



MARKETING PLAN OF

JJP 

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1. EXECUTIVE SUMMARY

'JJP S.A.' is the company in which the following Marketing Plan is focussed. It is a company dedicated to the furniture sector and specialized in infant and youth bedrooms and wardrobes. It is in constant development, seeking new designs and innovations.

JJP starts its activity in 1987 in Uldecona, a small town in the province of Tarragona. From the beginning, JJP youth bedrooms had acquired special relevance in the sector. The company has been changing over its 28 years in the sector, but always preserving its basic principles, the quality and the adaptation to any space.

In this Marketing Plan has been analysed the current situation of JJP, it has begun with an analysis of the situation in which we differentiate the internal and external analysis. Firstly, the internal analysis is the presentation of the company, with its mission and vision, current objectives and strategies, its principal resources and capabilities and the marketing mix. It continues with the external analysis of the company through the analysis PESTEL and Porter's five forces, which allow to observe different areas of the business environment that surrounds JJP.

After the internal and external analysis, we have been carried out an analysis of the competition, where it has analysed the sector and competitors of JJP. Later, we have been developed an analysis of the behaviour of the consumer and a diagnosis of the situation that we have studied of the company, with the SWOT analysis, to appreciate better the Opportunities and Threats, taking into account the environment of the company and the Fortitude and Weaknesses, referring to the internal situation of JJP. Also, we have mentioned the strategy of segmentation of the company and the positioning that it has in the furniture sector.

Then, we have done our proposal to improve, where we have mentioned the objectives and strategies that we propose and the marketing actions (product, price, communication and distribution) for these objectives and strategies.

Finally, these actions have been quantified on a budget and schedule of activities. In addition, some guidelines to control and verify that the results obtained are the expected.

2. SITUATION ANALYSIS

2.1 Internal analysis

2.1.1 Presentation of the company

In 1987 the company furniture JJP was born in the village of Uldecona, Tarragona. It is a company founded by three partners, which bet from the first moment for the specialization and quality of juvenile furniture. One of its main features is to make custom furniture, in fact some representatives used the phrase 'If you think that it is possible to make, JJP will make'. The company has 55 employees, of which the three founding partners continue in front of it.

Throughout its 28 years in the sector, JJP has achieved a high reputation at the national level, where its main sales level is directed to Madrid, the north of Spain, Catalonia and Valencia. In addition, the company has begun to introduce its furniture in the United States, Mexico, Ireland, England, Italy and Czech Republic.

JJP has always been committed to innovation, trying to improve its furniture day after day and adapting it to the new needs of consumers. An example are the fold away beds, which are continually modifying different parts to have the product as updated as possible.

Also, the company has wanted to go one step further and in 2014, they created a catalogue of custom wardrobes, which are capable of adapting to all the spaces. Currently, due to the great acceptance by consumers, they are working on the second version of this catalogue.

At factory level, the company also tries to be up to date in machinery and software. Last summer, they invested in new equipment to improve the finished products and at present, they are implementing a software able to enter orders directly to production through 3D technology.

2.1.1.1 Mission and Vision

MISSION

The mission of JJP is the following:

- 'We mark tendency in youth furniture. Thank to innovation, quality and careful devotion and dedication of our team, we achieve the satisfaction of our customers.'

VISION

The vision is:

- 'At JJP we reinvent the future of youth bedrooms. From our early beginning we have evolved and created a remarkable style in the world of youth bedrooms. We want client satisfaction and for this reason, in every program JJP applies all their innovative spirit and will to change.'

2.1.1.2 Objectives and strategies at present

OBJECTIVES

JJP considers objectives to develop short and long term. These objectives are specific, measurable, limited in time, achievable by team members that form it and especially realistic. The company does not neglect the competition and consumers, both current and future, to reach the objectives. Also, JJP has in mind the market where is and sees how the market react to measure that the objectives are being achieved.

Therefore, the juvenile furniture company committed to the following general objectives:

1. In the long term:

- Implementing a more versatile production system for the year 2022, allowing the company to better adapt its collections to the market.
- Increasing the visits on the website and followers in Facebook by 5% every year until 2022, coming to a figure that year of 19.500 visits and 3.250 followers.

2. In the short term:

- Implementing a comprehensive 3D system to improve the design of the collections at the end of 2017.

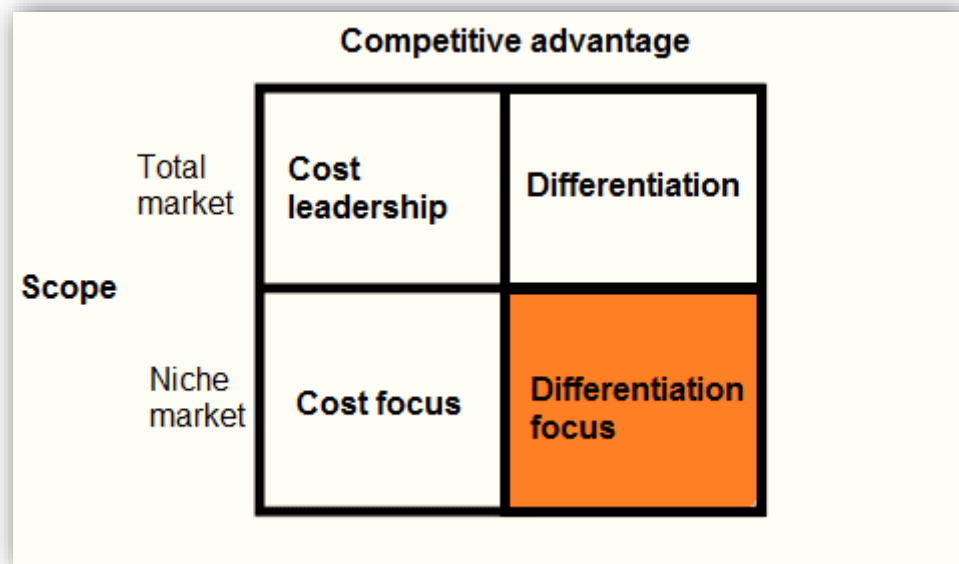
- Investing in an external design team to update the catalogue at the end of the 2017.
- Increasing sales for the next year by 3% compared to the previous year.
- Building loyalty current customers.

STRATEGIES

The company JJP, according to the strategies of Porter (Figure 1), follows the niche strategy because it focuses on a market segment. The company focuses on the manufacture of infant and youth bedrooms. Within this niche strategy, the company is oriented towards differentiation in the sector to compete with other companies. Additionally, with the following strategy, the company wants to give an added value to the products that it produces, making its furniture better than the competition, offering more variety of services and products with greater value to the customers.

Factors through which the company differentiates its offer are:

- The quality of the product. This is the strong point of the company. The differentiation is given thanks to the high quality of the products it manufactures.
- Innovation. The second strong point of the company and thanks to the design team, JJP gets to be trend.
- Image. It is the way in which the public perceives the company and its products. After so many years of experience in the sector, the company gets that customers have a positive image of it.
- Staff. The company has highly qualified staff able to develop their task perfectly.

Figure 1. Competitive strategies of Porter (1980)

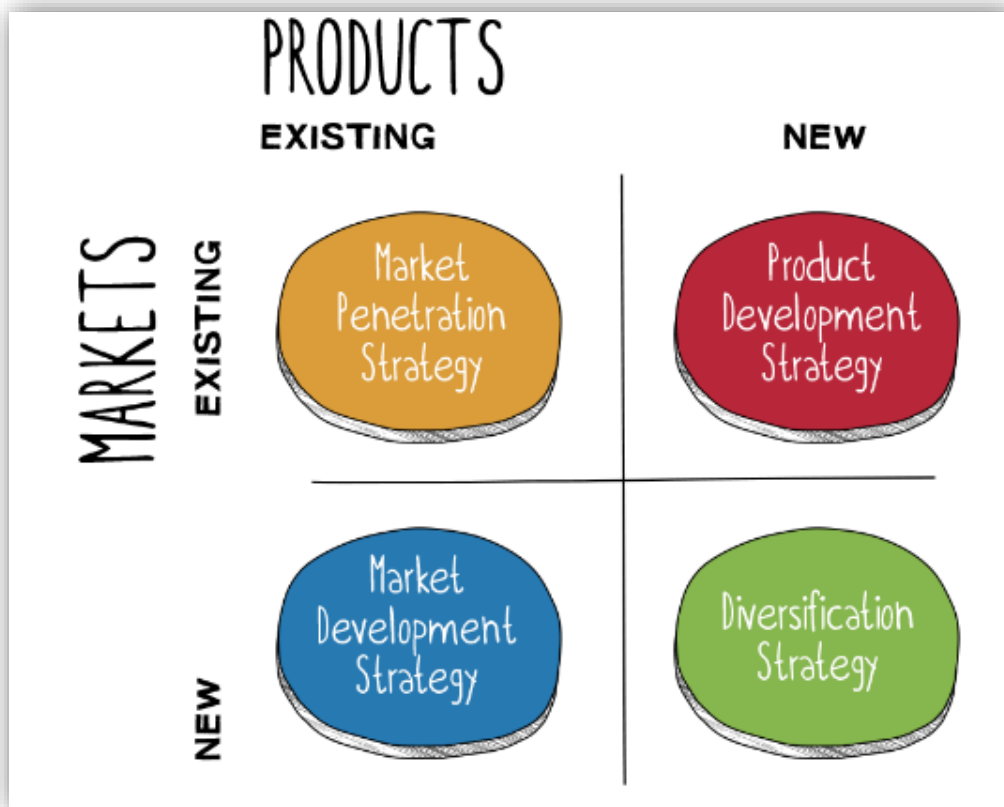
Source: own elaboration as from Porter

The matrix Ansoff of expansion strategies (Figure 2) shows a relationship of the products and markets in which companies want to develop. In this case, JJP carries out firstly, the market penetration strategy to improve sales and billing of the brand through advertising and promotions. In this way, the company wants to obtain the recognition and loyalty of current customers.

Also, the company carries out the market development strategy since it searches for entering in new geographical markets and segments of the population.

Finally, the product development strategy. JJP is constantly researching the market and trying to meet the needs of consumers, order to develop products adapted to new trends and needs.

Figure 2. Ansoff matrix (1957)



Source: Smart Insights (2013)

2.1.2 Resources and capabilities

Resources and capabilities allow that the organizations get the objectives that have proposed previously in order to get the development of their competitive advantage. The resources can be tangible and intangible.

Tangible resources are all property of material nature susceptible of being perceived by the senses. So that, the tangible assets that have JJP are:

- Material resources. They are the tangible property with which the company can satisfy the needs of the customers:
 1. An industrial warehouse of 5600m².
 2. Various machines to develop the manufacture of furniture. JJP has: two panel dividing machines, called Giben y Homag, responsible to cut boards; an Estefani and a Holzma, responsible to veneer the already cut boards; three machines which make the function of drills, Brema, Koch and Morbidelly. Finally, a packaging machine. In total the company has 8 machines.

3. Computers in the office, where there are fifteen computers, two servers, two printers and a fax.

- Financial resources. They are the cash and financial assets that have a degree of liquidity. Therefore, they are resources for the development of the activity. Currently, the company has not liquidity or debt problems.
- Human resources. They are the workers that the company has. Each worker has the knowledge and skills necessary to develop each job. Today, JJP has sixty employees.

Intangible resources of a company are those that in contrast to the tangible resources are not measurable, not quantifiable and do not have a physical support. Intangible resources are the information, knowledge and all that is immaterial. We distinguish:

- Technological resources of the communication. The main technological resource of the juvenile company is the website. JJP has twenty domains, although they mainly work with: camascubo.es, cunasparabebes.es, mueblesjjp.com and camasabatibles.com. In these four, JJP has installed the web, designed through Wordpress. The platform where the company manages all the domains is Arsy.es and for all of them, it pays an annual license.
- Resources of organizational management. It is the computer system that the company has to manage its business. JJP uses the software GDP, specialized in the furniture sector and through which, the company can do all the operations necessary for its development. For example, GDP control the available stock or the need for provisioning. Although as I have mentioned in the objectives, at the end of 2017 JJP is going to change the current software by another, called Teowin. Teowin will allow the company to have a comprehensive 3D system.

JJP has to make connections between the resources mentioned and capabilities or competencies of the company to get that it has competitive advantage.

Therefore, the competencies of the juvenile company are the following:

- Human. It is the knowledge of employees and the ability to know to transfer this knowledge to the job effectively.
- Financial. Thanks to its financial management capacity, the company does not have any liquidity problem at present, despite the current market situation.
- Communication and organization. Due to these two capabilities, JJP develops successfully the process of manufacture of furniture since the order comes to the office until their dispatch.
- Adaptability. Over the years, the company has been able to adapt to the changes that have been taking place. As a result, JJP is one of the companies of tendency in its sector.
- Marketing. Another competition of the company is the management of marketing. Thanks to the specialized product that JJP offers, the price that it fixes, the promotions that it performs and the distribution that it applies, JJP gets to be a great company in the sector.

Once analysed both the resources and capabilities of the company and known that the combination of both promotes the achievement of competitive advantages, we can say that the main competitive advantage of furniture JJP is:

Thanks to the years that leads the company in the juvenile furniture sector, JJP can offer to the customers what they are seeking due to its ability to innovate and adapt to new trends and needs of the market. The company also offers quality furniture and achieves that quality is perceived by customers.

2.1.3 Marketing resources (4 P's)

Then, the current mixed marketing of the company will be analysed through the 4P's.

2.1.3.1 Product

The product is the variable for excellence of the marketing mix since it includes goods and services that a company sells and it is the medium through which the needs of consumers are satisfied. Therefore, the product should focus on solving those needs.

Products portfolio are the products that the company sells, its amplitude is measured by the number of different lines that compose it and the lines are a set of homogeneous

products. In the case of the analysed company, it has a products portfolio of medium amplitude and these are the products lines that the company sells:

- Youth bedrooms
- Infant bedrooms
- Custom closets

The depth refers to the number of models, sizes and variants that are offered within each line of products. JJP presents a high depth with a high variety in the characteristics and colours of its furniture. In fact, the latest catalogue has twenty-two models.

We can say that the furniture are products of comparison and speciality because these have a high quality and design. On the one hand, they are comparison products because usually before making the purchase, the customer search and inform of the different furniture that the companies offer, features, prices, etc. This purchase requires time and effort for the consumer to obtain the information that he is searching about the product. On the other hand, they are speciality products because they are furniture with special features that typically cause strong preferences for a specific brand. Customers who are searching for these products are willing to make an important disbursement of money in his purchase. In addition, for the company is a great value to achieve a strategy to attract this type of customers.

JJP uses a single brand strategy since all of the products that the company sells appear on the market under a single brand. Using this strategy has as advantage offer a strong image to the client. However, the disadvantage is that if a new product does not meet the expectations of the customer, it can be detrimental to the corporate image of the company and affect all its products.

2.1.3.2 Price

The price is the variable of the marketing mix by which the income of a company enter. Before fixing the prices of the products, the company has to study certain aspects such as the consumer features, market, competition, costs, etc.

Three methods can be used when fixing the price of a product: cost, competition or based in the market or demand. The method that the company applies to fix the price of its products is based on costs. This method is considered the most objective and fair. It is a simple method and which consists in the addition of a profit margin to the cost of the

product. The methods based on the cost, in particular the company applies the cost method plus margin and this consist in adding a profit margin to the total cost per unit of the product. This is a benefit of around 10%.

2.1.3.3 Communication

The promotion variable treats as the companies can give to know their products and how these can satisfy the needs of their target audience. The promotional tools of JJP are the social networks. JJP has presence in Facebook, Twitter, Pinterest, Google+ and its own channel on YouTube. Also, the company has a Blog. The organization continuously publishes its furniture and decor ideas in their social networks and on the blog. Another promotional tool that the company uses is the active participation in the different fairs of the furniture performed in Spain.

2.1.3.4 Distribution

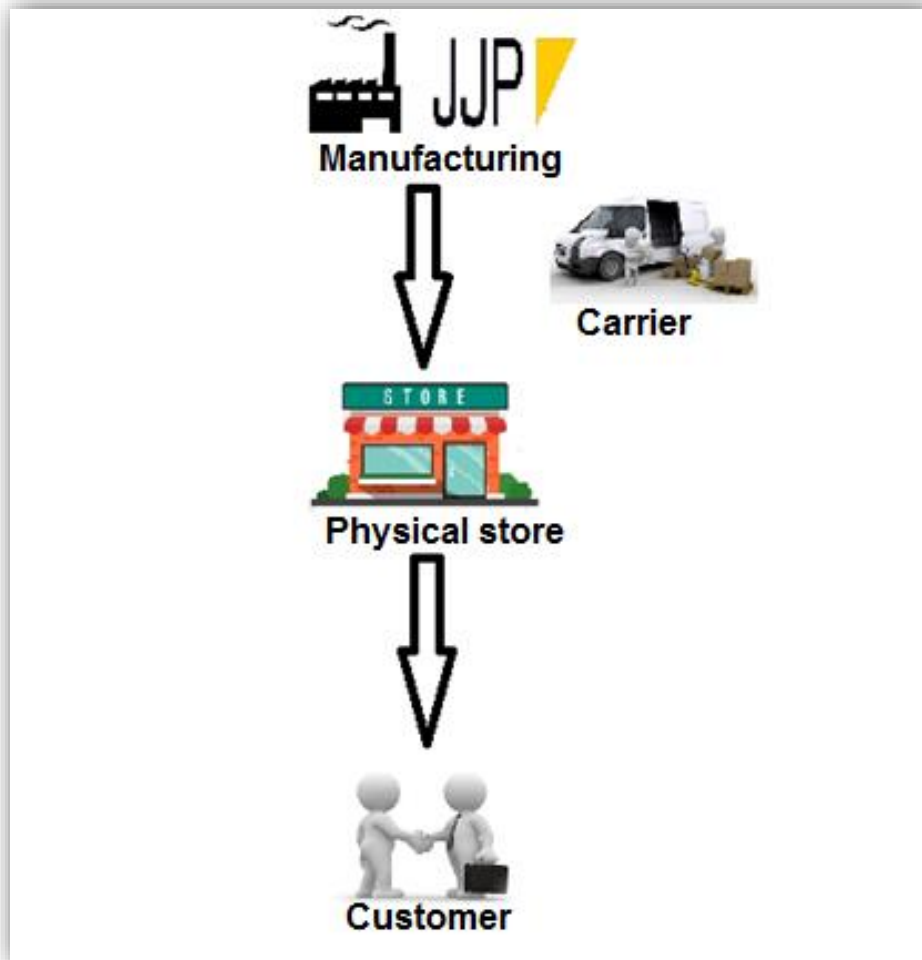
The distribution variable in the marketing mix consists in the development of a set of tasks or activities necessary to transfer the finished product to the different points of sale. The company specialises in the manufacture of juvenile bedrooms, only sells its bedrooms in distributors authorized by the company, which are located all over Spain and some foreign countries.

The distribution channel of the company is short as shown in figure 3. The distribution that the company carries out is selective since it has selected the bestselling points for its bedrooms in each area. The physical stores, which have been selected by the company, distribute the JJP furniture and other furniture, not only youth bedroom, and other brands. Also, with this strategy of selective distribution the company achieves the differentiated by placing its product in points of selected sales. Moreover, JJP carries out a pull strategy since it has a direct impact on the final consumer through advertising on social networks or blog and the consumers are who go to the distributors demanding them the furniture brand. Although also, it carries out a strategy of push because the relationship that the company maintains with the distributors is important, due to these intermediaries have to favour the JJP products over others that are in the store.

For the company to be able to deliver its products to customers firstly, the physical stores distributor of the brand perform orders to the factory of JJP depending on the needs of

the customer. Subsequently, when the order is finished and ready in factory, a carrier of the company is responsible to deliver it to the store. Then, the customer can go to the store and acquire the product.

Figure 3. Distribution channel of JJP



Source: own elaboration

2.2 External Analysis

2.2.1 Macroenvironment

2.2.1.1 Analysis of the general environment (PESTEL)

The PESTEL analysis will be used in order to carry out the study of the general environment. This technique is based on the description of the external environment and

general in regard to political, economic, sociocultural, technological and ecological factors.

POLITICAL AND LEGAL FACTORS

First of all, one of the main aspects to take into account is the increase in VAT caned out on the 1st September 2012 (Royal decree-Law 20/2012, of 13th July) rising from 18% up to 21%, which negatively affects the company considering that it increases considerably the prices and produces lower sales.

Another aspect affecting the company is corporate income tax. Spain occupies the place once in Europe, registering an average rate of 25%, compared with for example, the 12'50% in Ireland or 21% in Britain. This tax requires the annual payment and it can be a problem for the company if the benefits are not as expected.

Also, one factor to take into account is the last labour reform (law 3/2012, 6th July) since it helps the employer in carrying out a layoff with a lower cost. This facilitates the cuts of personnel in the current economic environment.

In conclusion, the labour reform is a positive aspect to the companies since they get more flexibility, but the taxes that entrepreneurs must pay are factors that negatively affect to the Spanish companies.

ECONOMICAL FACTORS

The main economic factor to comment on is the current crisis that began in the year 2008. This affects many aspects but, in particular, one of them is the consumption since many households have been forced to reduce the expenses and readjust the consumption of different way.

In addition, this readjust in the distribution of the expenses in Spanish households has made many families decide to resort to low-cost companies, in the case of furniture a clear example can be IKEA.

We can observe the evolution of the Gross Domestic Product (GDP) at the national level in graph 1, which shows very clearly the evolution of the Spanish economy in recent years. In the same way, we can see how it has suffered a huge decline from the

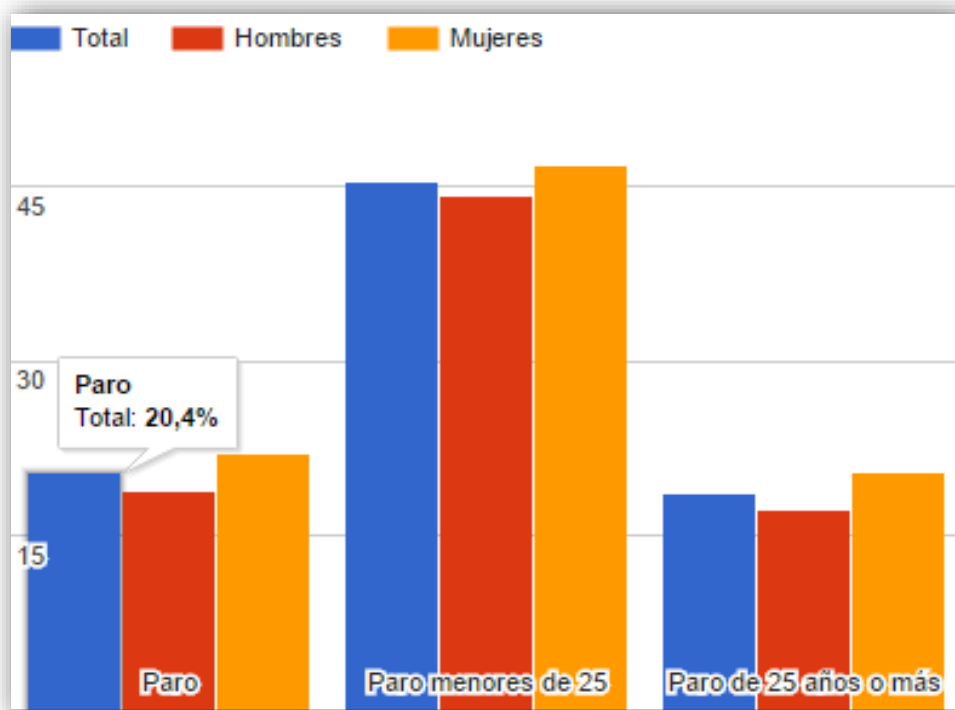
beginning of the crisis, even negative annual rates, in 2009 was to -3.6%. Also, we see as it is starting to regain getting an annual rate of 3.2% in 2015, which would be technically a beginning for the recovery from the crisis in which we are.

Graph 1. Growth rate of annual GDP in Spain



Source: own elaboration as from INE (2015)

Another economic factor that is necessary to take into account is the rate of unemployment. On the one hand, recent data registered in Spain (Graph 2) on the unemployment rate shows that a 20'4% of the population is unemployed, of whom an 18'9% belongs to men and a 22'1% to women. This is best data with respect to previous years since in 2015 recorded a total unemployment of the 20'8% and in 2014 a 23'6%.

Graph 2. Unemployment rate in Spain by sex and age

Source: Datos Macro (2016)

These economic factors affect significantly to JJP because the increase in the unemployment rate makes that many families reduce the household expenses and it means that the sales of goods that are not of first need is reduced considerably, decreasing sales of youth bedrooms in the same way.

However, in this last year has begun a recovery at both the national and regional levels. As well as we have mentioned before, there has been a reduction in the rate of unemployment and an increase in the rate of growth of GDP and this makes that we find in the way of a recovery of the economy and thus, an increase in the opportunities of improvement of sales of the business and the industry in general.

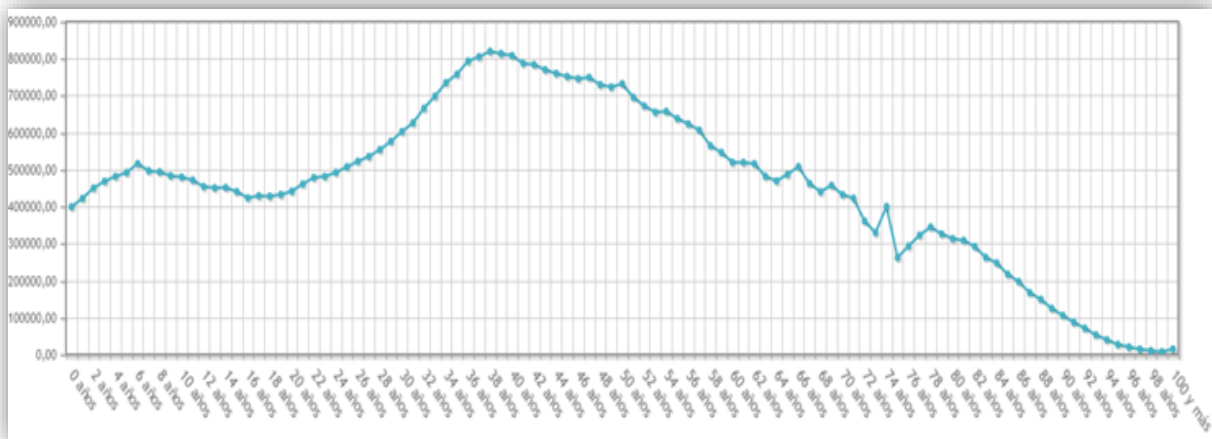
SOCIOCULTURAL FACTORS

It is one of the most important external influences for the sector, owing to it is a question of the changes that the individuals of a society experience with regard to its tastes, life styles, preferences, needs to be covered, etc.

Thus, within the sociocultural factors we focus on the national population by age. As we observed in graph 3, the largest population in Spain is between 30 and 58 years of age approximately. So we are faced with a society that is subjected to a process of aging, which is that in the next few years is very likely, according to the INE, that the average age of the Spanish population this around the age of 45 years.

This aging of the population affects companies by reason of the consumer habits change in the long term with the average age of consumers. Moreover, it is a threat to a company as the analysed dedicated to juvenile furniture.

Graph 3. Resident population in Spain per ages



Source: INE (2015)

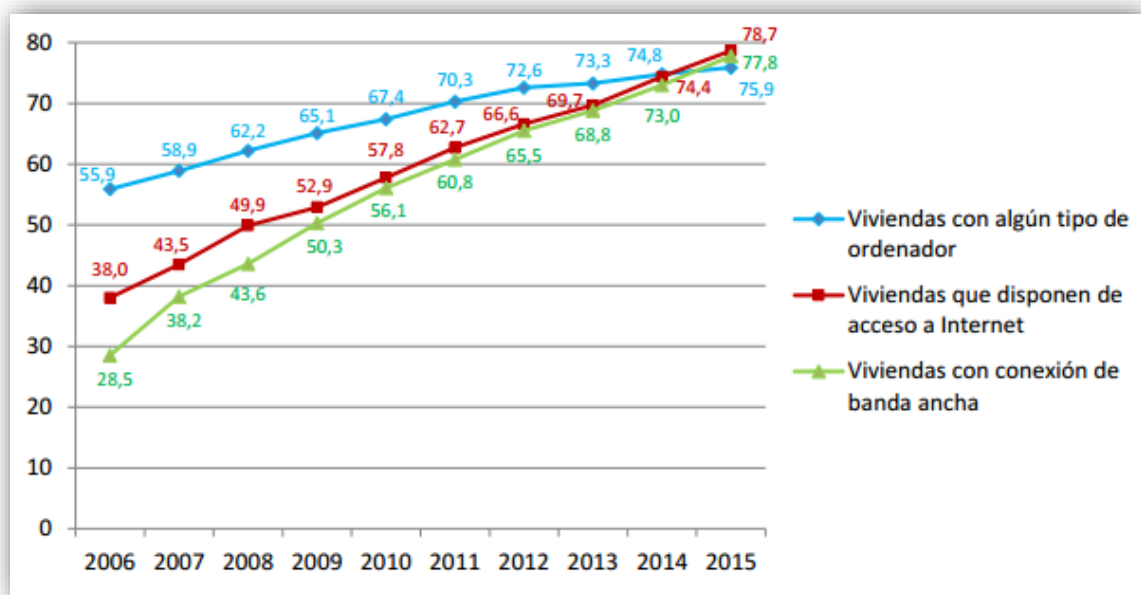
Another important aspect to keep in mind is the current changing and demanding environment where, increasingly, consumers seek and are reported on every product that they buy. Every time they are more demanding and look for those products that best value provide them.

We have before us a consumer society, but at the same time capable of differentiating which is the product that covers 100% their needs. In the case of consumers of youth furniture, now they are seeking bedrooms with quality and versatility. For this reason, JJP has the need to meet the needs of existing consumers through the good quality in its furniture, as well as good design and versatility.

TECHNOLOGICAL FACTORS

A survey carried out by INE in 2015 (Figure 4) on the equipment and use of information technologies and communication in households shows that a 78.7% of Spanish homes have access to Internet in the last year against a 74.4% in 2014, with which there has been an increase of 4.3% of households with Internet access. This, we can observe it in the graph below, where we can also see that a 77.8% of homes have a connection of broadband and a 75.9% of Spanish households have some kind of computer.

Graph 4. Evolution of ICT equipment in the housing



Source: INE (2015)

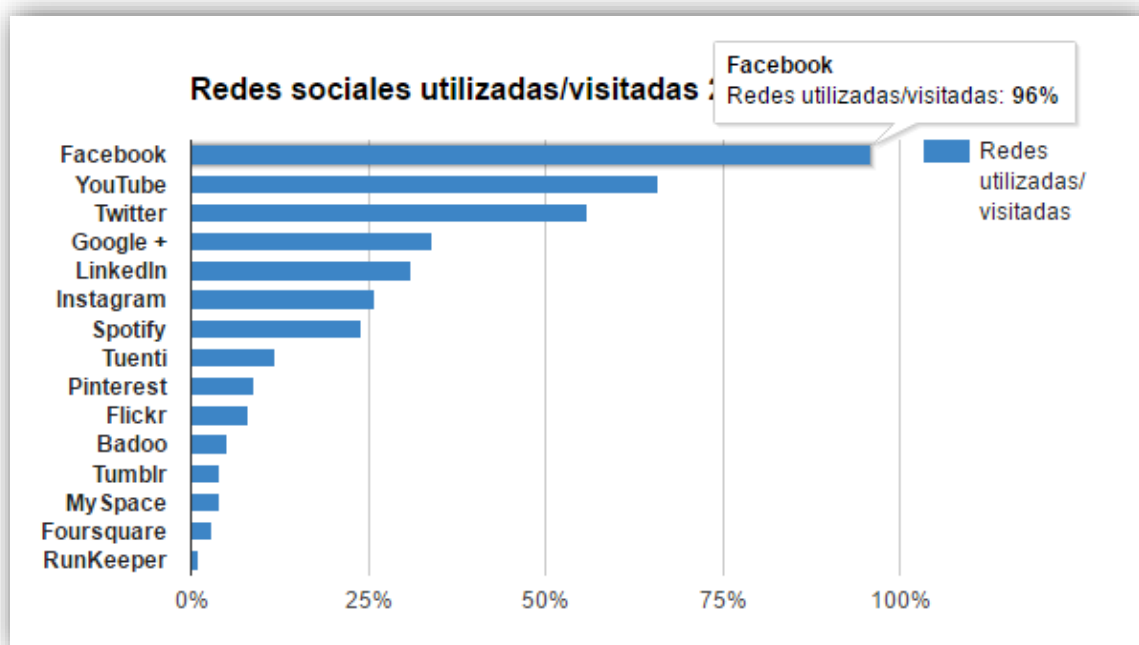
The following study also concludes that a 64.3% of the Spanish population of between 16 and 74 years old use the Internet daily.

A communication report carried out in January 2016 shows that, of the Spanish population (46.09 millions), the active users in Internet represent 77% while the active users in social networks represent 48%. Therefore, in January 2016 compared to January 2015, there has been a 6% increase in the number of active users on the internet and the number of active users in social networks has been maintained. Also, the report show that a 96% of the Spanish population has mobile phone and an 80% has smart phone. While, a 73% has computer, a 38% has Tablet and only a 2% has wearable tech device.

Another technologic factor are social networks. According to a study by Comscore in 2015, Facebook is the first social network with more than 18 million visitors in Spain. Moreover, 8 of every 10 internet users have an active account in this social network.

In the next chart we can analyse the major social networks currently active and the number of Spanish users (graph 5). Again, it shows that Facebook is the network that takes the first position, where 96% of the Spanish people have an active account.

Graph 5. Social networks used/visited by Spanish users



Source: IAB Base: Usuarios de redes sociales (2015)

Also, more than 85% of the companies located in Spain use social networks and 80% of these companies use Facebook and Twitter. The reason is that they want to get to increase their visibility in the market and perform promotions of goods or services offered.

This aspect can be an opportunity for the company since thanks to information technologies are increasingly users of the Internet and social networks. So the company, through its website, its social networks and its blog, can increase its visibility among this audience and reach potential customers.

ECOLOGICAL FACTORS

This factor has got great relevance in recent times, which explains the growing demand from the citizen on the policy for the preservation of the environment of the public authorities and private companies.

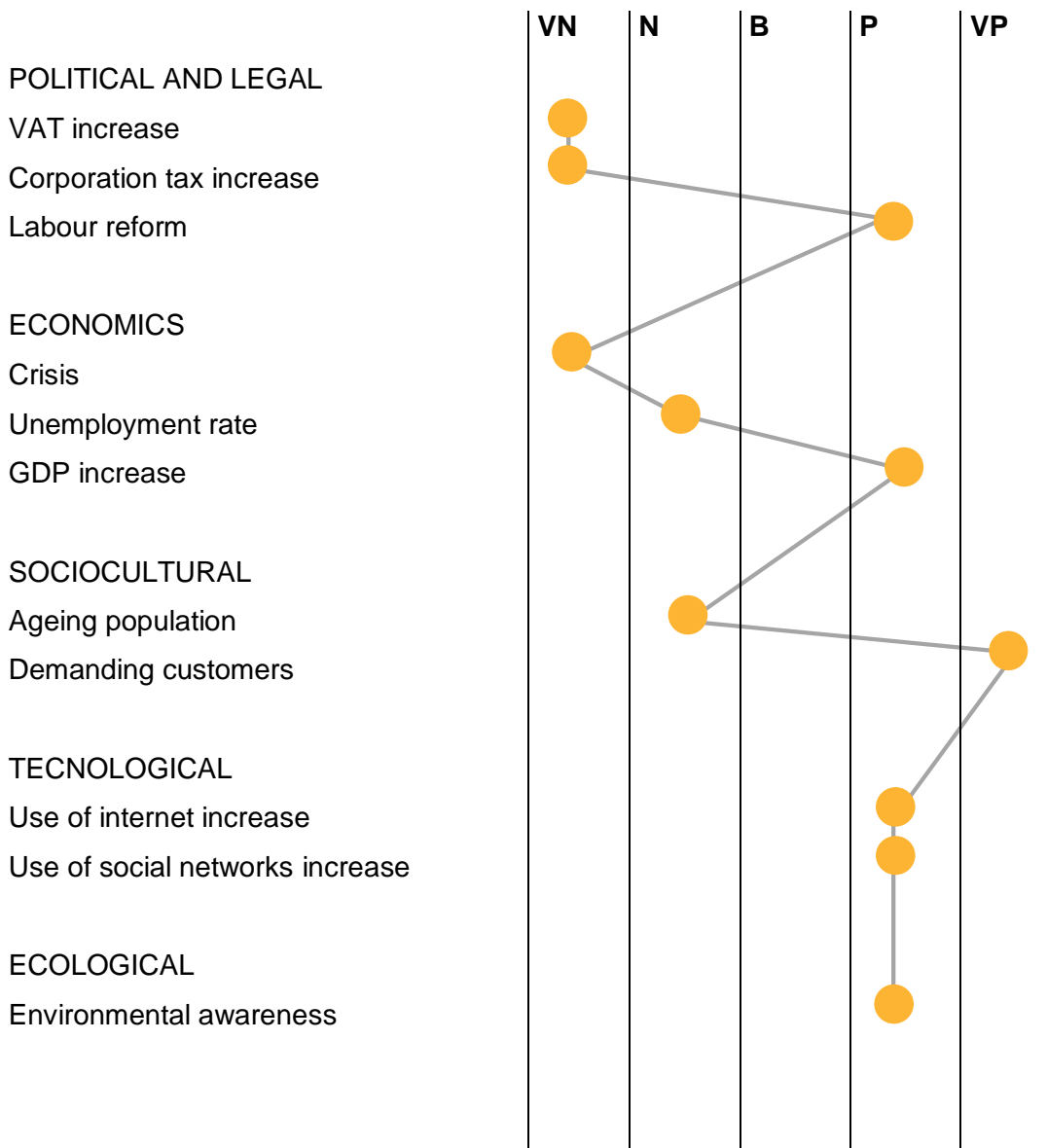
The companies in the furniture sector and JJP are conscious of the environmental impact and so one of the main actions carried out to help improve it is the recycling.

In general, the companies of the sector separate on the one hand the melanin, the pasteboard, the plastic and the rest of residues and they usually have four big specific containers for each one. Every so often, a truck charged is going to each company to empty these containers. On the other hand, the companies tend to separate paints, lacquers, solvents and different chemicals products and once a year, a specific company is responsible for carrying each of the products previously separated.

After the PESTEL analysis, the results have been classified according to the importance which each of the key factors has for the company environment, I mean, for JJP (Figure 4). In order, to do it, these factors are measured according to weather the importance for the company is: VN= Very Negative, N= Negative, B= Balanced, P=Positive or VP= Very positive.

Figure 4. PESTEL analysis results

KEY ENVIRONMENTAL FACTORS



Source: own elaboration

In conclusion, once we have obtained all the data with the PESTEL analysis we can say that we have obtained more factors affecting positively the company than not in a negative way. The affecting very negatively to the company are VAT increase, corporation tax increase and current crisis in which we are. The factors that negatively affect the company are the unemployment rate and the ageing population. The labour reform, GDP increase, use of internet increase, use of social networks increase and the environmental awareness affect positively the company. Finally, if there are more demanding customers, this affect very positively the company.

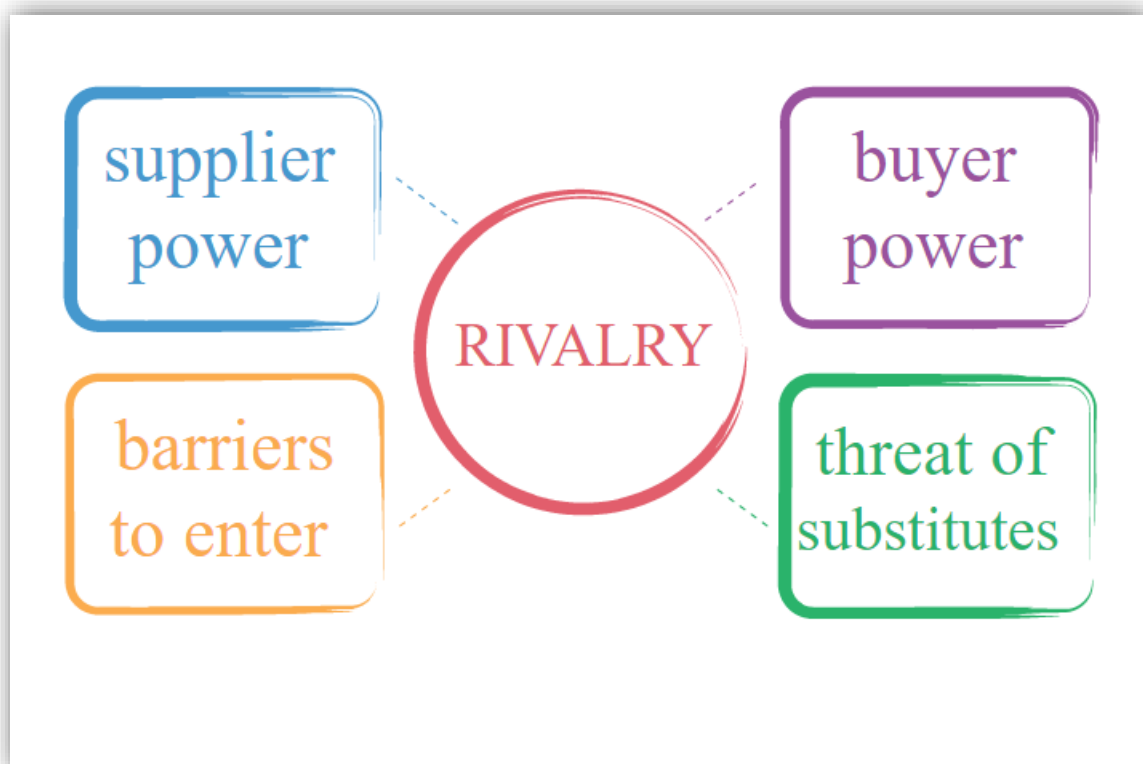
2.2.2 Microenvironment

2.2.2.1 Analysis of the competitive environment (Porter's five forces model)

Now we are going to proceed to perform the analysis of Porter's five forces. While, with the analysis PESTEL one was trying to carry out a study of the general environment now, with the analysis of Porter's five forces we want to perform a study of the specific environment, centring on the sector of the manufacture of juvenile bedrooms.

The study of the following analysis is divided in five forces (figure 5): In the first place, the rivalry between existing competitors. Secondly, the potential of the surfacing new competitors. Later, the threat of substitutes. Fourthly, the bargaining power with suppliers and in the last place, the power of negotiating customers.

Figure 5. Analysis of five forces of Porter



Source: Strategic Management insight (2013)

The rivalry between the existing competitors is usually the force more relevant or decisive of all so it refers to the companies that compete directly in the market, offering the same type of product or service. A strong rivalry between competitors can be translated as a

series of strategies aimed at overcoming the rest of companies, it is a question of strategies that will be devoted to the search of weaknesses of the competitors and to react to their own strategies. This rivalry in the sector of the manufacture of youth bedroom is inevitable, in the first place by the economic situation in which we are, in addition each time consumers are more informed about the companies that are in the market, the type of product that they offer, price, characteristics and quality of each product. In particular, JJP faces strong rivalry with its competitors since everyone wants to be the first to discover what are the needs and trends of the market at that time and create the product that best suits them. The differentiation between the main competitors is based on the quality and the price of the furniture. In this regard, JJP gets very high considerations compared to other companies since practically none gets to offer the same value for money and the same adaptability of products.

The threat of new competitors in the sector is the force that makes reference to the potential entry of companies on the market with the same type of product. If the entry of new companies in the market can be easily, the intensity of competition increases. However, the entry of the new competition is highly restricted because of significant barriers to entry. Within this market, new companies are facing a high capital investment, to obtain all the necessary machinery and achieve forming a good team of employees. The new competitors would affect JJP of the following way: on the one hand, the companies can decide to enter on the market of juvenile bedrooms with a few price and a low quality. In that case, JJP is not affected since one of the main characteristics that consumers are seeking in the company is quality. On the other hand, new competitors can decide to enter the market with the production of high quality youth furniture, in that place, it would be direct competition. Although JJP, thanks to the years that has been in the market it has achieved a strong notoriety and positioned with a high prestige among the target audience, while new companies still not. So, it reduces the threat of new entrants to the analysed company.

The threat of new substitute products that we can consider for the company are the DIY, Do It Yourself, as its name indicates is the mounting of a product by the customer itself. Although on the one hand, products created through the DIY can be one of substitute products, on the other hand the threat of these to the company is minimal because though this furniture is a lower cost to the consumer, it does not have the quality and finish of the products made by JJP. Therefore, the creation of young furniture through the DIY is not a direct threat to the analysed company.

The power of negotiation with suppliers is the capacity of negotiation of suppliers of a sector. This may vary depending on the concentration of companies that exists in the sector, the number of suppliers, etc. In the case of the company JJP the bargaining power with its suppliers is not a great disadvantage since it is a sector where there is a large number and variety of suppliers. This means that the bargaining power of the company against these is high.

Finally, the bargaining power with customers for a company is less when there are fewer buyers interested in the products that the company offers and in that case is when consumers may require a better price or better conditions in the treatment of purchase of the product. In this case, JJP has a wide and varied of clients so that the bargaining power of JJP with customers is greater.

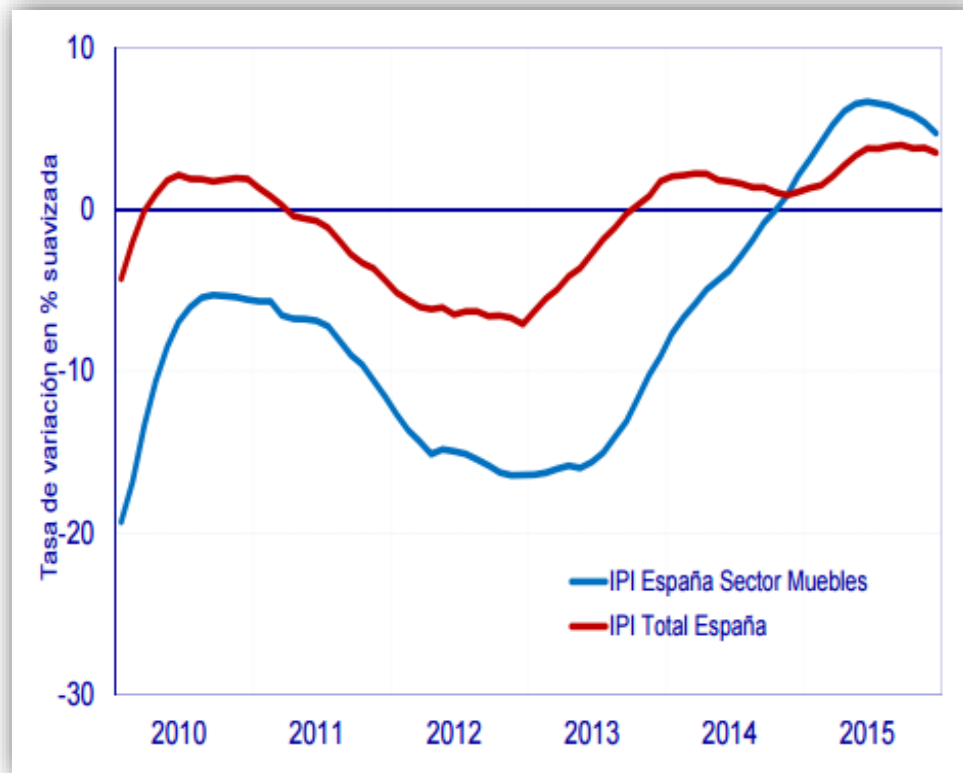
3. ANALYSIS OF THE COMPETITION

3.1 Sector Analysis

The furniture sector has a great weight for the Spanish economy in terms of employment and number of companies. It is also a sector that is strongly connected to other sectors, as for example, the construction. It is for it that, the furniture sector before the economic crisis got to obtain high rates of national production thanks to the boom in the construction sector. In the same way, it has been a sector strongly affected by the housing crisis and many companies have had to close their doors in recent years.

Although, the Spanish economy begins to grow in these last two years, the evolution of the furniture sector has been similar to the industry. In the graph 6, we can see the evolution of the Industrial Production Index (IPI) of Spain in the furniture sector and the index of the rest of industrial production in Spain. Until the year 2014, the IPI the furniture sector has evolved below the total of Spain but between 2014 and 2015 this changes and although, the rates of both are positive IPI in the furniture industry is above.

Graph 6. Evolution of the Industrial Production Index in Spain in the furniture sector



Source: INE (IPI); EUROSTAT; MINETUR (2016)

On the one hand, IPI gets to be positive in 2014 and on the other hand, the number of existing companies in the furniture sector continues to fall (table 1). As we see in the table, at the end of 2014 were recorded 1,576 companies less involved in the activity of the wood and the furniture that in 2013, arriving to have a total of companies 24.397 of the activity of the wood and furniture. Of which 13.302 companies work in the activity of the furniture. This represents a fall of 6% of companies in this sector with respect to 2013.

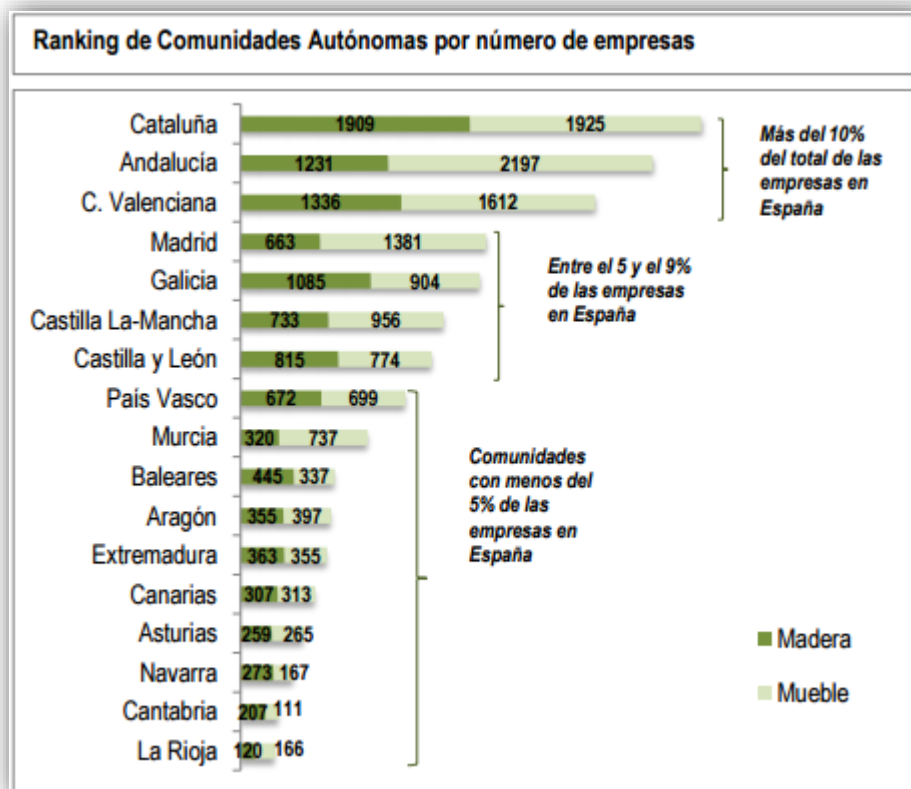
Table 1. The evolution of the number of companies according to the type of activity that they develop

Evolución del número de empresas según tipo de actividad		
Tipo de actividad	Nº de empresas 2013	Nº de empresas 2014
Madera (1º transformación)	11.806	11.095
Mueble (2º transformación)	14.167	13.302
TOTAL	25.973	24.397

Source: DIRCE (2014)

On the other hand, in the graph 7 we can distinguish from all these companies dedicated to the activity of the furniture, their distribution among the autonomous communities in the following way:

Graph 7. Ranking of autonomous communities by number of companies

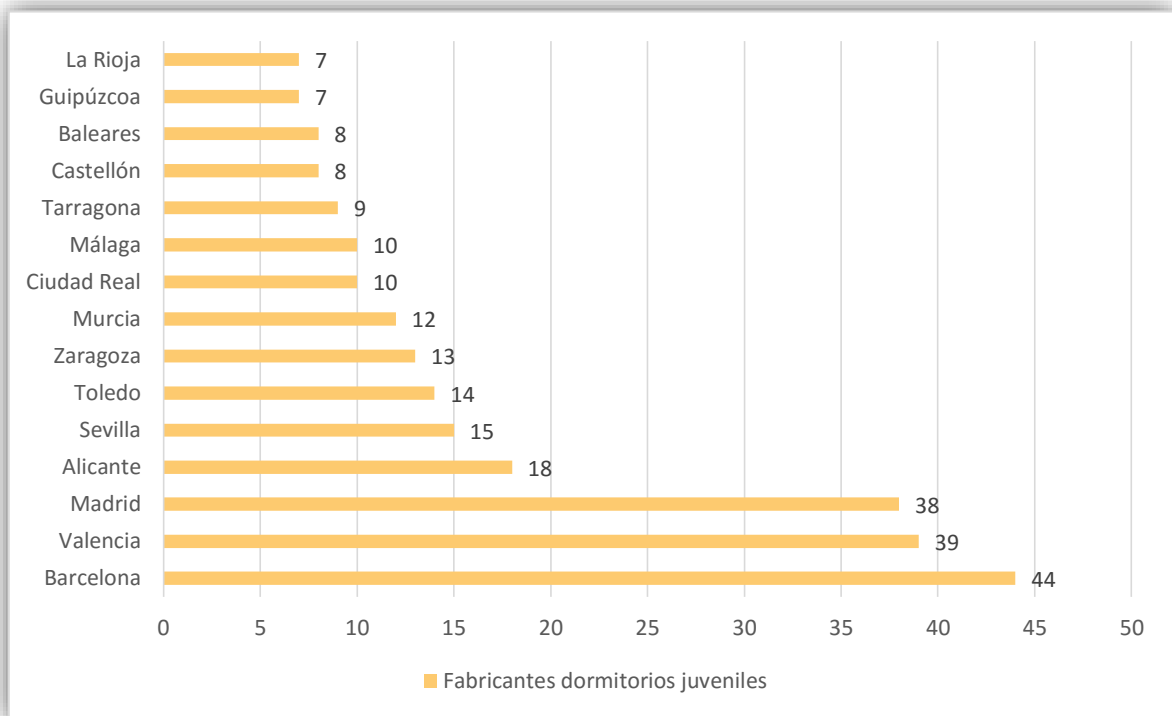


Source: DIRCE (2014)

In the graph 8, we can see as Catalonia, Andalusia and Valencia are the three autonomous communities who lead our country in regard to companies dedicated to both the wood and the furniture. Moreover, between the three communities is where there are more than 10% of the total number of companies dedicated to this activity in Spain. This is followed to Madrid, Galicia, Castilla La-Mancha and Castilla-León, where respectively are between 5 and 9 per cent of the total number of companies. And focusing on the companies dedicated to furniture, we see that the community that is positioned in the first place is Andalusia, with a total of 2197 companies and continue to Catalonia, with 1925 companies. On the contrary, the communities with the lowest number of companies dedicated to furniture are the Basque Country, Murcia, Baleares, Aragon, Extremadura, Canary Islands, Asturias, Navarre, Cantabria and La Rioja. In all of these communities are less than 5% of the companies dedicated to furniture in Spain.

Another aspect to be emphasized is that there are 341 companies that manufacture juvenile bedrooms. In the following table, we can see how these companies are distributed in the different provinces of Spain. Barcelona, Valencia and Madrid are respectively three provinces where there are more number of enterprises engaged in the manufacture of youth furniture. In particular, Barcelona has 44, Valencia 39 and Madrid 38 companies. After of these, there are Alicante with 18, Seville with 15, Toledo with 14 and Zaragoza and Murcia with 13 and 12 companies. Then, we found Ciudad Real and Malaga with 10 and Tarragona with 9. And in last place, Castellón and the Balearic Islands have 8 companies while Guipúzcoa and La Rioja have only 7 companies specialized in this sector.

Graph 8. Ranking manufacturers of juvenile bedrooms by province



Source: own elaboration as from INE (2015)

In regard to the effect that the economic crisis has had in the furniture sector, the National Institute of Statistics (INE) performs a survey of Living Conditions in 2015 where it was obtained that the 41.3% of Spanish households cannot afford to replace damaged or old furniture that they have in house (Elmundo, 2015).

Another study conducted by the National Institute of Statistics (INE) in the year 2014 was on the family budget. In this study, it was concluded that, between 2008 and 2014, Spanish households have dropped 8.5% the household expense due to the crisis. And that in general, the biggest adjustment has occurred in all those household expenses, such as furniture, appliances and other devices. Also this study gets that, the sector most affected by the crisis is the furniture since in seven years it has had to see how Spanish homes reduced to half the budget allocated to this.

However, there are also positive data, in particular in the youth furniture sector where it is having a transformation or a change of trend. Thus, an article of El País (2015) speaks of the latter years, where 'manufacturers and Spanish designers of children and youth furniture have turned completely in the furniture versatile, modular and convertible.' Many of the companies dedicated to this sector are committed on the creation of furniture that

have more than one use since especially this type of furniture has a short life. JJP, for example, gets that a cot has up to four uses. In the first place, is a cot. Subsequently, it becomes a type bed sofa. Then, it is used as the first bed and finally, it becomes a desktop.

And as a result of this transformation or trend, where there is a commitment to design, versatility and functionality, Spain has become a country pointer in infantile furniture.

3.2 Analysis of competitors

For the analysis of the competitors we are going to divide into three groups according to the degree of direct competition with the analysed company. First of all, we are going to analyse those companies that manufacture products which have different characteristics to JJP, but these can be possible substitutes. Secondly, we are going to analyse the competitors that are not direct for JJP because they manufacture youth bedrooms with lower quality and innovation, but even so, they are competitors. Finally, the direct competitors who are youth bedrooms companies that manufacture their furniture with a similar quality and features.

The possible substitutes for JJP are large companies, which are currently taking more relevance in the furniture sector and decoration. These are companies with a big product portfolio that usually cover from outdoor furniture, all types of bedrooms and living rooms to bathroom furniture. In addition, they offer all kinds of decorative items for the home. They are characterized by being physical stores with large surfaces, in which the customer can find all the products of the catalogue in the moment, thus the customer does not have to make an order and wait to receive it. This means that, they are standardized products, where there is no customization and adaptation of furniture to the surface that the customer needs. These companies offer the service of shipment and assembly of your furniture. Also, they sell at low prices and quality, consequently the life of the furniture is short. We are referring to possible substitutes such as Merkamueble, Tuco or Conforama. In spite of, the threat of these competitors for JJP is minimal since the features of both are totally different. However, we do not have to forget of them because some consumers prefer these products and not the JJP products.

Another possible substitute for JJP is the new DIY technique and companies with large surfaces that, as the previous businesses, they offer standardized products with a low

price and quality. Although, these companies sell the products without assembly service, such as IKEA, Atrapa muebles and JYSK. Therefore, the technique DIY and the companies mentioned make that the consumers mounted products by themselves. On the one hand, both may be possible substitute but on the other hand, the threat of these companies for JJP is minimal since this furniture does not have the quality and the finish of JJP products.

The competitors are not so direct to the company analysed are those that offer juvenile bedrooms with an overage quality and prices. JJP keeps in mind these competitors since their furniture share characteristics. These companies are: Grupo Ros, Tobisa muebles, Kroma, Rimobel and Glicerio Chaves Hornero.



Grupo Ros is a company specialized in the manufacture of infant and youth furniture with a modern and dynamic style. The company has more than 73 years of experience in the sector, which has greater visibility than JJP in the market. Although, both offer customised projects for their customers, the company Ros does not innovate as much as JJP in its furniture.



Tobisa muebles is a company dedicated to the manufacture of youth furniture. Tobisa stands out in the sector by the continuous evolution and innovation of its furniture and customizing of each of its designs. Although, JJP offers furniture with greater quality and finish.



Kroma is a company manufacturer of child, youth and marriage bedrooms with a modern and elegant design. It is a company that goes beyond the children's furniture. Although, they do not bet in large measure by the innovation of its products and in addition, it is a company that has not presence in social networks.

RIMOBEL®

Rimobel is a company with more than 30 years of experience in the sector manufacturing sitting rooms, dining rooms, children's and marriage bedrooms, with which manage to have a greater variety of products to offer to consumers. The furniture of the Company is based on a good design, service and quality, although it does not get finishes better than JJP. Innovation is not its main objective. Also, Rimobel has a large presence in numerous social networks, for example, it has a profile on Instagram while JJP not.



Glicerio Chaves Hornero is a company dedicated to the manufacture of furniture and specializing in children's and marriage bedrooms. All its furniture is characterized by a modern design and the company is defined as a synonym of warranty and a job well done. However, it does not get the quality and finished of JJP. This is a company with a strong reputation in the market after years of experience. Also, one of its strengths is its webpage which is translated into three languages.

Finally, we are going to perform an analysis more exhaustive of the JJP direct competitors. These are companies that manufacture youth bedrooms with a similar

quality and practically the same characteristics. These companies are Lagrama, Heress Home, Tetris Systems and TegarMoble.



The furniture company Lagrama born in Vinaroz in the year 1982. It has been dedicated exclusively to the manufacture of juvenile bedrooms since its inception. Even though, it is starting to introduce in sitting rooms and marriage bedrooms. The bedrooms of this company stand out for its design due to it is one of the strong points that the company decides to bet. The design is modern and avant-garde. In fact, Houzz has granted the prize 'Best of Houzz 2016' in the design category. Furthermore, another strong point of Lagrama is the quality and good finish of its furniture.

With regard to the 4p's of the Company, we can highlight:

- Product: the product portfolio offered by the company are infant and youth bedrooms, wardrobes and marriage bedrooms. Moreover, the company plans to introduce in sitting rooms at the end of this year. Lagrama has a great depth in terms of variety and features of the products. All its products are of high quality and large design.
- Price: the price that the company sets for its products we can determinate high, based on the high value that consumers perceive.
- Distribution: the company distributes its products both at a national and international level. The distribution of the company is selective, because Lagrama is who selects the points of sale where it wants to commercialise its furniture. The physical stores selected are those who distribute Lagrama furniture and other brands, too. Lagrama is the manufacturer of the furniture and it has a number of truck drivers who are responsible to distribute all products to the physical stores distributors of the brand. These shops make orders to Lagrama in function of the needs of the customer and finally, the customer acquires the product in the physical store.
- Promotion: the main tool of promotion of this company is through its webpage and social networks, in which the company is continually publishing its furniture and ideas of rooms for its followers. It has presence in the following social

networks: Facebook, Twitter, its own channel on YouTube, Pinterest, Google+ and Vimeo. Furthermore, they participate in different furniture fairs in Spain and Italy (Milan).

The advantage of JJP front Lagrama is that JJP is able to offer high quality furniture with good finishes at a price slightly lower than Lagrama. Also, JJP has a blog to reach a larger number of consumers. Another strong point is the level of innovation of its furniture, which JJP is above that of Lagrama.

In the same way, the disadvantage of JJP versus Lagrama is that JJP does not bet by both the design of his bedrooms as Lagrama does. In addition, Lagrama is continually seeking to increase its product portfolio. Currently, its product offering is greater than JJP since it manufactures marriage bedrooms and it will provide the sitting rooms manufacture. Also, Lagrama already has a presence at the Salone Internazionale del Mobile in Milan, to be known among foreign audiences.

HERESSHOME

The company Heress Home born in Lucena, a town in the province of Cordoba. Heress Home is dedicated to the manufacture of youth bedrooms, marriage bedrooms and lounges. This company is committed to quality and design of its furnishings.

With regard to the 4p's of the company:

- Product: the product portfolio of the company is composed of four collections. A collection for juvenile bedrooms, called Magic, with a youthful style and a wide range of colours. Two collections for living rooms that are Vintass and Evo. Finally, a collection for both marriage bedrooms as lounges, called L-Gant. The latter three collections have very different styles from a minimalist style to a more classic and elegant style. This is a company with high quality products, great design and personality.
- Price: the price that the company sets for its products we can determinate medium-high based on the high value that consumers perceive.
- Distribution: the company distributes its products only at a national level. The distribution of the company is selective, because Heress Home is who selects

the points of sale where it wants to commercialise its furniture. The physical stores selected are those who distribute Heress Home furniture and other brands, too.

- Promotion: the main tool of promotion of this company is its webpage and its participation in different furniture fairs made in Spain.

The advantage of JJP respect to Heress Home is the webpage since the JJP webpage has more functions. Moreover, Heress Home does not have profile in any social networks. Also, the level of innovation of furniture in JJP is greater. Finally, JJP also manufactures infant bedrooms.

The disadvantage of JJP is that Heress Home has a greater variety of products to offer the market and its furniture has more styles. Therefore, Heress gets to reach a larger number of customers.



Tetris Systems is a company located in La Sénia, a small town in the province of Tarragona. It arises from the synergy of two business groups. Both groups have experience in the manufacture and development of interior design projects and youth furniture. The main feature of the products that they produce is the high quality, comfort, modularity and design.

With regard to the 4p's of the company:

- Product: the product portfolio of this company is composed of children's furniture and wardrobes. The company has a great depth in terms of variety and characteristics of its furniture. Also, its products are of high quality and design.
- Price: the price that the company sets for its products we can determinate medium-high, based on the high value that consumers perceive.
- Distribution: the company distributes its products only at a national level. The distribution of the company is exclusive, because Tetris Systems has three own physical stores located in Valencia, Alicante and Madrid, which sell its furniture.
- Promotion: the main tool of promotion of the company is its webpage. Also, its active participation in the blog and social networks such as Facebook, Twitter, Pinterest, Google+ and its own channel on YouTube.

The advantage of JJP front this company is that JJP bets to infant bedrooms and its products have higher quality. JJP has a presence in furniture fairs to be known. Also, JJP sells its furniture abroad, instead Tetris Systems only sells at national level. Furthermore, the level of innovation of JJP furniture is greater.

The disadvantage of JJP versus Tetris Systems is that Tetris have three physical stores to distribute its own furniture. Another disadvantage is that Tetris Systems sells through its physical stores and webpage while JJP does not sell through its webpage, yet.



TegarMobel born in 1987 in the town of La Senia, located in the province of Tarragona. Tegar makes its furniture with the most advanced technology and gets to manufacture with high quality and contemporary design.

With regard to the 4p's of the company:

- Product: the product portfolio of the company is composed of infant, youth and marriage bedrooms. The company has a great depth in terms of variety and characteristics of the furniture that it manufactures. Also, its products are of high quality and great design.
- Price: the price that the company sets for its products we can determinate medium-high, based on the high value that consumers perceive.
- Distribution: the company distributes its products at a national level with a 98% of its sales. The distribution of the company is selective since Tegar is who selects the points of sale where it wants to commercialise its furniture. The physical stores selected are those who distribute TegarMobel furniture and other brands, too.
- Promotion: the main tool of promotion of the company is its webpage. In addition, Tegar has an active participation in its blog and social networks such as Facebook, Twitter, Instagram, its own channel on YouTube and Vimeo. Finally, it also has a presence in the furniture fairs held in Spain.




The advantage of JJP versus TegarMobel is that JJP is able to offer products with practically the same high-medium price and a higher quality and finishes.

The disadvantage of JJP is that Tegar manufactures marriage bedrooms. Therefore, it has greater variety of products to offer to the consumer. Also, TegarMobel is a company very active on its webpage and social networks. Moreover, it has presence in more social networks than JJP, for example, it has profile in Instagram and Vimeo. Then, through these tools Tegar can reach more customers and increase its notoriety in the market. Finally, Tegar is continually innovated in its furniture and at innovation level, Tegar is the most direct competitor to JJP.

Then, in the table 2 we have a comparative table with the main features in relation to the 4p's of the direct competitors of JJP with regard to this company.

Table 2. Summary table of the 4p's of JJP and its direct competitors

COMPETITOR	PRODUCT	PRICE	DISTRIBUTION	PROMOTION
LAGRAMA®	<ul style="list-style-type: none"> - Infant furniture - Youth furniture - Wardrobes -Marriage bedrooms - Living rooms <p><u>FEATURES</u></p> <ul style="list-style-type: none"> - High design - High quality and good finishes - High adaptability - Medium capacity of innovation 	- High	<ul style="list-style-type: none"> - Selective - At the national and international level with intermediaries (physical store) 	<ul style="list-style-type: none"> - Webpage - Social networks (Facebook, Twitter, channel on YouTube, Pinterest, Google+ and Vimeo) - National furniture fairs - Milan furniture fair
HERESSHOME	<ul style="list-style-type: none"> - Youth furniture -Marriage bedrooms - Living rooms <p><u>FEATURES</u></p> <ul style="list-style-type: none"> - Medium design 	- Medium-high	<ul style="list-style-type: none"> - Selective - At the national level with intermediaries (physical store) 	<ul style="list-style-type: none"> - Webpage - National furniture fairs

	<ul style="list-style-type: none"> - High variety of styles - Medium-high quality - Medium adaptation capacity - Low innovation capacity 			
	<ul style="list-style-type: none"> - Youth furniture - Wardrobes <p><u>FEATURES</u></p> <ul style="list-style-type: none"> - Medium design -Medium-high quality - High adaptation capacity - Medium innovation capacity 	- Medium-high	- Exclusive in its own three physical stores (Valencia, Alicante y Madrid)	<ul style="list-style-type: none"> - Webpage - Social networks (Facebook, Twitter, channel on YouTube, Pinterest and Google+) - Blog
	<ul style="list-style-type: none"> - Infant furniture - Youth furniture - Marriage bedrooms <p><u>FEATURES</u></p> <ul style="list-style-type: none"> - Medium design - Medium-high quality - High adaptation capacity - High innovation capacity 	- Medium-high	- Selective - At the national and international level with intermediaries (physical store)	<ul style="list-style-type: none"> - Webpage - Social networks (Facebook, Instagram, Twitter, channel on YouTube and Vimeo) - Blog - National furniture fairs
	<ul style="list-style-type: none"> - Infant furniture - Youth furniture - Wardrobes <p><u>FEATURES</u></p>	- Medium-high	- Selective - At the national and international level with	<ul style="list-style-type: none"> - Webpage - Social networks (Facebook, Twitter, Pinterest, channel

	<ul style="list-style-type: none"> - Medium design - High quality and good finishes - High adaptation capacity - High innovation capacity 		<p>intermediaries (physical store)</p>	<p>on YouTube and Google+)</p> <ul style="list-style-type: none"> - Blog - National furniture fairs
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Source: own elaboration

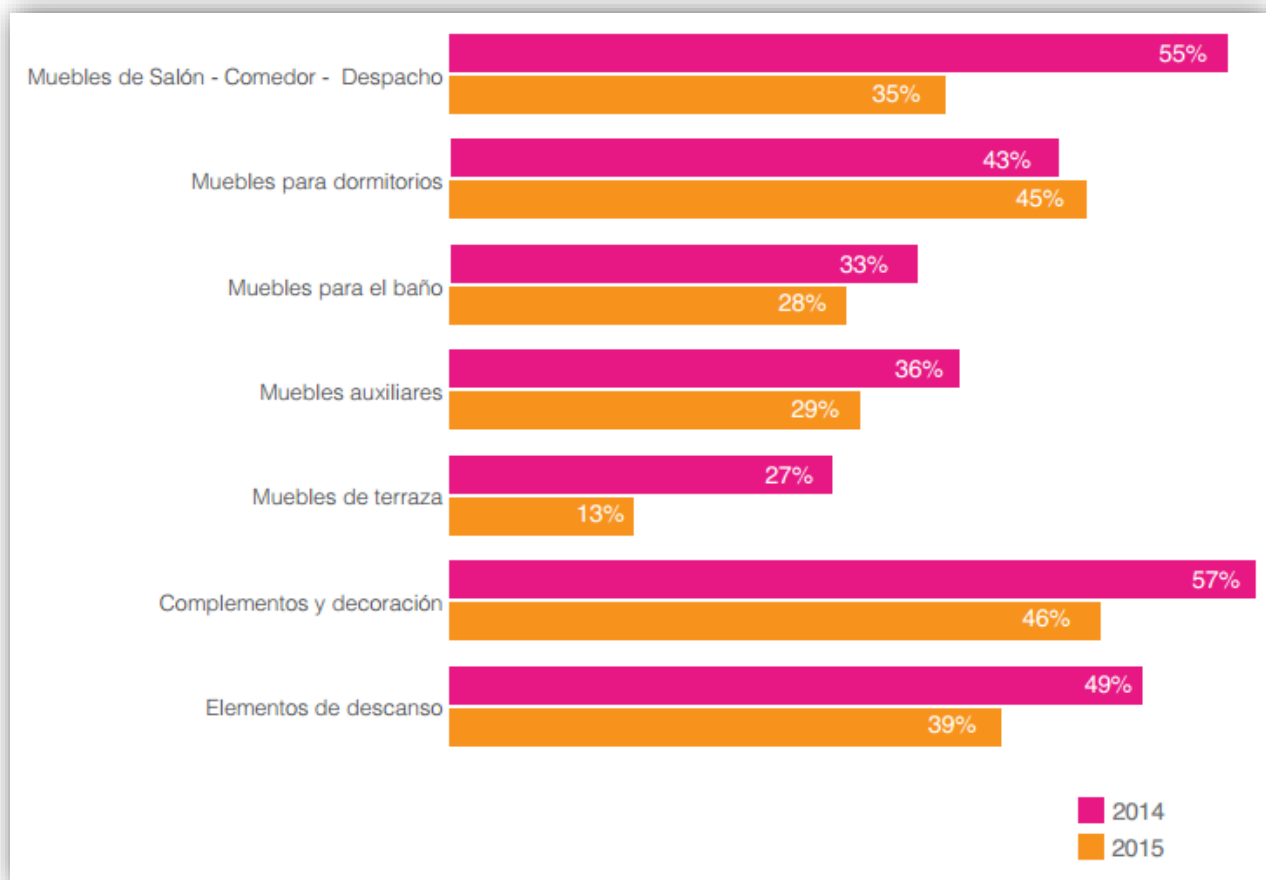
In conclusion, the company JJP has many competitors and of great strength so JJP has to be attentive to the market because all competitors want to be the first to discover what the consumer needs and satisfy them as soon as possible. JJP's competitive advantage is based on manufacturing quality furniture, adaptability and innovation capacity. On the one hand, only Lagrama is able to offer furniture with the same quality, but it does not offer the same price as JJP. On the other hand, only Tegarmobel is able to offer furniture with high capacity for innovation, but it does not offer the same quality.

4. CONSUMER ANALYSIS

In the analysis of consumers, we are going to analyse the demand of furniture, the average consumer spending and the behaviour of the customer at the time of buying furniture.

According to the report consumption in Spain (2015) by the Cetelem Observatory, a 28% of consumers surveyed bought some furniture in the last year. As we see in the graph 9 all categories suffer a decline from last year except the bedroom furniture. In 2014, a 43% of consumers bought this furniture against 45% in 2015. The category of bedroom furniture is between the second most acquired in 2015, ranking first the category of accessories and decor with a 46%.

Graph 9. Furniture products purchased by consumers in 2014 and 2015

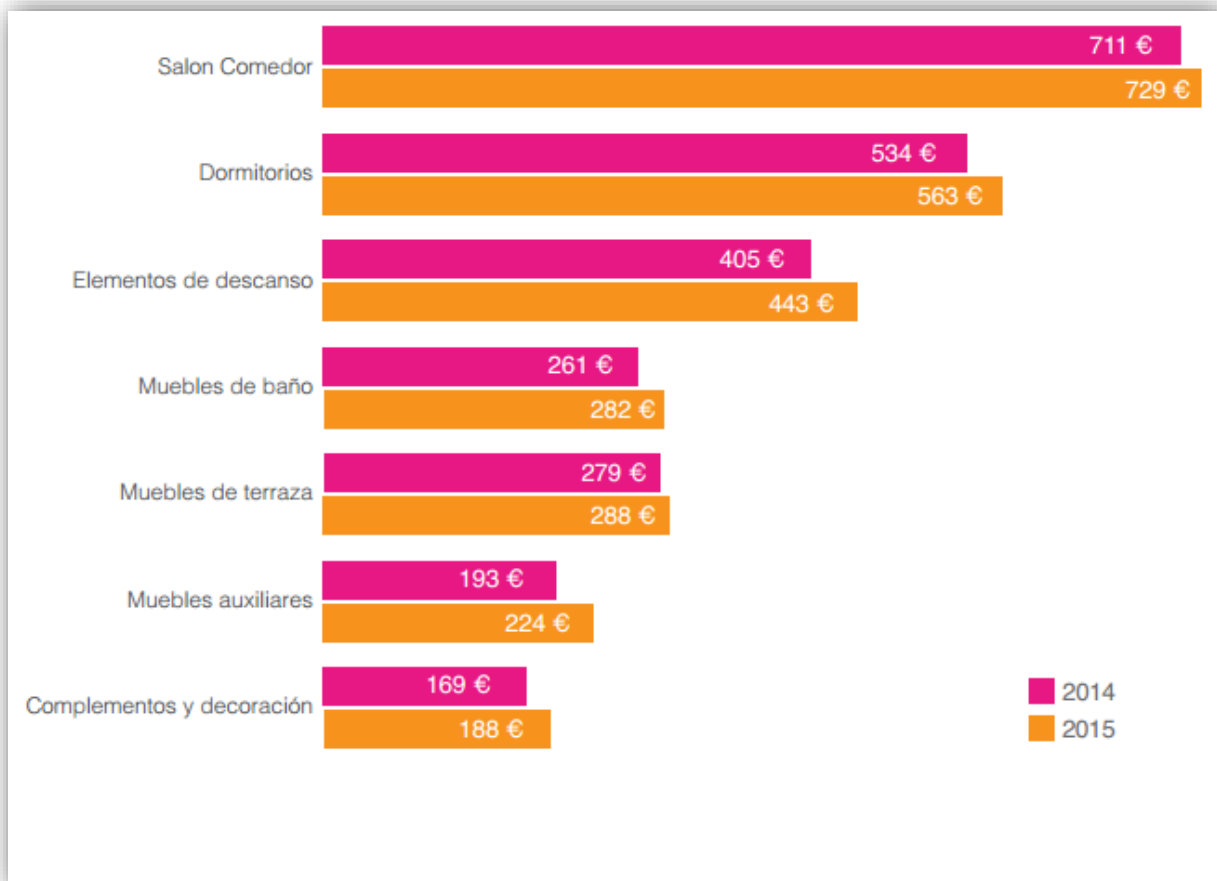


Source: survey observatory consumption Spain Cetelem-Nielsen (2015)

On the other hand, on the report we also obtain the amount spent by Spanish consumers in their purchases of furniture during the past year. Also, the average expenditure

declared by consumers surveyed, which have acquired some kind of furniture in the last 12 months, ascend about 800 €. If we observe in the graph 10, we see that in all categories the expenses have increased over the previous year. The second place is occupied for spending bedroom furniture, which amounts to 563 € and increased by 5% compared to 2014.

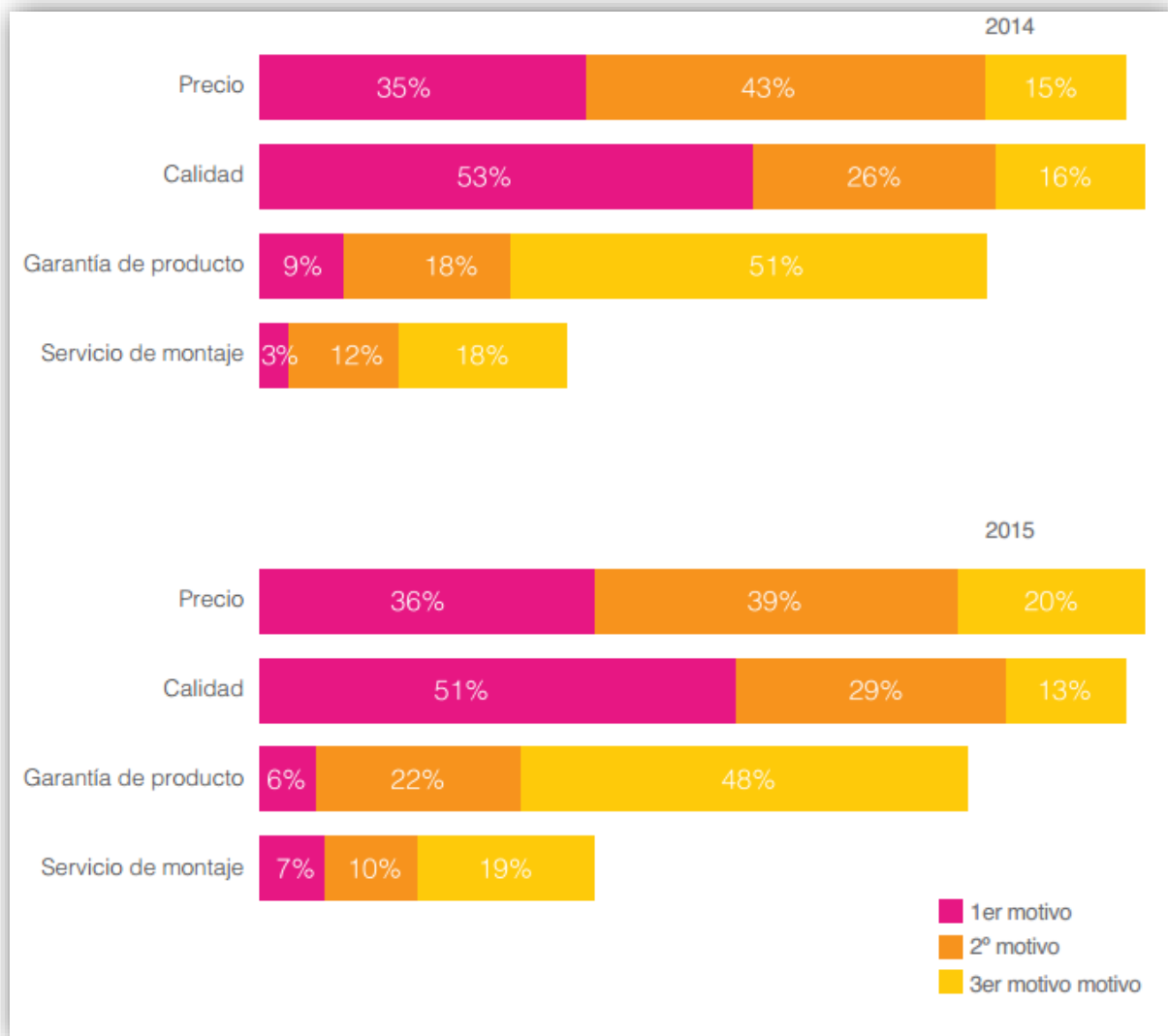
Graph 10. Average amount spent on furniture in 2014 and 2015



Source: survey observatory consumption Spain Cetelem-Nielsen (2015)

Finally, in the report we obtain the customer behaviour when it buys furniture, where quality and price are the most important factors for consumers. As we can see in the graph 11, for 51% of respondents, quality is the first reason why they have decided to acquire a piece of furniture. The second reason is the price with a 36% for some customers is the main reason. And the third reason are services such as product warranty with 6% and 7% assembly.

Graph 11. Decisive factors in the buying process



Source: survey observatory consumption Spain Cetelem-Nielsen (2015)

In addition, we should not forget the existence of new consumer trends that are taking place. We are facing a changing trend among consumers. On one hand, the consumers who have a higher purchasing power, which are more demanding and seeking the versatility in products.

On the other hand, there is also a tendency among younger consumers who are willing to pay less for the products and be they who will customize according to their tastes or needs. These consumers prefer to buy second-hand products or in outlet stores because they are cheaper and therefore, it assumes lower economic expense. According to the data of “Segundamano”, the sale of articles between individuals has increased more than 42% compared with the second quarter of 2014.

5. SWOT ANALYSIS

After making an internal and an external analysis of the company of the project, its DAFO analysis is presented, in which the threats and opportunities derived from the external analysis are shown, as well as the weaknesses and strengths derived from the internal analysis. (Table 3)

EXTERNAL ANALYSIS

THREATS:

- The current economic crisis, which has led to a fall in sales in the company and the sector.
- Spanish families have reduced their expenses associated with home such as furniture in recent years.
- The increase of the VAT tax, which has made increasing prices of products and thus, a decrease in sales.
- The highest percentage of corporate tax that must pay by the Spanish companies, being located over the European average.
- Increasing number of companies characterized by offering lower prices, through the DIY among which stands out IKEA

OPORTUNITTIES:

- Spain is considered a pointer country in infant and youth furniture.
- Change of trend that is suffering the sector of children's bedrooms, with more information, respect towards the environment and customization of the product.
- Increased flexibility in the labour market for companies with regard to the latest labour reform, which favours the entrepreneur to be able to perform a dismissal with a lower cost.
- Decrease in the rate of unemployment in Spain in the last year.
- Increase of the Internet users, in this last year a 78.7% of Spanish homes have access to the internet and every time the users include greater age range.
- Increase of users in social networks, which highlights Facebook since a 96% of Spaniards have an active account.
- There are a large number of competitors, but none is able to offer furniture with the same quality, price and adaptability as the company analysed does it.

- The bedroom furniture are the only ones that does not suffer a descent, that is to say, it is the type of furniture most bought in 2015.

INTERNAL ANALYSIS

WEAKNESSES:

- Lower level of knowledge and notoriety of the company in the new areas of expansion, abroad and other areas of Spain.
- Weak positioning of the webpage of the company between the target audiences.
- JJP does not count with an internal design team.
- Low variety of products to offer to the market.

STRENGTHS:

- Strong knowledge and notoriety of the company in some areas of Spain, thanks to its 28 years of experience.
- Highly qualified and specialized staff.
- Good design of the webpage, in addition to its translation into English.
- Great activity and constant updating of the blog and the different profiles in social networks, especially in Facebook
- High quality of the furniture that the company manufactures, which allows it to differentiate itself from competitors.
- JJP is able to offer juvenile design bedrooms with different functions but at a better price than its direct competitors.
- JJP manages to satisfy the needs of the new consumers of juvenile furniture who seek a high quality and versatility of its products. For example, with the creation of the convertible cots cube.

Table 3. SWOT analysis

<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Lower level of knowledge and notoriety in abroad and other areas of Spain. - Weak positioning of the webpage - JJP does not have an internal design team - Low variety of products 	<p>THREATS</p> <ul style="list-style-type: none"> - Current economic crisis - Reduction of expenses related to furniture - Raising the VAT - Increasing corporate tax - Increasing low-cost companies, through DIY
<p>STRENGTHS</p> <ul style="list-style-type: none"> - High notoriety in some areas of Spain - Specialising staff - Functional webpage and translated into English - Active presence in the blog and social networks - High quality of its furniture - Very good value - High capacity to adapt to new needs and trends 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Spain is pointer country in infant and youth furniture. - Change of trend in the children's bedrooms - Latest labour reform - Decrease in the unemployment rate in Spain - Increase of the Internet users and their age range - Increase of users in social networks - Competitors do not provide furniture with the value of JJP - The bedrooms are the furniture most purchased in 2015

Source: own elaboration

6. SEGMENTATION STRATEGY AND POSITIONING

6.1 Segmentation strategy

In order to define the target audience, we are going to group into three types of criteria to the members of a community. The grouping is according to the characteristics that, the members have or choose by demographic, economic or psychological reasons. Generally, the target audience of JJP are all those people who are seeking a children's or youth bedroom or wardrobes of quality, functional and adapted to their needs. The furniture of the company is directed in regard to the children's bedrooms to infants between 0 and 2 years of age, the juvenile bedrooms are directed to children and adolescents, where the age range can go from 3 to 20 years of age and the wardrobes include all the age range. However, these are the users to whom they are addressed the furniture of JJP we are going to focus on the buyers since they are the ones who seek, research and finally, acquire the furniture. Then, we are going to further develop this audience according to the following criteria of segmentation:

SOCIOECONOMIC SEGMENTATION

Income: the buyers has mainly an income medium and medium-high. The profile of buyers tends to invest a high proportion of their income in this type of furniture since they prefer paying more for this and having a high quality bedroom and adjusted to their needs.

SOCIAL AND DEMOGRAPHIC SEGMENTATION

Age: the buyers of this furniture have an age that ranges between the 30 and 50 years of age, vital stage in which as parents/mothers have the need to buy the bedrooms for their children (infants, children and adolescents).

PSYCHOGRAPHIC SEGMENTATION

Lifestyle: middle-aged people forward, with a good job and a secondary education or higher.

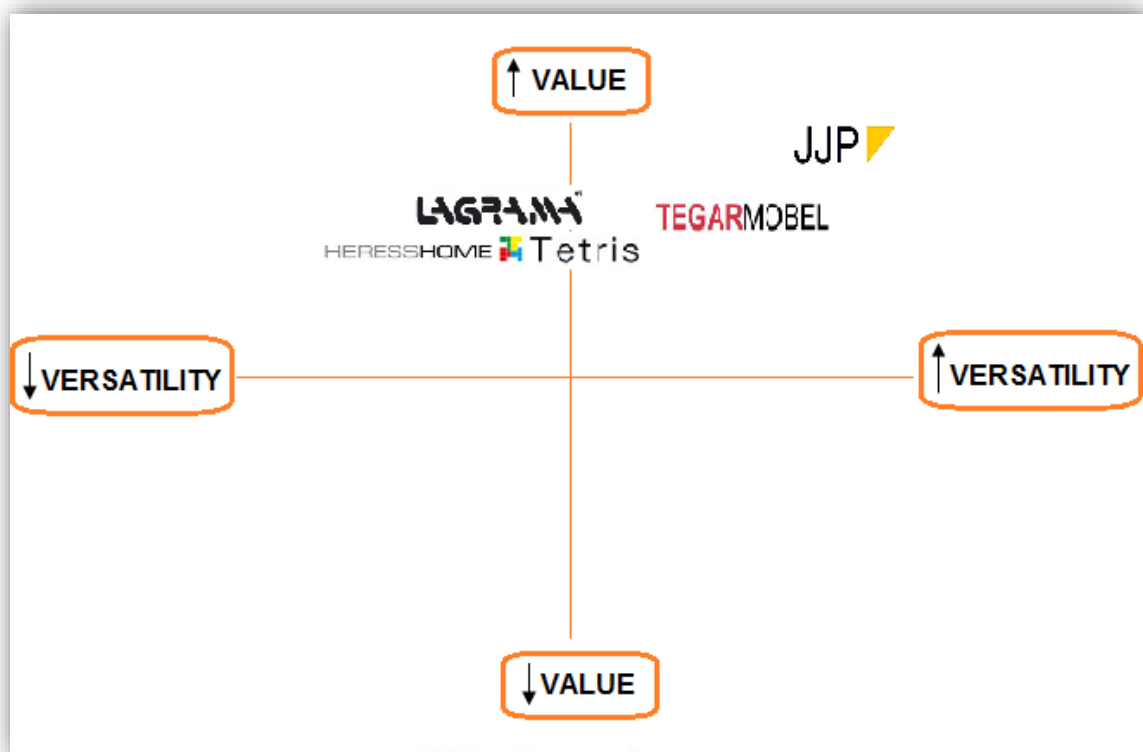
Personality: people who are seeking the variety, functionality and versatility of the products and also, they take into account the design as a distinct element.

6.2 Positioning

JJP is positioned in the market as a company specializing in children's and youth bedrooms of high quality and medium-price, that is to say, with a good value for money. In addition to this, it is characterized by the development of versatile products that cover the latest trends and are adjusted to every need.

Then, on the positioning map (figure 6) we can see more clearly the place in which the company is positioned as to the value and versatility of its furniture. We can see that JJP is positioned as a company that manages to offer products of high versatility and with a high quality but still it does not offer the highest prices. This value for money and versatility is what does that the company stands out from the rest of competitors.

Figure 6. Positioning map



Source: own elaboration

7. BUSINESS PROPOSAL

Then, we are going to develop the objectives proposed for the furniture company JJP, which are to be carried out in 2017. Also, the marketing actions to achieve the proposed objectives and finally, the strategies that we propose to them.

7.1 Objectives proposed

The proposed objectives for the company to develop along the 2017 are the following:

1. Increasing the notoriety of the company internationally.
2. Attracting new consumers in the national and international market.
3. Increasing the total income of the company in a 5% annual by 2017.
4. Increasing the notoriety of the blog, webpage and social networks of the company in a 3% annual.
5. Increasing the level of customer satisfaction.
6. Building loyalty today's consumers.

7.2 Strategies proposed

Firstly, according to Porter's strategies we propose that the company continue with niche strategy focused on the differentiation of infant and youth bedrooms which JJP has carried out until now.

Also, we propose that the company continue with the leader strategy, so as to continue being in first place in the market with the manufacture of children's bedroom. With this strategy, the competitors will continue seen the company as a leader. Even though, both in the international market as in the development of marriage bedrooms, the company will carry out the challenger strategy towards leading companies.

Finally, in relation to the Ansoff matrix, the company will continue with the market penetration strategy to improve its brand image and obtain the loyalty of current customers. Also, JJP will continue with the market development strategy, where for example, to increase its notoriety in international markets the company will participate in the furniture fair of Milan, Saloni Internazionale del Mobile. And the product development strategy where JJP will continue with this strategy researching constantly of the market to know the new needs of consumers and so to develop products that suit both the new

trends as the new needs. Moreover, JJP will develop new products for a new market with regard to the infant-juvenile which are the marriage bedrooms. Therefore, it will carry out the related diversification strategy. This strategy is also adopted with the outlet service for potential customers who have less purchasing power.

7.3 Marketing actions

To be able to obtain the targets mentioned previously, the company should develop the following actions:

ACTION 1 (Product)

Entering in the furniture for marriage bedrooms

Objectives:

2. Attracting new consumers in the national and international market.
3. Increasing the total income.
5. Increasing the level of customer satisfaction.

Description:

So far, the company has only been dedicated to the manufacture of wardrobes and children and youth furniture, but this is not enough. The company will have to enter in the sector of the marriage bedrooms since it is the only one that increases its sale in 2015 with regard to 2014, as indicate the point 4 the consumer analysis. In addition, this will also be an opportunity for the company since for a family who wants to furnish an entire house is much easier to obtain in the same factory and at the same time, both the furniture for the children's as the marriage bedroom. This will not be a difficult task because the company does not require to have new machines or new suppliers of wood, since on the one hand, the wood is obtained in large dimensions and the factory is responsible for cutting it to its needs and on the other hand, the machinery of JJP is flexible and could be adapted.

To develop the manufacture of marriage bedrooms, the company only must have a design team responsible for conducting a collection with different options of furniture.

This action will help to achieve objectives such as to attract new consumers, increase the total income of the company and the level of customer satisfaction. For it, the

company will develop the related diversification strategy and the challenger strategy against the leading companies in the manufacture of marriage bedrooms, who are “muebles Lara”, Mesegué and García Sabaté.

ACTION 2 (Product-service and communication-promotion of sales)

Creating a “Plan Renove” to encourage the exchange of new bedrooms

Objectives:

3. Increasing the total income.
5. Increasing the level of customer satisfaction.
6. Building loyalty today's consumers.

Description:

One of the purposes of the company is that a customer who has purchased a product of the company, then this customer repeats the purchase. One way of achieving this is what we are going to call Plan Renove. This plan consists to give the possibility to customer, who bought furniture. This plan consists of giving the possibility to customers who bought furniture, of handing it to the company and in exchange, the customers acquire a new with discount.

For example, a customer purchased 5 years ago a bedroom which was formed by a closet of two doors. Now, the customer wants a new wardrobe more spacious, with sliding doors and colour wood cherry. The customer has the opportunity to deliver his old closet to JJP, who in the first place will check that it is in good condition. If so, the furniture will form part of the Outlet section and in the second place, the company will give a discount to the client in the acquisition of the new wardrobe.

This action intends to achieve the objective of building loyalty in current consumer and increasing their level of satisfaction. Also, if the company encourages customers to buy new furniture, the company incomes will increase. Therefore, the company will develop leadership and differentiation strategy by offering a new-fangled service with respect to competition. And also, the product development strategy since the company offers a new service to the market.

ACTION 3 (Product-service and price-distribution)

Having an Outlet section

Objectives:

2. Attracting new consumers in the national and international market.
3. Increasing the total income.
4. Increasing the notoriety of the blog, webpage and social networks.

Description:

The company has a collection of furniture that are characterized because the consumer has the option to customize them and adapt them to their tastes and needs. As we know, it is a high quality furniture and a medium-high price. So with this, the company focuses only on a group of consumers who can afford this furniture. But to get to go further and take every opportunity, the company will offer furniture from fairs, store displays and those obtained with the Plan Remove.

The company will create an Outlet section, which will consist of standardized furniture. This furniture will have the same quality as all those that JJP makes but with a lower price. The furniture will appear on the website and periodically in social networks, in a new section with the name of Outlet. The customer will buy the product directly to the factory through the webpage and one of the truck drivers of the company will deliver it to the customer.

In this way, we can reach customers who like our furniture, both the design and the quality, but economically they cannot reach afford. Also, with this we managed to take advantage of these furniture.

This action helps to achieve objectives such as attracting new consumers, increasing the total income of the company and increasing the notoriety of the blog, webpage and social networks. JJP will carry out the related diversification strategy, trying to cover the needs of a new segment with the new Outlet service.

ACTION 4 (Product)

Increasing the catalogue of products characterized by versatility

Objectives:

3. Increasing the total income.
5. Increasing the level of customer satisfaction.
6. Building loyalty today's consumers.

Description:

As the company is characterized by the development of versatile products that cover the latest trends and conform to the needs of every consumer, the company should increase the products characterized by versatility. That is to say, introducing the versatility in other products that go beyond the cube beds. We recommend to the company to introduce this versatility in the future marriage bedrooms, too.

For example, we recommend that besides creating traditional marriage beds the company also introduces folding beds. These are beds which provide a system of extra storage, where under the bed you can find a horizontal closet with a huge capacity. This allows to save everything that the consumer needs and save space. Another idea we suggest to the company is that it goes beyond the bunk beds with two beds and also introduces several designs in its catalogue of bunk bed adapted to three beds. And finally, we suggest that the company creates a highchair, but not a highchair traditional if not that a functional and versatile one. That is to say, that JJP creates a chair that can be adapted to the size and the age of the baby, which can regulate and go from the first stage of the baby until this grow and can be used as a normal chair. With these three ideas, the company will continue providing functionality and versatility in its furniture.

With this action the company achieves the aim of loyalty to current consumers and increase their level of satisfaction since they seek versatility in the company and now, the company can offer it in other products that go beyond the children's furniture. Also, it manages to increase the total income of the company. Thus, the company will carry out the development products and differentiation strategy to offer versatile products with respect to the competition. Furthermore, it will continue developing the leader strategy.

ACTION 5 (Product-service and distribution)**Marketing online of the products****Objectives:**

2. Attracting new consumers in the national and international market.
3. Increasing the total income.
4. Increasing the notoriety of the blog, webpage and social networks.

Description:

So far the only way in which the customer can purchase a product of JJP is going to one of the physical stores selected by the company to distribute its furniture. Now, we

propose to the company that it carries out the marketing online, as new distribution channel.

With this action, the company will have to arrange on its webpage a section in which customers can select products of the catalogue and specify the measures, colours and shooters who want. Also, customers could select the products of the outlet section. Once the customer has selected the product and added to cart, it has the opportunity to add to the shipment of the product or go to seek him personally to factory and add the assembly service if they wish. Also, the company will translate the webpage to the Italian.

With this, the aim is to attract new consumers both on the domestic and international markets through the marketing online of the furniture, also is increased income for the company since we do not have the intermediary of the physical store and in addition, we increase the visibility of the webpage. To achieve this, the company will develop the differentiation strategy versus the competition because Tetris is the only one who sells online their products. It will develop the leader strategy and the market penetration and product development strategy, too.

ACTION 6 (Communication)

Participating in the International Furniture Fair of Milan

Objectives:

1. Increasing the notoriety of the company internationally.
3. Increasing the total income.

Description:

JJP participates in the Valencia and Zaragoza fairs at the national level as one of the ways to promote and manage to increase its visibility, but to promote face to foreign customers the company only has as a tool its webpage because it is translated to English. But to reach new markets the company should bet for more tools and since Spain is one of the leading countries in infant and youth furniture that better than JJP participates in international furniture fairs to show it.

Thus, as well as the company participates in national fairs also, it will bet on participation in Saloni Internazionale del Mobile in Milan that is conducted in April of each year. The company will participate in this fair since on the one hand, Italy is one of the countries that JJP sells and on the other hand, it is one of the fairs of the furniture more important

in Europe and there are already a large number of Spanish companies that have a presence in this fair under the brand name furniture in Spain.

This action will help to achieve the objective of increasing the visibility and the presence of the JJP furniture at international level. Due to this action, the company carries out the market development strategy and the challenger strategy against the leading companies in the Italian market. These companies are Molteni, Poliform and Flou.

ACTION 7 (Communication)

Increasing the publications on social networks and blogs

Objectives:

1. Increasing the notoriety of the company internationally.
3. Increasing the total income.
4. Increasing the notoriety of the blog, webpage and social networks.

Description:

The company has presence in several profiles of the different social networks, in addition it has a blog. JJP should increase publications especially in the most used social networks, like Facebook and Twitter. And the same way, it ought to increase the posts on its blog. All publications should be translated into English and Italian. The aim is that the current customers know more the company and at the same time, getting to new customers.

On Facebook and Twitter should be made two weekly publications with images of the new collection furniture, ideas of possible combinations, sharing videos from YouTube channel, sharing the blog posts, etc.

In regard to the blog, the company should publish a post weekly explained about the new furniture, giving design ideas, showing the result of rooms of different styles with our furniture, etc.

This action helps to achieve objectives such as increasing the notoriety of the blog and social networks in the company and also, it is possible that both the current customers as the new, at both national and international levels, that we have managed to reach through social networks or blog they purchase the company products through the marketing online. Therefore, the company gets to increase the total income of the

company. For this, the company develops the market penetration strategy and continues with the differentiation strategy.

ACTION 8 (Communication)

Publication in furniture magazine in the national and international level

Objectives:

1. Increasing the notoriety of the company internationally.
2. Attracting new consumers in the national and international market.
3. Increasing the total income.

Description:

In addition, to the participation in furniture fairs and the publications on the blog and social networks, the company should perform an annual publication in a national furniture magazine and another in a Italian magazine since it is the main country at which JJP sells and we have recommended to JJP that participate in its furniture fair. This publication will take place in May, where new ideas of the furniture company which have released in the Valencia furniture fair in January, Zaragoza furniture fair in February and Milan furniture fair in April. Also, in the publication to be unveiled its latest catalogue and its most innovative idea until now.

In regards to the national magazine, we recommend to JJP perform the annual publication in "Cosas de Casa" since it is in the second place in the ranking of magazines sales leaders in Spain. It is a practical magazine which proposes to its public simple and fast solutions for all types of spaces and it presents the innovations of furniture that the consumer can find in the market. In Italy, we recommend 'Architectural Digest' because it occupies the second place among the five best magazines of architecture and design of Italy and it shows very innovative ideas.

With this action, the company will achieve the objective of increasing its international notoriety and attracting new consumers, at both national and international level. Also, the company gets that new consumers purchase the products through the physical stores distributors and the webpage and it increase the income of the company. For it, the company will carry out the market development strategy and market penetration strategy in relation to Ansoff. And it will continue with the leader strategy in what refers to the national level while at international level the company will develop the challenger strategy against the leading companies.

ACTION 9 (Communication-promotion)**Holding a raffle in its Facebook profile**

Objectives:

2. Attracting new consumers in the national and international market.
4. Increasing the notoriety of the blog, webpage and social networks.
6. Building loyalty today's consumers.

Description:

One of the social networks most used and visited by the Spanish population is Facebook. Then, the company should extract the maximum profit of it. This social network is a great promotion tool and it is important that the profile of the company has a large number of fans since the publications of JJP gets to reach a greater number of potential customers. We recommend to the company that to promote its Facebook profile and get more fans it carries out two hold raffles annual. The first one will take place in July and the second one will be in December.

The raffles will consist in a publication through the social networks and blog in which there will be explained the bases to participate and the furniture that is raffled. For example, the company can raffle a commode of two drawers. People who want to participate firstly, they must click 'like' in JJP Facebook profile and after, they must share the publication and mention two Facebook friends.

With this action, we get spreading the JJP Facebook profile, increasing its notoriety among the target audience and reaching new consumers that before, they did not know the company. Furthermore, we get building loyalty to those current consumers. With this, the company will develop the market penetration strategy and will continue with the leader and differentiation strategies.

ACTION 10 (Communication)**Sending periodically mails to customers**

Objectives:

5. Increasing the level of customer satisfaction.
6. Building loyalty today's consumers.

Description:

The company should get that the consumer feels important and does not feel that is a customer more for the company. For this reason, we recommend to JJP develop a CRM policy. This consists of obtaining the greatest number of customer information to create long term relationships and increase their level of satisfaction. For it, the company must obtain a register of all customers from purchases made offline and online.

This action will consist in once that the company has obtained a database of the clients who have acquired the JJP furniture, for example, the company will send an email congratulating them the Christmas holidays. They are small details that the customer always appreciates and feels loved. Therefore, we recommend that the company sends a mail in January to congratulate the New Year to customers. After, another mail in March and May in which the company will send a video with the company's stand in the Valencia, Zaragoza and Milan fairs. In July, another mail notifying customers about the raffle that will take place on Facebook and finally, in December another mail advising of the new raffle on Facebook and congratulating the Christmas holidays.

With it, the company will achieve the objective of building loyalty to those current customers and also, increasing their level of satisfaction. The company will develop the market penetration and differentiation strategy among the competition.

ACTION 11 (Communication)**Opening a profile on the social network Vimeo****Objectives:**

1. Increasing the notoriety of the company internationally.
2. Attracting new consumers in the national and international market.
3. Increasing the total income.
4. Increasing the notoriety of the blog, webpage and social networks.

Description:

The company JJP has profile on many social networks, especially in the most used by users. Nevertheless, it is necessary to be very attentive to the new social networks that are going out to the market and of its popularity level. This is why we recommend the company to create a profile on the social network Vimeo. This social network allows to share and store digital videos in high definition and also, it has a great popularity since it receives more than 100 million visits per month.

The company should create a profile and upload videos in Vimeo of the furniture fairs to which it participates and other videos, such as the presentation of the catalogues. In addition, the videos should be published in Spanish, English and Italian so as to get a maximum number of potential customers.

Therefore, the company achieves the objective of increasing its international notoriety. Also, it manages to attract new consumers and increase its visibility among the different profiles of social networks. And it may be that both the current clients as the new, at both the national and international levels which we have managed to reach they purchase JJP products. They will increase the total income of the company, too. To achieve this objective the company will develop the market penetration and market development strategy.

ACTION 12 (Communication)

Conducting surveys of customer satisfaction

Objectives:

5. Increasing the level of customer satisfaction.
6. Building loyalty today's consumers.

Description:

For the company getting the satisfaction and loyalty of its customers is important. Therefore, we propose that JJP makes a good use of the database performed and from which the company will send a satisfaction survey to the mail of each customer. This is a low cost and effective practice. However, the company has to be selective and increase the database (CRM) by selecting those customers who interact so JJP will be more effective.

This survey will take place two months after a purchase, in order to assess the customer satisfaction with the furniture and with the attention received. The following survey will consist of a series of questions that the customer must evaluate on a scale of 1 to 5. The 1 will be the worst valuation and 5 the best. The company will try to get an average rating of a 4.

With this action, the company will get the aim of increasing customer satisfaction. As well as, it will get building loyalty the current consumers since JJP strengthen the relationship when the company ask them and they see that they matter to the company. To achieve

this objective JJP will develop the market penetration and differentiation strategy with regard to the competitors.

ACTION 13 (Communication)

Using the remarketing to reach previous visitors to the webpage

Objectives:

2. Attracting new consumers in the national and international market.
3. Increasing the total income.
4. Increasing the notoriety of the blog, webpage and social networks.

Description:

An effective tool and that many companies already carry out is the remarketing. This technique consists in display ads to people who have already visited a web page to reconnect with them as they surf the internet. But to go beyond, we recommend to the company to carry out the dynamic remarketing.

With the dynamic remarketing, the company gets that once the user has entered into the JJP webpage and has been seeing a product, as for example, cube beds. Later, the cube beds will appear in form of advertisement. In this way, JJP gets to reconnect with the users.

This action is intended to increase the number of consumers and the notoriety of the webpage because the user with only gives the click to the announcement it is redirected to the webpage. Also, the company gets that customers who were not at all clear, to see the advertisement again they decide to buy the furniture, increasing the income of the company. And for this, the company will develop the market penetration strategy and the differentiation strategy.

8. TIMELINE

To carry out all these performances based on the targets, a timetable is proposed with the actions for a period of time understood between January and December, 2017. In this timeline (table 4), we are going to detail the actions and the periods in which is considered appropriate carry out in order to get a business improvement.

Table 4. Timeline

ACTIONS	MONTHS TO DEVELOP THE ACTIONS											
	1 Jan	2 Feb	3 Mar	4 Apr	5 May	6 Jun	7 Jul	8 Aug	9 Sep	10 Oct	11 Nov	12 Dec
1. Marriage bedrooms												
2. Plan Renove												
3. Outlet section												
4. Versatile products												
5. Marketing online												
6. Milan fair												
7. Social networks and blog												
8. Publication in magazine												
9. Raffles on Facebook												
10. Mailing												
11. Vimeo profile												
12. Satisfaction surveys												

13. Remarketing												
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Source: own elaboration

9. BUDGET

The budget which is estimated to be able to carry out all the actions previously named is shown in table 5.

Table 5. Budget for the proposed actions

ACTION	DESCRIPTION	BUDGET
1. Marriage bedrooms	Hiring of a design team to perform the collection.	Hiring design team (2 people): 1.200€/month x 3 months Total = 7.200€
2. Plan Renove	The customers deliver the old furniture to the company and acquire a new one with discount.	Not suppose additional expense. Total = 0€
3. Outlet section	Creating this section with furniture from fairs, store displays and of the Plan Renove.	Not suppose additional expense. Total = 0€
4. Versatile products	Introducing the ideas proposed in the catalogue	Not suppose additional expense. Total = 0€
5. Marketing online	Adapting the webpage so customers can buy it and translate it into Italian.	Hiring a computer technician 15€/h x 12h = 180€ Hiring a translator 15€/h x 20h = 300€ Total = 480€
6. Milan fair	Participation in Saloni Internazionale del Mobile in Milan	Rent of the Stand, construction and equipment of Stand,

		transport of the furniture, staff costs and travel Total = 25.000€
7. Social networks and blog	Increasing publications on social networks and blogs. The marketing manager will develop it.	Not suppose additional expense. Total = 0€
8. Publication in magazine	Publication in “Cosas de Casa” and “Architectural Digest” magazine.	an advertisement of a page in: Cosas de casa 932€ Architectural Digest 1.080€ Total = 2.012€
9. Raffles on Facebook	The customers will participate in the raffle of a product in exchange for giving ‘like’ on Facebook, sharing the publication and mentioning two friends.	Not suppose additional expense. Total = 0€
10. Mailing	Buying the software for SAGE CRM.	License = 990€ Total = 990€
11. Vimeo profile	Opening a profile on this social network and translating videos to English and Italian.	Hiring a translator 15€/h x 16h = 240€ Total = 240€
12. Satisfaction surveys	Sending the satisfaction survey by mail to the customers.	Satisfaction survey and analysis of the results Total = 800€
13. Remarketing	Showing ads to people who have entered into the JJP webpage while they are surfing the internet.	Remarketing 500€/month x 12months Total = 6.000€

	TOTAL BUDGET = 42.722€
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Source: own elaboration

10. CONTROL

Of the actions proposed in the previous sections, not all need to control because they are concrete actions that take place at a certain time and which are not affected by any external factor for the company. Others however, needed a thorough inspection to check that the results are as expected (Table 6).

Table 6. Control of the actions

ACTION	CONTROL
1. Marriage bedrooms	Monthly sales regarding the previous month.
2. Plan Renove	(Satisfaction of the customers at 2017/ Satisfaction of the customers at 2016)* 100
3. Outlet section	Analysis of sales in 2017 from this section.
4. Marketing online	Monthly sales regarding the previous month from the webpage.
5. Milan fair	(sales in Italy in 2017/sales in Italy in 2016)*100
6. Social networks	(number of fans in social networks in 2017/number of fans in social networks in 2016)*100
7. Blog	(number of visits on the blog in 2017/ number of visits on the blog in 2016)*100
8. Publication in magazine	(Sales in the three months following the publication/sales in the three months prior to publication)*100
9. Raffles on Facebook	(number of fans in 2017/number of fans in 2016)*100
10. Mailing	(satisfaction of the customers in 2017/satisfaction of the customers in 2016)*100
11. Satisfaction surveys	Getting an average score of 4.

12. Remarketing	(number of visits on the web in 2017/number of visits on the web in 2016)*100
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Source: own elaboration

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