OBJECTIVES AND STRATEGIES

### 6.1 OBJECTIVES AND CURRENT STRATEGY

The company Quesos Almassora presents the following objectives for the next year 2016.

To the approach of the objectives the company must be aware that the objectives must be clear, quantifiable and realistic to carry them out. Also it need to bear in mind that the objectives should be consistent with the culture and mission of the company.

The objectives that the company carry out are:

- ✦ The increase in sales from new customers 10% in the next year 2016. This objective will be carried out through the promotion of the brand to be known to new customers.
- ✦ In the long term, to increase total net income by 5% per year by 2016.
- ✦ To increase the perception of quality of consumers next year 2016 by 2% to improve the positioning in the territory at the regional level. It can be achieved through promotion at the store or the presence in gastronomic fairs.

In what refers to the strategies, the studied company are designed to offer greater value to the customer and increase the competitive advantage compared to the rest of the competitors. As we all know when you have a competitive advantage over competitors, the company must be able to defend it and to make it last over time.

The strategy that uses the company Quesos Almassora according to Porter's strategies, is the differentiation. It is that the company offers value added to the product and said value can come from different aspects that we will detail below. Value added enables us to differentiate ourselves from the values of the products of the competition.

Aspects which can provide the value added that we mentioned can be: the service and treatment received by the customer in the store or the distribution service.

Then we will describe the different ways through which a company can be distinguished.

First a company can be distinguished from the rest by the quality of the product, this is achieved by

offering products of high quality with respect to the competition.

On the other hand the company can get to differentiate itself from competitors by means of the services provided, this is that customers are willing to pay a little more for the offered product if it is accompanied by a serious service as they can be helpful among them.

Another aspect that also allows to differentiate the company is its image. This is because the public has a very positive image of the company and its products and it is due to years of experience and knowledge about the sector. One of the important aspects of the studied company and that it allows to differentiate it from the rest is the qualified staff and with experience they have.

Finally as for the expansion strategy, according to the matrix of Ansoff, that is, where products and markets can be related where the company develops.

The company Quesos Almassora follows the strategy called penetration in the market, where shares of advertising and promotions will be held to improve the brand image and access to new customers.

**Figure 3. Ansoff's Matrix**

	TRADITIONALLY	NEW
TRADITIONALLY	<b>Market penetration</b>	Products development
NEW	Markets development	Diversification

**Source: own elaboration**

According to the competitive strategy model of Kotler, the company is following a follower strategy, since there are great references in the market and it is not worry about overcoming them, it simply focuses on following them.

## 6.2 OBJECTIVES AND PROPOSED STRATEGIES

In this section we will carry out the development of new future goals for the company Quesos Almassora for next year 2016 which expand and complement the objectives previously followed by the company.

## ❖ OBJECTIVES

The objectives proposed in order to be carried out by the studied company next year are as follows:

- ⤴ To get a total revenue of the company increased by 10% per year by 2016.
- ⤴ To increase the knowledge and the renown both in the region and outside it.
- ⤴ To offer new products in order to satisfy most consumer's needs.
- ⤴ To increase the number of services offered, and that that are of quality in order to reach the customization for each client.

## ❖ STRATEGIES

As for the strategies proposed for the studied company, we propose to keep the strategy of differentiation according to Porter. This proposal is due to that increasingly more consumers are looking for feel unique and special, looking for experiences and sensations which make him or her to feel different. The company Quesos Almassora as discussed currently carries out a follower strategy. This strategy should change and it is proposed the following:

the proposal on this strategy is to make a change in the company, from being a follower company to a challenging, in this way it would be achieved an expansion in the share of the market; by doing this it could be got:

Acting in a more aggressive way and acting over the main regional competitors, to try to get the quota of market taking it from to them. Firstly, we would focus in those competitors that are differentiated by the good value for money that their products have. To achieve this, it must be carried out different strategies, which are going to be explained below.

One of the strategies to be developed to get a position of challenger will be the strategy known as envelop attack, it is that strategy that taking into account the weaknesses of the competing companies, chooses to offer consumers those products or services which are not offered by competitors.

Other strategies that the company could develop is the attack of guerrillas, which is offering to the customers short-term promotions to thus increase the volume of sales of the company.

A third strategy would be the attack's flanks. It would take into account the weak points of the competitors, so that the company can promote concerning that and to improve them in order to achieve getting the market segment that would be free.

Along with the realization of possible strategies that have been mentioned, the company Quesos Almassora must be attentive to possible attacks that may come by competitors and to take care and to defend its position compared to the rest.

As we mentioned above according to the Ansoff's Matrix, the company carried out the strategy of

market penetration, which is executed correctly, but it will continue taking actions to not lose positions on the rest of competitors.

## 7. ACTIONS OF MARKETING MIX

Now, business actions will be developed to achieve the proposed objectives.

### ❖ PROMOTION

#### **Action 1. Spending on advertising TV**

Advertising investment leads to much more public. It is investing in a television channel and this can be achieved by hiring an advertising agency, which create an advertisement of the company and it would be emitted in a determined timeslot to reach our potential audience.

The time slot of emission would be at 21.00 hours before the news to get to a higher number of people. This strip would be suitable as it would be prior to dinner time for the majority of Spaniards and it would be a good time to advertise the company. In terms of the content of the ad, this could emit a brief summary of the process of elaboration of the cheese and the craftsmen who carry put the process. By doing this, it is intended to make customers participate and leaving them an image of quality, naturalness and closeness with the company.

This type of action is done to come to a greater number of customers and to get a greater recognition of brand to increase sales volume and thereby to improve the total income of the company by 10% in 2016. With this action it would also get to increase knowledge and the fame of the brand both in the regional territory as out of it.

#### **Action 2. To improve the positioning**

To achieve an improvement in the positioning of the studied company, as it has been said before, it should improve website and together with this, to get to appear about the first in one of the web search engines most commonly used. It should be enough to promotion in position through a specific word such as 'cheese' or 'artisanal' among others and the website of the company would appear. This measure is quite costly and it could be carried out by investing in search engines like Google.

This measure would contribute to the company a high brand fame and the arrival to a greater audience, and moreover, since it is an action with a high investment, this could get to recover.

### **Action 3. To improve the design and the content of the website.**

To develop this action we must be aware about the need of a computer service. The company shall have a person with expert knowledge about computer manage to control the functioning of the website and the continuous adaptation to changes or related news.

The website must be simple and at the same time suggestive, with a simple design to allow the consultation of all kinds of people, even those with little experience in computer issues. On the other hand it could include sections for ease of purchase via online or present nearby purchase points. Moreover it may include promotions on the web to promote the purchase by Internet.

Through this action it could achieve goals as increasing renown and brand and loyalty of the consumer through promotions, as well as also to get services increased the value of the company from the perspective of the consumer.

### **Action 4. To improve the content of social networks.**

This action would be related to the previous one and the whole of the two would be very beneficial to the company.

Currently the company Quesos Almassora has an account on Facebook that is one of the social networks most widely used, therefore an improvement in networks would encourage awareness of consumers about the company. To carry out the action it should maintain updated the profile and to make timely updates even to show related articles of interest for customers as it could be a video of the production of the cheese by the company.

These new networks provide us greater flexibility when it comes to display content and it facilitates the promotion of the product since the profiles are free.

Another treat is the creation of other profiles in networks such as Twitter, since currently the company does not possess in this account and it is also free. This profile would allow them to get to more public.

In the case of Facebook, it could perform daily videos publications as mentioned before or photos of the shop and to bring greater confidence and transparency with consumers and it could even be presented new products.

In the case of Twitter would be publications as the previous ones where we could offer links from pages of welfare or different recipes with cheese from the company.

To be present in social networks brings greater awareness of the company by customers, which improves the objective of brand awareness.

### **Action 5. To create a video demonstration of the process.**

Today cheese consumers are becoming more demanding and they are concerned about having a healthy and balanced diet; therefore this improvement is aimed at creating greater security in customers through the demonstration of a video about the cheese making process.

We could conduct this measure by a person in charge of the audiovisual effects to develop a video on the process of cheese making in the company. In the video it will outline all processes that are carried out until the product is ready so the consumer can buy it.

In this way we could show the naturalness of food, the quality of the products and the artisanal way to produce it. The video should be short, clear and dynamic to provide security when you buy the product and to reflect the quality of the same.

Through the implementation of this measure it will be improving the image of the company together with the quality of it. The video must not last more than two minutes and it should be clear, dynamic and to clarify the doubts that may arise before the purchase.

### **Action 6. Seasonal promotions**

This action is to promote through ads in Almazora regional television TV where it may issue announcements about offers on products in dates, also through of website and social networks.

To carry out this action we would perform a promotional discount on a certain product to boost the sale; for two weeks the chosen product would have an extra discount of 20%. in this way customers would be attracted by the offer and they could buy the product. In the period of the offer it would announce in the media that we have to increase the sale of this product and to get benefits.

This action would increase the number of customers and we would enhance the goal of increasing annual revenues of the company.

### **Action 7. New packaging for the production**

The creation of different packaging for the product will consist first of all in a single bag with the name of the company and easy to use to provide recognition of the brand abroad, the bag will have a design according to the values of the company and it will be reusable to get more publicity as it is used by consumers. This action could be performed in a simple way and the cost would be the purchase of bags with the same design. It would be cloth bags whose cost will not be very high and regular clients may do the purchase with the same bag. This action promotes knowledge of brand and potential customers increased to see the advertising on the bag.



## ❖ PRODUCT

### **Action 8. Expand the range of products.**

Currently the studied company offers different types of cheese, but this action would be focused on to achieve a larger target audience, as we have seen consumers increasingly are more exquisite and the like to have all their needs met. In response this action would be the creation of low-salt or light cheese, and in this way to cover that type of audience.

Also it could offer a new gourmet cheese for a type of consumer that are not so worried about the price but yes by feelings which could offer them a product of high standard and quality.

The proposal would be simple because they possess all the knowledge and experience in the sector and it could be carried out at the facilities owned by the company.

This proposal would obtain greater public and to satisfy the consumer's needs and to increase the volume of sales, and with them the total income of the company.

### **Action 9. Modernize the product line**

The company Quesos Almassora could modernize its line of products at a steady pace, it must not be modernize very fast since it could affect the sale of those products with more streams lines and on the other hand it must not be very slowly because the competition could overtake to them. To modernize the line in the case of the studied company would be to create a more modern product design. It aims to improve the design of the final product and so would be satisfied the needs of consumers who are looking for a more unique design and thereby to increase the total volume of sales of the company.

### **Action 10. Offering new services**

This proposal will consist on maintain and to improve the services offered by the company, since they are one of the keys to improve the perception of quality of the clients.

It could be offered in the store a small tasting of the different cheeses produced in the company, along with this action which does not have a high economical impact, the company could offer scheduled routes by the installations on Fridays afternoon and at the end of the path a wonderful tasting of the exquisite cheeses of Almassora accompanied with a glass of wine.

This type of excursions would favour the perception of quality of the product by consumers, it could be also seen the facilities including the process of elaboration of the product and this would improve the company's position.

The inscriptions of the route could be carried out on the website of the company or at the shop. A small amount would be charged to increase the profits of the company, the price would be 8€ and

if at the end of the stay consumers make a purchase, it would be discount 4€ from the total of the route.

### **Action 11. New mix of products.**

This action consists of producing and selling a cheese platter with different kinds of cheese that made the company. This offered table would be ready to consume it directly with different deposits to sample different cheeses without the need to buy a unique cheese. This proposal enhances the knowledge of the entire line of products offered by the company and at the level of consumers, this table could contain the cheeses cut so consumers would save doing this and it would be perfect for meeting in the field for example.

In this way it will increase the percentage of the company's income and it would improve the knowledge of the range of the products.

### **Action 12. Special promotions**

The proposal of the special promotions of the product would consist on offering offers in pack products, taking advantage of the nearby festivals such as Christmas as we know that the consumption of cheese rises in this period.

This action would be carried out creating small baskets with different types of cheese in them, we can use it even as Christmas hampers since in Spain is an action that is carried out by companies on such date. This action will increase the knowledge of different products that offer the company and the loyalty of consumers who will observe that there are all kinds of actions in the company Quesos Almassora to have cover all the needs of consumers. There will be a small discount when buying the pack and this will rise the sales of the company and with them the full benefit of it. Another point in favor of the proposal is that the company will get to reach to more public.

## **❖ DISTRIBUTION**

### **Action 13. Door-to-door delivery for older or disabled people.**

The company Quesos Almassora offers door-to-door services for old or disabled people so that in this way it is not necessary to go to the estate where it is the shop, located on the outskirts of the town, or to those shops where you can get the cheese from the company but at a higher price. With this, the company will get loyalty with customers and the possibility of using this service with new consumers of the town or nearby villages.

#### **Action 14. Presence in the main market of the town.**

The presence in the main market of the town by a small store would encourage distribution of the product for all consumers of the town, this action would raise the price since this is a new shop, but the conditions would be unbeatable due to the situation in which it is, since all consumers would have a greater closeness with the company. The central market is a place where we can find major quality products and it would be very convenient to be present at the epicentre of the town which has the name of the company.

#### **Action 15. Urgent messaging service.**

This action is to offer to customers the company urgent courier for the public to buy cheese through the web site. This service is essential since the cheese is a perishable food and in particular the type of fresh cheese which is the one of less duration and to retain all the features of the product and to ensure the quality that is known the company intends to provide this service to consumers. To achieve such action would be an agreement with the courier company where conditions on shipping the product must be fixed since sometimes it must be taken into account the temperature and the time between shipments.

### **❖ PRICE**

#### **Action 16. Customer card.**

Customer card is one of the services offered by the company through which you may find generous discounts for regular customers. This measure promotes customer's loyalty. You can accumulate points for the purchase of the company's products and redeem for discounts in the next shopping. This action does not require high investment, since it would be to fill in a short questionnaire with the personal data into the database of the company and the purchase of the card.

#### **Action 17. Cheese's day**

The company Quesos Almassora will celebrate the cheese day through discounts on the shop and the website to promote the consumption of healthy food. It is apply discounts on the products of the company to increase sales on the appointed day and in this way increase the company's total income.

## 7.1 SCHEDULE

It is proposed the following schedule to carry out different actions based on the proposed objectives for the company Quesos Almassora. It is proposed a schedule with the actions for a period of time between January and December 2016. In this schedule will be detailed the actions and the periods in which it is considered to carry them out timely to get a business improvement

**Table 3. Schedule**

ACTIONS	MONTHS TO DEVELOP THE ACCTIONS											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Advertising on TV	█				█				█			█
2. Positioning and notoriety	█	█	█	█	█	█	█	█	█	█	█	█
3. Web desing	█	█	Update and maintenance									
4. Social networks	█	█	█	█	█	█	█	█	█	█	█	█
5.Video demostrtion	█											
6. Seasonal promotion	█							█				
7.New packaging	█	Maintenance										
8. Expand range of the product	█	█	█	█	█	█	█	█	█	█	█	█
9. Modernize the product line	█	█	█	█	█	█	█	█	█	█	█	█
10.New services	█	█	█	█	█	█	█	█	█	█	█	█
11.Offer product mix	█	█	█	█	█	█	█	█	█	█	█	█
12.Especial promotions										█	█	█
13.Door-to-door delivery	█	█	█	█	█	█	█	█	█	█	█	█
14.Central market of the town	█	█	█	█	█	█	█	█	█	█	█	█
15.Urgent messaging	█	█	█	█	█	█	█	█	█	█	█	█
16. Customer card	█	█	█	█	█	█	█	█	█	█	█	█
17.Cheese day	█							█				

**Source: own elaboration**

## 8. BUDGET

We will present in the following table the estimated budget to carry out the proposals for the company Quesos Almassora.

**Table 4. Budget for the proposed actions.**

ACTION	IMPLEMENTATION	BUDGET
1. Adverting on TV.	Realization of the spot and broadcast on national television.	Spot = 4.000€ Advertising on TV 5000E/month x 4 months  Total = 24.000€
2. Positioning and notoriety	SEM with Google AdWords.	Google 12.000€ annual  Total = 12.000€
3. Web design	Hiring of a computer engineer.	Salary of the computer engineer 1000€/month x 12 months  Total = 12.000€
4. Social networks	Presence in the social networks which will be developed by the engineer.	It does not imply additional expenses.  Total = 0€
5. Video demonstration	Developed in the computer service.	  Total = 0€
6. Seasonal promotion	Elaboration of a message and broadcast on local TV	Spot = 600€ Advertisement on TV 200€/month x 2 months  Total = 1.000€
7. New packaging	Design of new reusable bags	Bags 10000 x 0,35€  Total = 3.500€

8. Expand range of new products	With different ingredients and in the same installations	it does not imply additional expenses.  Total = 0€
9. Modernize the products line.	To modify the design of the product with imagination.	it does not imply additional expenses.  Total = 0€
10. New services.	Routes will be carried out by the company with tasting of products.	It does not imply additional expenses due to the price charged at the entrance.  Total = 0€

11. Mix of the products	To produce a table with different products of the company	Container (table) 12.000 x 0,50 €  Total = 6.000€
12. Special promotions	Creation of baskets with different products of the company	Baskets 1200 x15 €  Total = 7.200€
13. Door-to-door delivery	To deliver the product to old people or to some kind of disability. It will be carried out with the same vehicle of the company.	It does not imply additional expenses.  Total = 0€
14. Presence in the central market of the town.	To mount a counter in the main market of the town.	Rent 2000€/ month x 12 months  Total = 24.000€
15. Urgent messaging service	To favour the purchase of the product of the consumers who live far to the town	Country quota 400€ month/ x 12 months  Total =4.800€
16. Customer card	Offer the customer card to the clients to get information and to offer	Cards 5000 x 0,50€  Total =2.500€

	them discounts.	
17. Cheese day	To offer discounts on a designated date and to foment the consumption of healthy products	it does not imply additional expenses.  Total = 0€
<b>TOTAL BUDGET= 107.000€</b>		

**Source: own elaboration**

## 9. CONTROL

The control will be carried out for those actions proposed in the previous section, which is necessary, since some of the earlier actions develop at any given time and these actions do not affect any external factor.

On the other hand there are those actions which will be an exhaustive control to verify that the results obtained are the expected ones.

**Table 5. Actions' control**

ACTION	CONTROL
1. Advertising on TV	(Online and offline sales in the month after the TV spot/ Online and offline sales in the same month in 2015.)
2. Positioning and notoriety	Number of visits to the web compared to the previous year
3. Web designated	(Online sells in 2016/ Online sells in 2015)
4. Social networks	(Number of fans in 2016/ Number of fans in 2015)
5. Video presentation	(Costumers' satisfaction in 2016/ Costumer's satisfaction in 2015)
6. Seasonal promotions	(Offline sales in the month after TV spot/ Offline sales in the same month in 2015. ) * 100



7. New packaging	(Sales in the month after the new packaging/ Sales in the same month in 2015.)* 100
8. Expand the range of the product	(Customer's satisfaction in 2016/ customer's satisfaction in 2015)* 100
9. To modernize the products' line	(Customer's satisfaction in 2016/ Customer's satisfaction in 2015)* 100
10. New services.	(Customer's satisfaction in 2016/ Customer's satisfaction in 2015)* 100
11. Mix of the products	(Customer's satisfaction in 2016/ Customer's satisfaction in 2015)* 100
12. Special promotions	(Customer's satisfaction in 2016/ Customer's satisfaction in 2015)* 100
13. Door-to-door delivery.	(Customer's satisfaction in 2016/ Customer's satisfaction in 2015)* 100
14. Presence in the central market	(Sells at the physic shop in 2016/ Sells at the physic shop in 2015)* 100
15. Urgent messaging service	(Customer's satisfaction in 2016/ Customer's satisfaction 2015)* 100
16. Customer's card	(Customer's satisfaction in 2016/ Customer's satisfaction in 2015)* 100
17. Cheese day	(Customer's satisfaction in 2016/ Customer's satisfaction in 2015)* 100

**Source: own elaboration**

## 10. CONCLUSION

Once carried out the depth study of the company Quesos Almassora, we will detail the conclusions that have been reached. First of all we must bear in mind the objectives of the company at the very beginning of the study. The objectives are as follows:

- ✦ the increase in sales by 10% of new customers in the next year 2016. This objective will be carried out through the promotion of the brand to be known to new customers.
- ✦ To increase in long-term the total net income by 5% per year by 2016.
- ✦ to increase the perception of quality of the consumers next year 2016 by 2% to improve the positioning in the territory at the regional level. It can be achieved through promotion at the shop or the presence in gastronomic fairs.

To achieve these objectives of the company, we have come to the conclusion that the company Quesos Almassora could bet by different actions that will allow the achievement of the objectives and the mentioned actions must be in accordance with what the company intends to achieve. We have come to the conclusion that the studied company could bet on any of the following options:

- ✦ To improve communication in order to the communication get with fluency and security to customers, both current and future, this would be carried out to improve the information of the company, i.e., advertising in different media.
- ✦ Investment in national TV advertising.
- ✦ Investment in regional television advertising.
- ✦ To update and to maintain the formation of teams without new technologies of communication and new techniques.
- ✦ To improve and to expand the services provided by the company in order to satisfy the new and constant needs of the consumers.
- ✦ To expand new products ranges with best qualities and benefits thinking about the future to get market out of the current areas and thereby achieve the production of special products seeking by consumers.
- ✦ To modernize the product line.
- ✦ To create loyalty with customers.
- ✦ To invest in a new location to improve the distribution of the product.

With the creation of these improvements we want to get the final goal, which would be to improve the present marketing plan of the company Quesos Almassora.

## 11. GRAPHS INDEX

ILLUSTRATION 1. VARIETY OF MATURED CHEESE	8
ILLUSTRATION 2. VARIETY OF FRESH CHEESES	8
GRAPH 1. ANNUAL EVOLUTION OF THE TOTAL PURCHASES OF DAIRY PRODUCT.	12
GRAPH 2. ANNUAL EVOLUTION OF THE TOTAL PURCHASE OF DERIVED MILK	12
GRAPH 3. ANNUAL EVOLUTION OF THE OVERALL PURCHASES OF CHEESE.	13
GRAPH 4. MONTHLY EVOLUTION OF THE TOTAL PURCHASE OF CHEESE.	14
GRAPH 5. CONSUMPTION PER PERSON	14
GRAPH 6. GROWTH RATE OF ANNUAL GDP IN SPAIN	16
GRAPH 7. RATE OF UNEMPLOYMENT IN THE VALENCIAN COMMUNITY	16
GRAPH 8. EVOLUTION OF R&D SPENDING IN SPAIN	18
FIGURE 1. SWOT ANALYSIS	24
FIGURE 2. POSITIONING MAP AGAINST THE COMPETITION	26
FIGURE 3. ANSOFF'S MATRIX	28
TABLE 1. ACTIVE COMPANIES ACCORDING TO THE ECONOMIC SECTOR..	11
TABLE 2. TOTAL CONSUMPTION OF DAIRY PRODUCTS.	11
TABLE 3. SHEDULE	37
TABLE 4. BUDGET FOR THE PROPOSED ACTIONS.	38
TABLE 5. ACCTION'SCONTROL	40

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