



MARKETING PLAN DEFLORESYFLOREROS

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1. EXECUTIVE SUMMARY

Defloresyfloreros activity is based on the design and marketing of quality footwear with great personality and daring. Initially the brand was distributed through online media, but today it is present in various shops and franchises distributed in Spanish and American territory, making it an international brand. Its flagship product is the dancers, so they want to make the brand known for its innovative designs in dancers. They only have a product line aimed at women with medium purchasing power, so that the product cannot acquire the entire market.

With external analysis we discovered that the Spanish footwear sector, what is to say, footwear which is made by a handmade process and its production with Spanish products, has great potential especially outside Spain. In recent years, the Spanish trend that emerged during the crisis was getting poor quality footwear at low cost to get a great variety of designs. But with the improved economic situation, consumers prefer quality footwear available even if it means a smaller amount.

In addition, the fashion industry and therefore the footwear sector is one of the most interested people and as a result, is one of the sectors to get more sales. But not all the positive aspects are provided by consumers. It is a well established sector with many years of industry experience, so there are associations whose main interest is to promote the Spanish footwear and provide support for small businesses trying to gain a foothold in the market.

However, after the SWOT analysis where we expose the weaknesses, threats, strengths and opportunities for the company, we found that not everything that brings the industry and what the company itself has the performance of their duties. The footwear sector, in particular the firm, has a great competition which is an obstacle to their activity, market a product line is a disadvantage, socio-cultural changes affecting shopping habits, increased tendency to personalize, growth factors or ecological culture posed an obstacle for internationalization, aspects which are going to propose possible solutions through the objectives and actions marked on the marketing plan we developed below.

2. ANALYSIS OF THE SITUATION

2.1. Internal analysis

2.1.1. Company presentation and Paloma Moreno Rodriguez

Defloresyfloreros arises in the minds of three young entrepreneurs with the intention to fill a need they had themselves. In the spring of 2009, its creators were missing in the market sandals that shown a different personality and come out of the ordinary and usual, so they decided to produce their own. It was so the success, that they decided to design and manufacture professionally flat shoes and Sandals targeting women who opt for floral prints, stripes, pictures, vibrant colors and comfort.

In 2010, with the spring-summer collection, they started his professional career with the Internet as a single point of sale through its website.

Shortly after its start, the only owner of the brand happens to be Paloma Moreno Rodriguez, whose career runs through the world of fashion. Being aware of the fashion industry, she knew she should deepen in the Spanish women's footwear industry, and transmit to the designs her personality and lifestyle. She studied Public Relations and Business Sciences which allowed her to have the business vision and guide the company towards achievement.

Its products are manufactured with materials and Spanish workforce, facts that allow us to see the support and confidence that the designer has in Spanish companies, particularly in the area of the East, the cradle of the biggest shoe craftsmen, transferring to her designs the Spanish footwear tradition.

Fabrics, patterns and ornaments are a key tool for the brand, as it is allowing its products to have a different personality and so they can be distinguished from other brands.

The notoriety of the brand and its growing day by day, pushed her to open the first physical store in 2011 because of market demands. Today there is an own defloresyfloreros shop, two franchises in Spain, two abroad, and more than 20 multi-brands points scattered throughout the Spanish territory. It should be added the exports to Mexico and the US, to explain the slow but gradual growth of the brand with the goal to continue growing at the same pace to expand the points of sale in the Spanish territory and increasing exports abroad.

2.1.2. Business resources

2.1.2.1. Human Resources

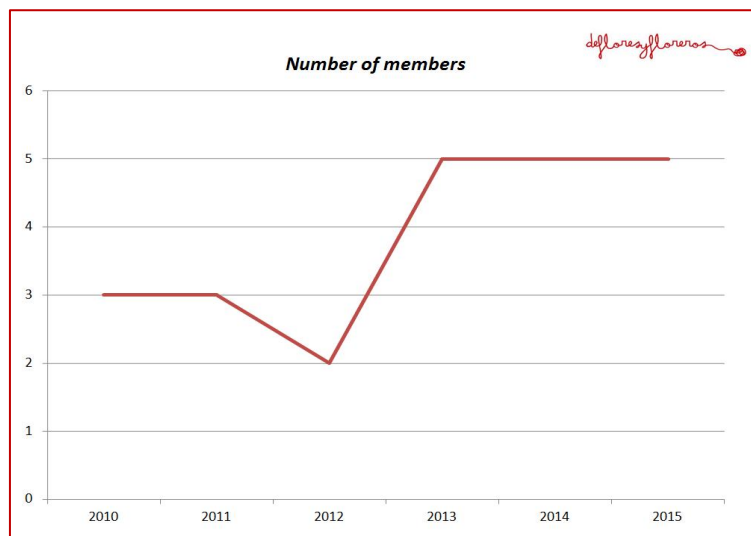
Over the years the company has experienced changes that have allowed its evolution, and therefore the human resources available to the company have evolved.

In the beginning there were three owners of the firm and they could take over all the tasks. It should be added that in those days they only traded with a distribution channel, i.e. online sales, so the level of work required was lower.

When the property was taken over by Paloma Moreno, he decided to hire an employee because she could not handle with all the tasks that her own business required.

But it was with the opening of its first physical store and the sales increase in 2013 when it expanded its staff largely being at present "A small family, comprised of five members, participating in the games of the others" as she says. In the graphic nº 1 we see that evolution.

Graphic 1. Members evolution Defloresyfloreros

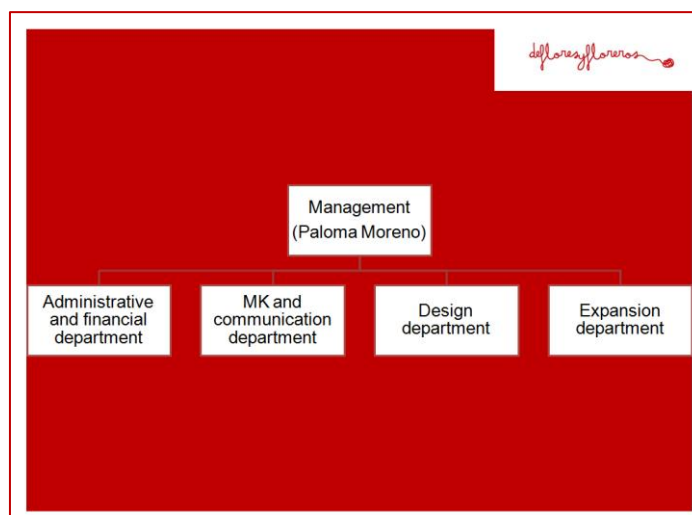


Source: "self done"

With the above comparison, Paloma explained that although each member is part of a department, this does not mean they participate in a task that does not correspond to their department. In important decisions she waits for the contribution of its members and the acceptance of the final decision, so its relationship with employees is participative leader, however, she has the last word.

Currently the company consists of four departments: Administrative and financial department, Marketing & Communications, design department and department of expansion, all supervised by management, i.e. Paloma. The graphic nº 2 shows the flowchart of Defloresyfloreros.

Graphic 2. Defloresyfloreros flowchart

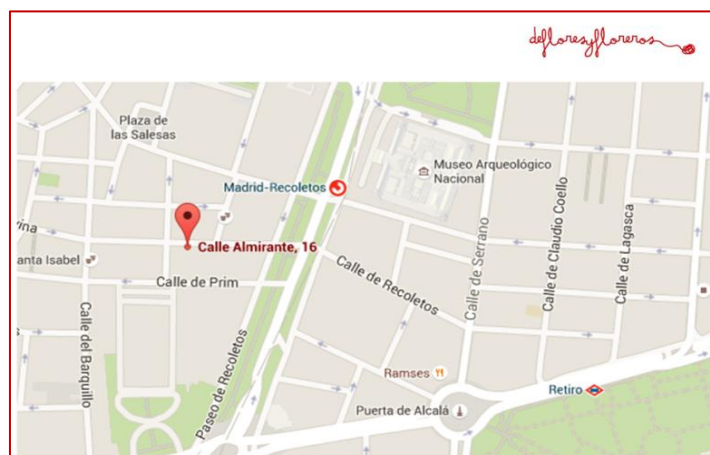


Source: "self done"

2.1.2.2. Physical Resources

Because of the type of marketing, the company only has an own physical store located on Calle Almirante, number 16, in Madrid. In these facilities there is the Showroom, where customers can try on different models available and be advised in the choice of footwear. In addition, as seen in the illustration No. 1, the shop is located in a central area of Madrid, near the Retiro Park and the Puerta de Alcalá, which is located in a potential area.

Illustration 1. Location Defloresyfloreros



Source: Google Maps

The brand has its own offices in Street Sor Angela de la Cruz No. 22, also of the city of Madrid. It is a place where it is managed and controlled all aspects of the brand, whether from their physical store as any franchise or outlet.

It should be added that since the company produces shoes in Elda, it has no goods store or own production center.

2.1.2.3. Marketing Resources

2.1.2.3.1. Product

The defloresyfloreros products have a strong personality, because they are designed with the intention that the main characters are the feet. Diversity of materials used and ornaments from the checks and stripes to polka dots, and from pompoms to ties. They are products that attract attention, and this is reflected in the unique brand of the company (illustration No. 2).

Illustration 2. Company logo



Source: Google images

It only sells footwear, bringing to market two collections a year: one for the Autumn-Winter season and one for the Spring-Summer season.

Selling only footwear, the company claims that the mark is recognized by the personality that transmits their shoes to their owners, this means positioning in the minds of clients different and daring footwear when they hear the name defloresyfloreros.

This is the reason that has not been released yet another product line to the market (January 2015 interview for "Wave Investment" <http://www.ondainversion.com/programas/franquicia2/franquicia-innovadora/shoe-in-flowers-and-vases>). As Paloma stated in the aforementioned interview, they do not allow their customers to get bored so very often they change techniques, lasts and designs fabrics, continuously adapting to market demands.

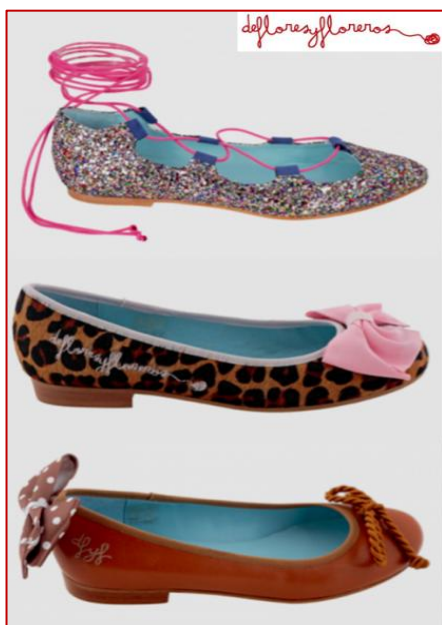
As discussed above, the brand products are manufactured in Elda (Alicante) using materials of Spanish origin, so that the company sells 100% Spanish origin.

Initially 90% of its products were dancers shoes, but were gradually expanded to reach the 7 current variants. Before proceeding to explain the variants offered by the company, it must be added that the product is available from size 35 to 41.

Through its website, we extracted the most outstanding designs from the AW 2015 collection, while the designs from the SS 2015 collection have been extracted from the Facebook of the brand, both the one from the shop in Madrid (<https://www.facebook.com/DefloresyFloreros?ref=ts&fref=ts>) and the other from the franchise from Valencia (<https://www.facebook.com/defloresyflorerosvalencia/?fref=ts>).

Autumn-Winter collection variants:

Illustration 3. Dancers Shoes



Dancers Shoes

They are the star variant of the brand, because in the beginning it could be said that they only manufactured dancers. They can be found in the collections of both AW and the SS, though, with materials and prints adapted to its different season but always maintaining its essence. As we can see in the illustration No. 3 it plays color and variety, so we can find a multicolored and glittered shoe, as well as, patterned, with velvet or leather and one colour.

Source: www.defloresyfloreros.com

Elaboration: "self done"

Slippers

The Slippers are gaining strength within the firm. AW 2015 season is the second in which this type are designed and marketed this variant, and as "Paloma Moreno" in the interview that we had with her (September 2015) is having much success among consumers. As the dancers, they transmit the brand personality through dots, bows, glitter and velvet fabrics like denim, as shown in illustration No. 4.

Illustration 4. Slippers



Source: www.defloresyfloreros.com

Elaboration: "self done"

Illustration 5. Loafers



Loafers

The brand sells fewer of this variant, if compared to the case of the dancers and slippers. Commitment to design simpler moccasins, but maintaining a touch of daring and differentiation. See illustration No. 5. It can be perceived more neutral colors, but also bright fabrics and embellishments.

Source: www.defloresyfloreros.com

Elaboration: "self done"

Boots

Designed to enhance women's feet in the seasons of AW, the boots, with the style of the brand, become tempting collection after collection. They are a classic winter fashion, but nevertheless, the designer knows how to make the most of their designs. No prints but with a variety of colors, from red blood to black, with no ties or ties, leather or velvet, there are different options as shown in illustration No. 6.

Illustration 6. Boots



Source: www.defloresyfloreros.com

Elaboration: "self done"

Ankle boots

Booties with higher or lower figure and with a casual design are those found in the brand. This variant is sold during the season AW, and though winter gives the sensation of darkness, the young designer committed to living as seen with the azure blue and fuchsia pink, shown in the illustration No. 7 colors and fabrics with lots of diversity.

Illustration 7. Ankle boots



Source: www.defloresyfloreros.com

Elaboration: "self done"

Spring-Summer collection variants:

Illustration 8. Dancers SS



Dancers

As we have discussed above, in the seasons of SS also they launched dancers designs but with different fabrics and prints. Also, the soft pastel tones play an important role, but are just as striking as in seasons of AW, they are colors that convey warmth and calm. In illustration No. 8, we note that in the line of dancers it can be also found similar models for moccasins or slippers, but with a very original design.

Source: Facebook Valencia

Elaboration: "self done"

Illustration 9. Sandals

Sandals

The style of sandals is not far behind. Combining stripes and spots on the same pair of shoes, or velvet and glitter as we can see in illustration No. 9. In This picture, we can also found a pattern with feathers, a material never before dared to use, and even it excels the style brand, remains a rare model.



Source: Facebook Madrid

Elaboration: "self done"

Illustration 10. Spadriles



Spadriles

These designs are the denote of SS season. Combining a sporty style with a more elegant style, these models capture the attention at first glance, as well as the characteristic combination of the brand to unite into a single model checks and stripes, and bows and flowers. No Figure 10 shows us some examples of this type of footwear.

Source: Facebook Madrid

Elaboration: "self done"

Illustration 11. Clogs

Clogs

Although the brand is known for its comfortable shoes without heels, in the SS collections the brand launches with wide heel clogs with few centimeters tall. In illustration No. 11, we see the combination of fabrics, prints and colors offered by the company in this line, arising from a combination of different designs which are usually offered by the brand.



Source: Facebook Valencia

Elaboration: "self done"

Illustration 12. Wedges



Wedges

"Wedges are perfect for summer footwear and that is why they are such a success" Paloma Moreno said in the interview we had with her. As clogs, wedges are designed so that, even with heels, they continue to maintain the essence of comfort. And that's why you only have a few centimeters tall. Illustration No. 12 shows that although they are high heels, they are used similar combinations of fabrics, colors, patterns and ornaments.

Source: Facebook Madrid

Elaboration: "self done"

Due to market demands in the past year the company has launched special models at the request of clients. One of these models, the nautical which were included in the SS 2015 collection shown in illustration No. 13. This model has been designed sporadically, so it is not a common product that can be found in all seasons.

Illustration 13. Special models nautical



Source: Facebook Madrid

Elaboration: Self done

Another of these special designs were some dancers, who included three ties to combine so the clients could choose according to its preference each day. In illustration No. 14, we can see what they are easily interchangeable loops. This is already usual and it appears a new design in some of their seasons.

Illustration 14. Special edition dancers loop



Source: Facebook Valencia

Elaboration: "self done"

In view of the great success that the exchangeable bows had, they decided to design a bow for their clients so they could decorate with a different motif their dancers so they were not so bored with their defloresyfloreros. Illustration No. 15, show us the simplicity of these ties to be easily combined.

Illustration 15. Special edition loops



Source: Facebook Valencia

Elaboration: "self done"

On the other hand, in physical stores there are available accessories, eg hats, gloves, collars that can be combined with shoes. Since the company sells with a handmade product, all accessories that are available in physical stores and they are hand-made. Each physical store has its own accessories and their suppliers. Illustration No. 16 shows us some of the items available in the physical store in Valencia.

Illustration 16. Accessories



Source: Facebook Valencia

The packaging also conveys the brand personality. Both the bag and the box containing the pair of shoes, is designed with the colors that characterize the firm. In addition, an interesting aspect is that it includes, in the case of orders via online or via whatsapp, a handwritten note by the designer, in the case of Madrid, or the owner of the franchise, in other casa. In Valencia franchise it also includes some sweeties inside the shoebox.

Thus, clients can make gifts which includes a personalized note, according to the message the client wants, the shoe box is wrapped with a bow and sent directly to the person to whom it is addressed. With the packaging described, the company reaffirms its proximity and personalized service to clients. Illustration No. 17 shows the packaging in the case of Madrid, and Illustration No. 18 show that of Valencia.

Illustration 17. Packaging defloresyfloreros Madrid



Source: Facebook Madrid

Elaboration: "self done"

Illustration 18. Packaging defloresyfloreros Valencia



Source: Facebook Valencia and own company

Elaboration: "self done"

2.1.2.3.2. Price

When setting the price, the company uses a margin to the total product cost. In the interview above mentioned with Onda Investment, the designer explained that despite the high costs of disposing the final product, at the right time and Place, they try to adjust to the maximum their prices to the market demands, so that many potential consumers could enjoy some of their models.

The prices of products Defloresyfloreros are between 50 and 195 euros, with the espadrilles as the cheapest model and the more expensive boots. Prices vary depending on the model:

- The dancers and slippers have a price between 105 and 125 euros.
- The ankle boots are priced around 165 euros.
- The boots have an approximate price of 195 euros.

- The price of moccasins is between 115 and 130 euros.
- The sandals are priced around 90 euros.
- The approximate price of the espadilles is 50 euros.
- The clogs and wedges have a price of between 130 and 150 euros.

It should be added that the brand makes two types of discounts: discounts during sales season, seasonal discounts and other discounts as Blackfriday or Cyber Monday. With the sales discounts and others, the company aims to get closer to consumers and potential customers, and seasonal discounts reduce stocks from the previous collection. These discounts range from 25% to 50% depending on the type of product and other relevant aspects.

2.1.2.3.3. Distribution

As the company has grown, distribution channels have been expanded. Initially the brand appeared to sell its products online through its website: <http://www.defloresyfloreros.com/>.

Subsequently, the market demand was that it had physical stores. In Spain, although there has been progress, the online sale remains complicated as many segments of consumers are still reluctant to buy online, especially in the footwear sector. So Defloresyfloreros began distributing in multibrand stores today scattered throughout the Spanish territory. In the illustrations No. 19 and No. 20 we can see such establishments:

Illustration 19. Multibrand stores (I)

MONDRAGÓN (GUIPÚZCOA) Mondragón (Guipúzkoa) C/ Zerkaoeteta, 1 Arrastre 20500, Mondragón (Guipúzcoa) Tlfn.: 943 792 727	VITORIA-GASTEIZ (ÁLAVA) Chemot C/ Sancho El Sabio, 8 0000, Vitoria-Gasteiz (Álava) Tlfn.: 945 144 411
MEXICO DF Querencia Mia-Hotel Presidente Intercontinental Polanco Campos Eliseos, 218 0000, Mexico DF Tlfn.: 000 000 000	HUESCA Manolas Coso Alto, 25 22003, Huesca Tlfn.: 974 223 556
VITORIA-GASTEIZ (ÁLAVA) Recoletas Vitoria C/ Beato Tomas de Zumarraga, 56 Bajo 01009, Vitoria-Gasteiz (Álava) Tlfn.: 945 130 255	GRAN TARAJAL Calzados Ana MONTEVIDEO, 13 35620, GRAN TARAJAL Tlfn.: 928162004
LAS PALMAS DE GC Juncal Luis Doreste Silva, 25 35004, Las Palmas de GC Tlfn.: 928 29 05 05	BURGOS Q cuqui C/ Miranda, 23 09002, Burgos Tlfn.: 947720177
PALENCIA Modé Paris C/ Mayor principal, 110 34001, Palencia Tlfn.: 979 04 11 09	ALBACETE Cendree Shoes C/ mayor, 32, Pasaje Iodares, local I 02001, albacete Tlfn.: 627018671

Source: www.defloresyfloreros.com

Elaboration: "self done"

Illustration 20. Multibrand stores (II)

AZUAGA (BADAJOZ) Albero C/Constitución, 15 06920, Azuaga (Badajoz) Tlf.: 647 526 887	CASTELLÓN DE LA PLANA Albero DM C/ Isaac Peral, 6 12001, Castellón de la Plana Tlf.: 964 030 677
VALDEPEÑAS Abril CALLE SEIS DE JUNIO 98 13300, Valdepeñas Tlf.: 965 383 021	LA MATA (TOLEDO) Arena C/Capitán Bermejo, 68 45534, La Mata (Toledo)
PALENCIA Colon TrentayUno C/ Colón, 31 34002, Palencia Tlf.: 979 743 258	ALBOX Delma Avda. Pro XXI, 19 local 3 04800, Albox Tlf.: 950 121 157
CEE (CORUÑA) Érase una vez Avda. de Fernando Blanco, 22 bajo 15270, Cee (Coruña)	GUADALAJARA Fashion Outlet Guadalajara C/ Francisco Medina, 12 19300, Guadalajara Tlf.: 949 491 165
MADRID AlCoso C/ Alcalá 200 28027, Madrid Tlf.: 923 215 229	RIBADEO (LUGO) Petite Toe C/ San Francisco n 20 27700, Ribadeo (Lugo)

Source: www.defloresyfloreros.com

Elaboration: "self done"

Given the success of the physical points of sales, the company decided to go a step further and create their own physical store, located in Madrid. But franchisors requests have led them to two franchises, initially in Valencia and later in Ourense, obtaining Defloresyfloreros 3 exclusive shops in Spain.

In addition, the company has carved a niche in the international market. It exports regularly to Mexico, where it already has two physical stores, and less frequently but several times a year to the US, where it sells through multibrand stores.

2.1.2.3.4. Communication

The company uses various methods to communicate with the public and promote the brand, both offline and tools online. I believe that the company uses pull marketing strategies, as it launches the messages to make them reach their target audience, so that the receiving people of Defloresyfloreros attend the website or stores to order the product. Furthermore, its main intention is to build trust and loyalty with consumers.

And offline tools are radio interviews done in 2013 on "World Embark" and in 2014 "Manage Radio". In them, they discussed how the brand appeared and how it has evolved over the years. In the illustration No. 21 we find Paloma Moreno in an interview.

Illustration 21. Paloma Moreno in World Embark



Source: www.defloresyfloreros.com

In 2013, they have honored the designer with the "new company Award Chamber of Commerce" coming out in the newspaper, another marketing tool offline. No illustration 22, shown, in the bottom right, a photograph of the designer collecting the prize.

Illustration 22. Award Chamber of Commerce



Source: own company

He also made an interview with the newspaper "Diario Palentino" where he explained how the idea of the brand came out and its next steps. She also spoke of her designs to promote the brand. On illustration No. 23 we see illustration interview as a means of offline communication.

Illustration 23. Interview Diario Palentino



Source: own company

Moreover, the brand has been present in various events. During 2012 the brand was the protagonist in the MBFW (Mercedes - Benz Fashion Week) in Madrid, since the staff wore its shoes from the brand. "Normally are big brands, extensive experience, which deal with this aspect," she explained during the interview for the online newspaper "Diario Palentino" an online marketing tool. Also during the event, the brand presented in an exposition corner the SS 2013 collection. In illustration No. 24 we see MBFW staff wearing some dancers of the Defloresyfloreros.

Illustration 24. MBFW staff with a Defloresyfloreros



Source: own company

The firm was present at the Bullfighting Exhibition El Corte Ingles which took place during the Feria de San Isidro. It shared point of sale with brands like Mira la Marela or Sebastian Palomo Linares. The following illustration, No. 25, shows that exposure.

Illustration 25. Bullfighting Exhibition



Source: own company

In the festival "I am Cibelino" the brand displayed a photocall in which photo sessions, contests and activities with "bloggers" were made. In the illustration No. 26 we observe the photocall and a winner of the competition.

Illustration 26. Festival "I am Cibelino"



Source: own company

The concert of the 25th anniversary of the band "Modestia Aparte" was sponsored by Defloresyfloreros. They came familiar faces as Raquel Rodriguez and Natalia Sánchez to pick up their own pair of shoes, as we can see in the illustration No. 27.

Illustration 27. Concert band "Modestia Aparte"



Source: own company

In October 2011, the company used an offline media other than those discussed so far: television. The brand was promoted on the news of Telecinco with one of his timeless models inspired by the colors of the national bullfighting. Illustration No. 26 shows the image that was published.

Illustration 28. News of Telecinco



Source: own company

It has also used the magazines, namely Vogue Asia in the spring-summer of 2013, as we can see in Illustration No. 29. And also in national magazines such as Elle and Clara (illustration No. 30 and No. 31 respectively).

Illustration 29. Magazine Vogue Asia



Source: own company

Illustration 30. Magazine Elle



Source: own company

Illustration 31. Magazine Clara



Source: Instagram Madrid

The last tool offline to comment is that the designer has gone to fairs to show their products and promote the brand image. The most important were the conference Footwear Fair in spring 2011, annually engine market, the fair of San Marcos in Mexico and WWIN fair in Las Vegas (USA). In the illustration No. 32 appears in the designer shoe fair in Spain and No. 33 exhibitors Market Engines.

Illustration 32. Shoe fair Spain



Source: own company

Illustration 33. Exhibitor Market Engines



Source: Instagram Madrid

As a mean of online communication, branding goes promoted in newspapers and online magazines such as El Mundo, Palentino Journal, Telva or ABC. They show their

collections, talk about the company and its evolution and tells readers the latest activities perform by the designer. Illustration No. 34 is an illustration news newspaper El Mundo.

Illustration 34. News newspaper El Mundo



Source: own company

The flat shoes of the brand have dressed various bloggers in their posts, such as Silvia Navarro and Mar Flores. But it has also had interviews with blogs like Cosas de la Moda or La Petite Mafalda, where the designer talked about the brand and its new designs. The following illustration (No. 35), shows the blogger Mar Flores and designer Silvia Navarro with some dancers Defloresyfloreros.

Illustration 35. Bloggers with a Defloresyfloreros



Source: own company and instagram Madrid

Other online media are social networks like Facebook or Instagram. Through them, the designer uses means of direct communication. Encourage clients to contact her through her Whatsapp and make direct orders. In addition, the company uses another tool of direct marketing through its website, where a tab appears to make direct contact with the company in case you are interested with the franchise and for the final customer to make inquiries and place orders.

In conclusion I would add that the company communication in social media could be higher, since they do not exploit their full potential, that is, you should upload more than photos to both Facebook and the Instagram daily, create hashtag and encourage more clients to participate and improve their interactive MK. Also, I have seen that the firm does not use any channel of Youtube, and I think that is actually a very strong marketing online tool. On the other hand, most of the tools of communication offline are quite old, or at least according to the information that the company has provided to us, so I think the company should conduct a campaign every year.

2.1.2.4. Financial resources

With regard to financial resources, the company has not provided any data so we have extracted all the information from that section of the SABI database.

In graphic No. 3, we can observe the most relevant data found. A worrying fact is that the negative operating results for the period 2014. However, operating income consider to be appropriate, taking into account the characteristics of the business.

Graphic 3. Financial resources

Operating Revenues	170,739
Result of the excersice	-27.982
Total Asset	170,365

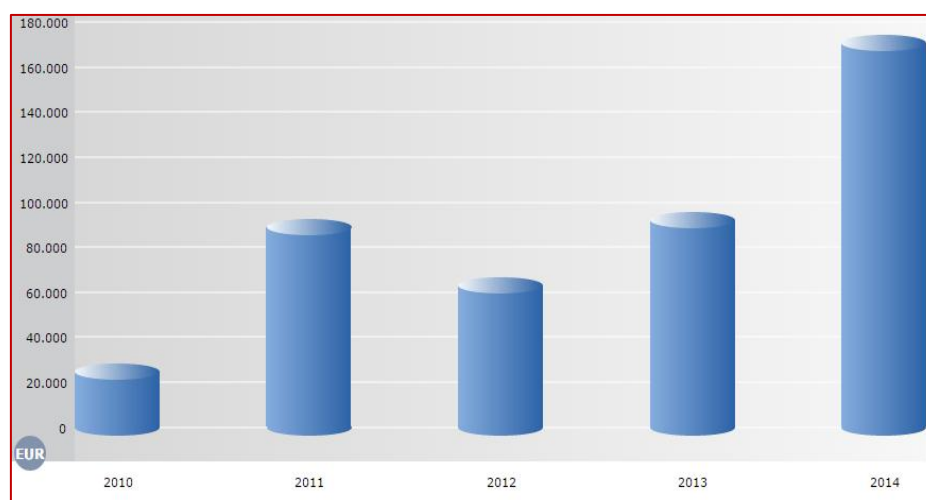
Source: SABI, 2014 (latest data)

Elaboration: "self done"

The graphic No. 4 shows the evolution of operating income, i.e. the evolution of sales. Here we can see the large increase in sales during the last year 2014, a very important fact because it is not just a figure considered, if not sales have increased dramatically.

If the sales trend for the period 2015 continues to rise, the company could consider innovate in the business.

Graphic 4. Evolution of sales



Source: SABI, 2014 (latest data)

2.1.2.5. Research, development and innovation

Currently, the company focus on traditional crafts and handmade products, therefore they make no development activity and innovation.

If it is true, the firm is young and still has not been considered changing the traditional method or combine both concepts.

2.1.2.6. Corporate social responsibility

With traditional handicraft products are manufactured in a respectful way with the environment because during its production emissions are avoided.

It also uses natural materials for its products, thus improving techniques that respect the environment.

In illustration No. 36, we can see a craftsman in the production process.

Illustration 36. Defloresyfloreros craftsman



Source: Instagram Madrid

However, it is much more what the company could do to improve and help society, but as mentioned above, the company has five years and are still in the process of growth. My view on this is that even they are young, is growing properly so maybe it's time to go for other practices.

2.2. External analysis

2.2.1. Analysis of the general environment (Pestel Analysis)

2.2.1.1. Political Factors

In our country there are associations that support Spanish footwear traders, representing and defending their interests but also making sure that companies in the sector fulfill with the rules that govern it. But these associations don't serve only as representative associations in Spain, but also a mean by which to contact the Spanish companies with other countries within and outside the European Union, through fairs footwear and other means to boost Spanish footwear exports. In addition, companies that are part of these associations are constantly receiving information about grants, subsidies, agreements with other countries and other information that is relevant. In this regard, we emphasize partnerships that are FICE (Federation of Spanish Footwear Industries), INESCOP (Technological Institute for Footwear and Related Industries), AEC (Spanish Association of Components and Machinery for Footwear) and AVECAL (Valencian Business Association Footwear).

There are also Spanish institutions that strengthen the competitive position outside the companies in any industry, with support and initiatives. These may be directed to all types of companies or rely on exporting experience, that is, initiatives and aid aimed at companies involved in export initiation and initiatives and aid aimed at companies undergoing consolidation and expansion. The main institution that promotes internationalization through grants and initiatives is the Ministry of Economy and Competitiveness. In the strategic plan of internationalization of the Spanish economy, created by the Ministry of Economy and Competitiveness, they will reflect some of these initiatives. We can highlight the following:

- Internationalization Fund Company (MSIF) gives partial funding, to non-Spanish companies who decide to hire Spanish companies for any international project.
- Officiates Credit Institute (ICO) offers financing to Spanish companies that intend to carry out exports.
- Spanish Chambers of Commerce abroad officially recognized by the state: it is associations formed abroad, which are governed by the laws of that country and cooperate with the Spanish government in the internationalization of Spanish companies.

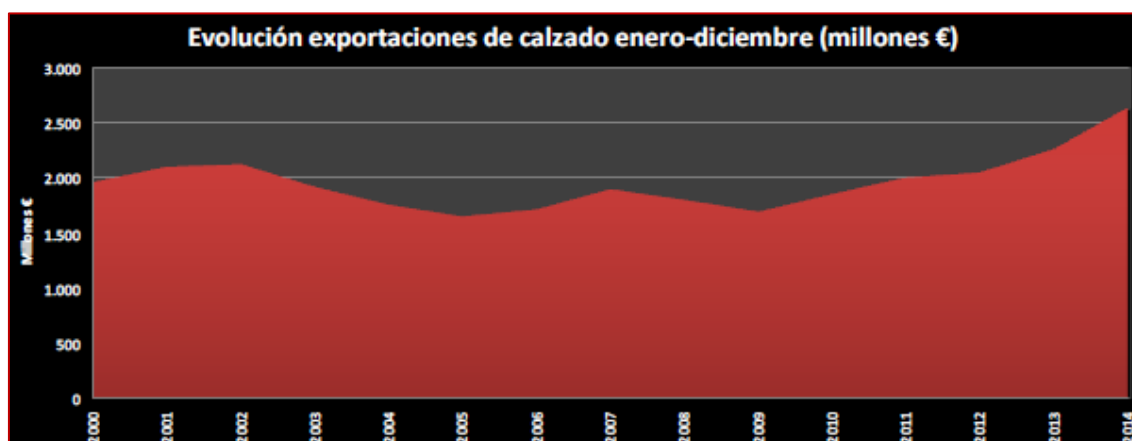
- Insurance Company Spanish Export Credit: its instrument of support for the internationalization of risk coverage on behalf of the state. It is an essential tool at the moment due to the economic situation.

The foreign sector is still a key player for Spain to come out of the crisis, and that is why the Spanish government is promoting internationalization through institutions and initiatives as described above. However, initially discussed with associations demonstrates the quality and professionalism of the Spanish footwear sector.

With initiatives like the above, it has managed to increase exports and reduce the deficit throughout the period 2015, obtaining in the first half of the record year in exports.

In addition, in 2014 we also achieved a record in Spanish footwear exports, an increase in value of 17%. The main buyer of Spanish footwear is the EU with 20% growth in that period, with France, Italy, UK, Germany and Portugal as the main destinations. Thus the sector in early 2015 showed a trade surplus of 230.6 million euros, losing competitiveness against competitors and gain international market share. In graphic No. 5, we can observe the evolution of exports of the footwear sector.

Graphic 5. Evolution of exports of the footwear sector (2014)



Source: FICE

WHAT DOES IT MEAN FOR THE COMPANY?

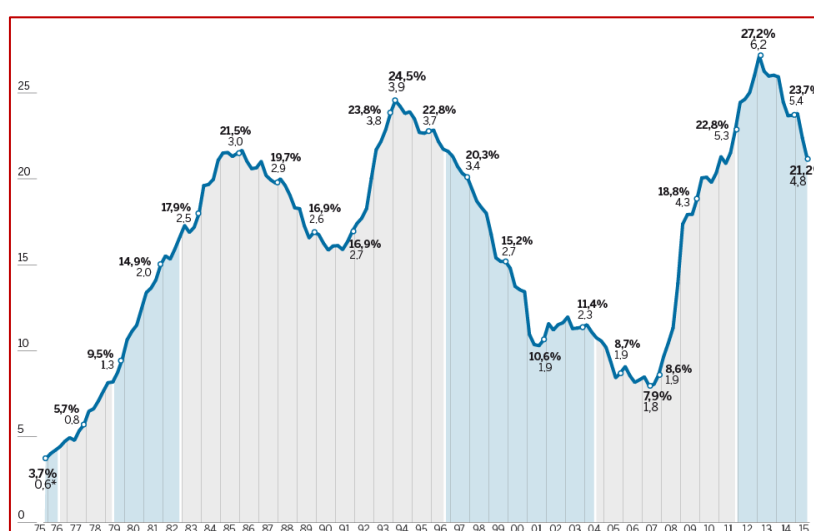
Concluding the section, we could say that defloresyfloreros should continue this in foreign markets and expand its presence, not only through companies multibrand, but

also constitute a franchise abroad, or it could have a lot of support and assistance of the institutions and associations previously commented.

2.2.1.2. Economic Factors

In early 2013, the highest point reached in the unemployment rate in our country. But nevertheless, from that moment, it has come down to 21.2% (4.8 million unemployed) being the lowest since mid 2011. The graphic No. 6 shows the evolution of the rate Unemployment in % and the number of unemployed in millions.

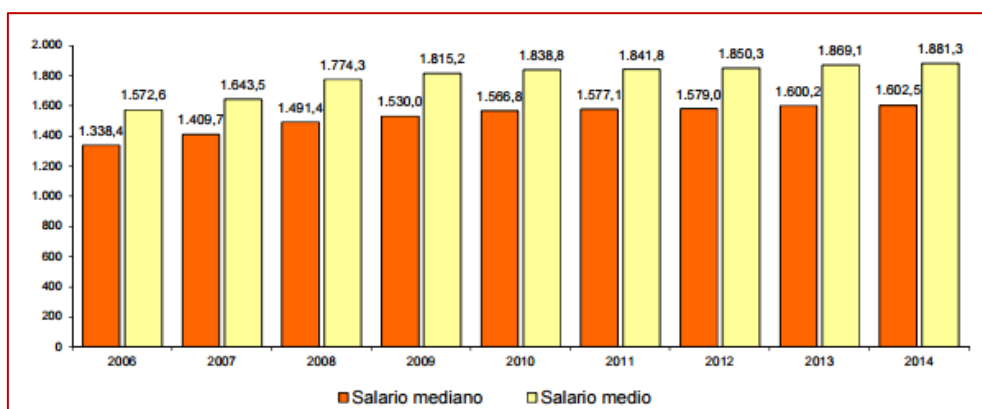
Graphic 6. Evolution of the rate unemployment



Source: "El país"

The average monthly wage increased by 0.65% in 2014, up from 1869.1 to 1881.3 euros per month. To These data it should be added that during 2014, 40% of employees felt a salary ranging between 1221.1 (30% received a lower salary) and 2173.5 (30% received a higher salary). In Graphic No. 7 we can see this evolution.

Graphic 7. Evolution average



Source: Instagram Madrid

According to the Bank of Spain, during the first three quarters of the year GDP increased by 3.4%, three more than in the previous quarter tenths, confirming the growth of the Spanish economy. This increase in GDP was due largely to growth in domestic demand for clothing and footwear, health, transport, communications and cafes, hotels and restaurants. We should add that Luis Maria Linde, Governor of the Bank of Spain, with GDP expected to increase by 3.1% over 2015, and 2.7% in 2016.

WHAT DOES IT MEAN FOR THE COMPANY?

Although the forecasts for 2016 are that GDP will increase to a lesser extent, it will continue to grow, if we add the rising wages and falling unemployment we get a continuous growth of the Spanish economy. In addition, a part of this growth is due to the domestic demand of the Spanish footwear, so defloresyfloreros should bet on increasing their stores in the Spanish territory.

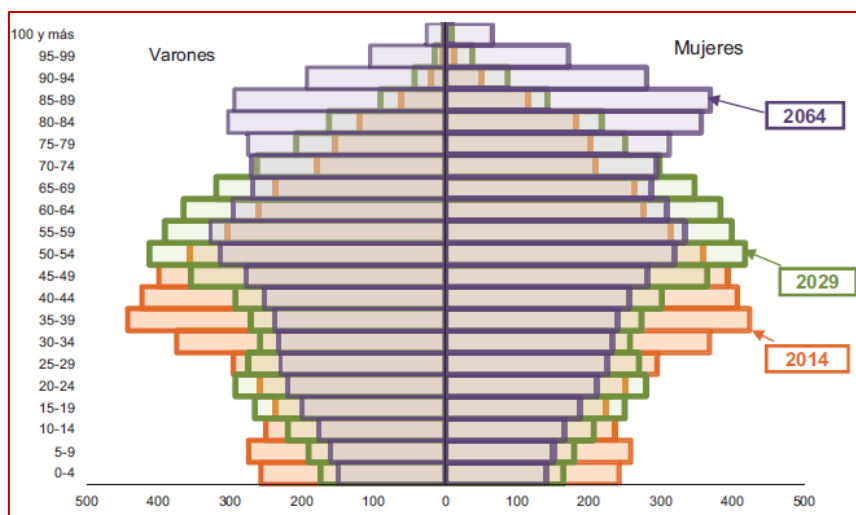
2.2.1.3. Socio-Cultural Factors

In the next 50 years the Spanish population will fall, seeing an increasing number of deaths and reducing the number of births, thus making Spain as an aging country. If we look at the population pyramid, as graphic No. 8 shows the number, we will see this trend.

Currently, the largest group is between 35 and 39 years, but in the next 15 years there will be more people 50 to 54 years and 50 years from now most will be 85 to 89 years, causing you have 48 , 9% of children under 10 years.

This aging population will cause new trends in future. The elderly will become an important segment, which will require comfortable shoes and insurance tailored to your needs. In addition, this group, due to the provisions on pensions, will not have a very high income.

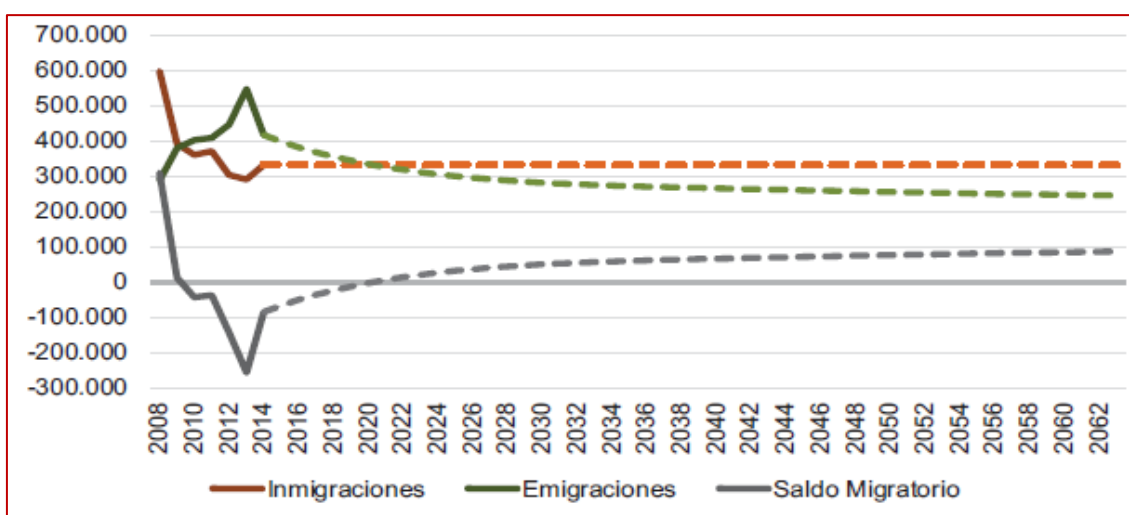
Graphic 8. Trends in the population pyramid



Source: INE

However, in the next year (2016) will begin to experience a change in migration flows as shown in the graphic No. 9. There will be an increase in the immigration and the emigration will decrease, until in 2021 a positive net migration and increasing population resident in Spain. This change will increase the birth rate and therefore the consumption of children's footwear. It should be added that most of the immigration come from countries with unequal wealth.

Graphic 9. Evolution migration flows



Source: OPTI

In the coming years, increasing population will affect urban areas of large cities, and therefore increase sales of footwear in these areas.

Changes in family structure are already starting to show. Large families will be less abundant than at present, abound smaller families, increase families consist of single mothers (single parent family) and increase the number of persons living alone. This will cause disparity of family income available for consumption, being raised in single people and single parents on low. In addition, it will increase the tendency to personalize the shoes.

They will increase aid and support for working mothers, causing an increase in the number of women in the workforce. Sales of footwear, fashion and accessories will be increased due to the importance of women as consumers.

Due to the improvement of education, consumers will be more critical and support products that respect the environment and increase the importance of bloggers when making purchases. It will also increase the sports-minded causing a demand for convenient and comfortable sneakers.

Although some of the above trends are already occurring today in the future will become more noticeable.

WHAT DOES IT MEAN FOR THE COMPANY?

With the forecast trends in footwear, the company should launch a low cost line, to adapt to the market with lower purchasing power; a line aimed at women with more advanced age than its current target, due to increased life expectancy age; and a line for girls, due to the higher birth rate of immigrant families. In addition, two special products: some dancers, as is his strong point, that can be customized to complete and a sporty ride. All new lines should aim to maintain the quality and style of the brand.

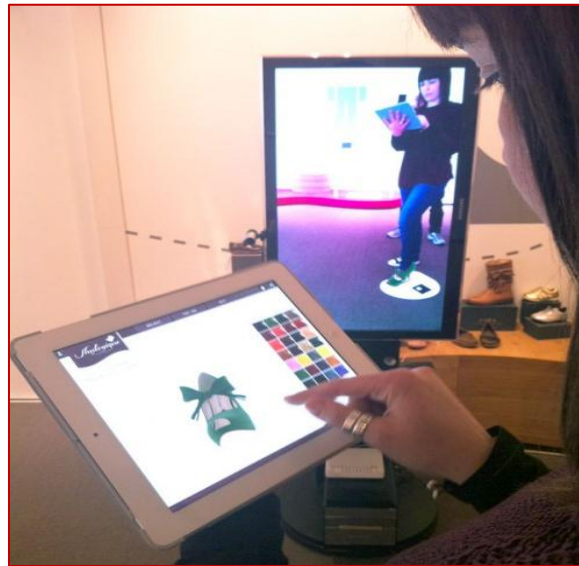
It should be added that with the growing affection for the environment, the company should change its packaging and adapt to market requirements.

2.2.1.4. Technological factors

After a thorough analysis, we will discuss different factors.

Thanks to technological advances, it have been discovered new energies called "Clean Energy" which will improve the living conditions of developing countries. These enhancements reaffirm the opportunity to export to developing countries.

Illustration 38. Virtual Mirror



Source: INESCOP

Another technique is the augmented reality "Foot Sizing RA". This is an application that accurate measurement of the foot using a printed sheet with color, to be located next to the foot. It takes a picture with the tablet and it's sent to the application to be subsequently returned the image to the size of the shoe. In illustration No. 39 we can see an example of this type of image.

Illustration 39. Foot Sizing RA



Source: INESCOP

WHAT DOES IT MEAN FOR THE COMPANY?

They are constantly emerging advances in technology that favors the footwear sector and defloreyfloreros doesn't use applications such previously discussed and would be useful for sale at the point of sale. It could also increase the brand image with Encapshoes and, as we mentioned at this point the project, continue to export to developing countries.

2.2.1.5. Ecological factors

Spanish society is increasingly linked to the environment and demand products or services that have been produced in a way that respects the environment. This is just one of the reactions of society to the growing concern of climate change.

There are several platforms that help organizations become more ecological and respectful with the environment. One is the platform Life Green presented a guide to good environmental practices to enhance the use of ICTs and reduce CO2 emissions. If they apply to organizations, whether large or small businesses, it would be reduced more than 50% of daily broadcasts. Some of these practices include turning off the computer when not in use over an hour, unplug the CPU or laptop once off, use smart plugs to cut the supply and not to consume ghosts, close programs upon completion of use or place the device away from sources of heat or cold. Besides saving energy, it would lower costs.

However, since there are many companies that add to these practices. More and more companies are part of the EMAS (Eco-Management and Audit Scheme), a voluntary EU platform studying companies and organizations recognized as friendly to the environment.

Through the Ministry of Agriculture, Food and Environment, the empleaverde program, which year after year is possible to create or convert green business starts. They help companies to play their activity by friendly actions environment and financing some of those changes.

The footwear sector also drives this movement through the project "Sustainable Footwear and Fashion 2020", whose main objective is to change companies to implement new management strategies that are respectful of the environment. To date,

the project has launched two online courses that are taught methods to design ecologically footwear (eco-design), materials and eco-labels that can be used during the production process (eco-materials, eco-labeling) and save energy in manufacturing processes and ecological packaging (eco-packaging). Moreover, since the platform FICE, competitions on the green entrepreneurship are performed in the fashion sector, encouraging companies to be green industry companies.

WHAT DOES IT MEAN FOR THE COMPANY?

Increasingly, the company will be limited by production controls and environmental standards to combat climate change. However, the company is not adjusting to not use any organic method, at least with the information available.

2.2.1.6. Legal Factors

Then we will discuss some of the outstanding laws:

- Law 14/2013 of 27 September, support for entrepreneurs and internationalization.
- Law 26/2007, of 23 October, on Environmental Responsibility.
- Unfair competition laws for good corporate behavior.
- Act for employers that affects all companies regardless of their size.

2.2.2. Competitive environment analysis (analysis of five competitive forces of Porter)

2.2.2.1. Bargaining power of customers

When analyzing this section, keep in mind that the company targets both final customers and distributors. This is because they sell their products through internet and own stores but also through multi-brand stores. Footwear sold by the company is clearly distinguishable by his great personality and design, so are the clients who come to the company to purchase its products. Without going any further, the owners of the franchises are former clients who asked the designer to have a brand franchise without asking for it before.

Considering these aspects, we can say that customers have low bargaining power because the brand offers value and differentiated attributes. However, the designer

attempts to provide clients maximum satisfaction even designing footwear according to clients' requests.

2.2.2.2. Bargaining power of suppliers

One of the suppliers of the firm are artisans of Alicante, the birthplace of Spanish footwear. And another of the suppliers are manufacturers of fabrics you use for making the product. Both have a high bargaining power to have the advantage of performing their traditional products and therefore with the highest level of quality. Thus, by allowing product differentiation, almost all of the footwear industry seeks suppliers such as it involves a distinction highly valued by consumers in the sector.

2.2.2.3. Threat of new entrants

The Spanish footwear is world renowned for its design and quality, so much so that many celebrities say they only buy Spanish footwear. This global recognition has led to increase exports of Spanish shoes.

Regarding the internal market, in recent years there has been increasing interest in Spanish by the Spanish footwear. With the crisis the demand argued for few and of poor quality shoes, but as Spain is emerging from the crisis this mentality is changing. Spanish consumers, as described Imanol Martínez responsible for the marketing of Spanish Footwear Industry Federation (FICE), change their consumption habits starting to bet on good quality shoes, rather than by the number of pairs of shoes, and the Spanish footwear. This change of consumers has been largely encouraged by the support of platforms like FICE, which had a campaign to promote domestic footwear in Spain.

With the first positive data about the exit from the crisis, rising Spanish domestic footwear consumption, increased exports, support of platforms and some of the issues discussed throughout the project, do you have a large threat of new entrants in the sector.

2.2.2.4. Threat of substitutes

Given the large number of company that marketed under the online sale and many shoe companies known as Retail, we can say that the threat of substitute products is

very high. These products meet the same needs as brand products, which can be classified as generic competition.

It is very easy to find stylish shoes with heels centimeters and higher prices as Ursula Mascaro or Magrit. Or shoes with a casual style or wear and with a much reduced price as Marypaz or Xti.

2.2.2.5. Rivalry between competitors

To determine the degree of competitive rivalry, we must detect and analyze the strongest competitors. The most important aspect to consider is whether the competing company produces and markets a similar product as our company. However, other factors are also involved, such as price, since consumers when they go to make a purchase are very aware of this aspect.

After conducting a thorough search, and given that the star product of Defloresyfloreros are the dancers, we can distinguish two types of competition. **Competition in product form** as *Pretty Ballerinas*, *Anniel*, *Jeffrey Campbell*, *Miss Garcia* and *Lolita Blu* as they mainly sell dancers, **competition in product category**, as *MyBlüchers* who does not sell dancers but sells Slippers and Moccasins between other products.

After performing this classification, we will explain more about the companies mentioned above.

Pretty Ballerinas

The brand came in 2005 with the intention of selling dancers and flat shoes, designed with a variety of styles, colors and materials combined in an unusual way. The footwear is produced in a village in Menorca, by a family with a long tradition in the manufacture of Spanish footwear.

Initially the only marketing channel was its website, prettyballerinas.com, but soon it opened its first physical store in London during the winter of 2007. It is now an international brand, with stores located throughout the world, including London with more than 4 physical stores, and Spain, with two stores in Madrid and the Corte Inglés of Madrid, Barcelona and Valencia. However, it is also present in New York, Canada, California, Taiwan, Croatia and Italy. The design of its stores is a bit curious, since they are like little boxes of chocolate with golden mirrors and antique lamps, sofas and shelves and pink leopard.

His dancers have been promoted in various fashion magazines at the feet of international supermodels such as Elle MacPherson and Claudia Schiffer. They have also been worn by celebrities such as Angelina Jolie, Lindsay Lohan and Lily Allen. In fact, at the wedding of Kate Moss, all the bridesmaids took a Pretty Ballerinas. Spanish celebrities have also led the firm as Paula Echevarría. In 2009 the company launched a collection of dancers for little girls and a collection of accessories like gloves, purses and belts. Therefore, the products are aimed at women, each one named as a music icons or celebrities from the big screen so that clients easily remember the model they like. Illustration No. 40 shows some examples of their designs.

Illustration 40. Desings Pretty Ballerinas



Source: www.prettyballerinas.com

Elaboration: "self done"

With regard to price, ranging between 130 and 400 euros, depending on the model and ornaments bearing the design.

PRETTY BALLERINA VS DEFLORESYFLOREROS

Although competitor footwear is manufactured in Spain, it has its beginnings in the London market and is more widespread than our company. The design of the dancers is very similar between the two companies. They are using fabrics and ornaments that attract attention like the peculiar combination of them. The price is also similar. Therefore, we consider it a strong competitor, although Pretty Ballerina products fail to

have the great personality that Deflorerosyfloreros has, with big bows and combinations, for example, stripes and polka dots.

Anniel

Anniel was originally a brand dedicated to selling sports supplements such as ballet, gymnastics or skating to be a reference of all encompassing artistic sports, both in Italy and worldwide. The brand was established in 1976 but after a few years with the help of a Japanese designer, the idea of selling the brand from another point of view: dancers sales made in Italy inspired by the long tradition of Italian ballet.

The product is distributed via online through their website, annielshop.com through multibrand websites like Amazon, they reach everyone, and through the best boutiques in Tokyo, Osaka and Nagasaki.

Currently the company is aimed at women, men and children, offering two collections per year for each public. It notes that the collection of girl kids is almost the same as the women's collection. Their models are dancers, snow boots, bags and backpacks, boots, high heels inspired dance moccasins, slippers, sports, their particular model known as "soft" and even spadriles in SS. All collections combine vintage and modern style, always maintaining the highest quality and comfort to be lightweight footwear. Illustration No. 41 shows us some of their models (the left design is an example of the "soft").

Illustration 41. Designs Anniel



Source: www.prettyballerinas.com

Elaboration: "self done"

Prices range from 90 to 210 euros depending on the type of product. The dancers are worth about 130 euros.

ANNIEL VS DEFLORESYFLOREROS

This is a less known internationally brand than the one before explained, perhaps because it does not have physical points of sale in our country, but remains a strong competitor because of the design of its products, which are clearly related to those of Defloresyfloreros . They use bows, polka dots, stripes, glitter, all kinds of prints, united in a single shoe or different. In addition, the selling price ranges equally in both brands.

Jeffrey Campbell

Although we have not found enough information of this firm, we can say that this is an American brand that was booming in Spain due to their designs named "Lita". These are platform boots knotted with laces across the instep and can be found every season in many colors, fabrics, prints and more. The brand has shoes of all styles, from retro shoes with an urban style combining zippers, studs, thick and rough lasts for a gothic public, a more elegant footwear combining ties, buttons, velvet, diamonds or directed to a simpler public. In short, the brand makes footwear for women, but for all types of women, always keeping in mind the essence of innovation.

A curious pattern designer, were wedges that had the transparent heel and inside Barbies heads. Illustration No. 42 shows some of the pairs of flat shoes that feature similar to our brand.

The brand is widespread throughout the United States having more than 30 multi-brand stores. Also you can find a lot of web portals as Zalando, Asos, Stylight or Amazon among many others that are scattered around the world. This has enabled the brand to become an international benchmark and have millions of followers.

As for the price, the cheapest shoes are \$ 90 (82 euros) and the most expensive pair of shoes is \$ 160 (146 euros). Therefore, they have a competitive price and the approximate price ranging footwear of our company.

Illustration 42. Desings Jeffrey Campbell



Source: www.jeffreycampbellshoes.com

Elaboration: "self done"

JEFFREY CAMPBELL VS DEFLORESYFLOREROS

Although the designs are far some being equal, it is unusual and innovative footwear like Defloresyfloreros. They combine different materials and decorations and are striking, making highlight the feet of the wearer. It is a very internationalized and globally known brand, offering a greater variety of footwear than offered by our firm, offering heeled shoes and sport.

Miss Garcia

Miss Garcia is a 100% Spanish brand whose products are manufactured in Avilés completely handmade with the best quality fur that comes from Spain and Italy. Miss Garcia is an evolution of Monica Garcia, whose owner is the designer Elena Garcia. As we can see in the illustration No. 43 uses a variety of fabrics, prints, materials and motifs, resulting in a unique and daring footwear.

Illustration 43. Designs Miss Garcia



Source: www.missgarcia.es

Elaboration: self done

The brand sells luxury footwear aimed at female, sexy and elegant women who opt for comfort, offering ballerinas, pumps, sandals and boots. In addition the company has a line directed to the bride and girls, whose designs are virtually the same as those of the line of women.

For the firm, the shoe represents the identity and personality of the wearer, and therefore all signature models are customizable and clients can choose fabrics, colors or heel height.

The cheaper model is 180 euros shoes, and the most expensive is 600 euros. The price depends on the design, fabrics and materials to be used in the manufacture of footwear.

MISS GARCIA VS DEFLORESYFLOREROS

Since Miss Garcia is a firm that sells luxury shoes, their prices are higher than in the case of Defloresyfloreros, offering very similar Spanish products, quality, and characterized by the combination of fabrics, ornaments, and for its comfort . It also sells product lines that Defloresyfloreros does.

Lolita Blu

It is a Spanish company that was started in 2012 through its website, with the idea of spreading throughout Europe, but currently have sent orders throughout Spain and Portugal. Its owners, two sisters who have been immersed in the world of footwear forever, because their parents had two shoe stores in Galicia.

The firm is aimed at women through various lines of products like boots, sandals, ballerinas, purses or party bags. Shoes are risking bordering on the bizarre, yet elegant as we can see in the illustration No. 44. Combine rhinestones or ankle chains, ties or tacks, colors and unusual materials, with 80% of them of Spanish origin, specifically Alicante, where he made a pair of shoes.

Illustration 44. Desings Lolita Blu



Source: www.lolitalblu.com

Elaboration: self done

Several bloggers and celebrities have worn their shoes making the brand take off, among them are Ariadne Artiles or Alexandra Pereira.

The prices are not excessive but shoes are not accessible to all women. The firm offers shoes from 55 euros to 160 euros.

LOLITA BLU VS DEFLOREYFLOREROS

Lolita Blu market is very similar to our company at very similar prices footwear. However, Defloreyfloreros is more widespread internationally and does not produce the same variety of footwear, and that does not have such Stilettos (high-heeled shoes).

Myblüchers

It is a firm which started its activity with the intention of just selling Blüchers: English stitching shoe. It arose in 2013, when its creator miss in the market this traditional English design but at a lower cost. So he decided to create quality Blüchers changing a liitle bit the traditional design for various emerging or consolidated companies. Firms that have collaborated with Myblüchers are Minerva Portillo, Francisco Segarra, Beatriz Peñalver or Alberto Jimenez, among others, causing personal, daring, bohemian and very diverse range designs.

The brand includes two lines, one aimed at men and another aimed at women, but all the products and materials used are manufactured in Elche, which is a 100% Spanish footwear. Currently available are Blüchers, loafers, stilettos, ballerinas and booties. It Uses lots of color in their models and a variety of prints, as we can see in illustration No. 45.

Illustration 45. Desings Myblüchers



Source: www.mybluchers.com

Elaboration: "self done"

Their only marketing channel is its website, which reaches people around the world making the brand known internationally.

Prices for the shoes range from 145 euros to 260, finding a variety of designs in every price range.

MYBLÜCHERS VS DEFLORESYFLOREROS

Although Defloresyfloreros does not denominated in the same way, it has also Blüchers, differentiating the two brands for the design and materials used. Myblüchers only uses patent leather but uses a wide variety of bright colors, and Defloresyfloreros uses leather and more neutral colors. Prices are higher in the case of Myblüchers but denote more elegance and Defloresyfloreros has a greater variety of shoes but only targets the female audience.

After analyzing competition, of the above, I consider the strongest firms Pretty Ballerinas, Lolita Blu and Anniel regarding design and price, very decisive factors in consumer purchasing decision. However, Miss Garcia is also strong competition for its design as it is similar to Defloresyfloreros, but their prices are higher. To further analyze the competition with regard to quality and price, we will use the positioning map with both variables. The graphic No. 10 shows the positioning map.

Graphic 10. Positioning Defloresyfloreros



Source: "self done"

Considering that the seven companies produce products with a good quality-price relationship, we can say that Lolita Blu is a company that has both price and quality very similar to Defloresyfloreros. Likewise, Jeffrey Campbell offers its products at a similar price but perhaps the quality of products is a little higher. Pretty Ballerinas despite producing products with a similar level of quality of our company, has higher prices. With regard to My Blüchers, it has both the quality and the price higher than the

company, but not too far from ours. Firms that are farther away, and therefore a greater difference is noted with respect to other companies, are Anniel and Miss Garcia. Anniel footwear produces lower quality yet at a similar price, and Miss Garcia markets products of high quality, superior to Defloresyfloreros, and sells at a much higher price.

Therefore, from the point of view of quality and price, I consider more direct competitors: Pretty Ballerinas and Lolita Blu.

It should be added that the vast majority of firms have more than one product line, well targeted to men or boys or to all kinds of women, so I think the company should expand its target audience offering another product line. Thus the company improves its competitiveness against other companies.

2.3. Market analysis and demand

2.3.1. Spanish current footwear market (market analysis)

To analyze this section, we will visualize globally Spanish footwear sector as it has a great importance in the Spanish economy.

After studying a document that analyzed foreign footwear industry trade during 2014, published on March 4, 2015 and done by the technicians of the Spanish Footwear Industry Federation (FICE), we can draw the following the following ideas:

- The footwear sector exports increased by 17%, much higher than 2.5%, representing growth of exports of goods remaining percentage. This explains why the footwear sector has overcome the crisis in better shape than the rest of Spanish sectors.
- The footwear sector exports to 180 countries in 2014 causing more than 150 million people wore Spanish footwear. The main buyer of Spanish footwear is the European Union, increasing 20% of Spanish footwear imports and exports to non-EU territories increased 8%. In the international market, the Spanish brands are considered a benchmark for design and quality, and that is why exports have increased to such an extent.

As we can see in the illustration No. 46, 81% of the footwear sector exports are directed to the EU, followed by America with 9% and Asia represents 7% of total exports. Exports to the EU have increased by 18% from 2013, directed to the American continent a 9% and 10% exports to Asia. Asia accounts for 60% of the world population, so it is important to continue increasing exports to this country.

Illustration 46. Map footwear exports



Source: FICE

France is the main market to where that the Spanish footwear brands export. However, due to the conflicts in which they are immersed since the beginning of 2015, I think it is not a good time to have trade relations with the country. The next in the ranking of European countries is Italy with 10.02%, followed by Germany (8.9%) and the UK (7.74%). In the case of Italy, exports have grown by 13% in value and 24% by volume (pairs of shoes), which means that most of the imports are of low-priced footwear. However, UK, exports grew by 19% in both value and volume. Although Portugal is located in fifth place, its exports have declined.

Outside the EU, the main importer of Spanish footwear is the United States with 5.5% of total Spanish exports. The second largest importer of American continent is Mexico, occupying twelfth place in the ranking with 1.52% of total exports. US imports increased 13% in value and 7% by volume, meaning that its imports are of Spanish quality footwear. The average US export price is the second highest being 41.7 euros per pair. Although Canada is ranked number twenty in the ranking, it has significantly increased by 13% in both value and volume.

With regard to Asia, the main importer is Japan with 1.82%, ranking eleventh in the ranking. And China, with 1.51% which ranked third. Japan grows by 30% in volume and 8% in value, while China grew by 15% in volume and 8% in value.

All these data are reflected in graphic No. 11.

Graphic 11. Spanish footwear exports destinations

Países	2014			Variación % 14/13			2014 % sobre total	
	Pares	C	Precio medio C	Volumen %	Valor %	Precio medio %	volumen	valor
Francia	34.299.219	577.423.508	16,83	12,56%	20,69%	7,22%	22,25%	21,87%
Italia	18.784.559	264.542.830	14,08	23,68%	12,73%	-8,86%	12,18%	10,02%
Alemania	10.873.755	235.085.058	21,62	3,25%	13,47%	9,89%	7,05%	8,90%
Reino Unido	8.059.123	204.369.073	25,36	18,93%	18,92%	-0,01%	5,23%	7,74%
Portugal	17.296.026	204.182.625	11,81	-12,83%	-0,44%	14,21%	11,22%	7,73%
EE.UU.	3.483.932	145.207.849	41,68	6,65%	12,66%	5,64%	2,26%	5,50%
Bélgica	5.567.242	121.104.497	21,75	22,43%	39,56%	13,99%	3,61%	4,59%
Países Bajos	2.651.358	63.842.292	24,08	27,06%	12,10%	-11,78%	1,72%	2,42%
Polonia	3.611.765	61.927.728	17,15	43,94%	52,97%	6,27%	2,34%	2,35%
Grecia	3.384.778	55.235.291	16,32	12,23%	24,40%	10,84%	2,20%	2,09%
Japón	2.385.658	47.965.814	20,11	30,34%	7,67%	-17,40%	1,55%	1,82%
México	1.479.896	40.151.431	27,13	3,80%	3,72%	-0,08%	0,96%	1,52%
China	1.095.580	39.837.244	36,36	15,02%	8,22%	-5,91%	0,71%	1,51%
Rusia	1.395.318	38.824.853	27,83	2,63%	-5,54%	-7,96%	0,91%	1,47%
Irlanda	5.749.272	38.285.523	6,66	262,64%	107,97%	-42,65%	3,73%	1,45%
Austria	2.444.444	35.943.977	14,70	254,20%	99,01%	-43,81%	1,59%	1,36%
Turquía	2.138.821	30.474.753	14,25	10,29%	1,17%	-8,27%	1,39%	1,15%
Suecia	896.113	23.560.173	26,29	16,63%	5,77%	-9,31%	0,58%	0,89%
Rumanía	1.355.325	22.773.469	16,80	20,13%	28,91%	7,30%	0,88%	0,86%
Canadá	669.265	21.501.733	32,13	12,66%	13,39%	0,64%	0,43%	0,81%
R. Checa	737.544	20.534.746	27,84	-13,45%	55,66%	79,85%	0,48%	0,78%
Suiza	852.676	20.150.444	23,63	-7,36%	-5,63%	1,86%	0,55%	0,76%
Emir.Ar.Un.	863.560	19.964.704	23,12	33,81%	10,19%	-17,65%	0,56%	0,76%
Corea del Sur	962.732	18.810.163	19,54	72,37%	48,34%	-13,94%	0,62%	0,71%
Hungría	1.426.528	18.514.605	12,98	-14,44%	35,13%	57,94%	0,93%	0,70%
Australia	541.593	18.049.527	33,33	22,65%	22,34%	-0,25%	0,35%	0,68%
Hong Kong	385.733	16.324.284	42,32	7,55%	19,78%	11,38%	0,25%	0,62%
Otros países	20.775.291	235.878.136	11,35	10,09%	11,52%	1,30%	13,48%	8,93%
TOTAL	154.167.106	2.640.466.330	17,13	14,35%	16,82%	2,16%	100,00%	100,00%

Source: FICE

Then, using graphic No.12, we will analyze what kind of shoes is the most purchased in exports.

Leather shoes are the most demanded by international countries, with 63.3% of the total value of exports. This item has increased during 2014, with growth of 17% in volume and 19% in value. The woman is the main consumer of footwear in foreign territories, acquiring Spanish leather shoes.

Representing 43% of the total value, and increasing by 23% in volume (pair of shoes) and 28% in value.

The second departure most exploited is the textile footwear, assuming 16.5% of the total. In the textile footwear, there are included materials as those used in the spadriles, mixture or velvet.

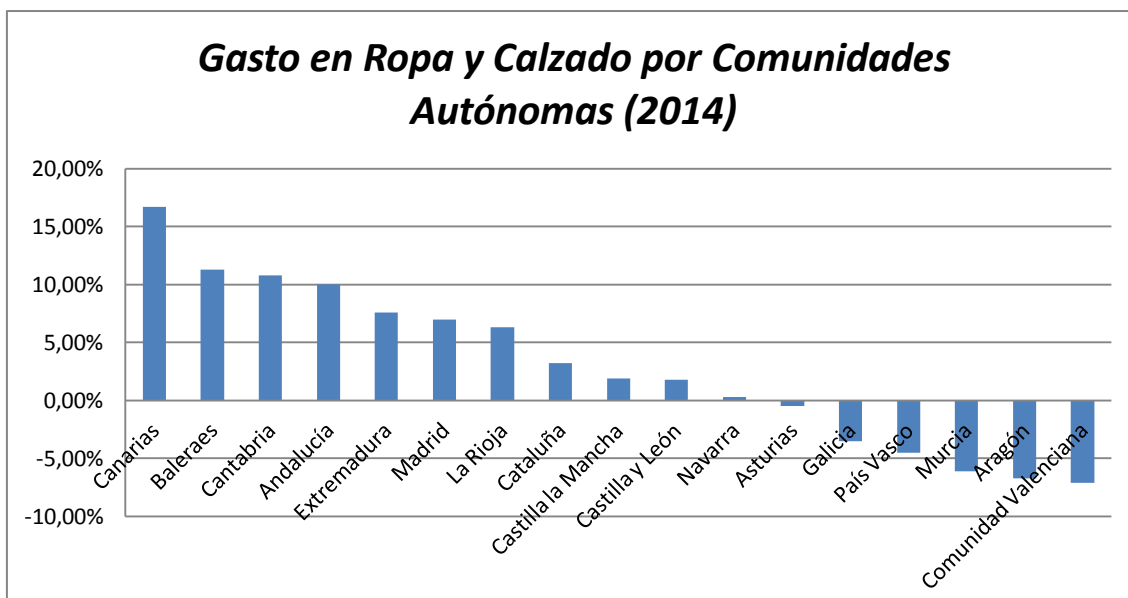
Graphic 12. Type of Spanish footwear exports

EXPORTACIONES. 2014								
Por tipo de producto								
Tipo de calzado	ENERO / DICIEMBRE (ACUMULADO)			Variación %			2014	
	2014			14/13			% sobre total exportaciones	
	Pares	€	Precio medio €	Volumen %	Valor %	Precio medio %	volumen	valor
Piel:								
Mujer	31.639.102	1.138.534.712	35,99	22,68%	27,64%	4,04%	20,52%	43,12%
Hombre	12.550.543	376.904.653	30,03	8,12%	3,52%	-4,26%	8,14%	14,27%
Niño	8.473.308	156.878.989	18,51	12,93%	5,29%	-6,77%	5,50%	5,94%
Subtotal piel	52.662.953	1.672.318.354	31,76	17,29%	19,02%	1,47%	34,16%	63,33%
No piel:								
Caucho o Plástico	47.591.062	383.829.981	8,07	19,95%	21,04%	0,91%	30,87%	14,54%
Textil	43.521.859	435.666.416	10,01	7,92%	12,07%	3,84%	28,23%	16,50%
Piso de Madera	2.870.623	30.357.209	10,58	4,90%	5,18%	0,26%	1,86%	1,15%
Otros Calzados	7.520.609	118.294.370	15,73	4,69%	-1,87%	-6,27%	4,88%	4,48%
Subtotal no piel	101.504.153	968.147.976	9,54	12,88%	13,20%	0,28%	65,84%	36,67%
TOTAL CALZADO	154.167.106	2.640.466.330	17,13	14,35%	16,82%	2,16%	100,00%	100,00%

Source: FICE

With regard to national consumption, graphic No. 13 shows the expenditure in clothing and footwear by regions during 2014. The data are taken from the document "Consumer Barometer Barclaycard-IESE" by these institutions.

Graphic 13. Spending on clothing and footwear regions



Source: "self done"

As we can see, the regions that more spending made during 2014 in clothing and footwear were the Canary Islands and the Balearic Islands, followed by Cantabria and Andalusia, and fifth and sixth Extremadura and Madrid. Canary Islands conducted an expense of 16.7% of total spending on clothing and footwear, 11.3% Baleares, Cantabria spent 10.8%, closely followed by Andalusia with 10%. With a little less spending is Extremadura with 7.6%, followed by the community of Madrid with 7% of the total.

2.3.2. Market for the company (demand analysis)

When we talk about market for the company, we mean the set of buyers looking for a product to meet the same single need.

Therefore, Defloresyfloreros intended to cover the same need to two types of customers: final users and organizational consumers. It is important to analyze them separately, since they do not respond the same way to marketing activities.

Let us begin with **final costumers**. Those who purchase the product to meet their own needs, i.e. purchases made for their final and personal use.

- Target Defloresyfloreros

They Look for a product with a modern, different and unique design, that has personality, colorful and which transmits joy and youth. Quality footwear made in Spain, which is comfortable to use in day to day.

It is a daring women aged between 20 and 60 years and an average purchasing power, enough to buy the products of the firm. In particular we can distinguish young university students, young workers, mothers with young children and elderly daring women who like to wear comfortable and current shoes. Although most purchases are made by young women, there is a lot of women who opt for shoes that are daring and attractive to eyes. In short, Defloresyfloreros products are aimed at women who are passionate about fashion and shoes. In illustration No. 47 we present an example of consumers.

Illustration 47. Final costumers



Source: Facebook Madrid

And secondly, we find organizational consumers. Those making purchases to use the products in carrying out its activities, for use in the performance of their goods and services or for resale or leasing. For Defloresyfloreros, it's retailers (multi-brand) and franchisees who purchase the product for use in carrying out its activities.

- Target Defloresyfloreros

For retailers, they are looking for a product that conveys the personality of its establishment and get to capture a larger audience. Also, they expect with the product they can get loyalty and customer loyalty.

It is small establishments that sell another product line, but they relate to shoes sold by the company, both in style and with the price. Usually clothing, leather goods, accessories, etc. In short, everything related to fashion and like the brand, has a great personality such as the current vintage style. Illustration No. 48 shows one of the multi-brand stores (La nena de la maleta, in the province of Cáceres), with which the company is related to show a perfect example of multi-brand store.

Illustration 48. Multibrand store



Source: Instagram Madrid

For franchisees, they hope to become entrepreneurs with a product to which they have enough confidence to want to market it. In addition, they hope to convey the personality of the product.

These are people with medium-high purchasing power, as they have to have the amount needed to establish the franchise, that is, to prepare the merchandising of the establishment, ordering footwear and other aspects required to start the project.

They also tend to be people who have a passion for footwear firm and even were potential customers as in the case of Monica Belmonte, the owner of the franchise Valencia.

Illustration No. 49 shows us the Valencia franchise and its owner, as a perfect example of franchisees.

Illustration 49. Franchisees



Source: Instagram Valencia

3. DIAGNOSIS OF THE SITUATION (SWOT ANALYSIS)

After doing the internal and external analysis of the company, we will collect the most important aspects through the SWOT analysis, and later we will draw the conclusions and detect the issues that need to be improved. With this, we will set the objectives for the company. Graphic No. 14 shows the SWOT analysis.

Graphic 14. SWOT analysis Defloresyfloreros

<i>Weaknesses</i>	<i>Threats</i>
<ul style="list-style-type: none"> - Marketing of a product line. - Product aimed at a single segment. - Price not accessible to all the public to whom it is directed. - Poor communication of the website. - Low SCR. - Lack of innovation in the company. - Few unique selling points of Defloresyfloreros. 	<ul style="list-style-type: none"> - Future and current socio-cultural changes. - Increasing trend of product customization. - Growth of ecological culture. - Emergence of new segments. - Strong competition in the sector. - Threat of substitutes. - Increase of the importance of bloggers when making purchases. - Economic recession in recent years. - Strong probability of imitation.
<i>Strengths</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> - Continued growth in sales. - Sales located in potential areas. - Strong product differentiation. - Production 100% Spanish and traditional clothing. - Exclusive Packaging of Defloresyfloreros. - Service close to the costumer. - Strong communication through social networks. 	<ul style="list-style-type: none"> - Growing foreign demand for footwear. - Progressive improvement of the Spanish economy. - Growth of domestic demand for footwear. - Industry leading footwear exporter of the Spanish economy. - Footwear Sector main contribution to Spanish GDP. - Greater support from the Spanish government. - Aid by various platforms. - Opportunities for exporting to developing countries. - Aging of the Spanish population. - Increased support for working mothers. - Technological advances that favor the footwear sector. - Women as the main consumer of footwear. - Leather and textile footwear is the most demanded. - Increase of the importance of bloggers when making purchases.

Source: "self done"

3.1. Internal analysis

3.1.1. Weaknesses

- **Marketing of a product line:** the company only sells flat, i.e., comfortable and for everyday footwear. Although shoes are not made for special occasions, there are designs that are more unique and somehow convey luxury, and that is why for example, have been worn by brides or bridesmaids.
- **Product aimed at a single segment:** the company is directed entirely to women between 20 and 60, which is the main responsible for only market a product line. Although the products have a great personality, this factor makes the company weaker against the strong competitors as we have seen that they have a greater number of product lines.
- **Price not accessible to the public to whom it is addressed:** as we discussed earlier, the brand targets women because of the high price but not all women can access their products.
- **Poor communication of the website:** although the website has models of the new season, I have observed that not all models available as in Facebook or Instagram there are models that do not appear on the website. Also in the news section, the latest update is February 2014, and there have been subsequent news they have not been included in the website.
- **Lower corporate social responsibility:** apart from being created by traditional artisans, which is the most friendly production environment, and try to use materials also manufactured with the least possible pollution, the firm does not carry out any act of solidarity so it needs to improve for the stakeholders of the company.
- **Lack of innovation in the company:** company to grow, from the point of view of long term and improve its competitiveness, I think that it should apply new technologies and developments in its business. Thus the company will modernize and adapt to new technologies.
- **Few unique selling points of Defloresyfloreros:** being one of the top priorities for the company to open new markets in other cities, I believe that three exclusive properties of Defloresyfloreros is a low number. There are provinces and even regions that do not yet have any sales point, whether exclusive or multi-brand, and although online sales has increased in recent years, for footwear sector it is more effective physical establishment where you can try on shoes.

3.1.2. Strengths

- **Continued sales growth:** since its inception the products have been highly valued by the public but in recent years, as we have seen in the interim analysis, sales have grown particularly over the past year 2014. This is a very important fact that demonstrates the success of the footwear firm among the female audience.
- **Sales located in potential areas:** both unique selling points such as multi-brand stores are located in prospective areas, i.e., in downtown areas where lot of people spends a day, and therefore viewed by much of them. That is why, it is important that the establishment merchandising shows the brand personality and captures attention with a glance in the window, especially in the case of exclusive outlets.
- **Strong product differentiation:** it is a product well differentiated by the quality of materials and workmanship, is distinguished by their designs which highlight big bows, flowers ornaments, stripes, dots, velvet , glitter and fabric with very colorful prints, we cannot find in the competition that. And that is why quality shoes, make imitation difficult.
- **Production 100% Spanish and traditional confection:** 100% Spanish footwear is the most popular in the international market. The tradition and design of Spanish shoes are highly valued by international demand and domestic demand, although this trend is being seen with the recovery from the crisis as consumers are betting on quality footwear and manufactured in Spain, Instead of cheap shoes.
- **Exclusive of Defloresyfloreros Packaging:** The packaging is also a factor in differentiating the firm. The box and bag used transmit the brand personality, but what really allows Defloresyfloreros apart from the rest is the personal note they wrote to their clients and / or the treats that are inserted into the shoebox, as the decorative bow.
- **Close to consumers Service:** The company has different methods to convey closeness and familiarity to consumers. At points of sale, all franchises, they are always very attentive and the owners are cordial samples, leaving between seeing the concern for maximum client satisfaction. And in the case of online orders made through direct whatsapp of the owner, quickly responding and sending the order as soon as possible so that the client does not wait to have their Defloresyfloreros. In addition, as mentioned in the previous strength, the detail of writing a personalized note makes even more friendly and personalized

service. In many cases, clients send one to the owner thanking for the service or sending a message attaching a photograph of them wearing the shoes. Or, uploading a photo to Instagram or Facebook and labeling it.

- **Strong communication via social networks:** most of the communication is done through Facebook or Instagram as mentioned several times throughout the project. Through these social networks, which are the most commonly used today, the firm launches messages to current or potential consumers. These messages can be products of the new collection, promotional messages as in the case of Blackfriday or Cyber Monday, or news that are intended to convey to the public. The firm takes greater advantage of social networks, creating closer relationships with consumers.

3.2. External analysis

3.2.1. Threats

- **Current and future changes in the socio-cultural trends:** Changes in the sports mentality of society, causing a demand for convenient and comfortable sneakers. Although the shoes of the firm have good quality and therefore is nice to wear them, no longer a shoe that is not done for exercise.
- **Increasing trend of customization of products:** although it is a tool to create exclusive and unique products is an expensive practice to carry out and that ignores the role of the designer, as manufacturers themselves can carry out and thereby eliminating the role of the company. In addition, the increasing competition in the sector. But it is an issue that is present as consumers increasingly demand this type of footwear.
- **Growth of ecological culture:** society today is concerned with climate change and that is why it has increased the demand for products that respect the environment.
- **Emergence of new segments:** with the aging of the population a new segment will appear: the elderly population (from 85 to 100 years). This new segment that currently exists in a small proportion will increase over the years. This segment will require classic footwear, at a low cost. With positive net migration, a large segment of children shoes at low prices will appear as a demand.
- **Strong competition in the sector:** with the activity performed by the company, we can find a lot of companies that perform similar activity. In addition, the direct competition of the company, offers its products at similar prices and differentiating products equally or any other type of innovation. To this we must

add, that competitors sell a greater number of product lines, covering public with disparate needs. For example, a collection of shoes with heels attracts consumers who need shoes for a special occasion.

- **Threat of substitutes:** in the Spanish footwear industry there are a lot of companies that sell footwear of various kinds. And that's why there is a strong threat of products that can substitute the footwear of the company.
- **Increase the importance of bloggers when shopping:** it is a negative factor for the company because it affects the trends and fashion styles. If demand has not seen bloggers get their products, clients will not demand the products of the firm but just clients who like the product.
- **Economic recession of recent years:** the economic crisis that has gone through the whole world has led to the decline of population income and therefore consumption in general. This has meant that during those years, and still today, consumers acquire footwear not of Spanish origin and therefore of much lower quality. Consumers preferred 4 pairs of shoes although they were of poor quality, than two pairs of shoes of good quality and design.
- **Strong likelihood of imitation:** is not the case in all the models of the company, but you can capture the personality of many of their designs. Without going any further, we can acquire a basic shoe, a belt with polka dots, stripes, or bold print fabric and make a bow based on a company design. You can imitate the design and personality of the shoes, but you cannot imitate the quality.

3.2.2. Opportunities

- **Growing foreign demand for Spanish footwear:** since the Spanish footwear is known as one of the best, due to the quality and design, has increased the number of consumers who have a preference for the Spanish footwear. This provokes that there is an opportunity to export to international markets, especially the EU market is the most demanding of the Spanish footwear.
- **Progressive improvement of the Spanish economy:** with the decline in unemployment and the small increase in income the Spanish economy is improving. This causes increased demand for any product, which makes the economy flow through the Spanish territory.
- **Growth of domestic demand for footwear:** footwear industry is one of the sectors that has been increasing sales. As discussed earlier in this section and, Spanish origin footwear is distinguished by the quality and designs, but also a more expensive product so with the first signs of economic recovery,

consumers begin to purchase products that for the worst years of the crisis have not been acquired.

- **Footwear industry leading exporter of the Spanish economy:** due to the same factors mentioned in the previous occasion, i.e., the quality and design of the Spanish footwear is demanded by international countries. This also denotes that it is a sector that is continually growing.
- **Aid by various platforms:** in Spain there are platforms to help businesses grow in the Spanish footwear sector as well as promote environmentalism in enterprises. These platforms are belonging to the footwear industry, some are from the Spanish government and related ecosystems, which are important because of the growing ecological awareness in consumers.
- **Footwear Sector main contribution to the Spanish GDP:** because all aspects discussed above, the footwear industry is provoking that the Spanish economy improves. And that's why it's important for companies to export, why there are the platforms listed above to increase exports. And it is also why there are many aids by the Spanish government.
- **Greater support from the Spanish government:** because of the importance of the Spanish footwear sector, the government encouraged and promoted through economic and other activities, export subsidies internationally.
- **Opportunities for export to developing countries:** such countries, thanks to advances and other factors, are growing and improving their economies, which is why they become a good opportunity to create business relationships.
- **Aging of the Spanish population:** in 25 years the segment with a higher number of people will be between the 50 and 60 years group, which is an advantage for the company and currently sells comfortable shoes aimed at women up to 60 years. However, as discussed in analyzing the threats, in 50 years it will increase the group from age 80, and therefore, the product of the firm as we now know, there is aimed at this audience.
- **Increased support for working mothers:** with this support more women that work have more children, so the prognosis of the aging population will converge. This will be an advantage for the company because it is more beneficial for the company to launch a line of shoes for children than one for women over 80 years. On the other hand, more and more women are incorporated into working life, so it will improve the family economy and will increase the spending on footwear.
- **Technological advances:** that favor the footwear sector with these advancements can add value to both the shoe itself and the shops.

- **Women as the main consumer of footwear:** in all economies is the women the main costumer of footwear, which represents an opportunity for the firm as the markets of footwear aimed at women.
- **Leather and textile footwear is the most demanded:** since the company produces more of its products with leather and textile materials, provides an opportunity to be footwear with a higher demand.
- **Increase the importance of bloggers when shopping:** although we have previously set this as a threat, it can become a good communication tool and a Marketing one. If the brand gets a well-known blogger, with many followers, to wear continuously a Defloresyfloreros shoes, for example every time there is a new season, many consumers that do not know the brand will have the opportunity to purchase a pair of shoes of the company.

4. OBJECTIVES OF MARKETING

4.1. Definition of objectives

After analyzing the diagnosis of the situation and identified those points that the company should improve or those who should take advantage, we will discuss the objectives that I propose to the company.

With regard to the **general objectives**, I believe that the company should:

- Increase market share.
- Increase visibility.
- Create brand awareness.

Here we will mention the **specific objectives** for the company and explain why I think are appropriate.

1. Increase sales by 10% during 2016.

Year after year the brand has increased its sales, so next year the company should continue expanding its sales and thus to grow little by little. On the other hand, we found that the firm had at the end of 2014 negative results despite the increased sales, but nevertheless, the result was more positive than in the previous period. Because of this, I consider it important that the brand increases its sales.

2. Opening new markets nationally and internationally for the periods 2016 and 2017: Seville, USA, Mexico, UK and Canada.

One purpose of the company is continuously growing but at a slower pace, that is, to grow slowly but without neglecting the national and international market. Therefore, I believe that during the year 2016, the company should succeed by establishing a franchise in Seville. I have chosen Andalusia because the product is marketed only in the establishment of multi-brand in Albox, a small town of Almeria. Furthermore, demand analysis, we find that Andalusia was one of the provinces that most spent during 2014 on clothing and footwear. On the other hand, I consider the product Defloresyfloreros can adapt very well in this area due to the design of the shoes, as the company is inspired by the South.

The company already exports to Mexico City with very good results, and who value design and quality footwear. That is why I consider that it has to be achieved by expanding market share in the Mexican territory, as well as capturing a prospective franchisee.

Similarly it happens with the US although exports are less regular. So I think that should join efforts to increase exports to the US. Both Mexico and the US, the countries of the American continent that imports more from Spanish footwear.

The company does not export their products to any European market, and thanks to the agreements between the EU countries is easy and beneficial to the company to export to any EU member. I consider important exports to UK as it is the fourth European country with the highest rate of Spanish footwear exports, and more importantly, they have increased imports of footwear quality and therefore the average price. Moreover, it is a country where fashion is valued as well as the quality of products, so I think its striking design is able to gain market in the country.

In recent years, Canada is a country with increasing exports of Spanish shoes, even more than some EU countries that lead the ranking of exports. It should be added that the increase in footwear exports is quality and novel design. Because of this, I consider Canada an opportunity to establish business relationships.

3. *Expand product portfolio and get 5% of sales in 2016: to extend the existing line through two special editions and create a line aimed at little girls.*

With the sociocultural changes and the emergence of new trends, the society begins to demand certain products that the company does not have. On the one hand, it has increased the tendency to customize products, so I propose to establish dancers, that clients can tailor to their liking, keeping ties and ornaments designed by the firm and tissues and own prints of the mark or a new designed for the occasion, so that they keep the brand personality. I chose the dancers to reinforce the brand image of the company. On the other hand, it has increased the sport trend in society, both for sport and as sport walking shoes, so I propose to design a sports line that are capable of transmitting the brand personality. Both special editions will be aimed at women.

After analyzing the competition, I could see that most of its direct competitors footwear market led to another type of customers apart of the female audience, expanding their market share. Since the company only targets women between 20 and 60, I propose to Defloresyfloreros create a line aimed at girls between about 1 and 10 years. Initially these designs will be the same as those of adults, but adapting the shoe to be more easily carried away by girls. Before deciding on this option, my options were: a line for women over 60, a low-cost line and a line of shoes with heels. The line for women over 60, because in the future the population will have aged and is a good option to continue to keep the colorful and innovative designs at any age. However, I think it is now more necessary a line for little girls, because women designs are suitable for girls, and there is no need for two lines with different designs. The low cost line thrown out, because despite being able to maintain a similar design, the materials should be modified so that the production cost is lower, so the quality of the shoe decrease, and with it part of the firm's personality will be lost. The firm is young and is not yet widespread and well known, so I consider most appropriate to continue with the essence of the firm until it is well established. Similarly it happened to the line of high heels shoes. At this time the main purpose is to get the firms known by to the dancers, so throw a line with these features could damage the image and the market will not recognize the brand for their designs in dancers.

4. *Increase brand image by 10% during 2016.*

As mentioned in the above objective, the brand is not known to a wide audience, so I consider important to reach more consumers and increase brand awareness. To do this you must perform actions that transmit the personality of the firm.

4.2. Strategies to follow for each objective

For each of the specific objectives described above, it must be used a strategy to implement them. Here we describe that strategy used in each of the goals.

For objective No. 1, I considered more appropriate to pursue a strategy of *market penetration*. Thus the current product line, aimed at ordinary consumers and trying to attract new customers is enhanced.

For objective No. 2 will establish a strategy of *developing new markets*. With this they will approach new markets with the current products of the organization. A strategy of geographic expansion will be carried out at regional and international level, namely a concerted export strategy will be applied.

For objective No. 3, the best strategies are *the product development and diversification*. With product development strategy it will address the same market but with a different product, i.e., it will be launched special editions aimed at traditional public. And with the diversification strategy will target new markets with new products, as a line aimed at children will be launched.

And for the objective No. 4, the strategies followed will be *market penetration and new product development*. The intention is to improve the brand image in the Spanish and international markets, either with existing products or products made for the occasion.

2. Create a Newsletter

The website of the company must always be constantly changing to adapt to the market, and therefore I propose the company to create a newsletter at the beginning of navigation, that is, when the user opens the web Defloresyfloreros a tab appears like the one shown in illustration No. 51. It appears a brief introduction and a few fields to fill in the customer's name, e-mail, to establish a password and accept the privacy terms. The newsletter can be recorded in the company and customers email addresses that will strengthen the above action, as they allow them send emails with information.

Illustration 51. Customer profile

defloresyfloreros

Suscríbete a nuestra newsletter y recibirás todas las novedades.
Se la primera en recibir nuestras ofertas!!

Nombre y apellidos*

Correo electrónico*

Contraseña*

Acepto las condiciones de privacidad* ☐

Source: self done

3. Design a catalog

I propose to create a catalog, both online and physical. It will take place at the start of each collection, so there will be two a year, one in the SS and another in the season of AW.

In the online catalog, the designs of the new season worn by any model that conveys the essence of the brand, i.e., daring, with personality, different, naturally be included. Therefore the models would be clients of the brand, after notifying the social networks for business purposes, you would contact the firm to overcome a selection process. In

addition, a brief description of each design and how it came about, in which the designer inspired, why the model name, and other aspects that transmit closeness to clients and help them to understand the personality of the brand. News that may be of interest to clients, such as opening and inauguration of new exclusive shops or incorporation into new multi brands establishments, whether at national and international level will also be included. Catalogs, on the one hand be hung in a space set up for the occasion on its website, and on the other hand, will be sent by email to clients.

The physical catalog will be easy, with the precise information and with a small size. To maintain the brand personality, I propose that it be elongate, no bigger than a quarter sheet and gathered all the sheets on the right side with a red ribbon tied with a bow. The paper used in the sheets would be recycled, so to be respectful to the environment. In this case only the shoes will appear with the model name, price and how to contact the company. The physical catalog would, initially, be in the physical store in order to see its evolution. Our expectations are that sales will increase, so after making the catalog in two seasons, will begin to also distribute it to multi-brand shops, having confirmed our expectations. It should be added, that it could be done a photo collage with different catalog sheets and send it through WhatsApp to clients or hang it on the various social networks.

4. "Weekend Defloresyfloreros"

In order to increase sales at the point of sale, I propose to establish a weekend (Thursday to Saturday), called "defloresyfloreros Weekend", which will have surprises in the physical store. One day, with the purchase of a product in the physical store, it will include a 15% discount coupon applicable to any product and at the time the customer wants but during 2016. In order not to increase the expenses, coupon shall be printed on the ticket itself with a number of coupon and explaining the promotion. Another day, a quiz will take place, in which with each purchase the name and telephone number will be introduced into a box to raffle a design of the next season. The raffle will be for amounts exceeding 100 euros. And the third day, gifts will be distributed in the store, as Defloresyfloreros bracelets, calendars or keychains with a mini ballerina of one of its designs.

The purpose is to be carried out two 'defloresyfloreros weekends ". They Would be held in mid-seasons AW and SS, in order to encourage the purchase of the season and reduce the stock.

In order to know the promotions, signs will be posted on social networks and in the shop window and inside the store. They will be a total of 4 posters, one revealing the date of the days it will take place, to be published at the beginning of the week so as not to diminish sales of previous weeks; and 3 others that contain the surprise of the day, being published that same day they were made. To differentiate these days of the other days, the establishment will be decorated in different ways creating an atmosphere of celebration.

4.2. Actions objective 2

"Opening new markets nationally and internationally during the periods of 2016 and 2017: Seville, USA, Mexico, UK, Canada"

1. Establish a communication channel through Youtube

Youtube is one of the Social media tools more used today, and as we have mentioned throughout the project, the company does not use as a means of communication because you cannot find any video of the company in the platform. Therefore, I propose the company to make a video of the production, the process of creating shoes, the company history, interviews for magazines and another about the benefits of being part of Defloresyfloreros either as a franchisor, client or retailer, clients commenting satisfaction to shop with the company, latest news from the company, perfect combinations of their designs with other costumes, fairs, events you can attend and etc. On the website and social networks used by the company, the tool will be promoted and users are encouraged to view the videos. Some of these videos can be placed on the website to attract potential stakeholders. Initially they will be realized and hang in the platform, a weekly video as there will be a greater range of issues to communicate, but as items will reduce the videos will be done when the firm considers them necessary.

It is very powerful tools with which they can be hang countless videos very different from each other. Thus, I think it is a good tool to be known both nationally and internationally.

2. Update website

With some of the mentioned actions, the website was updated but I think that we must go further. Despite the growing importance of social networks, the website of a

company remains the leading web portal to visit when a person first hears the name of a new company. It is therefore important to capture the attention of new agents.

The first step that I propose to the firm is to eliminate or update all the information that is currently wrong. Without going any further, the company has a section with information about the franchise Barcelona which no longer exists. In the news section, the latest update is early 2014 and thereafter several important events have occurred. In the FAQ section, there is an image that reads "New Collection. Discover it ", but is a collection of two years ago. And as these other few more things. These aspects for a prospective franchisee or retailer give a bad image of the company.

The second step, enter new information on the website. There is some information that may serve to attract the interest of a new participant, such as sales volume. The purpose is not to have enough information to not contact the company but to give certain information that makes them to put immediately in contact with the company because of their great interest.

Another aspect I would recommend to the company regarding the website, it was available in both Spanish and English. The company currently is international, so I consider it a suitable tool to attract potential foreign stakeholders.

3. Update Commercial Dossier

With the intent to discover more about the expansion of the brand, I got in touch with the department of expansion which sent me a commercial kit with information on franchising. This dossier, like the website was outdated, with forecasts that finally have not been met and backward dates.

Although commercial dossier update action may seem unimportant, I think that when a prospective franchisee notes a report under such conditions thinks the company is not so serious. Then, you can lose many opportunities for expansion. There are small things that sometimes do great things!

Therefore I propose to update the company's commercial dossier.

4. Attending national fairs

The goal, from the national point of view, is to get a trade agreement to establish a franchise in the city of Seville. As a result, I propose the company to join SIMOF Fair,

International Flamenco Fashion Show. Although the company does not market flamenco fashion, it would be able to attend due to the very characteristic design that conveys the personality of flamenco fashion, and the designs and the brand as a whole are inspired by the south. This fair is held annually in early February.

5. Attending international fairs

From the point of view of international order, as long as it continues expanding in the territory of Mexico, I propose to go to the FIF, international franchise show that takes place in Mexico City. This fair can make the company a commercial breakthrough, since not only the brand would be present in Mexican retailers, but would present the brand as such. This fair is usually held in early March. Another fair at which I think the company should attend, is ANPIC. The fair in America in which you can find companies related to supply of leather-footwear sector, leather goods, furniture and automotive sector that takes place in the city of Leon, known as the capital of footwear in Mexico. With this fair it would be achieved to expand multi-brand shops across the Mexican territory. This fair takes place in early March.

Markets where the company is present, the US is the less exploited. To extend the expansion in this territory I propose to attend the fair FFANY (Fashion Footwear Association of New York) that takes place in early June, but it is possible to go in different time as several fairs takes place in new York along the year. In addition, upon completion, they provide an opportunity for those companies that have shown the exhibitors during the show, to be part of 365 FANNY program which is an online platform where exhibitors of the brands are displayed for retailers so they can contact with firms and establish business relationships. I think it would be a good choice for keeping in touch with the North American market. This exhibition aims to reach the Canadian market, as I haven't found any fair that takes place there related to footwear.

For market opening in the UK, I propose to attend the fair SCOOP (International Fashion Show) taking place in London. It is an international fair with the aim of getting relations between London and international fashion brands with design and originality. Usually it takes place between late January and early February each year.

4.3. Actions objective 3

"Expanding the product portfolio and get 5% of sales in 2016: to extend the existing line through two special editions and create a line aimed at girls"

1. Creation line "Mini Red Bell"

Expand the product portfolio by creating a line for girls, so the first step is to design and manufacture the footwear. The line will contain fewer models and dancers will be to reinforce the purpose of the company to be recognized by its dancers. The designs are identical to those dancers in the season for women line, except for adjustments to accommodate the feet of girls, such as tape to hold them to their feet and prevent loss.

The line will be called for example "Mini Red Bell". The idea is that the name convey to whom it is addressed and contains the essence of the firm. Red Bell is a red flower, and has seemed appropriate as the brand logo is defloresyfloreros with red letters. Illustration No. 52 teaches illustration red bell.

Illustration 52. Red bell flower



Source: Google images

2. Fashion show

With the aim of publicizing and inaugurate the first line of children Defloresyfloreros I propose to make a fashion show where all regular customers are invited including famous people, and all the major players such as franchising and proprietary retail establishments. As long to continue to transmit closeness and trust, the models will be clients and their daughters, marching together on the same model of shoes.

The event will take place in a room decorated in a way that simulates being done inside a shop of the brand. On the other hand, it will be advertise in all social medias and netwroks. Also it includes an ad on the radio, because it would be a tool to capture the attention of potential investors and / or individuals.

Later, try to contact a major newspaper so that images and testimonies of the event were published.

3. Discount pack

Once the child models are on sale, I propose to the company during the first month, there is a discount with the purchase of a pair of woman and child of the same design. So, buying two pairs of dancers the client could save 20% on the amount. Also give balloons with the logo of the brand to the smallest who come to the store, and if shop online, it would be sent the balloons inside the shoebox of children.

It would be a tool to boost sales. This initiative would publicize on the website and social networks.

4. Create special edition "Sports"

I propose to design a sports line that although the case of sports shoes they have the characteristics of the firm, with its patterns, colors and fabrics. Maintaining that personality it can play with an advertising campaign that exposed in the sport even feet can be the protagonists. That campaign would be posted on social networks and the web page of the company.

5. Create special edition "Customized"

This would be on the website, create a section in which you can customize a dancer. The customer may choose the color, fabric and embellishments. To promote the initiative, a discount of 15% would be held during the first three days in each pair of shoes.

Also a contest would take place. The firm hang on facebook a picture to represent the initiative, and recipients would have to comment on his opinion about the initiative, and share the image. Then they enter in the contest of a pair of shoes designed for free by the winner. It is a tool to promote interactive MK.

4.4. Actions objective 4

"Increasing brand image by 10% during 2016"

1. Ecological Packaging

Use of Respectful environmental packaging to provide actions to the social responsibility of the company and enhance brand image.

Boxes of shoes would be made, for example, through the online SelfPackaging company, which manufactures cardboard boxes, perfectly recyclable and produces its products with respect for the environment. Illustration No. 53 shows an example of packaging.

Illustration 53. Ecological packaging



Source: www.selfpackaging.es

Elaboration: "self done"

2. Friendly Dancers

Company intend to participate in any social campaign, designing a model of dancers, with sales of 100% of the profits will go to an association.

It might be the "Share Life Foundation", which fight against leukemia and other blood disorders or genetic.

3. Interactive MK

In order to interact with users of the social networks, I propose to the company that made a contest. Clients, who have a design of some season, can upload to facebook a picture wearing the shoes and the perfect combination of clothes and accessories, and label the company. The picture that gets more like, gets a free design of the new collection.

An action similar to the previous version would be that users chose the model of the new collection they like it more and make a picture with the perfect combination of clothes and accessories. In the picture it should appear the design and photo of the user and the company would be labeled. Similarly, one that receives more I like will receive free the selected design.

4. Smell Defloresyfloreros

The last activity to develop in order to achieve this objective is to design a smell that is unique to the company, and so when clients smell the aroma reminded to Defloresyfloreros. It would be a scent that plays with the scent of flowers, but to forward colorful, vitality, freshness, that is, that the smell seems that carries a field full of flowers.

That smell would be immersed in the shoe itself and the atmosphere of the establishment. The merchandising company is unique and I think that this action would further only the essence of the brand. I also think it would be very suitable especially for its name: Defloresyfloreros.

6. EFFECT ON THE MARKETING MIX

Previously developed actions have an impact on some of the elements of the marketing mix, so in this section we will see what changes cause the actions in the four Ps.

6.1. Effects of actions objective 1

Develop a customer profile

Make a record with information about customers only cause changes in *communication*, since the purpose of the ad is to expand the means to communicate with customers. The product nor the price, nor the distribution is not modified.

Create a Newsletter

Like the previous action, the newsletter aims to improve the media company as it allows *communicate* directly and personally via e-mail. The product, price and distribution of the company remain unchanged.

Designing a catalog

Perform a catalog of products allows the company to strengthen *communication* of the company and thus expand the brand awareness. As regards the rest of Ps, they will be unchanged by this action.

"Weekend Defloresyfloreros"

With this action we find different effects. The product *price* decrease due to discounts and *communication* would be increased due to the posters displayed in both the establishment and social networks. Nor change the product and distribution.

6.2. Effects of actions objective 2

Establish a communication channel through Youtube

As the action itself implies, the media would be extended through a widespread global platform. With it the rest of Ps won't be altered.

Updating the website and the commercial dossier

These actions to improve the quality of the information provided, not because they use new media but improvements are made in the media that the company was already using. These actions do not directly modify the product, price and distribution.

Attending national and international fairs

Although the case of actions that have effects on the *communication* to broaden their communication methods have indirect effects on *distribution*. The main purpose of this action is to get other means of distribution for the company.

6.3. Effects of actions objective 3***Creating line "Mini Red Bell"***

In this case, would have an impact on the product as a product that previously did not exist is created. Since it will target another audience, also have an impact on the price as a lower price is established. The distribution channel and communication would not change.

Fashion show

This action would take place a major expansion in business communication. To hold the event it would communicate with the audience in a totally different manner previously used as the public participate in the act of communicating itself. In addition, the radio be used to communicate the event and a newspaper to comment on the course of the event.

Discount Pack

With this promotion price, communication and the product are altered. The price due to the price decrease of the product due to the discount. The communication because balloons will be given with the name of the firms and they will walk around the city. And the product due to packaging as balloons firm would be included in the online orders.

Creating special edition "Sports"

This produces changes in the product to expand variants of the models offered by the firm. The price range would not change, because a price that was consistent with the

other prices would be set. Distribution and communication would continue to use the same means.

Creating special edition "Customized"

In this case, the only aspect that vary from the stated above, is that in addition to varying product also vary the price. As a custom product, you add value to the product and therefore increase costs, causing an increase in prices.

6.4. Effects of actions objective 4

Ecological Packaging

With the change of packaging changes in the company's product would be made, but would have no direct impact on the price, distribution and communication.

Friendly dancers

With this new model products expand the company, so that the action has an impact on the product. However, there would be changes in the price and it would maintain its price level, nor on the distribution and communication.

Interactive MK

This action does not imply an extension in the media, but it is a change in how to use them. Therefore, interactive MK has implications for communication, but not in the other tools of MK.

Smell Defloresyfloreros

Create an aroma that reminds would mark a change of the product as it will adhere significant smell to shoes. Also it would be a change in the communication to make changes on the atmosphere of the establishment. The remaining Ps would not be affected at least directly.

7. SCHEDULE OF OBJECTIVES

In this section we describe the level of income, expenses and benefits we hope to achieve each objective under some assumptions, since we cannot know precisely the level of sales or obtain the exact costs of performing the actions. The shares will develop in about two years, from February 2016 to December 2017, and is calculated for one unique selling point.

7.1. Schedule objective 1

"Increase sales by 10% during 2016"

The **list of clients** will be held in February 2016, transferring to the page the information that the company may have current customers, such as name or phone number. We will leave a month to get more information from clients, and from there will begin the direct messages. Performing this action will not mean more cost to the company that you may have at this time; phone or internet as it currently uses both devices and in conducting daily business. Since the card can be done in a simple, no need to hire professional services. We begin to see results of the new method of communication during the month of March, assuming you get to capture an average of 20 more sales per month. If we establish an average of 100 euros for footwear sold, the company will have 2,000 euros additional monthly income. Since not incur any costs, the company increased its sales by 220 units a year, and since they do not incur any costs, profits increase by 22,000 euros during 2016, as can be seen in the graphic No. 15.

The **creation of the newsletter** would be held in February, which would mean an expenditure of 100 euros for the hiring of professional services to modify the website and newsletter set as the initial screen. We would have more spending in this action because the collected information with the newsletter would treat the owner. Assuming 30 entries per month are achieved, and of those 30 reach 10 customers make a purchase through the information provided, an additional monthly income of 1000 euros would be obtained. Thus, if we look at graphic No. 15 for 2016 would have a total additional cost of 100, a total of 12,000 additional income and therefore some 11,900 additional benefits thanks to the action.

To **design the online catalog** we should hire a photographer to do the photo shoot. Also, we should hire about three models so they wear the new shoe models, a

professional that sets up the catalog to make it attractive; and, professional services would be hired to perform changes in the company website. The all three models would be a total of approximately 450 euros, 150 euros each salary. With regard to the photographer, since it would be a professional we assume a cost of 350 euros. The professional who carries out the catalog with pictures and descriptions that are necessary will cost the company a total of 150 euros. And finally, the service of the website would cost about 100 euros. Since SS collection is launched in May, the catalog will take place in April so as to be ready for the month of May, resulting in April 1050 euros total costs. The collection of AW is launched in October, so during the month of September it would mean a cost of 950 euros, 100 euros less since the services of professional amending the website would not be necessary as it is already enabled the point in the website to hang the catalog. With regard to physical catalog, the services of a professional would be needed to do it, with a cost of 50 euros, as it would be easy, and, then, the printing costs. A total of 60 monthly catalogs, 1 euros per catalog would cost 60 euros. Therefore, costs in the months of April and September would be 110 euros and in the remaining months of 60 euros.

This initiative aims to increase sales by 10 every month in an establishment, assuming an average of 100 euros by selling footwear would be a monthly income, from May, of 1000 euros. With all this, throughout the year 2016 it would have costs of 2650, revenues of 9000 and total revenue of 6350. All these data can be seen in the graphic No. 15.

The "**Weekend Defloresyfloreros**" will take place during the months of February, just to boost sales after the Christmas season, and August to reduce the stock of the season. With the initiative of the 15% discount, since we do not know when the client exchanged the voucher, we included spending the month in which the campaign has been conducted. Assuming that attracts a total of 30 clients and about 15 clients arrive at the shop the day of the coupons, we will have expenditures of 225 euros. With the contest, we will have a cost of about 80 euros, assuming that is the cost of production of footwear for it. With gifts, we will assume that 90 will be done between bracelets, calendars and key rings, with an approximate cost of 135 euros. Printing of billboards to be set by the store, will cost 50 euros between the four posters.

During the weekend is expected to attract to the establishment a total of 30 clients who made a purchase, of which 15 will acquire the product at discounted price, obtaining revenues of 1275. The remaining sales, 15, will mean an income of 1500, which will have a total income of 2775 euros. With gifts, we are hoping to attract clients who failed

to make their purchase during the campaign but who perform at another time. As we can see in graphic No. 15, we assume that we will attract about 5 clients for the next 3 months from the initiative, with additional revenues of 500 each month. The result of the initiative will be an annual cost of 980 euros, with revenues of 8550 obtaining additional benefits of 7570 euros.

Graphic 15. Schedule objective 1

Acciones objetivo 1		Febrero	Marzo	Abril	Mayo	Junio	Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Enero
Desarrollo ficha clientes	Coste	0	0	0	0	0	0	0	0	0	0	0	0
	Ingreso	22000	0	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
	Beneficio	22000	0	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
Creación newsletter	Coste	100	100	0	0	0	0	0	0	0	0	0	0
	Ingreso	12000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
	Beneficio	11900	900	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Catálogo	Coste	2650	0	0	1160	60	60	60	1010	60	60	60	60
	Ingreso	9000	0	0	0	1000	1000	1000	1000	1000	1000	1000	1000
	Beneficio	6350	0	0	-1160	940	940	940	-10	940	940	940	940
Finde defloresyfloreros	Coste	980	490	0	0	0	0	490	0	0	0	0	0
	Ingreso	8550	2775	500	500	500	0	2775	500	500	500	0	0
	Beneficio	7570	2285	500	500	500	0	2285	500	500	500	0	0

Source: "self done"

7.2. Schedule objective 2

"Opening new markets nationally and internationally during the periods of 2016 and 2017: Seville, USA, Mexico, UK, Canada"

Establish a Youtube channel would be about 100 euros monthly costs for services provided by the platform. The canal would begin in April, after making some videos performed by the company itself, without further costs. With regard to income, it is a tool to be used to promote territorial expansion, which will not have direct revenue. Thus, the initiative would mean an annual loss of 1,000 euros as we can see in graphic No. 16.

Updating the website would take place during the month of February with the aim of capturing new investors. The update would cost about 600 euros. This initiative is expected to increase the number of multibrand shops that sells the shoes in two locations for 2016. Assuming that the minimum order is 20 units per establishment, and the company provides about 90 euros, it will get some additional benefits euros in 1800 each collection, that is, May and September. In all, the company would obtain an additional annual profit of Euro 3000, as the graphic No. 16 shows.

By **updating the commercial dossier**, the company does not directly expand the number of franchisees, but will help in achieving the objective. Moreover, it won't

supposes additional costs since it is directly done by the expansion department and send it to potential franchisees.

Going to the **Seville Fair SIMOF** is expensive for the company. Let's assume that to attend this fair, with exhibitors and others, it might cost about 7000 euros. However, the action it intends to achieve to capture the attention of a franchisor in Seville, which will mean an income of 44,000 euros, with the entry fee, the initial order and deposit. Assuming the deal is achieved in February, we can assume that it could start the activity during the month of September with the new season of AW 2016. Therefore, there would be an income of 44,000 euros in August, with that all ready for September. Noting graphic No. 16, this initiative the company would get an annual turnover of 37,000 euros.

With regard to **international fairs**, we will describe them one by one. The ANPIC fair, takes place in early March in Mexico City. The company would come to this fair in March 2016, assuming a cost of 9000 euros. It hopes to get trade agreements with 3 multi-brand shops. Assuming the minimum of 20 units at 90 euros, the company will obtain in May with the launch of SS 2016 season, revenues of 5400 euros. And with the AW season, it will get an income of 5400 in September.

On the other hand, the FANNY fair of New York, takes place during the month of June, so we have some expenses for the month of approximate 9000 euros. In addition, the online annual service fees cost approximate 200 euros monthly.

Assuming that these shows will get multi-point shops increase in five establishments along USA and Canada, and the minimum order is 20 units at a cost of 90 euros, it will have an income of 9000 euros in September, with the AW collection 2016.

With these two fairs, the company will obtain during the 2016, costs of 19400 euros, 19800 euros of revenues resulting in a profit of 400 euros. It will have recovered the investment, as we can see in graphic No. 16.

Graphic 16. Schedule objective 2 (I)

Acciones objetivo 2			Febrero	Marzo	Abril	Mayo	Junio	Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Enero
Youtube	Coste	1000	0	0	100	100	100	100	100	100	100	100	100	100
	Ingreso	0	0	0	0	0	0	0	0	0	0	0	0	0
	Beneficio	-1000	0	0	-100	-100	-100	-100	-100	-100	-100	-100	-100	-100
Actualización página web	Coste	600	600	0	0	0	0	0	0	0	0	0	0	0
	Ingreso	3600	0	0	0	1800	0	0	0	1800	0	0	0	0
	Beneficio	3000	-600	0	0	1800	0	0	0	1800	0	0	0	0
Actualización dossier comercial	Coste	0	0	0	0	0	0	0	0	0	0	0	0	0
	Ingreso	0	0	0	0	0	0	0	0	0	0	0	0	0
	Beneficio	0	0	0	0	0	0	0	0	0	0	0	0	0
Ferias nacionales	Coste	7000	7000	0	0	0	0	0	0	0	0	0	0	0
	Ingreso	44000	0	0	0	0	0	0	44000	0	0	0	0	0
	Beneficio	37000	-7000	0	0	0	0	0	44000	0	0	0	0	0
Ferias internacionales (2016)	Coste	19400	0	9000	0	0	9000	200	200	200	200	200	200	200
	Ingreso	19800	0	0	0	5400	0	0	0	14400	0	0	0	0
	Beneficio	400	0	-9000	0	5400	-9000	-200	-200	14200	-200	-200	-200	-200

Source: "self done"

Mexican fair FIF would be a cost to the company of approximate 9000 euros. It would be a higher cost than the fair Sevilla, because you have to consider transport and accommodation costs. This fair takes place in March 2017. With this fair it aims to capture a franchisee, assuming therefore some approximate income of 44,000 euros in the month of October with the new AW 2017 collection, as we see No. 17 in the graphic.

With the London fair SCOOP, the company would have costs of about 8000 euros in February. But the initiative is to get catch the attention of two franchising companies, so the company will have revenues of 3600 in the month of May with the SS collection 2017. With The collection AW 2017, the company will obtain revenues in the month of September 3600 euros, as we can see in graphic No. 17.

Considering that international trade agreements of 2016, the company will have additional income in the month of May of 5400 euros of multi-brand points of Mexico and 9000 euros of the point of sale in the US and Canada. Also they will increase revenues in the same amounts in the month of September.

Therefore, during 2017, taking into account all international fairs described, we get a cost of 17000 euros, 80000 revenues and profits of 63000 euros as graphic No. 17 below shows.

Graphic 17. Schedule objective (II)

Acciones objetivo 2			Febrero	Marzo	Abril	Mayo	Junio	Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Enero
Ferias internacionales (2017)	Coste	17000	8000	9000	0	0	0	0	0	0	0	0	0	0
	Ingreso	80000	0	0	0	18000	0	0	0	18000	44000	0	0	0
	Beneficio	63000	-8000	-9000	0	18000	0	0	0	18000	44000	0	0	0

Source: "self done"

7.3. Schedule Objective 3

"Expanding the product portfolio and get 5% of sales in 2016: to extend the existing line through two special editions and create a line aimed at girls"

The **creations of the line "Mini Red Bell"** will suppose manufacturing costs of 50 euros. If we develop 8 models and a quantity of 1500, we get a total cost of 75,000 euros. The first children's line will be produced during the months of March and April, jumping into the market in May, and the season of AW will be manufactured in the months of July and August. Therefore there will be costs of 37,500 in the months of March, April, July and August. It would be sent 250 units to each "deflorersyfloreros" shop and the remaining, 750 units, to various multi-brand points. If the retail selling price is 60 euros, about 75,000 incomes from the sale of 1250 units in the months of May and September would be obtained.

Assuming that it would be sold to the final consumer an average of 50 units per month, both online and physical store (considering that the establishment has 250 pairs of shoes), at a retail price of 70 euros, we obtain for the months of the season SS, i.e., May, June, July, August and September, a monthly income of 3,500 euros. During the season of AW, i.e., September, October, November, December, January, February, March and April, a monthly sales of 35 units are expected, and therefore revenues of 2450.

Thus, at the end of 2016, the company would have costs of about 150000 euros, a turnover of 177300 euros and a profit of 27300 euros. We can see this data in graphic No. 18.

The **fashion show** involved the launch of the children's line will be held in May, with the premiere of the new season. Venue hire costs would be about 300 euros to which we must add the hiring of professional services to be in charge of the decoration. This would cost about 800 euros for the hiring of professional and everything you need to decorate the place, as is the gateway a photocall, chairs, a table with drinks and something to eat, etc. Since children are eight models, mothers need to 8 and 8 daughters, assuming a cost of 800 euros in total. To publicize the event, costs would be 800 euros, recording the announcement and broadcast it on the radio for a week prior to the event. Since then we want the event to be reflected in the newspaper, this supposes costs of 300 euros. Therefore, we will have a total cost of 3000 euros, as

graphic No. 18 shows, and no direct income because it is an action to publicize the product and help increase sales described above.

By promoting the **pack of discount** it is trying to attract during the first month a total of 15 additional sales of both lines. If we establish an average of 100 euros for women's footwear and for girl footwear, 70, the cost of production per pack made is 34 euros. Therefore the total cost of the discounts is 510 euros. We will produce a total of approximately 200 balloons, having a manufacturing cost of 400 euros. Because additional revenues of 15 units of each line are expected; 2040 of revenues will be obtained during the month of May. In all, the initiative will have a total cost of 910 and thus a profit of 1130, as demonstrated by the graphic No. 18.

The **special edition of sport footwear** will have production costs and prices similar to current designs that are for sale. About 60 units will be manufactured at a cost of 80 euros and sale price of 110 euros. With the shown campaign in social networks and in the website, we hope to have sales of approximately 7 units per month from September, as it will be the month that will be launched to the market, that is, for the next season AW . As we can see in graphic No. 18, during the month of August we will have production costs of 4800, and monthly income of 770 euros. Therefore, at the end of 2016, the initiative will have caused costs of 4800, revenues of 3850, and a loss of 950 euros.

The production of **customized designs**, involve higher cost than current products of the company, taking an estimated cost of approximately 100 euros per design. With the promotion of 15% off, a total of 20 orders are expected daily, at a price of 150 euros. Therefore, each sale will mean an income of 127.50, having an income during the month of March, start date for the action, of 7650 euros. The cost of the promotion will be 22.50 per shoe, which will cost a total of 1350 orders. To start customizing shoes, professional services that can be hired to set up the website to design a section where the dancers can be designed. This will cost about 1,000 euros. In addition, the company also has costs of 100 euros due to the contest. If we hope to have a monthly sales of 5 units would suppose revenues of 750 euros. Observing the graphic No. 18 we can see that the total cost of the initiative would be 2450 euros, total revenues amount to 15,150 euros and therefore a profit of 12,700.

Graphic 18. Schedule objective 3

Acciones objetivo 3			Febrero	Marzo	Abril	Mayo	Junio	Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Enero
Creación línea "Mini campanilla"	Coste	150000	0	37500	37500	0	0	37500	37500	0	0	0	0	0
	Ingreso	177300	0	0	0	78500	3500	3500	3500	78500	2450	2450	2450	2450
	Beneficio	27300	0	-37500	-37500	78500	3500	-34000	-34000	78500	2450	2450	2450	2450
Pase de modelos	Coste	3000	0	0	0	3000	0	0	0	0	0	0	0	0
	Ingreso	0	0	0	0	0	0	0	0	0	0	0	0	0
	Beneficio	-3000	0	0	0	-3000	0	0	0	0	0	0	0	0
Pack descuento	Coste	910	0	0	0	910	0	0	0	0	0	0	0	0
	Ingreso	2040	0	0	0	2040	0	0	0	0	0	0	0	0
	Beneficio	1130	0	0	0	1130	0	0	0	0	0	0	0	0
Creación "Deportivas"	Coste	4800	0	0	0	0	0	0	4800	0	0	0	0	0
	Ingreso	3850	0	0	0	0	0	0	0	770	770	770	770	770
	Beneficio	-950	0	0	0	0	0	0	-4800	770	770	770	770	770
Creación "Personalizada"	Coste	2450	0	2450	0	0	0	0	0	0	0	0	0	0
	Ingreso	15150	0	7650	750	750	750	750	750	750	750	750	750	750
	Beneficio	12700	0	5200	750	750	750	750	750	750	750	750	750	750

Source: "self done"

7.4. Schedule objective 4

"Increasing brand image by 10% during 2016"

The **ecological packaging** entail higher costs than the standard packaging. Production costs would be about 6 euros the box, assuming annual production of 3000 units of footwear, the company would have cost about 9,000 euros in April and August, with the launch of the collections. Although this is an action to increase the brand image indirectly lead to an increase in sales to capture a greater number of consumers. This action would cause sales of approximately 10 consuming more monthly. So an income of 1000 euros would be obtained assuming an average expenditure of 100 euros by consumer monthly, from July when it will be promoted the image of the company. Noting graphic No. 19, we see that annual costs of 18,000 euros, 7000 revenues of euros and a loss of 11,000 euros will be obtained, achieving an increase in brand image.

With **Friendly Dancers** the company will have about 8000 euros costs due to the production of 1000 units at 80 euros, to be held in July. Since the profits will go to the association in an integral way, it would not have revenues this action, but a loss of 8,000 euros per year. Noting graphic No. 19, we see this data.

Both the first contests and the second one as detailed in in the **interactive MK**, action point 6.4, this will suppose approximate costs 200 euros due to free give-away of two units of footwear valued at an average of 100 euros. A contest during the month of June and the other in November. Just as the actions described above are not made with the intention of increasing direct sales but to enhance brand image, no benefits

are obtained directly. Noting graphic No. 19, we would have an annual cost of 200 euros, and the same amount losses.

In order to get a **Defloresyfloreros smell** it should hire the services of a professional to give the right aroma. It will take place during the month of March 2016. The salary of these professionals would be 4000 euros costs approximated by studying the formula. Set the aroma in footwear, it would increase the production costs in 5 euros per unit, and set the aroma in the unique selling point would cost about 250 euros per month with the completion of air fresheners and other factors that permeate the aroma in the establishment. This aspect would be established from April. Although production costs increase, do not sales prices to the final consumer. Assuming an increase in sales with this initiative of 10 units per month, we would have a monthly income of 1,000 euros from July after the launch of the new collection and to enhance the brand image. Noting graphic No. 19, the initiative will result in annual costs of 6500 euros, revenues of 10,500 euros and a profit of 4,000 euros for 2016.

Graphic 19. Schedule objective 4

Acciones objetivo 4			Febrero	Marzo	Abril	Mayo	Junio	Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Enero
Packaging ecológico	Coste	18000	0	0	9000	0	0	0	9000	0	0	0	0	0
	Ingreso	7000	0	0	0	0	0	1000	1000	1000	1000	1000	1000	1000
	Beneficio	-11000	0	0	-9000	0	0	1000	-8000	1000	1000	1000	1000	1000
Bailarinas amistosas	Coste	8000	0	0	0	0	0	8000	0	0	0	0	0	0
	Ingreso	0	0	0	0	0	0	0	0	0	0	0	0	0
	Beneficio	-8000	0	0	0	0	0	-8000	0	0	0	0	0	0
MK interactivo	Coste	200	0	0	0	0	100	0	0	0	0	100	0	0
	Ingreso	0	0	0	0	0	0	0	0	0	0	0	0	0
	Beneficio	-200	0	0	0	0	-100	0	0	0	0	-100	0	0
Aroma Defloresyfloreros	Coste	6500	0	4000	250	250	250	250	250	250	250	250	250	250
	Ingreso	10500	0	0	0	0	0	1500	1500	1500	1500	1500	1500	1500
	Beneficio	4000	0	-4000	-250	-250	-250	1250	1250	1250	1250	1250	1250	1250

Source: "self done"

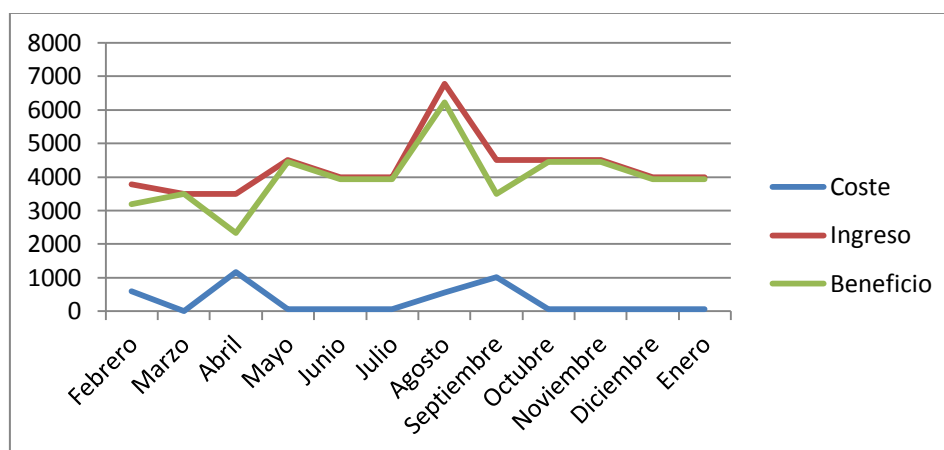
8. CONTROL OF RESULTS

In this section we analyze the results we will obtain from each goal and all goals together, to ensure that the action plan described throughout the project would be beneficial for the company.

8.1. Control Objective 1

Noting graphic No. 20, we see that the months where we get higher expenses with actions to achieve the objective are April and September but even in those months we get some positive benefits. The month in which most benefits would be obtained is August the month coinciding with higher incomes, with the benefits of 6225 euros.

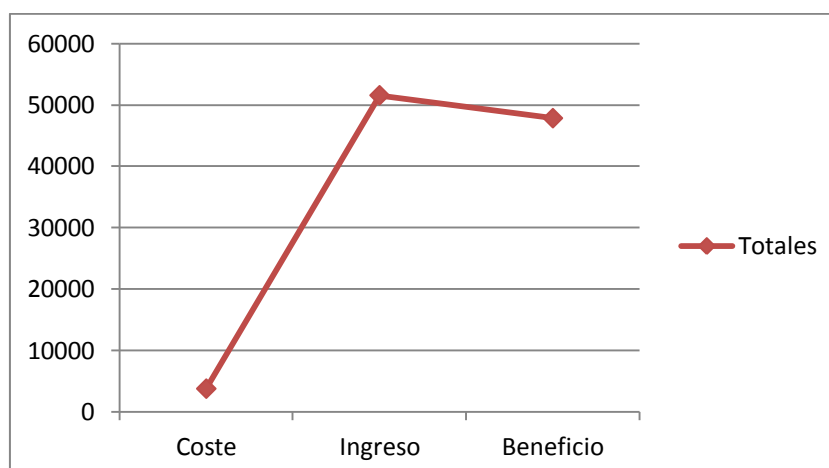
Graphic 20. Monthly control objective 1



Source: "self done"

The graphic No. 21 shows the costs, revenues and benefits throughout 2016. We can see that with the actions the objective will be reached with very positive benefits for the company. Total shares will involve a very low cost with large income achieved.

Graphic 21. Annual objective 1

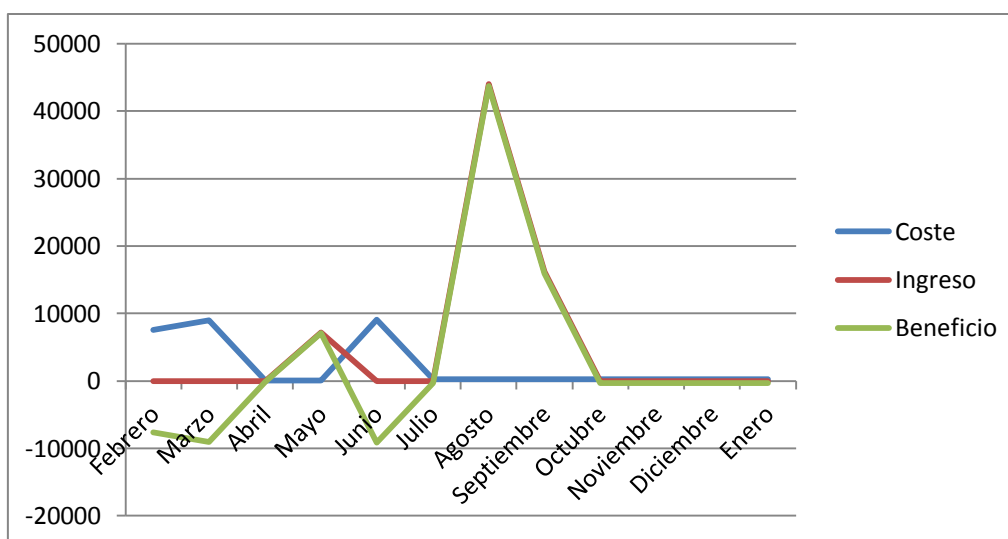


Source: "self done"

8.2. Control Objective 2

The action set for Objective 2, although at the end of 2016 provides some positive benefits, has months with excessively negative expenditure, but also months with very high profits as graphic No. 22 shows. The months of February, March, April, June and July, will involve many months of losses. However, the months of August and September provide many benefits, thanks to which will be beneficial to perform all the actions.

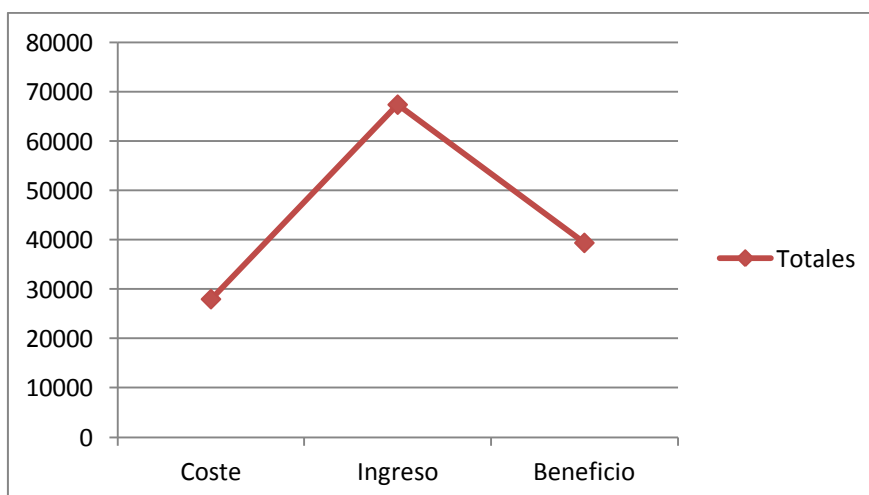
Graphic 22. Monthly control objective 2 (I)



Source: "self done"

Although, with smaller benefits than the previous objective, the company will achieve the goal proposed with these proposed actions with positive benefits. The total number of actions would result in obtaining a high level of income with moderate costs. The graphic No. 23 shows us.

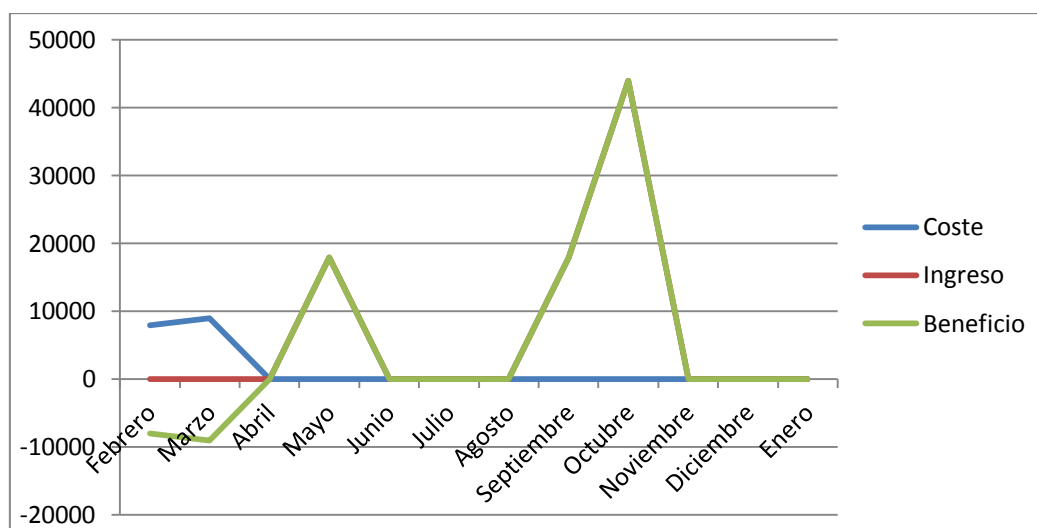
Graphic 23. Annual control objective 2 (I)



Source: "self done"

With regard to 2017, we note that the actions performed during that period would cause high costs in the first months of the year, assuming a negative return. However, during the months of May and October we would obtain very high profits. So we can see in graphic No. 24.

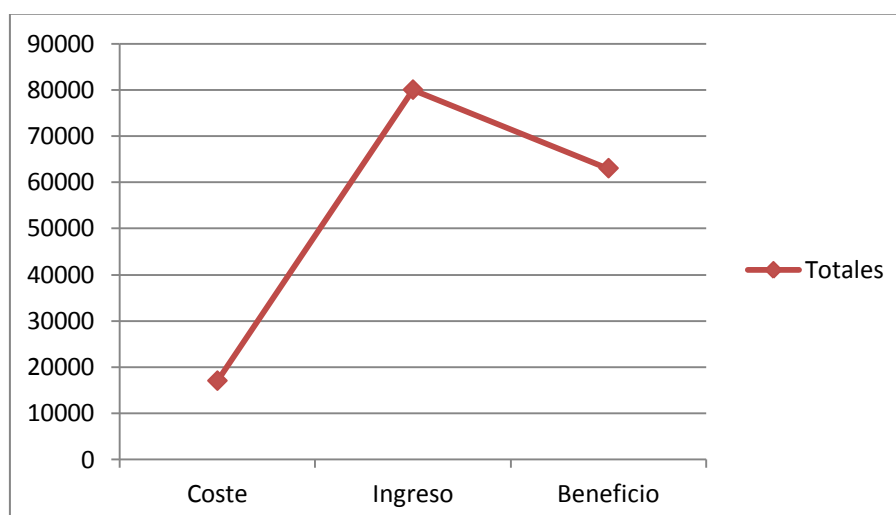
Graphic 24. Monthly control objective 2 (II)



Source: "self done"

As in the 2016 period, the company would reach the goal with positive benefits in 2017. In this case, the costs would be lower, and higher incomes, causing the high peak can be seen in graphic No. 25.

Graphic 25. Annual control objective 2 (II)

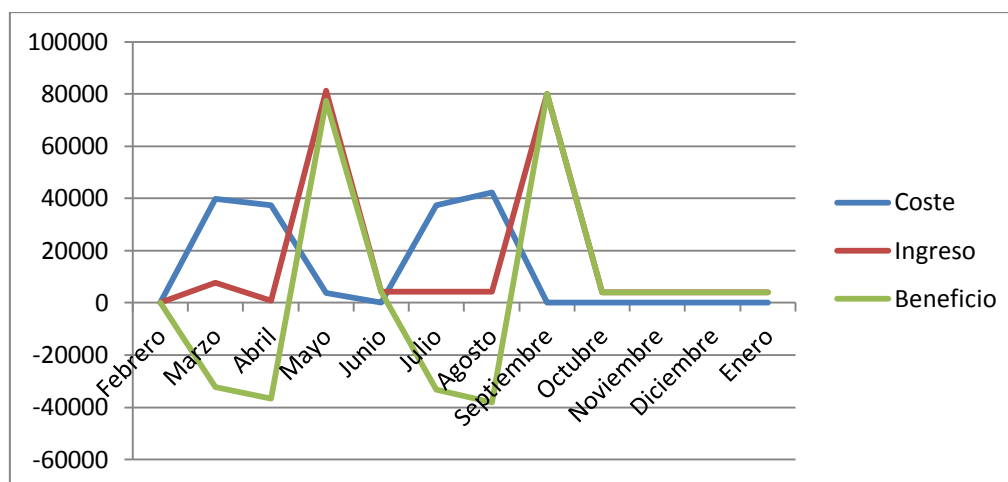


Source: "self done"

8.3. Control Objective 3

Actions of the 3rd goal involve significant changes during 2016. During the months of March, April, July and August, we have very high costs and consequently a negative return, as seen in the below graphic No. 26.

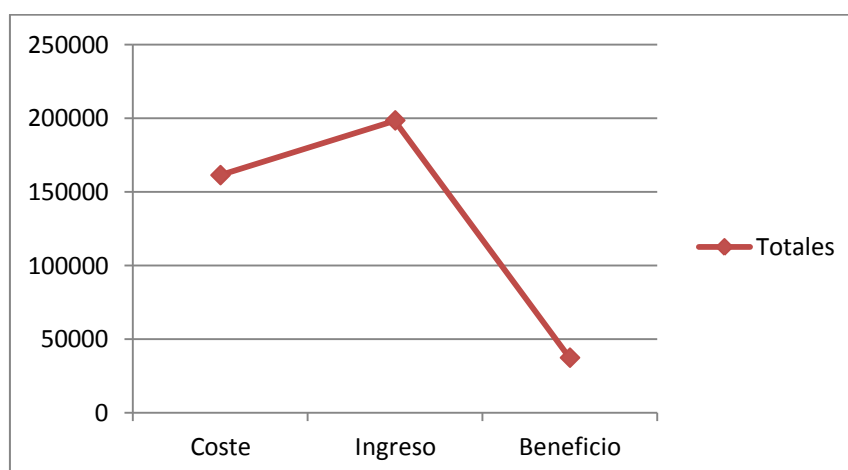
Graphic 26. Monthly control objective 3



Source: "self done"

The implementation of actions would reach the goal, but getting very low benefits. As we can see in graph No. 27, the costs outweigh the benefits, so with the actions not much higher revenues than the costs for 2016 are achieved.

Graphic 27. Annual control objective 3

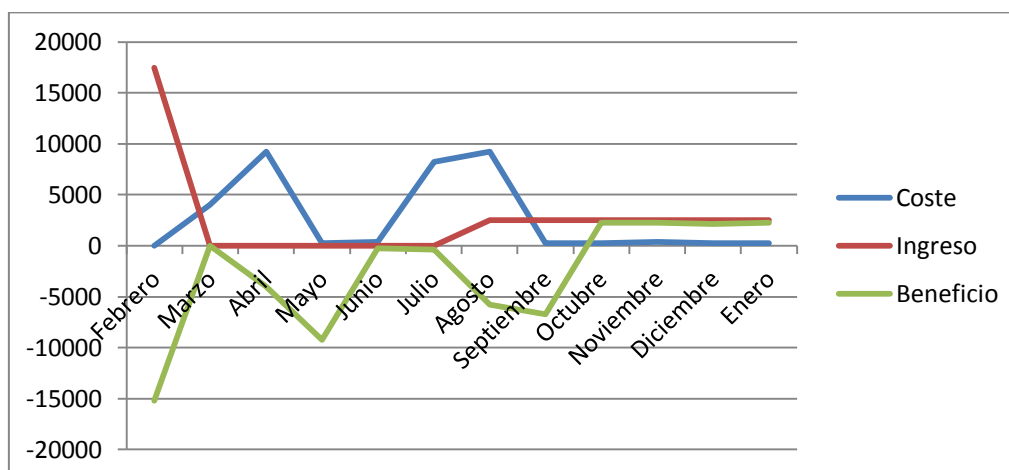


Source: "self done"

8.4. Control Objective 4

The actions to achieve the goal number 4 represent very different peaks in terms of costs and benefits. February marks the higher income peak, but also benefits show the lowest peak. As we can see in graphic No. 28, the months that have costs are April, July and August. Meanwhile, the lower peaks are benefits in February, May and October. Revenues almost nonexistent.

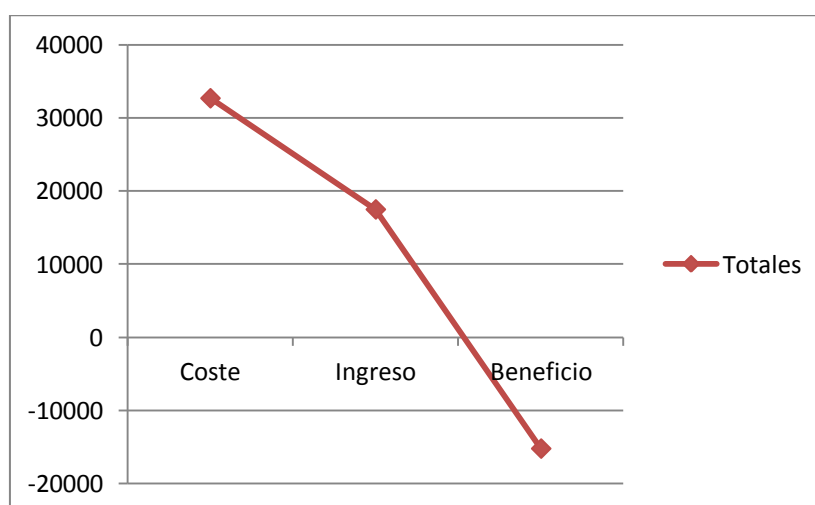
Graphic 28. Monthly control objective 4



Source: "self done"

Graphic No. 29 corroborates the above chart. It will be achieved the objective but with a negative income during 2016. However, it is expected that during the next period it increases sales due to increased brand image. The actions will involve very high costs with revenues which do not outweigh the costs and thus obtain losses at the end of the period.

Graphic 29. Annual control objective 4

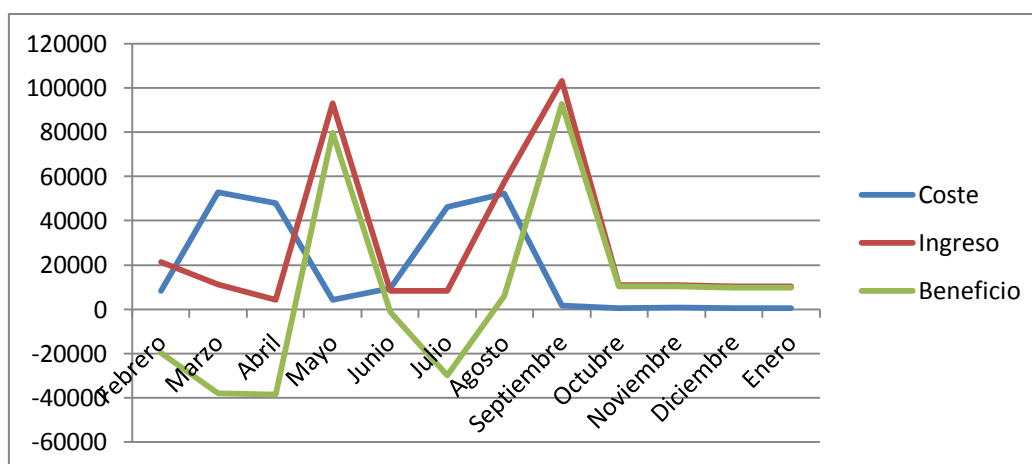


Source: "self done"

8.5. Global control of objective

Graphic No. 30 shows the set of costs, revenues and monthly benefits that the actions to achieve all the objectives will involve. The months in which there will be difficulties are March, April and July as they have very high costs for a reduced level of income, resulting in a negative return. The months of 2016 that best results will be obtained are May and September, with a level of low costs and high income, so that the benefits are positive. The other months remain constant without any high peak at any moment.

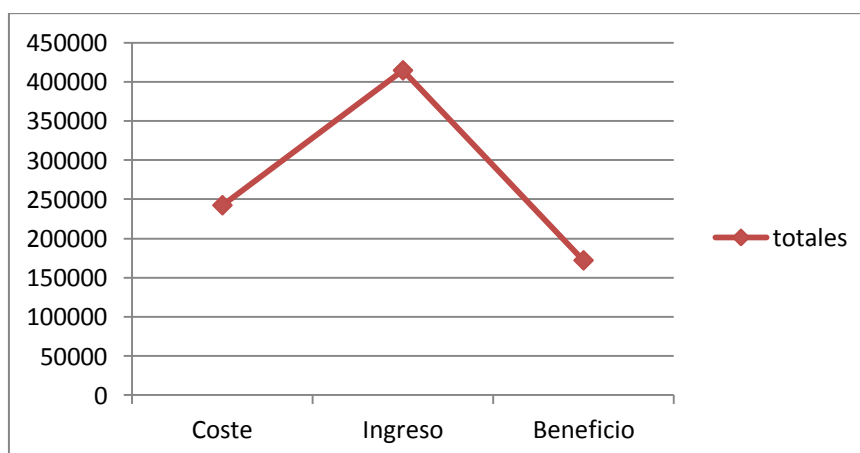
Graphic 30. Global monthly control



Source: "self done"

Graph No. 31, shows the costs, revenues and benefits that the company will have at the end of 2016; and, then, it will have achieved the great majority of the goals established. Total annual costs will be 242.900 euros, a lower number than the amount related to incomes, 414.790 euros. Therefore, once everything proposed in this project is done and finished, It will be achieved to increase market share, increase the visibility and increase brand awareness with a profit of 172.200 euros.

Graphic 31. Global annual control



Source: "self done"

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