



**UNIVERSITAT  
JAUME·I**

# **MARKETING PLAN OF SPONTEX**

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## Index

<b>A. FIGURES INDEX.....</b>	<b>3</b>
<b>B. INDEX OF TABLES.....</b>	<b>3</b>
<b>C. GRAPHICS INDEX.....</b>	<b>4</b>
<b>1. EXECUTIVE SUMMARY .....</b>	<b>5</b>
<b>2. SITUATION ANALYSIS.....</b>	<b>6</b>
<b>2.1. Internal analysis .....</b>	<b>6</b>
2.1.1. Presentation of the company .....	6
2.1.2. Mission .....	6
2.1.3. Vision .....	7
2.1.4. Resources of the company .....	7
2.1.4.2. Financial resources.....	8
2.1.4.3. Marketing resources .....	9
<b>2.2. External analysis .....</b>	<b>15</b>
2.2.1. Analysis of the general environment (PESTEL analysis).....	15
2.2.1.1. Political factors .....	15
2.2.1.2. Economic factors.....	16
2.2.1.3. Social factors.....	18
2.2.1.4. Technological factors .....	19
2.2.1.5. Ecological factors .....	20
2.2.1.6. Legal factors.....	20
2.2.2. Analysis of the competitive environment.....	21
2.2.2.1. Threat of new competitors .....	21
2.2.2.2. Bargaining power of suppliers .....	22
2.2.2.3. Bargaining power with customers .....	22
2.2.2.4. Threat of substitute products .....	23
2.2.2.5. Rivalry between competitors.....	24
<b>2.3. Analysis of the competition .....</b>	<b>25</b>
2.3.1. Levels of competence.....	25
2.3.2. Main competitors.....	27
2.3.2.1. Table competition summary.....	33
2.3.3. Market analysis.....	34
2.3.3.1. Sector Analysis .....	34
2.3.3.2. Consumer Analysis .....	36
<b>3. SWOT ANALYSIS.....</b>	<b>39</b>
<b>4. SEGMENTATION.....</b>	<b>41</b>
<b>5. OBJECTIVES.....</b>	<b>42</b>
5.1 Overall objective.....	42
5.2 Specific objectives .....	42
<b>6. STRATEGIES.....</b>	<b>44</b>



<b>6.1. Growth and diversification strategy</b> .....	<b>44</b>
<b>6.2. Competitive strategies</b> .....	<b>45</b>
<b>6.3. Strategy as competitive advantage</b> .....	<b>45</b>
<b>6.4. Segmentation strategy</b> .....	<b>46</b>
<b>6.5. Positioning strategy</b> .....	<b>46</b>
<b>7. MARKETING MIX ACTIONS</b> .....	<b>47</b>
<b>7.1. Summary actions plans</b> .....	<b>47</b>
<b>7.2. Product decisions</b> .....	<b>48</b>
<b>7.4. Distribution decisions</b> .....	<b>53</b>
<b>7.5. Communication decisions</b> .....	<b>55</b>
<b>8. BUDGET</b> .....	<b>59</b>
<b>9. CONTROL</b> .....	<b>60</b>
<b>10. BIBLIOGRAPHY</b> .....	<b>61</b>
<b>11. ANNEXED</b> .....	<b>64</b>



## **A. FIGURES INDEX**

Figure 1. Chart Mapa Spontex Ibérica.....	7
Figure 2. The most complete Spontex products .....	9
Figure 3. Spontex products that rub .....	10
Figure 4. Spontex products that clean and absorb .....	10
Figure 5. Spontex protect products .....	11
Figure 6. Spontex floor cleaning products .....	11
Figure 7. Distribution channel of Spontex .....	14
Figure 8. Spontex promotions .....	14
Figure 9. Model of the 5 competitive forces of Porter .....	21
Figure 10. Levels of competence Spontex.....	25
Figure 11. Vileda products .....	27
Figure 12. Scotch Brite products .....	28
Figure 13. Auchan products .....	29
Figure 14. Carrefour products.....	30
Figure 15. Bosque Verde products .....	33
Figure 16. Bosch products .....	31
Figure 17. Polti products .....	31
Figure 18. Scottex products .....	32
Figure 19. The used products .....	38
Figure 20. Technological products .....	49
Figure 21. Scented cloths .....	51
Figure 22. Children's products .....	52
Figure 23. Spontex web with online purchase .....	54
Figure 24. Spontex app.....	55
Figure 25. Fluffy hedgehog .....	56
Figure 26. Solidarity cloth .....	57
Figure 27. Promotion 20%%.....	58

## **B. INDEX OF TABLES**

Table 1. Financial profile Mapa Spontex Ibérica.....	8
Table 2. Spontex product Price.....	13
Table 2. Swot analysis.....	39
Table 3. Ansoff matrix .....	44
Table 4. Positioning Map.....	46



## **C. GRAPHICS INDEX**

<b>Graphic 1. Employees evolution Mapa Spontex Ibérica .....</b>	<b>8</b>
<b>Graphic 2. Annual evolution of GDP in Spain .....</b>	<b>17</b>
<b>Graphic 3. Trends in the Spanish unemployment .....</b>	<b>17</b>
<b>Graphic 4. The evolution of prices in the household cleaning products .....</b>	<b>18</b>
<b>Graphic 5. Population pyramid of Spain .....</b>	<b>19</b>
<b>Graphic 6. The evolution of annual average expenditure per household .....</b>	<b>35</b>
<b>Graphic 7. The development of total expenditure, other goods and services .....</b>	<b>36</b>
<b>Graphic 8. Purchasing cleaning products .....</b>	<b>36</b>
<b>Graphic 9. Stores to purchase cleaning products .....</b>	<b>37</b>



## **1. EXECUTIVE SUMMARY**

"Mapa Spontex Iberica SA" is a company belonging to the American Group Newell Brands dedicated to the development, manufacture and marketing of a wide range of home care and hands protection products (gloves, sponges, rags and brooms) for the wider public.

Nowadays, the economical crisis encouraged people to change their buying habits; focusing more on price. Thus, the private label of large areas experienced a faster growth and this intensified the competition.

This paper is a marketing plan. Its intention is to provide a series of recommendations and proposals to Spontex in order to adapt to this new marketplace with the aim of positioning as a leader in its sector offering quality products at an affordable price by innovating constantly in all of its catalogue fulfilling in this way the requirements of its customers.

This marketing plan was possible after an internal and external analysis of the company with the goal of knowing their resources and current situation. What is more, the direct competitors of Spontex can be analyzed as well the indirect competitors who affect the decision to purchase the company's products. We will analyze the sector in which operates Spontex and the behavior of the consumer when purchases this type of product. After having conducted all the the analysis, a number of benchmarking have been established. Two of the most representative objectives are to increase 95% of satisfied customers and to increase the products made by blue fiber. These two are the ones that corresponds with the management seeking by Spontex accomplishing the consumers' needs and worrying about the natural environment.

Through this paper has developed a series of action plans for the maintenance and growth of Mapa Spontex Iberica. Moreover, the implementation date and budgeted has been established as well as the guidelines for the control of the embodied objectives in this marketing plan.



## **2. SITUATION ANALYSIS**

### **2.1. Internal analysis**

#### **2.1.1. Presentation of the company**

I have chosen the company "Mapa Spontex Iberica SA" to make its marketing plan for my End of Degree Project.

In 1932, more than 80 years ago, was founded Spontex in a workshop of Beauvais (France). Here, they produced the first vegetable cellulose sponge and the first absorbent wipe of cotton vegetable fiber, wood pulp and linen. In 1948 was founded Mapa manufacturing the first dipped natural latex glove. In 1964, Spontex extended his business and began with the production and marketing of scouring pads. In 1972, Mapa merged with Hutchinson Group. Moreover, in 1980 Spontex starts selling scouring pads combined with sponges. Further, in 1982 Spontex merged with Hutchinson and in 1997 both companies become a single brand, giving rise to Mapa-Spontex. In 2010, Hutchinson sold it to Jarden. At the end of 2015, Newell Rubbermaid, now Newell Brands, acquires Jarden by 15 billion dollars.

The company is spread in more than 85 countries around the world, through its production facilities and offices or through subsidiaries has more than 4,000 employees, nearly 200 working in Spain spread over two floors, located in Sagunto (Valencia) and Malgrat of Mar (Barcelona), responsible for the manufacture of synthetic fiber cloths, abrasive and mops as it is the case of the processional plant, while in the Catalan plant are responsible for the production of cellulose cloths. Spontex is at the forefront of innovation, with a department of research and development that is integrated in the centres of France, Germany and Malaysia. In Barcelona, the Iberia Mapa-Spontex Group has the headquarters of Spain and Portugal having the sales department responsible for the order in the Spanish area and its distribution, also the warehouse called Careers which has a part of rent

Spontex has wide experience in the professional world. It is in a permanent contact with its customers to transform their demands in quality products by developing their products according to the requirements of the market. This provide it a good reputation in the field of cleaning and hygiene.



### 2.1.2. Mission

The Spontex's mission is to become the market leader in the home care and hands protection through constant innovation, a highly technical nature of products and a good efficiency in the distribution and understanding of the needs of customers.

### 2.1.3. Vision

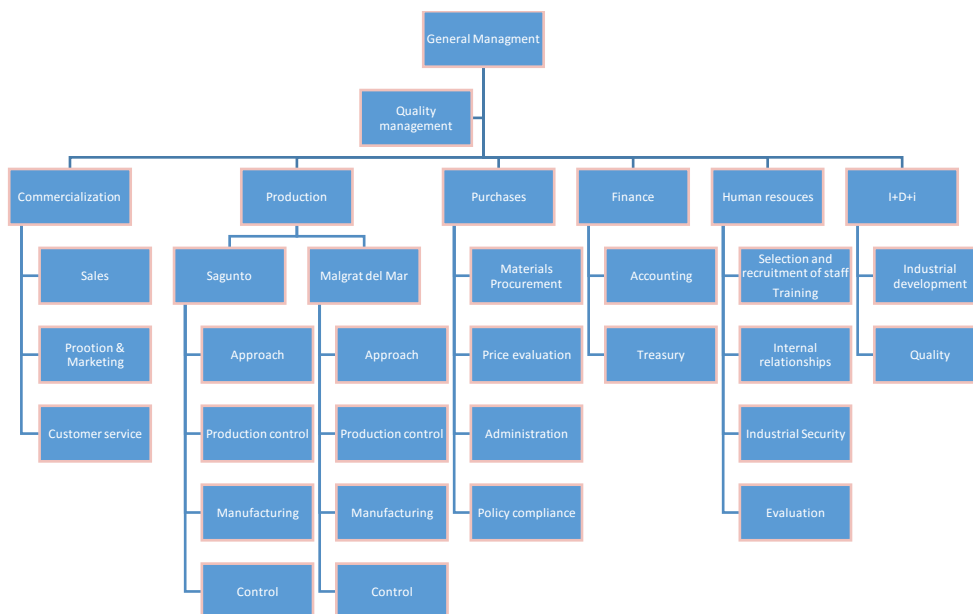
The concept of Spontex is the protection and well-being of the end-users ensuring that the work and home environments are clean, safe and healthy.

### 2.1.4. Resources of the company

#### 2.1.4.1 Human resources

In terms of human resources present in the company, Mapa Spontex Iberica SA has a general manager, responsible for coordinating all available resources of the company in order to meet the established objectives, the department dedicated to the management of the quality of the products that meet the standards of the organization. The chart is divided into six large blocks, so the organization carry out its activities in the most effective possible manner. Those departments are located at the headquarters of Barcelona with the exception of the production department which is coordinated at the Catalan headquarters but the activity takes place in their own factories of the national territory of Sagunto and Malgrat del Mar.

**Figure 1. Chart Mapa Spontex Ibérica.**



Source: Own elaboration. Data: Spontex.

### 2.1.4.2. Financial resources

Mapa Spontex Iberica SA" was founded on April 5th, 1984. Nowadays, it stills active and the last published accounts that correspond with the 31st December, 2015, shown as operating revenues are 61.682 thousand euros, with a total asset of 31.036. EBITDA represents the gross operating profit calculated before the deductibility of financial expenses and it means 4.459 thousand euros. This indicator shows approximately the capacity of the company to provide profits. What is more, it has equity of 17.427€.

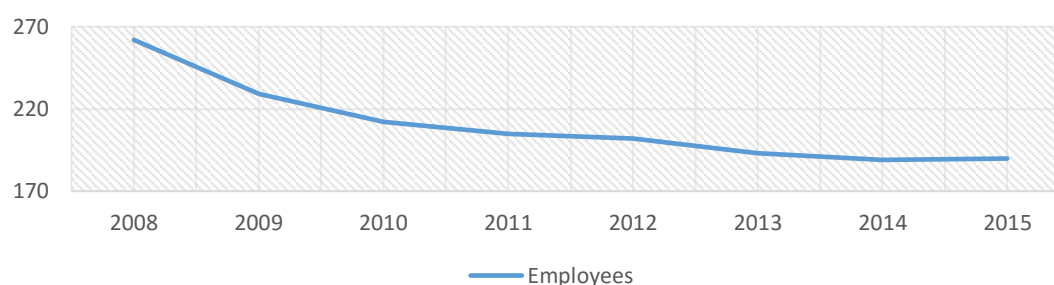
**Table 1. Financial profile Mapa Spontex Ibérica.**

	31/12/2015
Operating income	61.682
Total active	31.036
EBITDA	4.459
Equity	17.427
Economic profitability (%)	11,25
Financial profit (%)	20,04
General liquidity	1,59
Indebtedness (%)	43,85
Number of employees	190
Working capital	16.125
Materials	23.454
Staff costs	9.029

Source: Own elaboration. Data: Sabi.

Since 2008, the operating revenues have been declining constantly which totaled 66.323, also the result of profit in 2008 was 1.263 thousand euros reaching its minimum in 2012 with a negative result of 100 thousand euros. Currently, Spontex has its best results of profit surpassing the ones of 2006, when it obtained 2.886 thousand euros, this has been possible with economic policies that have led to the decrease of expenditure followed by a series of adjustments as it may be the case of employees, which has seen reduced its workforce.

**Graphic 1. Employees evolution Mapa Spontex Ibérica.**



Source: Own elaboration. Data: Sabi.

### 2.1.4.3. Marketing resources

- **Product**

Map Spontex offers products for home care and protection of hands for the general public and professionals.

The products offered by Spontex are tangible products, since they are products of home care and protection of hands. Thus, this type of product has an average duration until they lose their properties. The type of products that manufactures and sells Spontex are consumer products acquired with a certain regularity, known by customers that is not an economic effort to buy them and are available in many places. A picture with the portfolio of products is later presented, so that you can see the different products manufactured by Spontex.

Spontex encompasses their products in a single brand (Spontex) which is the name of company. Together with the brand is accompanied by a hedgehog that is the symbol of the company. Furthermore, the corporate colours presented in the logo are red and blue which serve to identify, distinguish and protect the brand products. Spontex performs a division of products depending on the use it makes, therefore, can be seen the products of the brand that are more complete products performing complete functions for example a mechanical broom, a mop to steam or a mop with drained automatic among the most prominent of this group. So, it is worth mentioning that in this group innovation and technology is clearly reflected in the products.

**Figure 2. The most complete Spontex products.**



*Source: Own elaboration.*

With regard to products intended for the grated, we can find different products from the more specialized such as the Fizz Express characterized by fighting those remains with an effervescent pill and a scouring pad that includes the pack to make easier to remove as different types of pads with different formulas. Thus, they remain clean after use and

are effective in the rubbed, as well as various forms, so the experience of rubbed is a natural one.

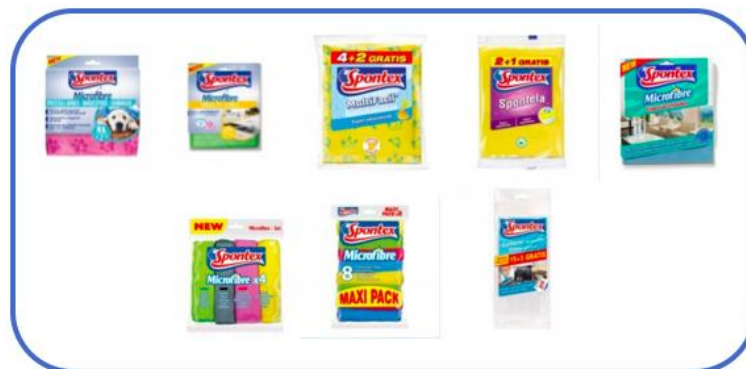
**Figure 3. Spontex products that rub.**



*Source: Own elaboration. Data: Spontex.*

On the one hand, in terms of products that clean and absorb, Spontex offers a wide range and the customers can choose the one that meets their needs. Ranging from more innovative products such as Microfibre, which absorb a lot of liquid and on the other retains grease and dirt without effort, until the cloth Multifacil which is the common cloth, but with a fabric upper that makes it more soft, flexible with a great power of absorption. On the other hand, Spontex has brought a cloth for use on pets, aimed at efficiently clean the feet of animals.

**Figure 4. Spontex products that clean and absorb.**



*Source: Own elaboration. Data: Spontex.*

Spontex has a wide range of gloves to protect our hands in different tasks and to make the experience pleasant. Each glove has a number of specific features that makes it more effective than the ones of competitors. On the one hand, they are produced for specific use like extra gloves, latex-free gloves, sensitive which are ideal for sensitive skins, triple-layer, food contact etc. On the other hand, it also produces gloves for the general purpose without the need to buy a concrete one for each particular need.

**Figure 5. Spontex protect products.**



*Source: Own elaboration. Data: Spontex.*

Finally, Spontex intended for the floor cleaning products where we can find different types of mops or brooms as well as their accessories for a fully effective cleaning to fill the demand for floor cleaning.

**Figure 6. Spontex floor cleaning products.**



*Source: Own elaboration. Data: Spontex.*

Related to the extensiveness of the products, we can see them how are divided by the use that is going to have such as those for fighting dust, products destined for rubbing, which absorb, which protect and the ones that are intended for cleaning the floor.

Thus, with regard to homogeneity, it can be said that all products offered by the brand are related among them, since they are intended to the same sector, in other words to the care of home and hands protection. So, Spontex offers a wide range for all the cleaning that arise at home satisfying in this way the customer's needs and for this reason they do not have to go to other brands to buy a product that Spontex does not have.



- **Price**

The price is one of the most influential variables on the purchase decision for the Spaniards. It means 51% of decision criteria followed by 27% of functions, 26% the quality and 18% the brand. According to a study of Nielsen on this type of products there are no great differences between the Spanish and the European average. The products of Mapa Spontex would be located in the upper-middle hemisphere, because its price range is higher than any brand of distributor that offers the same products on the market. However, leaving aside the economic crisis and the slight growth of the economy we can observe as the purchase trends change again in favor of products with a higher quality and more respectful with the environment. Spaniards spend around €164 on cleaning products which represents a market of more than 2,965 million euros, according to data from the National Institute Of statistics (INE).

On the one hand, depending on the product group, the most complete Spontex products tend to oscillate at a price of € 5.99 from the replacement of Full Action to €39 reaching cost FullAction System (mop with automatic draining). On the other hand, the group intended to products rub have homogeneous prices that tend to haunt the €2,00; it can emerge the price of this group the Fizz Express that around € 4.20. What is more, the products group responsible for cleaning and absorbing tend to haunt the €2 with the exception of those that have more than 1 product in the pack; as it is the case of 8 multipurpose cloths whose price reaches up to €4.99.

The products group intended to protect the hands, the prices tend to be quite homogeneous in a range that goes from €1.99 to €4.99 on all products. Furthermore, the price in the group of products intended for the cleaning of the floor is quite heterogeneous since the products are fairly different; it ranges from € 2.50 (Ergonomic hard stick) to €19.99 (Extra microfibre mop).

The Spontex sale prices are variable. It includes different prices depending on the characteristics of the product, within each line of products the price is unique. So, the similar products will have the same price. Furthermore, the company has the price a little higher than their competitors which allows it to get a certain prestige, because the high price is associated with quality, so it allows its predominant position in this sector and favours the company to have slightly higher prices than their competition.



Table 2. Spontex product price.

Spontex	Prices
<b>Soil products</b>	<b>47.46€</b>
Replacement mop	1.99€
Microfiber mop	19.99€
Cube	7.99€
Picker	4.01€
Ergonomic Stick	2.5€
Replacement broom	4.99€
<b>Products that clean and absorb</b>	<b>9.39€</b>
Soft cloth	1.99€
Microfiber cloth	2.5€
Multipurpose x 8 cloth	4.9€
<b>Products which rub</b>	<b>10.59€</b>
Green scourer	2.2€
Fizz Express	4.2€
Stainless scourer	2.2€
Scourer "Nail Saver"	1.99€
<b>Products that protect</b>	<b>13.78€</b>
Sensitive gloves	1.99€
Disposable gloves	3.2€
Dermostyle gloves	4.99€
Second skin gloves	3.6€
<b>Complete products</b>	<b>82.98€</b>
Express System mop kit	39€
Full action mop	5.99€
Mechanical broom	32€
Replacement MOP	5.99€
<b>Total</b>	<b>164.2€</b>
<b>Average Price</b>	<b>7.82€</b>

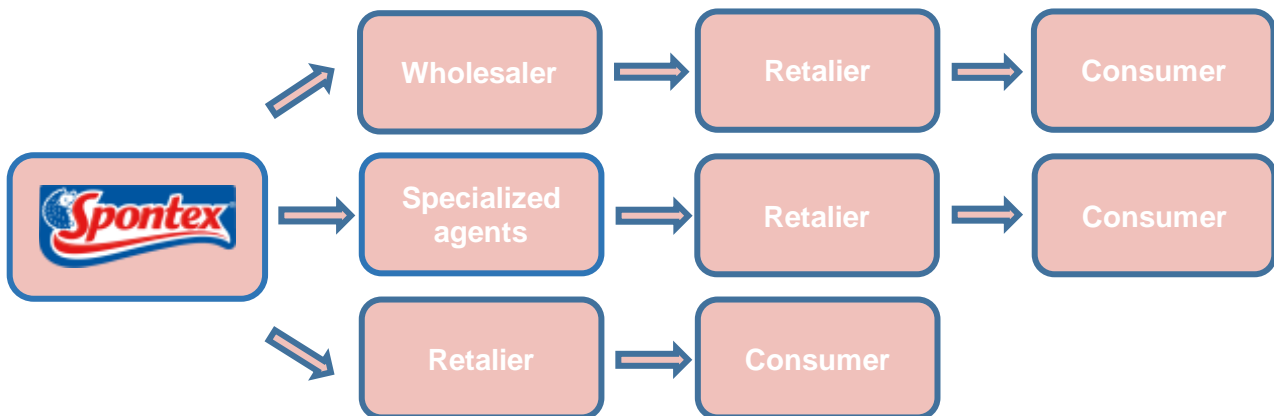
Source: Own elaboration. Data: Carrefour.

- **Distribution**

Mapa Spontex SA has various factories around the world responsible for producing all the products marketed by the brand through different wholesalers and distributors, enabling in this way the product to be available to the end consumer. In other words, the products have to be found at the time and place purchased by the consumer. This it is possible due to the use of a dual distribution channel. Spontex would be manufacturer and through specialized wholesalers and agents as it is the case of Orfesa, an exclusive distributor of Spontex for hardware and DIY channels, make the product to get to retailers and to the end consumer. Otherwise, Spontex sells also directly to retailers to sell directly to consumer, like could be the case of large distribution chains.



Figure 7. Distribution channel of Spontex.



Source: Own elaboration.

- **Communication**

Communication is very important for companies. Through it is given to know the product apart from information and recall about products. Regarding cleaning products Spanish consumers report about these in Spontex shops and this it is essential for the company to offer the maximum possible information but condensed on their product packages advertising free through new formulas, new products. According to a Nielsen study on promotions, customers are usually informed about products of cleaning and household in the shops (31%), television (29%), internet, brochures and word-of-mouth (19% in all three cases). In these products there are no great differences between the Spanish and the European average.

Figure 8. Spontex promotions.



Source: Carrefour.

Another type of communication used by Spontex to publicize their products is sales promotion directed to the consumer via internet and social networks, intending to encourage the consumer to purchase. To promote their products and where it is very active it is on Facebook, Twitter, Youtube and the online presence indirectly promotes word-of-mouth and interaction with users. For this reason, Spontex begun to use different social media influencers to check and show to the audience the advantages and benefits of their products. The rest of information that users receive is through word-of-





mouth as customers who use such products tend to be satisfied by the immense benefits that they give them, exceeding even its expectations of purchase; so it is common that they promote it in the customer's' environment. It also performs channel promotions targeting for intermediaries in order to continue relying on the company, to support and increase sales efforts. Therefore, the company offers discounts by volume of purchases encouraging brokers to acquire a certain amount of products and to obtain certain discounts.

This year the company has not made any advertisement or promotion of their products in media. Although, in the past, it promoted its range of gloves or pads but this type of television advertising was expensive. Nowadays, new media tools, such as Youtube, are cheaper and are accessed in a much more subtle way and direct about their consumers.

As mentioned previously, Spontex makes online marketing through their social networks, publicizing their products, conducting competitions and showing the advantages and benefits of the use of the company's products

## **2.2. External analysis**

### **2.2.1. Analysis of the general environment (PESTEL analysis)**

#### **2.2.1.1. Political factors**

On the one hand, the Spanish Government presents instability by owing the lack of understanding among the different political forces which has generated a risk with regard of investor confidence in our country and due to this break has been generated in the reforms and fiscal adjustment. In addition, the Spanish market labour 21.2% of the active population is unemployed. There are 2 millions of 4.8 million long-term unemployed and their re-entry into the labour market is difficult according to INE data.

On the other hand, the reforms adopted, to date, have led a more flexible economy which helps our economy to adjust better and in a more efficient manner to the international economic conditions. According to data from the Bank of Spain, the economic recovery will run its course with soft growth rates from 2.5% to 3%.

The European Union has worsened the public deficit forecast to 3.5% this year; placing it four tenths above the target. This represents a difference between income and expenditure of 39.163 million euros. Despite of the imbalance, the European Executive persists in Spanish economic growth but warns about the potential risks of a slowdown.

Finally, corruption in the main Spanish parties has led Spain to get the 46 post in the corruption perception index of international transparency. This is one of the issues that concern the majority of Spanish citizens.

#### 2.2.1.2. Economic factors

The Spanish economy is growing and defying the uncertainty generated by the complicated political situation. According to the Bank of Spain data, the evolution of the economy is upward. So, the forecasts of GDP is to grow around 3.2% due to political uncertainty and other international factors that have no effect on it but is expected in the next two years and therefore the positive factors are expected to have a lower inertia. Moreover, despite the fact that the economic crisis decreases, the purchasing habits acquired during the crisis where people bought around the price of the product, made Spontex to lose the market share in favor of white marking that offered the same type of product at a lower quality, but its price was much more attractive.

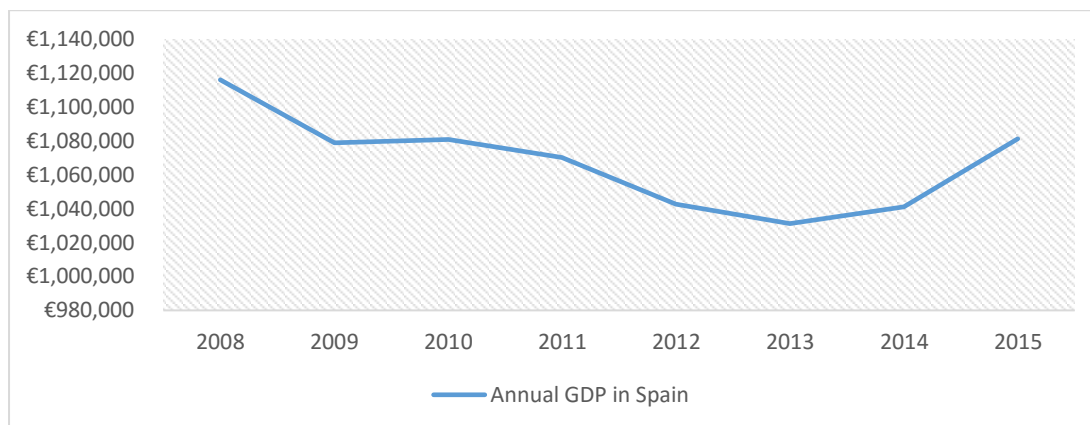
With regard to the Spanish labour market, according to data of the labour force of the INE survey, there are around 4.8 million unemployed which represents 21.2% and being around 2 million long-lasting. Thus, the Spanish economy has a weakness when it comes time to hire a fifth part of its population which generates a series of negative personal and social aspects apart from the higher unemployment that weaken the Spanish public accounts.

On the one hand, energy prices have led to a better situation since these have been reduced and are expected to remain in time. According to sources from the Bank of Spain, the low price that Spain pays for imports of energy is equivalent to 1.5% of the GDP. All this makes to increase the departure of income available to families and businesses, being a help for the national economy.

On the other hand, another key factor in the economy is the Spanish GDP (gross domestic product) as we see in the graph the monetary value of the production of goods

and services began to increase beginning to 2014, after a negative trend that began in 2008 with the start of the economic crisis.

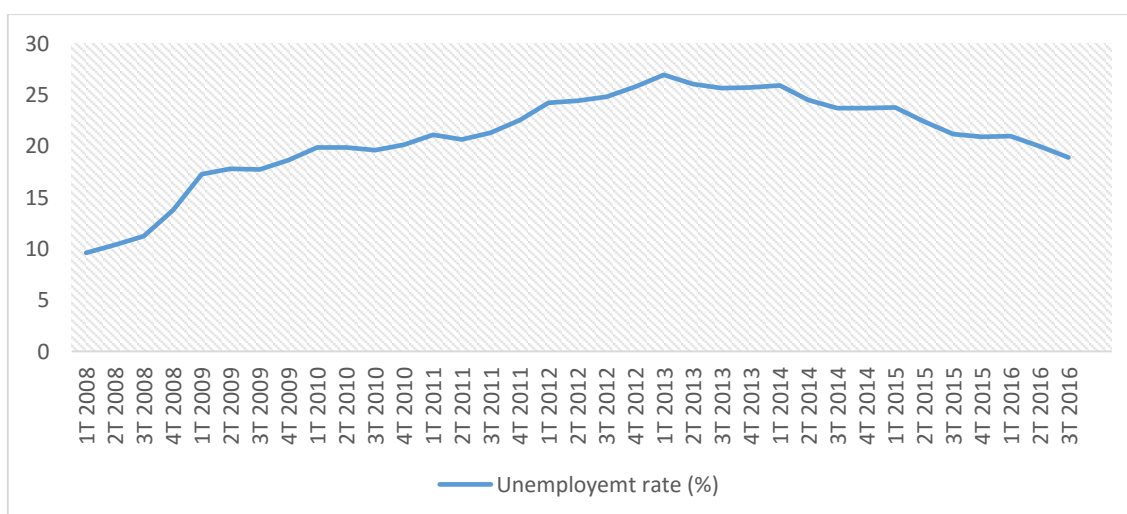
**Graphic 2. Annual evolution of GDP in Spain.**



Source: Own elaboration. Data: INE.

The most determining factor in the Spanish economy has been the unemployment. In the first quarter of 2013, the unemployment close to 30% as where the rate stood at 26.94%, the group most affected was the people under 25 years whose unemployment rates ranging from 45,50%; according to INE data. Nowadays, the rate has been reduced as shown in the graph, but working conditions are currently more precarious. However, the most contracts are temporary. Despite an improvement in the unemployment data, this is still an issue that concerned the Spanish population. Even though there are certain improvements, the recent reforms in labour matters has led to a major risk the loss of the job which means a loss of confidence in consumers due to their economic situation.

**Graphic 3. Trends in the Spanish unemployment.**



Source: Own elaboration. Data: INE.

Thus, in the graph below we can see the evolution of prices of household cleaning products. This sector has prices that continue to increase gradually from 2010 to 2016 the prices increased 0.6 by what even though it is a sector ripe does not stagnate. According to data provided by Eurostat, it should be noted that there has never existed a period in which the price remained constant; the general trend is growth.

**Graphic 4. The evolution of prices in the household cleaning products.**



Source: Own. Data: Eurostat.

### 2.2.1.3. Social factors

Spanish society has a population that invests a lot of money in home products. It bothers to be hygienic since this affects the health and quality of life according to INE data.

As mentioned above, the exit from the economic crisis has fostered changes in shopping habits. Even though there are still the purchase trends to the period of the crisis, despite the fact that revenues have increased and economic stability begins to be visible the consumers choose inexpensive products with a high quality. However, with the economic stability at the national level, the tendency is to start buying taking into account the quality of the products and the satisfaction of us and at the same time worrying about environment acquired by the products.

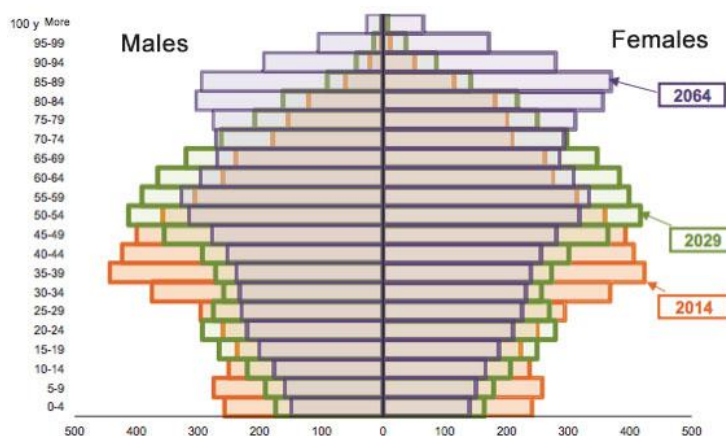
With regard to demographics, the National Statistical Institute shows a pyramid where we can see as the Spanish population is an aging. Seniors aged 65 accounting for 18% of the population, data that is not offset by the birth already, since it is located in a very low data. In addition, the age bracket ranging from age 20 to 35 presents a very low data due to emigration in search of a better future outside our borders.

The trend is that, in the future, the age group that is located in the upper half of the table grows due to the great advances in medicine that leads to a better quality of life and therefore the life expectancy will grow.

Finally, as can be seen in the graph, there is a longer life expectancy for women than for men. This tendency tends to increase in the future, in 2064 women will be 20% more than men, in the 85-89 range, and in general, the female population in the future will be greater than the male population.

Por último, como se puede observar en el gráfico existe una mayor esperanza de vida para las mujeres que para los hombres. Y esa tendencia tiende a aumentar en el futuro, en 2064 las mujeres serán un 20% más que los hombres, en la franja de 85-89, y en términos generales la población femenina en el futuro será mayor que la masculina.

**Graphic 5. Population pyramid of Spain.**



Source: INE.

#### 2.2.1.4. Technological factors

Technologies foster that the industrial companies, as it is the case of Spontex, increase their productivity. Industries must be in constant advance to not be outdone and that technologies do not burden them. Innovation enables companies to obtain a good corporate governance.

In the industrial sector, the companies have departments of technological advances to carry out new products, duration, efficiency and without it could not be applied because of the complexity. Furthermore, the manufacture of household cleaning products requires complex tools with high-technology machines to obtain a successful manufacture and those should not have especially high costs at a premium quality.

#### 2.2.1.5. Ecological factors

Industrial enterprises are more interested to give an image of responsibility to the environment because they are responsible for the pollution that occurs around the world.

However, with the concern of consumers by the importance of the environment, the companies do not remain behind and try to keep the contamination as low as possible via certifications and organizations that ensure it. According to the European Environment Agency, Spain is the eighth country in the Member States which were punished for the damage caused to the environment and health. Moreover, Spain is in the top 100 most polluting companies at European level. It has 5 and coincidentally these facilities are characterized by thermal plants.

Over and above, the majority of companies in the sector of household cleaning products has a R&D department responsible for investigating materials that are manufactured their products. So, the impact of production will be as smallest as possible. Spontex specifically manufactures its products with materials that are 100% organic; from ecologically forests or through recycled fibers compounds, as in the case of the blue fiber.

Thus, Spontex products typically take advantage of the resources necessary for their use, cloths and mops, having microscopic fibers that enable greater contact with the surface and therefore allow a better use of the water since they absorb more than any other conventional fiber.

#### 2.2.1.6. Legal factors

Royal Legislative Decree 1/1996 of 12 April approves the text revised of the law on intellectual property regularizing, clarifying and harmonizing the legal regulations on the matter. It establishes that intellectual property is the set of rights that correspond to the authors and to other holders (artists, producers and broadcasters...) taking into account their works and benefits resulting from their creation.

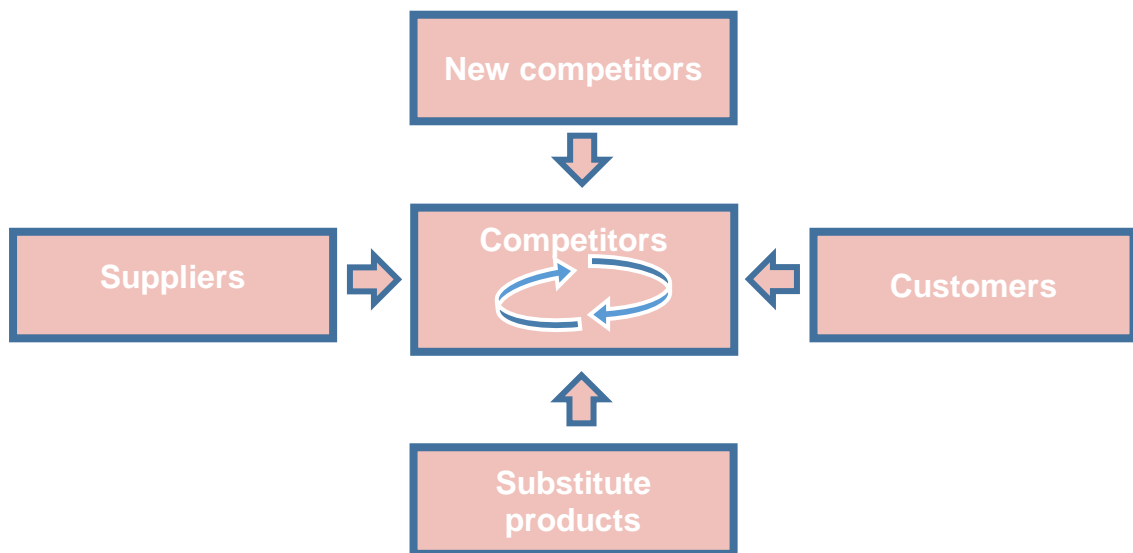
Legally, Spontex had to indemnify Freudenberg Home & Cleaning Solutions Ibérica SL (hereinafter as Vileda), its main competitor of German capital for violating the rights of industrial property to manufacture a mop with universal head. So, it could be possible to sold mops by third-party companies. Barcelona Hearing ordered to stop selling and

manufacturing the products apart from embargo, destruction of all these mops, the machines and products intended for their manufacture.

### 2.2.2. Analysis of the competitive environment

Porter's five forces model, will be used for the analysis of the competitive environment of Spontex since this allows to deal with the main characteristics in relation to the analysis of the sector structure, as well as rating its appeal; in other words, to find a position that will help to influence and to fend off to obtain a favorable position.

**Figure 9. Model of the 5 competitive forces of Porter.**



*Source: Own elaboration.*

#### 2.2.2.1. Threat of new competitors

In the home care and hand protection products sector there are some entrance barriers such as: economies of scale (all companies involved in the production of products in this sector produce large amounts of this product), its factories (operating at full capacity with the purpose that the unit cost of the product is the minimum possible to obtain a greater margin) and the ones that want to enter to compete will leave an unfavorable initial situation since they will compete with a very important cost disadvantage.

Spontex, Vileda, 3M, among others, referred to as Scotch Brite marketed products that are characterized as being different from the rest due to their products attributes like innovation or to the technical level and for this reason the consumer perceives them as unique and occurs the same loyalty. So, this will make it difficult to break by a new



company that marketed similar products to the ones that are already on the market. However, the channels of distribution in this sector are very limited, since the major distribution chains allow the access to few companies to avoid saturating the customer and offer products from leading companies as it is the case of Spontex, Vileda or Scotch Brite plus distributor brands. So, the new competitors will have difficult access to existing distribution channels.

On the other hand, the investment required in this sector is very high, since it will require a strong economic outlay that makes it accessible to the majority of companies. The production of this type of product requires very wide hall, specialized machinery and personnel in order to produce commodities at full capacity, investment in R&D to develop the formulas of the traded products among other requirements.

Moreover, leading companies in the sector can react to the entrance of a new competitor. This will be unlikely for a new company to risk to enter in a sector where competitors hamper their activity, react strongly against it or attack it with a drop in prices intensifying publicity and the entry of the incoming company will be expensive.

#### 2.2.2.2. Bargaining power of suppliers

The purchases made by Spontex to its suppliers are made through the global matrix, since the volume of purchase is much greater and therefore much more advantageous prices are obtained through the negotiations. The matrix is in charge of reaching agreements with these, find new suppliers or study a supplier recommended by different factories, and negotiate conditions, in order to obtain better prices than if they did so in a divided manner. Therefore, once the agreements with these have been established, large quantities of raw material are purchased, necessary for the manufacture or commercialization of the products, distributed to the different logistics centers of the countries so that they later distribute them through different factories In order for them to make the products.

#### 2.2.2.3. Bargaining power with customers

All the products produced by Spontex both in Spain and internationally that will supply the Spanish market are stored in a warehouse, in Barcelona, where the Spontex brand has rented a proportional part of square meters where its products are located. So, in Barcelona is located the commercial department for Spain and this is what determines





the prices for vendors, as well as the place where are negotiated prices to those who sell their products to the main distribution chains.

According to a study by the INE of the percentage distribution of national expenditure, the sector in which Spontex operates is a sector with a considerably large size which household's expenditure represents 7% of the total amount, because in all households are the products marketed by the company. It is a sector where there are many competitors from the private labels to brands like Vileda and Scotch Brite among others. Spontex occupies a predominant position in the household care products and for this reason has a high-powered negotiator with its main clients. Nevertheless, most supermarkets and hypermarkets chains want Spontex products on their catalogue because of the wide range of products for house care and protection of hands offering on this way variety to their customers. Furthermore, companies like Spontex, Vileda and Scotch Brite have differentiation advantage in their products, either through new formulas in their products, in innovative products that make easier the task of cleaning the home and protection of hands, which would mean a greater bargaining power that the company would have on customers.

Over and above, the distributor brands tend to market commodities and they do not offer more than one type of product for a specific need. So, when customers are looking for something more concrete or specific in relation to their needs is easy to Spontex or other various brands of distributor to have that product. In addition, they offer highly technical products like mops with automatic drain (Full Action System or Fizz Express), antacid pills that help the elimination of dirt on the dishes in a simple, fast way, in just 5 minutes and without effort. So, such products are not usually marketed by the private labels and this represents a power of negotiation for the companies with the largest ones. Even though those possess white label will have also some type of products that do not possess and will need to have branded ones like the Spontex.

#### 2.2.2.4. Threat of substitute products

During the Spanish crisis started an increased use of paper for cleaning in the Spanish households. At a time, they possessed less money for the shopping cart and for secondary products as the cleaning products which suffered a decline in sales at the expense like the kitchen paper that began to encompass much more uses for the one that was designed, for example as a cloth. So, the use of products intended properly to



that function were replaced by the paper as long as it allowed the use in different situations besides the price that was really low facing the cleaning products.

Other substitute products that are becoming more and more present in the Spanish market are the technological ones. This sector expanded to the cleanliness where many brands already offer mechanical brooms, vacuum cleaner or steam machine, which perform cleaning tasks and can replace multiple cleaning products. These electronic devices can get to perform multiple tasks in a single device. Thus, it can be a strong substitute product, as well as the society itself is increasingly connected to technological devices.

The boom in distributor brands was a tough competition for these brands because they did not fully cover the needs of consumers. The price was much more attractive than the characteristics of the product, at a time like the economic crisis where the uncertainty of the economy weighed in the pockets of consumers. They chose to buy commodities without any kind of innovation, as were the products of distributor, instead of products where the innovation and the quality were their standard like was the case of Spontex, Vileda, Scotch Brite.

Moreover, as was mentioned above, the threat of distributor products was much higher because the prices offered were lower than in any other brand. Thus, companies like Spontex, Vileda, Scotch Brite that would be the main producers of domestic cleaning products tried to counteract this with more publicity; by giving special emphasis to the quality of their products and to innovation.

#### 2.2.2.5. Rivalry between competitors

Spontex belongs to a sector with a lot of competitors. The difference in size between them is not very disparate, so the rivalry is greater. Companies like Vileda and Spontex would be the benchmarks in this sector. They are in charge to mark the rules that the competition will follow in reference to the type of product that they market, at the price the innovations introduced in the products. This sector is a mature one. So, if a company improves results will mean that another one will reduce theirs, because in this type of sectors to improve the growth is difficult and the rivalry will increase substantially.

Furthermore, as discussed in the previous section regarding product differentiation, this has encouraged the rivalry between distributor brands to be lower because they only

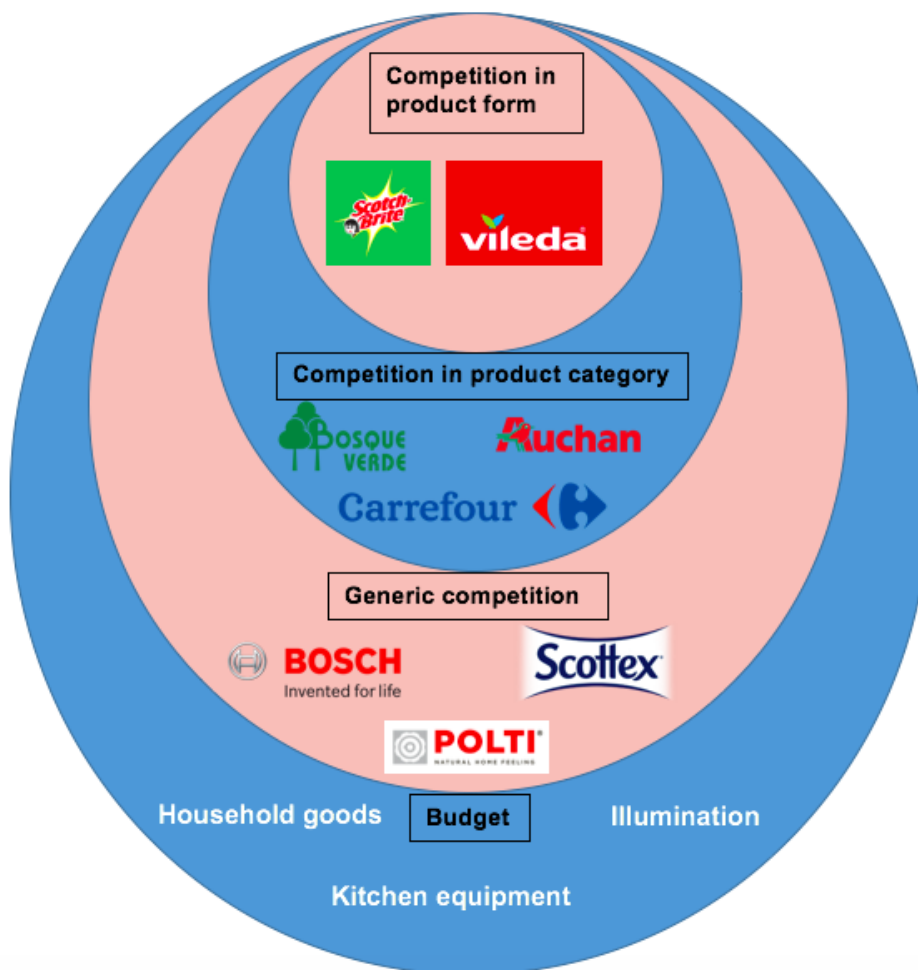
offer basic products for different cleaning needs. It is very rare that these commercialise products that have a high innovative value like Spontex to allow them to access a market share that the brands of distributor do not agree.

However, the similarity in the products between the big brands such as Vileda and Spontex and to a lesser extent Scotch Brite makes the rivalry very intense. The production of this type of products implies high fixed costs. The companies produce at full capacity to be able to cover these costs apart from the existing exit barriers. The production of this type of products requires a specific raw material and machinery that could hardly be used for the manufacture of other kind of products, because they would lose their value in another sector and it would be difficult to sell them.

### 2.3. Analysis of the competition

#### 2.3.1. Levels of competence

Figure 10. Levels of competence Spontex.



Source: Own elaboration



- **Competition in product form.**

It is located in the first level and we can find brands like Vileda or Scotch Brite. Both produce the same products as Spontex, with the same attributes, characteristics and are oriented to the same type of customers. In sum, there is a huge rivalry between these companies. Given this situation, Spontex must convince its customers that their products are the best in the market and the applied technology is the pioneer in the market.

- **Competition in product category.**

In the second level of competition levels we find the distributor brands. These companies produce similar products to those produced by Spontex, but do not include novel formulas or technology in their products, because there lies the difference between the previous level.

These brands offer a basic product to be able to solve the use for which they have manufactured, but without giving an extra quality or a satisfaction of use. At this level, we can find brands such as Carrefour, Auchan (Alcampo) or Bosque Verde (Mercadona).

- **Generic competition.**

In the third level, we find brands that produce some kind of good that can replace our products, such as the kitchen paper of the brand Scottex, the Vaporeta of Polti, vacuum cleaners Bosch. They are products that for their function and usefulness can come to replace the products of Spontex, since they are not the same type of products, but they satisfy the same need.

- **Budget.**

In the last level, we find products that do not satisfy the same need nor the characteristics of the product are similar. However, the products competing in the budget of the household expenditure of the client and these products are found in the same group of the cleaning products the home with household, the lighting or the cooking utensils which would be placed in the same spending group as the household care products according to the INE, also denominated by other products.

### 2.3.2. Main competitors

In the cleaning sector is the higher number of competitors that exist on the market. This, means also a high competition. Nevertheless, it should be noted that are fewer the well-known brands, since most of the competition focuses on the private labels. Spontex along with Vileda and Scotch Brite are independent brands. Spontex does not manufacture for other brands, it makes possible to continue to invest in technology and to bring innovative products on the market that are also efficient. It is a mature sector, without symptoms of exhaustion. Then, we will analyze the main competitors producing commodities with the same characteristics, the competitors producing the same products but with different characteristics that can be substituted.

#### Vileda

Vileda and Spontex are ones of the most popular brands of cleaning with a high market share. Vileda's product portfolio is also very broad covering products that are not marketed by Spontex such as ironing boards, vacuum cleaners and steam machine among others.

Figure 11. Vileda products.



Source: Own. Data: Vileda

Similar to the Spontex products that can be found as shown in the figure are the ones with the same characteristics and intended for a similar use. The difference is that Vileda

offers a series of products which we cannot be found in the Spontex portfolio, like the electrical products steam machine, vacuum cleaner, robots and mop. All this distinguishes it from Spontex. In general terms, Vileda offers to their customers a more complete product range and also some categories that Spontex does not produce. The price of their products is similar to Spontex. Furthermore, Vileda's products are in any area or department stores. Should be noted as Vileda has partnered with Amazon to provide a button to Premium customers of the technology giant, whose use is when any product brand in your home it is exhausted you can press it and in 48 hours the customer receives at home provisions of the out of stock. Due to the partnership with Amazon it begun to use also other channels of distribution.

In terms of the level of turnover, Vileda invoice around 58.210 thousand euros a similar data to Spontex. The company has 131 employees and getting in 2015 at 3.875 euros with these data we can observe the great similarity with its competitor Spontex. Both companies compete in the same sector and their products are directed to the same customers but we have also to keep in mind that Spontex portfolio includes technological products that they own does not sell.

### Scotch Brite

Another brand that competes directly with Spontex is Scotch Brite by offering products with the same characteristics and aimed to satisfy the same needs. Scotch Brite was the pioneer in abrasive having hegemony over other brands but it constantly was taking out to the market innovative pad and employing the latest technology on these products.

Figure 12. Scotch Brite products.



Source: Own. Data: Scotch Brite.

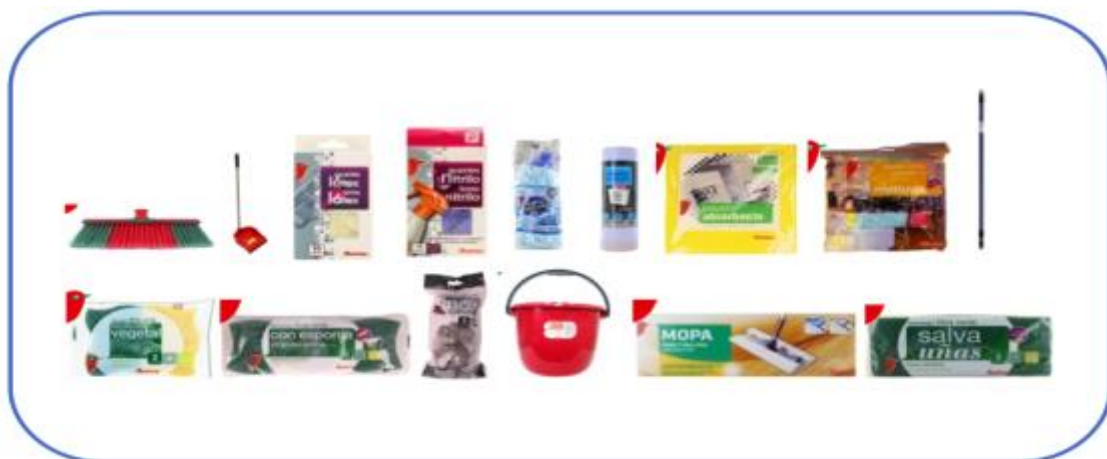


Nowadays, Scotch Brite produces the same products as Spontex the difference between them is little, the product portfolio is smaller than the one of Vileda, so the specialization of their products is lower with the exception of abrasive products where it has different lines; like I mentioned above it was a pioneer in this sector until Spontex began to overcome him in innovation. The prices offered by this brand are slightly lower to Spontex and the products are distributed in the same places.

### **Auchan**

The Auchan brand is the brand's supplier of Auchan Group. It is one of the brands that more variety offers to their customers and that stands out for having different lines within the same product. Thus, a great deal for customers at amazingly low prices in comparison with brands like Spontex, Vileda or Scotch Brite.

**Figure 13. Auchan products.**



*Source: Own elaboration. Data: Alcampo.*

As we can see in the previous figure, Auchan in the cleaning sector has a wide range of products ranging from cloths, abrasive and brooms among others. The products of this brand are the ones that do not offer any formula or greater efficiency in their use; so their quality is relatively low on products such as wipes, pads or the packaging that try to simulate the design of brands like Vileda and Spontex.

### **Carrefour**

The distributor brand Carrefour offers a reduced range of possibilities like the most noteworthy products that appear in the image below:

**Figure 14. Productos Carrefour.**



*Source: Own elaboration. Data: Carrefour.*

It is surprisingly as Carrefour does not have a large portfolio of its own branded products as being one of the main chains of distribution in the Spanish territory. Nevertheless, it offers a wide range of alternatives in regard to gloves. Their products are basic, even though the quality is enough for the offered prices these are not sold at a low price if we compare them with other private labels.

### **Bosque Verde**

The white brand of Mercadona for the drugstore and cleaning is Bosque Verde. It is a brand which offers a wide and complete range of cleaning products as we can see in Figure 15. The overall product portfolio is fairly comprehensive but there are not many types within the same product.

**Figure 15. Bosque Verde products.**



*Source: Own elaboration. Data: Mercadona.*

In addition, as it is customary in Mercadona, the quality is very important in all products. This, it is reflected also on cleaning products at a very competitive price and a fairly high quality and makes it a hard competitor for brands like Vileda or Spontex is not easy to have access on their supermarkets. For this reason, the number of products from other brands is reduced.



## Bosch

The German company Bosch has three lines of products related to the cleaning sector. The first line is the cleaner broom that allows the absorption of dirt from any surface allowing a better domestic hygiene and increase efficiency at a price of €100 for the simpler models. The second type of product produced by the brand is sledge vacuum cleaner having different types of bags. It could be with bag or bagless. On this sector, Bosch offers a wide range of products to suit all tastes, in services, design, in dimensions. The price on this product line varies; it depends on the features of the product that influence the price.

The third line of products is the hand vacuum allowing a much more quick and handy cleaning. The price of such products round €100. As we can see the German brand product focuses mainly on cleaning by absorption.

**Figure 16. Productos Bosch.**



*Source: Own elaboration. Data: Bosch.*

## Polti

Polti is a company specialized in offering technology products that help its customers in a much more efficient domestic cleaning. It has various specialized products that will make much simpler the household tasks.

**Figure 17. Polti products.**



*Source: Own elaboration. Data: Polti.*

Here we found different kinds of products such as vacuum cleaners and each of them are specialized on a specific task. It has different products related to the steam machine that clean wiping surfaces with steam allowing a complete cleaning. This kind of products save time, effort and money. It allows to save money that would go to purchase all necessary products for cleaning. What is more, Polti possesses an electric broom that function with steam and which allows a maximum hygiene and a much more quickly cleaning than a conventional one.

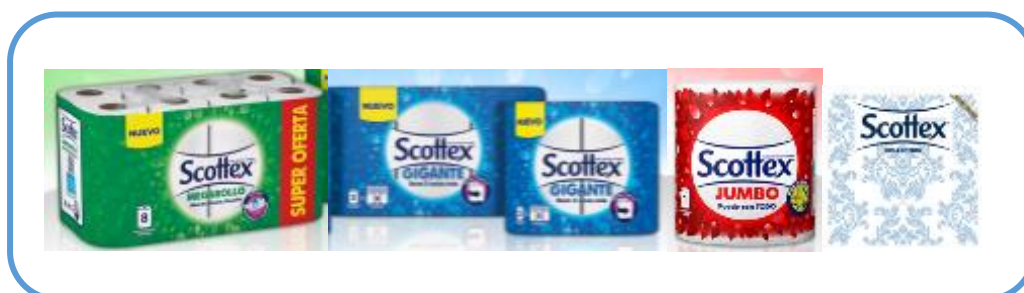
Finally, we have to bear in mind its wide range of vacuum cleaners with bag, bagless and with water filter among others. Prices vary depending on the product and the level of technology that possess, but are products that range from €200.

### **Scottex**

Scottex offers a wide range of products in regard to toilet paper. There are three categories depending on the utility given to the role. The first option is the “megarrollo”, which is characterized by a greater absorbency and strength, allowing to the customer to save time in the household.

The second option is the Giant that is equivalent to three conventional rolls and it is ideal for drying and cleaning any surface. Finally, the Jumbo is intended for multiple surfaces especially for grease stains. Another option, the paper napkins that are useful for everyday use and practice for all home needs.

**Figure 18. Scottex products.**



*Source: Own elaboration. Data: Socottex.*

### 2.3.2.1. Table competition summary

Competidor	Product	Medium Price <sup>1</sup>	Promotion
<b>Vileda</b>	- Electrical products.	63,5€	- Social networks.
	- Scullery maid. - Brooms. - Wipes. - Scouring pads. - Gloves. - Mops. - Stringing and ironing.	7,75€	- Advertisements on TV. - Packing products. - Channel promotions.
<b>Scotch Brite</b>	- Scullery maid. - Brooms. - Wipes. - Scouring pads. - Gloves. - Mops. - Roller fluff free.	3,62€	- Social networks. - Advertisements on TV. - Packing products. - Channel promotions.
<b>Auchan</b>	- Wipes. - Scoring pads. - Gloves. - Scullery maid. - Broom. - Mop.	1,5€	- Packing products
<b>Carrefour</b>	- Scouring pads. - Wipes. - Gloves. - Scullery maid. - Broom. - Mop.	2,9€	- Packing products
<b>Bosque Verde</b>	- Scullery maid. - Broom. - Wipes. - Scouring pads. - Mop.	1,6€	- Packing products

<sup>1</sup> In the annex are the tables with the prices of the products from which the average prices are obtained.

<p><b>Polti</b></p>	<ul style="list-style-type: none"> <li>- Vacuum cleaners</li> <li>- Electric brooms</li> <li>- Steam cleaners</li> </ul>	<p>194,5€</p>	<ul style="list-style-type: none"> <li>- Social networks.</li> <li>- Advertisements on TV.</li> <li>- Packing products.</li> <li>- Channel promotions.</li> <li>- Technology websites</li> </ul>
<p><b>Bosch</b></p>	<ul style="list-style-type: none"> <li>- Vacuum cleaners</li> <li>- Electric broom</li> </ul>	<p>210,75€</p>	<ul style="list-style-type: none"> <li>- Social networks.</li> <li>- Advertisements on TV.</li> <li>- Packing products.</li> <li>- Channel promotions.</li> <li>- Technology websites.</li> </ul>
<p><b>Scottex</b></p>	<ul style="list-style-type: none"> <li>- Paper towels</li> <li>- Napkins</li> </ul>	<p>2,63€</p>	<ul style="list-style-type: none"> <li>- Social networks.</li> <li>- Advertisements on TV.</li> <li>- Packing products.</li> <li>- Channel promotions.</li> </ul>

### 2.3.3. Market analysis

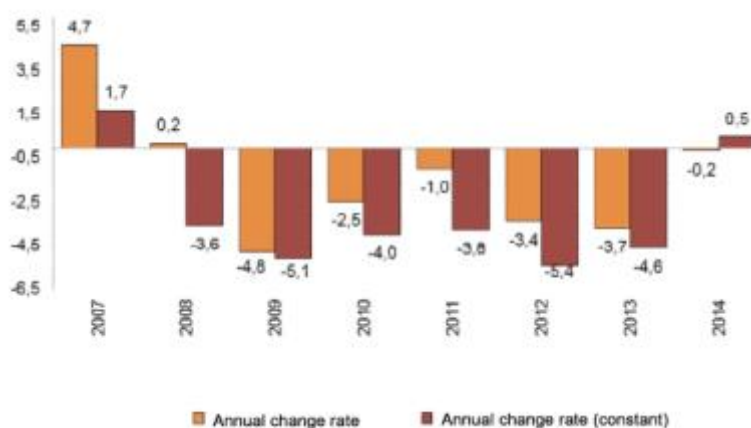
#### 2.3.3.1. Sector Analysis

According to the National Institute of Statistics, the cleaning products sector is placed in the group of costs of other goods and services with an average expenditure per family of €2.058, a 7.6% from the total costs. The average expenditure per household reached its peak in 2007 with an average expenditure of € 31.711 due to INE data. Nevertheless, as it is shown in the Graph 6 spending has presented a constant reduction between 2008 and 2014, a drop of 14.7% with annual decreases among those years of 4%. In 2014, the trend is reversed by registering an increase since 2007.

This reduction occurred because of the economic crisis that affected many families in Spain. There were expenditure cuts (see Graph 6) in not-so-essential expenses. On the other hand, the ones that suffered most drastic cuts were those groups of leisure with a

cutout of 29.7% representing €648 of reduction followed by group 2 corresponding to dress and shoes with a reduction of € 567 (29.2%). Furthermore, the groups that suffered fewer cuts were health (with a cut of 5%), per household (only cut €55), to food and non-alcoholic beverages (corresponding to group 1 with a cut of 12%). It should be noted that the only group that did not suffer cuts, its rate of change is positive, was housing, water, electricity and fuels with 1.2%. In addition, this period coincides with maximum unemployment peaks, so families had less income and they had to cut down expenses to continue forward.

**Graphic 6. The evolution of annual average expenditure per household.**



Source: INE.

During 2008 and 2014, a decrease in the average expenditure occurred and it comes to the group of other goods and services. It corresponds to the group of cleaning products and there was a reduction of €351 because the Spaniards could not purchase those types of products. As it is shown in Graph 7, the minimum expense on this group was in 2013 with a total spending of €37.234.300. However, in 2008, the total expenditure about of €41.244.331.

That period was a big economic problem for companies like Spontex, Vileda or Scotch Brite because the manufactured products had an average turnover. Their consumption does not occur as frequently as other products and the reduction of € 351 is a very strong one. For this reason, these companies had to make adjustments in their accounts to reduce expenses. Multiple firings occurred in various factories to conform to the trend of the market and not have to not take the quality down.

On the one hand, the autonomous community that spends more on this group is Catalonia (7.006.647€), followed by Madrid (6.383.241). On the other hand, the

communities that spend less money to this group are Ceuta and Melilla (€94.349), and La Rioja (€236.903).

**Graphic 7. The development of total expenditure, other goods and services.**

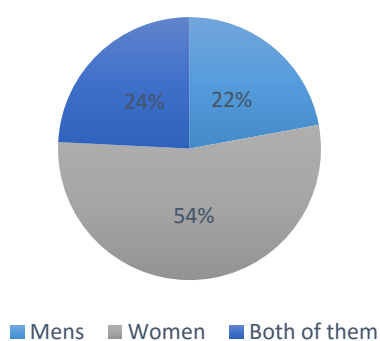


Source: Own elaboration. Data: INE.

### 2.3.3.2. Consumer Analysis

According to a Nielsen study on the trend and attitudes around the world towards cleaning products responsible for the household chores, 49% of respondents answer that the female is in charge of almost all of the house cleaning. On the other hand, 30% of respondents says that home cleaning is a shared task and only 15% said that the men are responsible for domestic cleaning. Regarding responsibility for the purchase of such products, the trend is similar to who does the cleaning.

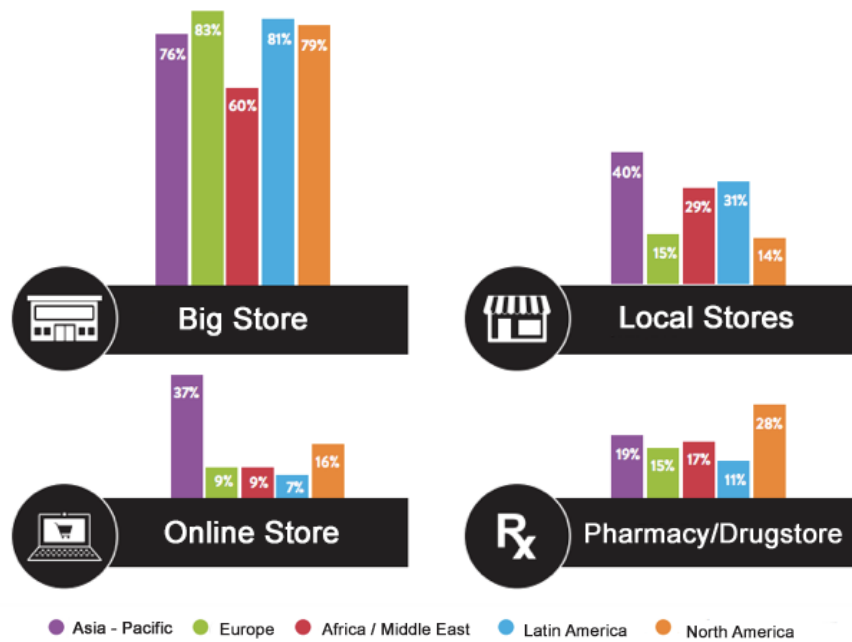
**Graphic 8. Purchasing cleaning products.**



Source: Own elaboration. Data: Nielsen Global Home Care survey, Q3 2015

The sector of home care and hands protection is a sector where consumers tend to buy products in establishments or large surfaces. It is a sector characterized by high innovation in its products were constantly there are improvements to ensure the highest performance.

**Graphic 9. Stores to purchase cleaning products.**



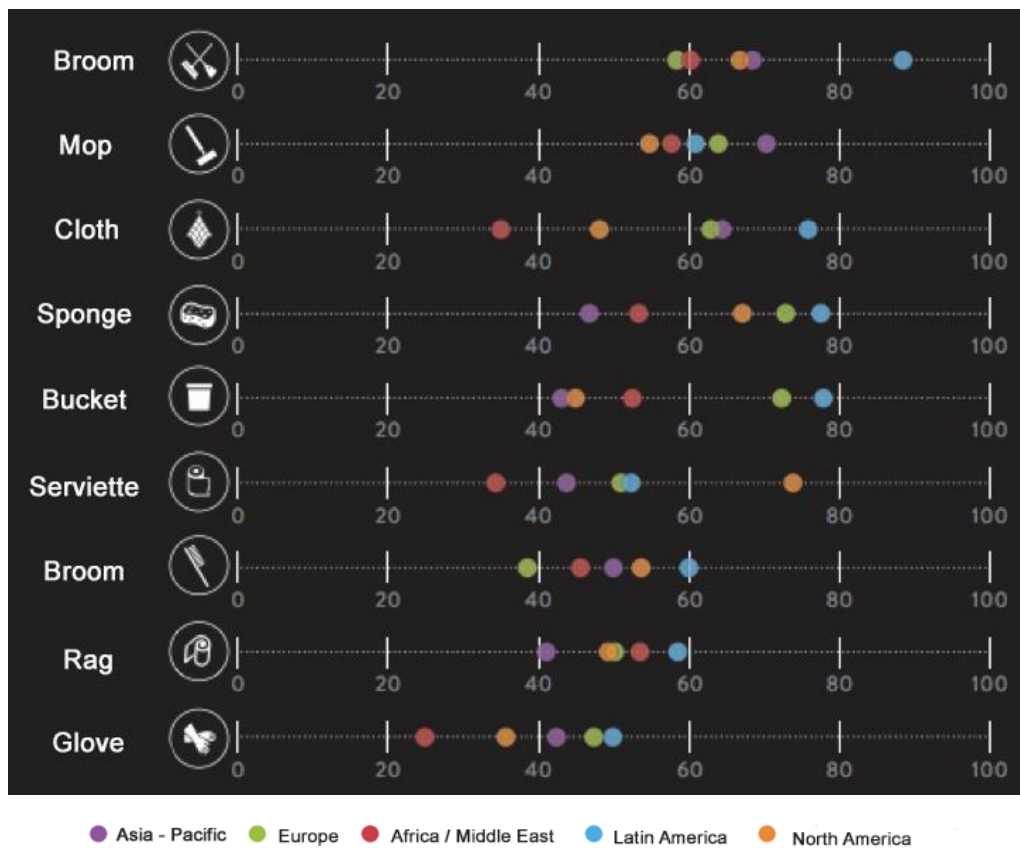
Source: Nielsen Global Home Care survey, Q3 2015.

The first option to purchase cleaning products are the large chains, 83% in Europe. This is due to the fact that the big chains offer a wide variety of home care and hand protection products. In addition to the prices offered are much more competitive than local shops because the companies offer discounts for large purchases.

The local shops will offer a slightly higher price and also the variety of products will be reduced by physical limitations that have these stores. The online purchase in this kind of products still has not developed, but already begin to emerge some outbreaks of purchases and in the near future sales are expected to duplicate.

If we take into account the most bought products by Spanish consumers and in the rest of Europe stand out abrasives (for its high usefulness apart from its functions that cover a wide range of utilities, so it is a product occurring in many Spanish households), mop (commonly used in Spanish homes given their ease and efficiency) and the broom (traditionally was one of the essential elements in Spanish households, but with the emergence of the mop, this was given way by the innovative ones).

Figure 19. The used products.



Source: Nielsen Global Home Care survey, Q3 2015.

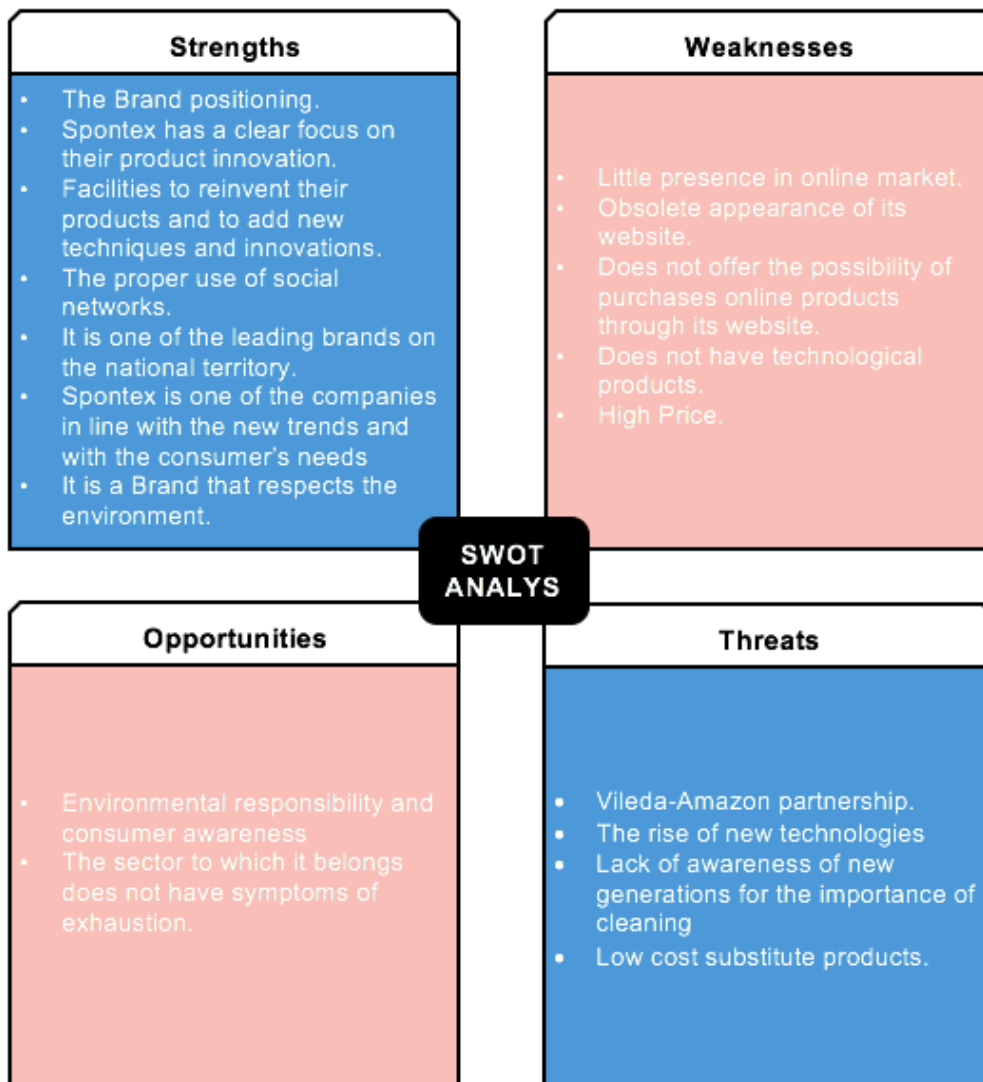
Consumers buying these products take into account their efficacy that represent a real important attribute, since the aim of these products is to clean well and their real performance. Moreover, to this attribute will complement the experience and confidence in the brand, through experience customers know how it works, what is their performance, duration, and this will be showing confidence on the mark. So, if the experience is satisfactory they will to continue to consume brand products instead of buying other kind of products.

Another trend in consumers that grows with the years is the search of products without a harmful impact on the environment, both in the manufacturing and use. So, consumers will choose the purchase depending on their impact and even the company that produces the product.



### 3. SWOT ANALYSIS

Table 3. Swot Analys



Source: Own elaboration.

#### Strengths

- The brand positioning: Spontex carries more than 80 years producing in the sector of home care and the hands protection which provide it to know perfectly the market which is directed
- Spontex has a clear focus on their product innovation by: developing products and materials for their manufacture, employing new technologies that appear on the market and reducing the impact on the environment.



- Facilities to reinvent their products and to add new techniques and innovations: its R&D department is in charge of developing the best products for each application.
- The proper use of social networks: Spontex constantly carries out campaigns through Social Media that are really interesting, encouraging the interaction with users and therefore publicise the brand.
- It is one of the leading brands on the national territory: the company is present in all the chains of distribution instead of its main competitors.
- Wide range of products: Spontex offers a broad portfolio of products for different uses and it can meet more precisely the peculiarities that customer's need.
- Spontex is one of the companies in line with the new trends and with the consumer's needs: the company offers economic, aesthetic and ecological products.
- It is a brand that respects the environment: investing to reduce the impact of their produce through the analysis of the materials used, the containers used to house their products, the transport and industrial labour in its factories.

### **Weaknesses**

- Little presence in online market: the company is present only in Amazon and many of the products marketed are not available.
- Obsolete appearance of its website: many products that are not commercialized today still continue to emerge on the website of the company.
- Does not offer the possibility of purchases online products through its web site: currently, many customers do not have time to buy physically and they make the majority of shopping on the internet.
- Does not have technological products: Spontex has not entered in the sector of technological cleaning products. However, its main rivals are covering this sector with great results.
- High price: Spontex products have a higher price than its competition.

### **Opportunities**

- Environmental responsibility and consumer awareness: Spontex through products performs a process of consumer awareness in order to know that their products generate less impact on the environment.
- The sector to which it belongs does not have symptoms of exhaustion: the prices continued to increase despite being a mature sector.



## **Threats**

- Vileda-Amazon partnership: through Dash Button the main competitor of Spontex advanced that customers could make orders of its products online through a device provided by Amazon, which, with only one press, within 24 hours the customer will receive the product.
- The rise of new technologies: has led to many customers decide to stop buying traditional products instead of technological products such as mechanical broom or vacuum cleaner robot
- Lack of awareness of the new generations for the importance of cleaning: new generations of consumers do not see as something fundamental the household cleaning or care; for these reason the needs associated with these are secondary as priorities.
- Low cost substitute products: distributor brands offer to their customers similar products to Spontex at a lower price which makes them very competitive.

## **4. SEGMENTATION**

Spontex offers to their customer's products with greater innovation, quality for cleaning performance and amazing results. Thus, target market will be defined by current company's customers as well as potential ones.

There is an age group between 15-30. This group includes both men and women and the attitude in the purchase is similar in both genders. It is characterized by buying products based on price and it does not show great interest in quality or brand. Although, the custom inherited from their parents may be an incentive to leave the zone of low-priced products. In addition, they show a special attention in the ecological products.

Furthermore, women between 35-50 years are consumers seeking a substantial quality in products for cleaning. In addition, in such products brand loyalty is not very substantial, but instead the performance of the product and the custom play an important role. This age group tend not to risk with new products for fear that does not function as the current ones or by not knowing how to take full advantage of their utilities. On the other hand, the men of 35-50 years are characterized as consumers who buy by brand without considering the quality of other brands. They are more rational in that sense, but are also characterized by taking risk in their purchases on the case of a new product they like to



experience its performance to see if it really works or not. So, they are not so reluctant to innovation.

Finally, the group of 51 - years is a sector whose impulse to buy is based on the brand. It carries many years consuming such products and therefore are well aware of the type of products produced by different types of brands. So, it will be reluctant to change their usual brand for a new one even though the competition offers many other advantages of competitive products. This sector is also moved by prices. The customer will consume white brands according to the low price and similar benefits that will lend. However, this sector is characterized by the standards of quality of products and by quality-price ratio which is a key factor in purchases made by this sector of age.

## **5. OBJECTIVES**

### **5.1 Overall objective**

The overall objective of Spontex is to increase the consumer's awareness of the brand by satisfying their needs through improvement of the products and including the latest innovations to make the use experience as effective as possible.

### **5.2 Specific objectives**

- **Commercial objectives**

- 1. To get 15% of new customers in 2017.**

For the next year, Spontex expected to increase its customers by 15% with new customers, as well as to maintain and retain the current ones. So, the company is focusing on the sector of 18-30 years, which is characterized by young people who have just become independent and are starting to buy these types of products for the first time. To reach this type of clients the company performs different campaigns on social networks to get know the brand and the attributes of its products showing that the price is not everything, less on such products. It will also get new customers by starting to recover the customers lost during the economic crisis that produced a transfer of customers towards private labels because of the price.

- 2. Increase the company's sales by 5% in 2017.**

Spontex expects his company's sales to increase 5% within a sector of age which until now has not had given much importance due to its difficult access. Thus, through opportunities offered by social networks influence this segment

should be able to increase the sales. Moreover, according to the International Monetary Fund the percentage is related to the expected growth of GDP in 2017 would be at 2.1%

**3. Produce 4 current products with blue fiber in 2017.**

Spontex is pioneer in the use of innovations in their products to get an optimal performance. The blue fiber is the result of its R&D department with recycled plastic bottles compounds manufactures components of their products; a material that is known as ecological because of its zero impact on the environment. Nowadays, this field is only used in sponge but in 2017 is expected to extend to a total of 4 products, 2 cloth and 2 steel-wool pad. In the coming years, it is expected to expand to the whole the range of products.

- **Relational objectives.**

**4. Get 95% of satisfied customers in the coming year.**

Spontex is a company involved in the client's needs which strives every day to offer the best products on the market and after using them the satisfaction should be higher than expected. Moreover, to reach this objective the company is in constant contact with customers to meet their needs and to implement them in new products.

**5. Increase the interaction with customers in 2017.**

The company with the social networks boom started to use them in order to promote their new products. From 2016, Spontex made the first step to interact with customers challenged them to do different actions in order to improve their interaction. In 2017, it is expected to continue this interaction and to use the social networks to find out more about the opinions of customers and their needs.

- **Financial objectives.**

**6. Increase the benefit of the company by 10% in 2017.**

In next year, it is expected to reach profits of 3.176 million euros, this means 414 thousand million euros over the previous year. This benefit is expected to get from the new segment of customers, such as 15-30 years, and also with organic products because the companies operating in this segment are aware of the environmental impact of enterprises. In 2017, the benefit will increase from now on manufacturing costs of products and from the objective to increase the sales by 5%.

## **6. STRATEGIES**

The current strategy conducting by Spontex is based on offering quality products, including the latest innovations on the market with regard to the care of home and hands protection at a competitive price. In this section, we will give solution to the objectives set in the previous section through strategies and measures that the company can perform to achieve them.

### **6.1. Growth and diversification strategy**

To analyze the strategy growth and diversification we will use the Ansoff matrix, since it is a perfect tool to determine the strategic direction for the strategic growth of Spontex. What is more, it relates the products with markets.

**Table 4. Ansoff matrix.**

		PRODUCTS	
		Existing	New
MARKETS	Existing	Market penetration	Development of new products
	New	Development of new markets	Diversification

*Source: Own elaboration.*

With regard to Ansoff matrix, the company should adopt the strategy of market penetration since this strategy is intended to increase current customers through the differentiation of their products. For this, a very interesting possibility would be to broaden the range of manufactured products with blue fiber to reach the goal and it would also be a claim for those consumers who are aware of the environment. Thus, it would attract and increase the number of clients of the company. Through this measure would be a claim effect for competition customers since they would be interested to prove the benefits of this new component (blue fiber) which will improve our image; since recycled plastic bottles are used for the manufacture of blue fiber.

Furthermore, the company should link the penetration strategy on the market with the development of new products. As has been seen it in the analysis of the competitors, Spontex increasingly has more competitors in the segment of generic competition and



all of them in technological cleaning products. Currently, the company does not manufacture any technological product unlike its main competitor Vileda, which has already incorporated different products in its catalog. It is a segment that Spontex has not explored yet and that with its brand image of being one of the top home care companies would give a favorable position instead of others, increase sales and attract potential customers who had to rely on competition to acquire such products.

## **6.2. Competitive strategies**

The strategy that Spontex should undertake is the strategy of leader, since the company occupies a leading position, in addition to mark changes and trends in relation to products, prices.

Spontex must be constantly attentive at the attacks of its main competitors such as Vileda and Scotch Brite. Therefore, the company must defend their market share through various strategies in order to defend its position. It is important to defend its position and something more, if not it may be falling in the nearsightedness of marketing. Thus, it should focus its actions to satisfy the consumer's mind and in this way the response of consumers will remain satisfactory for Spontex; therefore, it will continue to be the leading company.

## **6.3. Strategy as competitive advantage**

The competitive advantage in this sector is very important because the group of companies that manufacture products for the home care and hand protection produce highly similar products. What is more, to have a competitive advantage means to acquire a superiority over other companies and mainly over its main competitors. So, this advantage must be maintained over time to be really effective for the company.

In the case of Spontex should be performed a competitive strategy based on differentiation through product, since, being a sector with very similar products, the company should sell products that are perceived as superior to the competition. Therefore, the company have to invest in R&D because this encourages its differentiation strategy. It allows to get new forms of production or new materials used in their products increasing their quality and therefore to be able to sell products at a relatively higher price to its competitors since they can afford it due to its renowned reputation in the market and therefore its profitability will be increased. Spontex should continue producing sustainable products with the environment, due to the high degree

of awareness that would allow it to be a pioneer in this sector and differentiate from its competitors.

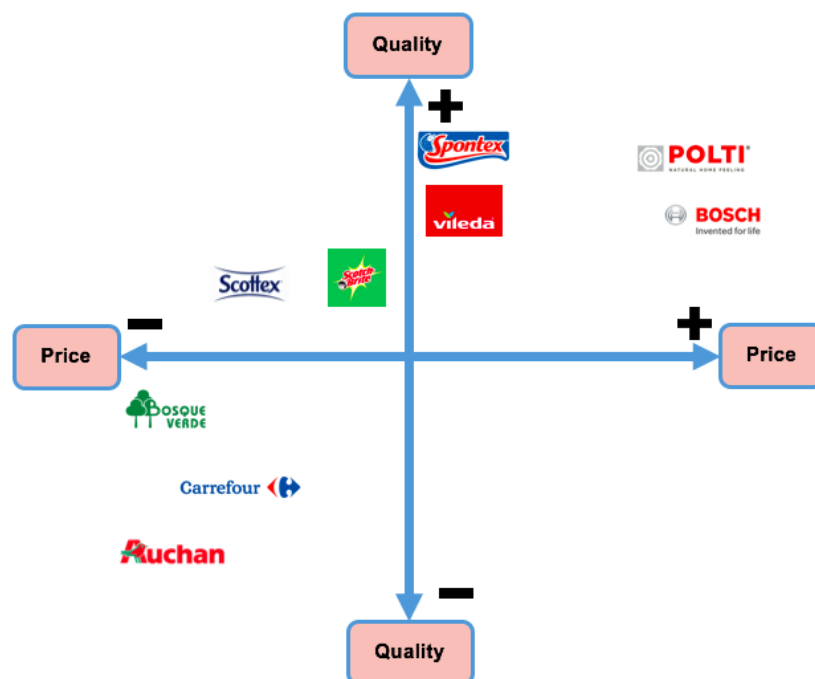
#### **6.4. Segmentation strategy**

For the choice of the market objective to which Spontex intends to direct, the company will carry out a strategy of expansion of the product line, because that will go with several products in the home care and hand protection the entire market which is sufficiently large and profitable. Moreover, the company should satisfy the market necessities with a wide range of products that together can meet the total need of the market. It is expected that young people with a greater awareness to choose the organic products that the company expects to produce this year. For upper age segments, it will continue to possess the traditional products and at the current price, since the interest of these segments is different.

#### **6.5. Positioning strategy**

Taking into account the above study to identify the company's competitors of Spontex, we can locate them on a map of positioning where is located the company and the rest of consumers. The criteria that will determine their location will be the price and the quality of the products manufactured and sold.

**Table 5. Positioning map.**



Source: Own elaboration.



## 7. MARKETING MIX ACTIONS

### 7.1. Summary actions plans

ACTIONS	OBJECTIVES
<p><b>Action 1.</b> New line of product: Technological cleaning products.</p>	<p>1. Getting 15% of new customers in 2017. 2. Increase the sales of the Company by 10%. 6. Increase the benefit of the Company by 15%.</p>
<p><b>Action 2.</b> New line of product: 100% organic products.</p>	<p>1. Getting 15% of new customers in 2017. 3. Increase the range of products manufactured with blue fiber. 4. Get 95% of satisfied customers in the coming year.</p>
<p><b>Action 3.</b> New line of product: Scented cloths.</p>	<p>1. Getting 15% of new customers in 2017. 3. Increase the range of products manufactured with blue fiber. 4. Get 95% of satisfied customers in the coming year.</p>
<p><b>Action 4.</b> New line of product: Family products.</p>	<p>2. Increase the sales of the Company by 10%. 3. Increase the range of products manufactured with blue fiber. 6. Increase the benefit of the Company by 15%.</p>
<p><b>Action 5.</b> Redesign the website.</p>	<p>2. Increase the sales of the Company by 10%. 6. Increase the benefit of the Company by 15%.</p>
<p><b>Action 6.</b> Create an app to help how to use the product correctly.</p>	<p>4. Get 95% of satisfied customers in the coming year. 5. Increase the interaction with the customers in 2017.</p>

<p><b>Action 7.</b> Photography and video in Facebook contests.</p>	<p>4. Get 95% of satisfied customers in the coming year. 5. Increase the interaction with the customers in 2017.</p>
<p><b>Action 8.</b> Promotion of technological, ecological and children's products.</p>	<p>1. Getting 15% of new customers in 2017. 2. Increase the sales of the Company by 10%. 6. Increase the benefit of the Company by 15%.</p>
<p><b>Action 9.</b> Give a hedgehog plush by buying lots of Spontex.</p>	<p>4. Get 95% of satisfied customers in the coming year. 5. Increase the interaction with the customers in 2017.</p>
<p><b>Action 10.</b> Record 1.500 likes on Facebook.</p>	<p>4. Get 95% of satisfied customers in the coming year. 5. Increase the interaction with the customers in 2017.</p>
<p><b>Action 11.</b> Red cloths for the fight against AIDS.</p>	<p>1. Getting 15% of new customers in 2017. 2. Increase the sales of the Company by 10%. 6. Increase the benefit of the Company by 15%.</p>
<p><b>Action 12.</b> The 20% discount on online shopping.</p>	<p>2. Increase the sales of the Company by 10%. 4. Get 95% of satisfied customers in the coming year.</p>

## **7.2. Product decisions**

### **Action 1. New line of product: Technological cleaning products.**

Objectives that satisfy:

1. Getting 15% of new customers in 2017.
2. Increase the sales of the Company by 10%.
6. Increase the benefit of the Company by 15%.

**Period of implementation:**

Long term.  
(Within 2 years)

**Description:** A new line of products characterized by the use of technology with what Spontex completes its range of products offering the customer an extensive portfolio of products with the aim to meet their needs. In this case, it would have two new products, which today are on the rise due to its great usefulness and its potential for use, electric broom and vacuum cleaner. These will be made from the same materials and use only the employment will be different. The electric broom has to be controlled while the robotic vacuum cleaner can be autonomous in its functioning.

**Figure 20. Technological products.**



*Source: Own elaboration*

Both products have the same technology and there will be two kinds of models in both products. One will be the "Ergonomic" lower class model with limited features, but that it will comply with its efforts to absorb in a very efficient way. The battery will have a more limited duration and the aspiration options are more limited than in the high-end models. The other model will be "Expert" that will have superior characteristics such as: wirelessly recharge, long-lasting cyclonic suction system Li-on battery, a far superior product to the competition at a technological and design level and for the consumer being able to choose between different colors.

To start the production of such products, Spontex can reach agreements with technological producers or competitors in order to provide it the necessary components, mainly the technological ones until the company will be able to develop their own components and to improve them.

**Action 2. New line of product: 100% organic products.**

**Objectives that satisfy:**

1. Getting 15% of new customers in 2017.
3. Increase the range of products manufactured with blue fiber.
4. Get 95% of satisfied customers in the coming year.

**Period of implementation:**

12 months.

**Development:** According to the market trends in the Pestel analysis we can observe as customers show a great concern for the environment. So, if Spontex will include a line of 100% organic products such as cloths or scourers it will be an incentive for consumers who are sensitive to the environment and the consequences of pollution acquiring these products would offer to the market a fully ecological product as well as for the manufacture of the blue fiber, a component that added to other ecological as it can be cellulose and pulp wood from ecologically managed forests. In 2017, these measures would increase the sales and the company would reach the goal of producing four new products with blue fiber and also it would even get potential customers from the competition. It is important to differ in packing with shades of green or any logo to indicate that the products are 100% organic.

**Action 3. New line of product: Scented cloths.**

**Objectives that satisfy:**

1. Getting 15% of new customers in 2017.
3. Increase the range of products manufactured with blue fiber.
4. Get 95% of satisfied customers in the coming year.

**Period of implementation:**

12 months.

**Development:** One of the strategies pursued by Spontex is the differentiation through innovation on its products. A possible innovation in the field of home care products and hand protection would include a fragrance when we are using them to permeating aroma on the objects and in the case of gloves to avoid the smell of latex. At first, it can be introduced the basic scents such as vanilla or coconut in cloths and then, if the reaction of the public is the desired the company can introduce more types of scents even to extend it to other products. Nowadays, this type of product would be revolutionary

because does not exist cloths with aroma in this sector; enhancing at the same time the experience of use.

Figure 21. Scented cloths<sup>2</sup>.



Source: Own elaboration.

**Action 4. New line of products: Family products.**

**Objectives that satisfy:**

- 2. Increase the sales of the Company by 10%.
- 3. Increase the range of products manufactured with blue fiber.
- 6. Increase the benefit of the Company by 15%.

**Period of implementation:**

12 months.

**Development:** A range of family products will be designed. These will be similar to the current products, but with a new design that would not be available for all products. The only ones included in this family range will be the scouring pads, cloths and gloves with the Spontex hedgehog colors prints. This initiative intends to involve the children to help the parents in the work home educating and encouraging them to do this through products created only from the smallest of the house. This type of product will be available in the distribution channels and on the web and are addressed to young families ranging from 30-50 years with children less than 15 years with the aim of the children participation in the household.

<sup>2</sup> The figure 21 contain text in Spanish because they are products for the Spanish market.

**Figure 22. Children's products.**



*Source: Own elaboration.*

### **7.3. Price decisions**

The method of pricing will be based on costs, since they will focus on details of the costs for the establishment of the final price of the different products. Moreover, it is also very easy to apply it for the company and within it is used outside in the price. Thus, it is considered that part of the established price will correspond to the margin and this would not calculate on costs, but yes as a percentage of the price.

Technological products: Such products will use a technology for its manufacture and other than the rest of products. In addition, the same product incorporates similar technology as its competitors and from here result the similar price on this type of product.

<b>Electric broom</b>	
Ergonomic	120€
Expert	160€

<b>Robot vacuum cleaner</b>	
Ergonomic	60€
Expert	100€

Organic products: Organic products will be produced by 100% organic materials. Thus, the components will be more expensive than products industrially produced without using these types of components. Both the cloth and the wool's price will be €1, more expensive than the usual one. To set this price has been investigated ecological products in the cleaning sector and has been compared to the price with the normal product. What is more, the average of the difference of the various products was of €1.

Wipes with scent: From the beginning, the scented products will have two unique scents the cinnamon and coconut. To add scents to products does not imply a higher cost for the company. So, scented products will be priced slightly higher than the normal with a difference of €0.25.

Family product: For their production, the company will need to employ the same materials as for the current ones. Thus, its price will be the same as those products.

#### **7.4. Distribution decisions**

##### **Action 5. Redesign of the website**

###### **Objectives that satisfy:**

2. Increase the sales of the Company by 10%.
6. Increase the benefit of the Company by 15%.

###### **Period of implementation:**

12 months.

**Development:** Due to a weakness detected in the SWOT analysis in relation to the dated aspect of the web, this action aims to perform an aesthetic lift by redesigning it. So, it has to correspond with the reality and to introduce the possibility for users to buy the brand from the corporate website. Moreover, it would introduce a new distribution channel to the existing ones.

The growing demand for products over the internet can be a great opportunity for Spontex to introduce the possibility of purchase of its products through its own website, also there will be lots of products that include an assortment of different products; this will allow a more direct contact with consumers to identify their needs through demands. However, as an ultra-short channel there would not be any kind of intermediary between Spontex and consumer. It is a channel that the company does not owned yet. There will be a section where you can register and enter personal data and address of sending the order. The customers may use PayPal payment methods and credit cards. Shipping will be €9 for the addresses of the peninsula while €12 for the islands. Furthermore, if you make a purchase of more than €35 the shipping will be free; this encourages to buy more products.

On the one hand, the logistics warehouse from Barcelona, where are stored all the products for the domestic market, once received the order it will prepare and send through the main shipping companies. It is expected a satisfactory result and to reach agreements with these companies by reducing the shipping cost for orders lower than €35. On the other hand, the customer will receive an email with the details of the shipment, the approximate date of arrival and the tracking number if they want to follow the delivery.

**Figure 23. Spontex web with online purchase<sup>3</sup>.**



Source: Own elaboration.

**Action 6. Create an app to use the product correctly.**

**Objectives that satisfy:**

- 4. Get 95% of satisfied customers in the coming year.
- 5. Increase the interaction with the customers in 2017.

**Period of implementation:**

12 months.

**Development:** The company will create a free app available for Android and iOS with tips about the use of Spontex products. There will be additional uses or the best products for a specific need. Registration will not be required. There will be a directory with images of products and when we access the product there will be a brief explanation of their use, the materials with which it is manufactured. In the bottom part, it will have different options such as the uses of the product, other uses and objects to use the product.

<sup>3</sup> The figure 23 contain text in Spanish because it is the Spanish website of the company.



Figure 24. Spontex app.



Source: Own elaboration.

## **7.5. Communication decisions**

### **Action 7. Photography and video in Facebook contests.**

#### **Objectives that satisfy:**

4. Get 95% of satisfied customers in the coming year.
5. Increase the interaction with the customers in 2017.

#### **Period of implementation:**

12 months.

**Development:** Competitions in social networks have very good reception. For this reason, Spontex held photo and video contests on Facebook with brand products. This will allow a greater interaction with customers by encouraging them to use the products to show the great benefits that provide a huge advertising brand and products. The users will vote and elect their finalists. The awards that are granted for two finalists in both video and photography will be a subscription to Netflix. This prize is a great advertising and the cost is less than € 200 for both winners. So, there will be some legal bases in the company's website with a lot of contest rules which, in regard of noncompliance, the application will be suspended.

### **Action 8. Promotion of technological, ecological and children's products.**

#### **Objectives that satisfy:**

1. Getting 15% of new customers in 2017.
2. Increase the sales of the Company by 10%.
6. Increase the benefit of the Company by 15%.

#### **Period of implementation:**

12 months.

**Development:** Sales promotion focused on the consumer has been chosen to encourage an incentive to buy short-term. With three different product lines, promotions carried out will be different between them. On the one hand, in connection with technology products will be used the web to publicize products through explaining images and videos where can be found. Facebook, Twitter and Instagram also will be used to make them known via a link to redirect them to the Spontex website. The organic products, a part of the promotions on social networks of the company, will have a total of 5 million free samples of cloths and non-organic pads and also a booklet with the reasons why would be interesting to choose the ecological products in upcoming purchases.

On the other hand, in the line of children's products, the promotion will be on social networks to make them known. The possible customers will be informed that there are already made lots that include an assortment of children's products as well as a hedgehog plush toy that is available on the website of the company. However, in the first year, the purchase of brand will be screen-printed in wrappers, it will be an 20% immediate discount on the purchase of children's products. It will be effective in the child product if you purchase the normal product together with the infant.

**Action 9.** Give a hesgehog plush by buying lots of Spontex.

**Objectives that satisfy:**

- 4. Get 95% of satisfied customers in the coming year.
- 5. Increase the interaction with the customers in 2017.

**Period of implementation:**

12 months.

**Development:** In the online shopping will be lots of manufactured products, that include various products as mentioned above, but also there will be lots in family products. So, if you make the purchase of one of these lots, then you will receive a hedgehog plush for kids. These aims to encourage the purchase of family products.

**Figure 25. Fluffy hedgehog**



*Source: Own elaboration.*

**Action 10. Record of 1.500 likes on Facebook.**

**Objectives that satisfy:**

4. Get 95% of satisfied customers in the coming year.
5. Increase the interaction with the customers in 2017.

**Period of implementation:**

12 months.

**Development:** The company along with video and photo contest campaign expects to exceed the figure of 1,500 likes on its Facebook page. It will foster the interaction to make a lot of likes in all their publications and if in any of them will beat the record then a new campaign will held in which every day of the week following the publication with 1,500 likes brand products are given. To reach those Likes, Spontex issued a publication with the product which is drawn that day and users must give it Like, Share the publication and write a comment at 15:00; those users who meet such requirement came into the draw of the promoted product.

**Action 11. Red clothes for the fight against AIDS.**

**Objectives that satisfy:**

1. Getting 15% of new customers in 2017.
2. Increase the sales of the Company by 10%.
6. Increase the benefit of the Company by 15%.

**Period of implementation:**

12 months.

**Development:** With the intention to promote a supporting image of the organization and sensitized with AIDS disease, Spontex will launch a red cloth where 50% of the benefit of the wrath destined to the Spanish Stopsida.org Association in order to continue investigating about the healing. This will encourage the awareness of consumers and also will generate opinions in the means of communication as well as the promotion of the product. It will be a usual cloth that produces Spontex but with the addition that it will be completely red and 50% of the benefit will provide for AIDS research.

Figure 26. Solidarity cloth<sup>4</sup>.



Source: Own elaboration.

**Action 12.** The 20% discount on online shopping.

**Objectives that satisfy:**

1. Getting 15% of new customers in 2017.
2. Increase the sales of the Company by 10%.
6. Increase the benefit of the Company by 15%.

**Period of implementation:**

12 months.

**Development:** In order to encourage the arrival of purchases through the web of Spontex, the first 12 months of its implementation will offer to the guests a 20% discount on purchases over € 35. This will encourage customers to become familiar with the new available section and if they find it attractive retain them. On the other hand, the company obtains customer data and add it to the database for future promotions. To make customers aware of this promotion, Spontex will launch campaigns through their social networks in order to let known the online arrival shopping and the allowance of the discount in the 12 first months.

Figure 27. Promoción 20%<sup>5</sup>.



Source: Own elaboration.

<sup>4</sup> The figure 26 contain text in Spanish because it is a product for the Spanish market.

<sup>5</sup> The figure 27 contain text in Spanish because it is an advertisement for the Spanish market.

## **8. BUDGET**

This budget is directed to Mapa Spontex Iberica.

<b>Action</b>	<b>Description</b>	<b>Budget</b>
<b>Action 1.</b> New line of products: Technological cleaning products.	Development of the new product line.	5.000.000€
<b>Action 2.</b> New line of products: 100% organic products.	Blue fiber R&D	Own development Own development
<b>Action 3.</b> New line of products: Scented cloths	Vanilla flavour Coco flavour	5.000€ 5.000€
<b>Action 4.</b> New line of products: Family products	Cloths and pads with prints of patterns urchin.	Free (Own development)
<b>Action 5.</b> Redesign of the website.	Redesign of the web TPV Payment module Certificate SSL	4.000€ 240€ per year 100€ per year 85€ per year
<b>Action 6.</b> Create an app to help to use the products correctly.	Simple application, does not include databases, shopping or web services.	4.500€ (Creation of the app for Android and iOS) 200€ annual maintenance.
<b>Action 7.</b> Photography and video in Facebook contests.	Netflix subscription	191.76€
<b>Action 8.</b> Promotion of technological, ecological and children's products.	Social networks Packing design Free samples Explanatory brochures	100€ Free (Own design) 1.300.000€ 50.000€
<b>Action 9.</b> Give a hedgehog plush by buying lots of Spontex.	Hedgehog plush (12000 units)	5.000€ (0,41€ unit)
<b>Action 10.</b> Record 1.500 likes on Facebook.	Spontex products	Free
<b>Action 11.</b> Red clothes for the fight against AIDS	Packaging Red dye	Free (Self-developed) Free

## 9. CONTROL

Objectives	Measuring Frequency	Control Method
1. To get 15% of new customers in 2017.	Quarterly	Sales of technological, ecological, scented cloths and children's products. Reviewing the result of the sales.
2. Increase company's sales by 10%.	Quarterly	Review sales every 3 months by comparing them with those of the previous year.
3. Increase the range of manufactured products with blue fiber.	Biannual	Identify products made with blue fiber and identify those that still do not include this material every 6 months
4. Get 95% of satisfied customers in the coming year.	Quarterly	Out questionnaires, via email or physically in the supermarkets to get know the opinion of consumers.
5. Increase the interaction with customers in 2017.	Bimonthly	Number of visits on the web, social networks, the number of likes, reviews.
6. Increase the profit of the Company by 15%.	Biannual	Review results of Mapa Spontex Iberica compared with the previous year.

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## **11. ANNEXED**

<b>Vileda</b>	<b>Prices</b>
<b>Electrical products.</b>	<b>254</b>
Electric broom	35
Robotic vacuum cleaner	99
Robotic mop	90
Window cleaner	30
<b>Scullery maid</b>	<b>13,75</b>
Replacement scullery maid	2,5
Cube	11,25
<b>Broom.</b>	<b>11,04</b>
Picker	3,99
Ergonomic stick	2,49
Replacement broom	4,56
<b>Wipes</b>	<b>5,22</b>
Soft cloth	3,99
Antibacterial cloth	1,23
<b>Scouring pads</b>	<b>3,47</b>
Green scouring	1,5
Scouring pad	1,97
<b>Gloves.</b>	<b>2,26</b>
<b>Mop.</b>	<b>24,78</b>
Replacement mop	7,88
Mop	16,9
<b>Stringing and ironing</b>	<b>47,98</b>
Ironing board	24,99
Clothes line	22,99
<b>Total</b>	<b>108,5</b>
<b>Medium price</b>	<b>7,75</b>

<b>Scotch Brite</b>	<b>Prices</b>
<b>Scullery maid</b>	<b>1,99</b>
Scullery maid	1,99
<b>Brooms</b>	<b>10,99</b>
Ergonomic stick	4,99
Replacement broom	6 €
<b>Wipes</b>	<b>7,83</b>
Microfiber cloth	4,95
Multipurpose wipe	2,88
<b>Scouring pads</b>	<b>2,73</b>
Scouring pad	1,65
Fiber sponge	1,08
<b>Gloves</b>	<b>2,06</b>
<b>Mop</b>	<b>7</b>
Replacement mop	7
<b>Roller fluff free</b>	<b>6,61</b>
Pickle roller	6,61
<b>Total</b>	<b>39,21</b>
<b>Medium price</b>	<b>3,92</b>

<b>Auchan</b>	<b>Prices</b>
<b>Wipes</b>	<b>1,48</b>
Microfiber wipes	0,5
Multipurpose wipes	0,98
<b>Scouring pad</b>	<b>3,26</b>
Scouring pad	1,49
Scouring fiber	0,79
<b>Gloves</b>	<b>0,98</b>
<b>Scullery maid</b>	<b>4,94</b>
Replacement scullery maid	0,69
Ergonomic stick	1
Cubo fregona	3,25
<b>Broom</b>	<b>1</b>
Replacement broom	1
<b>Mop</b>	<b>3,25</b>
Replacement mop	3,25
<b>Total</b>	<b>14,91</b>
<b>Medium price</b>	<b>1,49</b>

Carrefour	Prices
Gloves	0,8
Mop	16
Replacement mop	6
Mop set	10
Scullery maid	4,09
Replacement scullery maid	1,99
Cube	2,1
Broom	5,3
Replacement broom	2,1
Ergonomic stick	1,6
Picker	1,6
Scouring pads	1,7
Scouring pads	1,7
Wipes	1,12
Multipurpose wipes	1,12
<b>Total</b>	<b>29,01</b>
<b>Medium price</b>	<b>2,90</b>

Bosque Verde	Prices
Scouring maids	3,3
Replacement scouring maids	0,7
Cube	2,6
Broom	2,5
Replacement broom	1
Ergonomic stick	1,5
Wipes	2,26
Mircrofiber wipe	1,27
Multipurpose wipe	0,99
Scouring pads	1,8
Scouring pads	1
Scourign fiber	0,8
Mop	4,56
Replacement mop	4,56
<b>Total</b>	<b>14,42</b>
<b>Medium price</b>	<b>1,60</b>

<b>Polti</b>	<b>Prices</b>
<b>Vacuum cleaners</b>	<b>468</b>
Bagless vacuum cleaner	239
Bag vacuum cleaner	229
<b>Electric brooms</b>	<b>211</b>
<b>Steam cleaners</b>	<b>478</b>
Vaporetto	206
Steam gun	99
Steam broom	173
<b>Total</b>	<b>1157</b>
<b>Medium price</b>	<b>192,83</b>

<b>Bosch</b>	<b>Prices</b>
<b>Vacuum cleaners</b>	<b>579</b>
Bagless vacuum cleaner	305
Bag vacuum cleaner	180
Hand vacuum cleaner	94
<b>Electric broom</b>	<b>264</b>
<b>Total</b>	<b>843</b>
<b>Medium price</b>	<b>210,75</b>

<b>Scottex</b>	<b>Prices</b>
<b>Paper towels</b>	<b>9,04</b>
Megarol	1,6
Jumbo	3,45
Giant	3,99
<b>Napkins</b>	<b>1,5</b>
<b>Total</b>	<b>10,54</b>
<b>Medium price</b>	<b>2,64</b>