

MARKETING PLAN OF QUIN CAFE



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INDEX

1.	EXECUTIVE SUMMARY	1
2.	SITUATION ANALYSIS	1
2.1	Internal analysis	1
2.1.1	Presentation of the company.....	1
2.1.2	Mission.....	3
2.1.3	Vision.....	3
2.1.4	Values.....	3
2.1.5	Company resources	3
2.1.5.1	Human resources.....	4
2.1.5.2	Tangible Resources	5
2.1.5.3	Intangible resources.....	7
2.2	External analysis.....	12
2.2.1	Analysis of the general environment (PESTEL analysis)	12
2.2.1.1	Political and legal factors.....	12
2.2.1.2	Economic factors.....	13
2.2.1.3	Social factors.....	15
2.2.1.4	Technological factors	20
2.2.1.5	Ecological factors	21
2.2.2	Analysis of the competitive environment.....	23
2.3	Analysis of the competition.....	25
2.3.1	Levels of competence	25
2.3.2	Main competitors.....	26
2.3.2.1	Summary table of the competition	33
2.3.3	Market analysis	35
2.3.3.1	Sector analysis.....	35
2.3.3.2	Customer analysis.....	36
3.	SWOT ANALYSIS	40
4.	SEGMENTATION.....	42

5. OBJECTIVES	43
6. STRATEGIES.....	44
6.1 Growth and diversification strategy.....	44
6.2 Competitive strategies.....	45
6.3 Strategy as competitive advantage.....	46
6.4 Segmentation strategy	46
6.5 Positioning strategy.....	46
7. ACTION PROGRAMS	48
7.1 Summary action plans.....	48
7.2 Product decisions.....	50
7.3 Price decisions.....	54
7.4 Distribution decisions	55
7.5 Communication decision	55
8. TIMELINE.....	64
9. BUDGET.....	66
10. CONTROL	68
11. INDEX OF FIGURES	69
12. INDEX OF TABLES	70
13. INDEX OF GRAPHS.....	71
14. BIBLIOGRAPHY	72

1. EXECUTIVE SUMMARY

Quin café is a small cafeteria and snack bar located in Burriana. In September 2009, it opened its doors and has not stopped growing since then.

In spite of the crisis, this small business has faced the loss of purchasing power of consumers and is now one of the most highly valued snack bars in the town.

This plan proposes actions to improve the company, giving it a valuable competitive advantage that will allow it to build customer loyalty.

The internal and external situation of the company, the business competitors, the market and several objectives are analyzed.

Finally, an action plan is proposed to enable the company to grow and, in order to make this plan viable, it will be quantified through a budget and subsequent monitoring. All the information about Quin Cafe discussed in the following plan is extracted from research with qualitative interviews with Quin Cafe staff.

2. SITUATION ANALYSIS

Through internal analysis, which includes the presentation of the company, the mission, the vision, the values as well as the financial and marketing resources of the company, we will be able to know the current situation of the company. This analysis is important because it allows to know the market, the competition and allows to confront situations that affect the company.

2.1 Internal analysis

2.1.1 Presentation of the company

The company chosen to this final degree work is Quin Café.

It is a company that is in a mature phase, dedicated to offering the best service at the best possible price. It opened its doors in September 2009 in Carrer Ample in Burriana (Castellón).

Figure 1. Carrer ample, Burriana, Castellón, Spain



Source: Google maps

It is managed by Reme, the owner of the premises, who has the advantage of having 5 years of experience in the sector of the hostelry. Moreover, she has 3 employees who help her in the daily tasks.

In their activity they offer from breakfast as a cafeteria, tapas as a bar and sandwiches as a snack bar. They have a wide variety in their menu, from tapas, salads, hamburgers, hot dogs, sandwiches and desserts.

Since 2011, Burriana has been celebrating the "Ruta de la Tapa" and Quin Café has participated every year and this small company has won four of the eight editions held.

Figure 2. Winner Quin Café ruta de la tapa 2017



Source: Facebook's restaurant

It is a company compromised with the environment, in addition to serving products of the highest quality. They provide a good and fast service thanks to the perfect organization and skills of the people who work there.

2.1.2 Mission

The mission of Quin Café is offering a quality service at the best possible price to exceed expectations and ensure that the customer always repeats.

2.1.3 Vision

The vision of Quin Café is being leaders in quality of service at a local level and to be able to expand the business to other locations.

2.1.4 Values

The values that characterize this company are:

- Quality is reflected in every dish that it offers, which is a fundamental requirement.
- Professionalism and courtesy in order to earn the trust of customers.
- Ambition of improvement. Every day, they try to improve thanks to good work or effort among others.
- Creativity for the services they offer.

2.1.5 Company resources

As for the company's resources, we can distinguish three types: human, tangible and intangible. When we talk about human resources, we are referring to all the employees who work in the company. Tangible resources are those that are owned by the company such as facilities, equipment or raw materials, among others. Finally, intangible resources are difficult to assess as they are neither measurable nor quantifiable.

2.1.5.1 Human resources

The value of human resources is formed by the owner/manager and the 3 employees the company currently works in Quin Café. The owner has the knowledge and skills necessary to run a catering business since she had worked 5 years previously in another sandwich bar –cafeteria

The functions performed by each person within the premises are detailed below:

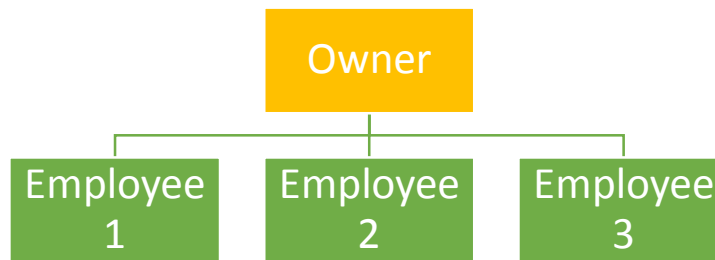
Table 1. Functions

The main functions performed by the owner are:	While the functions performed by employees are:
<ul style="list-style-type: none"> • Organize schedules • Placing orders with suppliers • Economic issues (negotiating with suppliers, payments, cash closing) • Dictate and organize/distribute tasks to be performed by employees • To attend/serve customers • Cleaning of the premises • She is working in the kitchen. 	<ul style="list-style-type: none"> • Carrying out the tasks dictated by the owner/manager • To attend/serve customers both in bar services (coffee and drinks) and to support the cook with tapas and snacks • Cleaning of the premises • Refrigerator filling

Source: own elaboration. Data: by the company

Therefore the organizational chart would look like this:

Figure 3. Organizational chart



Source: own elaboration. Data: by the company

2.1.5.2 Tangible Resources

The tangible resources are divided into financial and physical.

Financial resources:

The owner of the premises invested €120,000 to get her business up and running. This costs are divided into fixed and variable costs:

Table 2. Fixed and variable costs by month

Fixed costs	Variable costs
Loan - 300€	Drinks - 1.200€ (water, vine, beer, milk, cold drinks...)
Water and electricity - 500€	Coffee - 400€
Salaries - 2.000€	Food - 600€ (Baked goods, bread, sausage, meat, eggs, vegetables, ice cream...)
Taxes - 450€	AMOUNT = 2.200€
Self-employed + SS - 1.000€	
Insurance - 50€	

Management - 70€	
AMOUNT= 4.370€	

Source: own elaboration. Data: by the company

The company has fixed expenses of 4,370€ and 2,200€ in variables, the average turnover is 8,000€ so, they get approximately 1,430€ in benefits.

Physical resources

As for the physical resources, they are everything we can see in the business premises:

- The business premises have a total of 80 m2 and its terrace has 12 m2 located in Carrer Ample of Burriana, Castellón. The business premises has a maximum capacity of 60 people. In spite of being a relatively small place, it is located in an area close to the center of the city so it is frequented by many people. The fact of being small makes the treatment very personalized and a great relationship with the client is established, but it prevents and limits the number of people who can go there.
- The warehouse is the property of the company and is used to store non-perishable products. They also place furniture such as chairs, tables or umbrellas there.
- The furniture is made up of white and black chairs and tables on the terrace. The terrace is closed with awnings. It has a bar with display stands where the prepared portions are displayed.
- Utensils made up of spoons, spoons, forks, knives, glasses, plates, etc...
- Kitchen equipment such as fryer, toaster, iron, oven, etc...

2.1.5.3 Intangible resources

The technology in this case is not influential because they use a notebook to collect the commands, so we highlight the brand.

Quin café is the brand they use to promote their services along with the logo. They only have Facebook's RRSS, where they upload pictures of the food and dishes served in the restaurant. The brand is recognized by the villagers because it is a business run by young people and is a place frequented by people of all ages.

It is divided into Marketing and Corporate Social Responsibility (CSR) resources.

Marketing resources

The resources available are imitated because the employees are not experts and have not developed the strategies and plans, but they have the experience of the owner who has worked in the sector before and has contacts and knows the activities required by a hospitality business.

PRODUCT

In the store, food is sold with quality standards that ensure the satisfaction of the customers. In the following figure we will analyze the main product lines available

Figura 4. Products lines "Quin Café"



52 sandwiches



4 salads



Tapas



4 burgers



3 hot dog



Dessert

Source: own elaboration. Data: restaurant menu.

Next, we analyze the length of the company's product portfolio, as there are quite a few similar snacks where just change some ingredient, so we will focus on 10, even though there are 52. Tapas and desserts vary according to the day:

Table 3. Product Portfolio of the company

SANDWICHES	SALADS	TAPAS	BURGUERS	HOT DOG	DESSERTS
1. Vegetable	1. Mixed	Varied	1. Burger 1	1. Hot dog 1	Varied
2. Cheese and bacon	2. Cocktail		2. Burger 2	2. Hot dog 2	
3. Beef, cheese and tomato	3. Chicken		3. Burger 3	3. Hot dog 3	
4. Omelette	4. Roquefort cheese		4. Burger 4		
5. Anchovies					
6. Pork, tomato and cheese					
7. Fried chicken, bacon and onion					

8.Pate, cheese and egg					
9.Double vegetable					
10.Four cheeses					

Source: own elaboration Data: restaurant menu.

The depth is measured by the variety of each line. If the above products, such as snacks, are analyzed, they may be medium or whole. If we analyze the beers can be canned, barrel, bottle, 0 alcohol, with lemon, gluten-free....


It presents a good consistency, has a good degree of link between the products as they are related and are basic food products that Quin Café offers to meet the needs of consumers.

Apart from these main lines, we find food to accompany drinks (potatoes, olives, snacks...etc.) and pastries for breakfast among others.

PRICE

Next, we will analyze one of the most important variables of marketing because this variable influences the final decision of the client. The cheapest snack with a tapa and a cold drink can cost about 10€. Below we have a table with the products and the price.

Table 4. Salad prices

Salads	
	
1.Mixed	6,50€
2.Cocktail	7€
3.Chicken	7€
4.Roquefort cheese	7€

Source: own elaboration. Data: restaurant menu.

Table 5. Sandwiches prices

SANDWICHES	
1. Vegetable	4€
2. Cheese and bacon	4€
3. Beef, cheese and tomato	4,50€
4. Omelette	4€
5. Anchovies	4€
6. Pork, tomato and cheese	4€
7. Fried chicken, bacon and onion	4,50€
8. Pate, cheese and egg	4€
9. Double vegetable	4,50€
10. Four cheeses	4,50€



Source: own elaboration. Data: restaurant menu.

Table 6. Prices for hamburgers and hot dogs

BURGUERS		HOT DOG	
1. Burger 1	3,80€	1. Hot dog 1	3€
2. Burger 2	4,50€	2. Hot dog 2	3,50€
3. Burger 3	4,50€	3. Hot dog 3	3,80€
4. Burger 4	4,50€		

Source: own elaboration. Data: restaurant menu.

Prices vary according to the food and the quality of the food. The strategy chosen is to set the prices lower than the average for the area. The price range is wide, 95% of the products are priced from 2 to 10 euros although there are lower prices like water or higher prices like garlic shrimp.

The prices are usually psychological wrecks such as 4,95€, to facilitate the cash flow no discounts are allowed.

PLACE

Quin Café is a company that at the moment only has one sales channel, which is the physical sale in the premises located in Carrer Ample. It is a B2C company where the owner offers her products to the customers who come to the place. The products are bought from suppliers and then processed and sold to the final consumer.

In this distribution channel, the manufacturer makes the food and the suppliers are responsible for passing it on to the retailers, in this case Quin Café which, after preparing it or not (like the drinks) sells it to the final consumer.

Figure 5. Distribution channel Quin cafe



Source: own elaboration.

PROMOTION

The main means of diffusion to make known this place has been face to face. Many costumers from the area who have gone to enjoy this business have shared their experience with friends and family and this is how the clientele has grown and increased.

It has been forging a brand image that is recognized locally. The logo represents the company's activity and was created by its owner with the help of a graphic designer to make the letter Q represents a coffee.

Every year the company participates in the Burriana tapa route. It is a good way to make yourself known and invite potential future customers to check the services offered and make them come again.

Despite this, this business does not have a website but, it has a fan page on Facebook where customers show their experiences there and say what they think of it. It also collaborates with the football club “Les Alqueries FC”.

Figure 6. Facebook Quin Café



Source: Facebook.

2.2 External analysis

The macro environment is made up of forces that influence the microenvironment. In order to analyse the impact of these factors on the company, we will carry out a PESTEL analysis and later on the competitive environment. These analyses, will be useful for market and consumer analysis.

2.2.1 Analysis of the general environment (PESTEL analysis)

2.2.1.1 Political and legal factors.

This section will analyze the policies or legislation that affect the company. The regulations are usually of an autonomous nature, and in the absence of such regulations, the state regulations will apply.

→ The state regulation is the Order of 17/03/1965 approving the Tourist Ordinance of Restaurants, Ministry of Information and Tourism. In this, are defined the restaurants and create exclusions. Powers are regulated (which have been replaced by the Devolved Regions) and the categories and their requirements. It also orders the preparation of letters and menus.

- The regional regulations, Decree 7/2009, which came into force in January 2009, regulates catering establishments in the Valencia Region. The following are established administrative and technical requirements to be met by the installations. Its objectives are to consolidate traditional destinations and promote dynamic development in order to maintain the competitiveness and stability of the tourism sector.

- The anti-smoking law 2011 came into force in 2011 and smoking is prohibited in accordance with art.7 "u) Closed bars, restaurants and other catering establishments". According to BOE, therefore, smoking is only allowed on terraces.

- According to article 11 of the VAT law, the provision of services is subject to VAT, specifically "9º. Hotel, restaurant or campsite services and sales of beverages or food for immediate consumption in the same place", according to the BOE, with a 10% tax rate.

2.2.1.2 Economic factors

After the economic crisis that Spain has suffered in recent years, there are now signs of recovery. This crisis has been significant as many stores have closed and family spending on hospitality has been reduced. In the following graph you can see how the number of bars and restaurants in the Valencian Community and in Spain has grown.

Table 7. Number of premises in the Valencian Community and Spain

Year	Valencian Community	Spain
2011	125.026	1.228.390
2012	123.059	1.216.197
2013	123.389	1.212.040
2014	125.144	1.225.520
2015	125.410	1.258.662

Source: own elaboration. Data: INE.

Of these 125,410 premises for the hotel and catering industry in the VC in 2015, 30,459 were used for food and beverage services. That is to say, 24% of hotel and catering premises are covered by bars, restaurants or cafés.

According to the volume of business, this data is obtained. A 6.90% of the turnover in 2015 in Spain belongs to the services sector of the Valencian Community and specifically of this 6.90% 4,298,512 thousand euros correspond to the food and beverage service of the Valencian Community. Therefore, it should be noted that after the rental activities that contributed 10.4% to Spanish turnover in 2015, food and beverage services contributed 10.2%. This is an important sector for the economy of our country.

Table 8. Volume of business in the services sector in thousands of €.

Year	C. V	Spain		C. V	Spain	%CV/E
2011	30.895.887	399.229.976	Hostelry industry	5.818.084	62.145.752	9,40
2012	28.734.218	387.577.638				
2013	27.568.941	373.050.730	Accommodation services	1.519.572	20.129.255	7,50
2014	28.478.429	391.934.804				
2015	28.797.796	416.963.298	Food and drink services	4.298.512	42.016.497	10,20

Source: own elaboration. Data: INE

Another important aspect to analyze is the average expenditure per household. According to the publication "Household Budget Survey 2016" published on 27th June 2017 the average expenditure per household in 2016 was 28,200€, a 2.6% more than the previous year. The average expenditure per person was 11,312€.

Table 9. Total expenditure and annual variation 2016

	Expense (thousands of euros)	Annual variation
Total expenditure	520.119.185	3,00
Average expenditure per home	28.200	2,60
Average expenditure per person	11.312	3,00

Source: own elaboration. Data: INE.

Average expenditure per household grew as expenditure increased significantly, among others, in restaurants and hotels, driven by a 5.8% increase in restaurant and catering expenditure, and canteens.

Table 10. Average expenditure per household and percentage distribution by expenditure group. Standard terms. Year 2016.

	Average expenditure per household (€)	Percentage distribution (%)
Amount	28.200	100,00
1. Food and non-alcoholic drinks	4.123	14,60
2. Alcoholic drinks and tobacco	536	1,90
3. Dress and footwear	1.451	5,10
4. House, water, electricity, gas and other fuels	8.706	30,90
5. Furniture, household items....	1.283	4,50
6. Healthcare	967	3,40
7. Transport	3.264	11,60
8. Communications	882	3,10
9. Leisure and culture	1.594	5,70
10. Teaching	399	1,40
11. Restaurants and hotels	2.780	9,90
12. Other products and services	2.215	7,90

Source: own elaboration. Data: INE.

Therefore, the hotel and catering industry is a key aspect for the volume of business of Spain and more and more Spaniards are devoting their expenditure to this service. Despite the deep crisis that has hit our country it begins to see signs of recovery.

2.2.1.3 Social factors

This factor is very interesting for the analysis that we are going to do in the Spanish population according to sex and age, occupation level, as well as the level of education to be able to relate it to the hotel and catering industry and that will have relevance in the consumer's behavior.

Demographic data are constantly changing, according to data as of 1 January 2017, there were 22,832,861 men and 23,739,271 women.

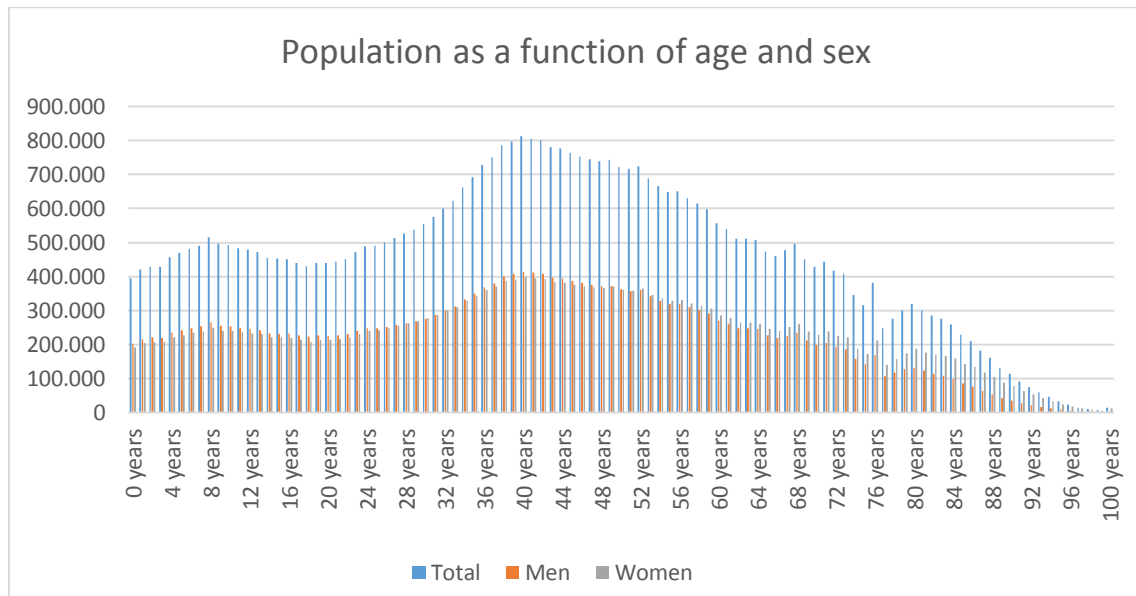
Table 11. Men and women in Spain (nationals and foreigners)

	Men	Women	Sum
Number of people	22.832.861	23.739.271	46.572.132

Source: own elaboration. Data: INE

Of these men and women, we will disaggregate them by age.

Graph 1. Population resident in Spain according to age and sex.



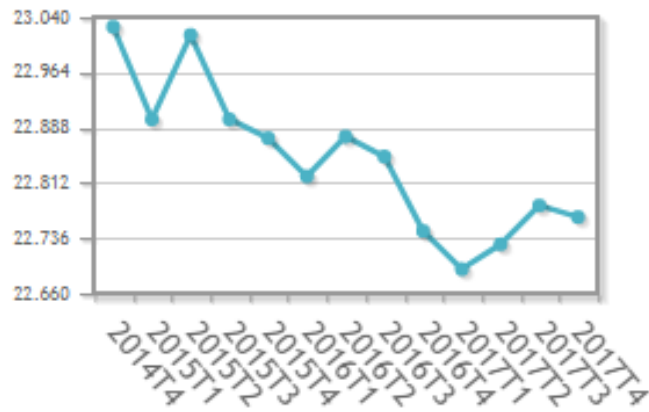
Source: own elaboration. Data: INE.

As it can be seen in the graph there are more people between 36-45 years of age, is within a range of middle age, this characteristic is due to the decrease in the birth rate in Spain. More and more families have only one or no children (as there are homosexual couples and they have difficulties in having descendants).

We will also divide the Spanish population according to occupation: Active, employed, unemployed and inactive. In the last quarter of 2017, there were 22,765 active persons, of whom 18,998.4 were employed and 3,766.7 were unemployed (in absolute and total terms, regardless of age or sex) and 15,951.6 were inactive.

The following tables show the evolution of the assets that have recovered during 2017 after the fall in 2016. Busy people are growing up noticing the summer peaks that are when recruitment is on the rise. Unemployed persons are declining year on year, and inactive persons are growing considerably despite the slight decline that occurred in the second and third quarters of 2017.

Graph 2. Evolution of total assets (thousands of people)



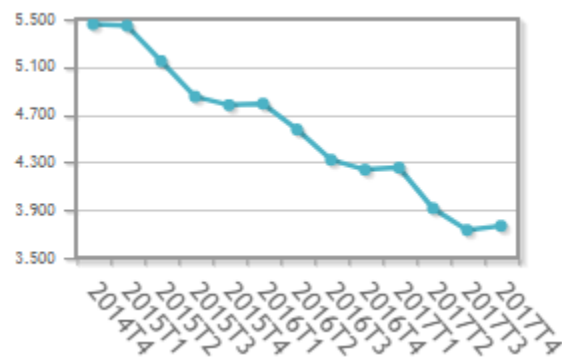
Data: INE

Graph 3. Evolution of the employed population (thousands of people)



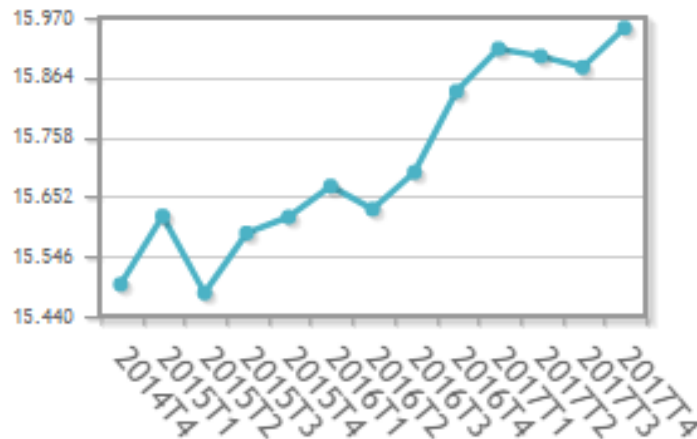
Data: INE

Graph 4. Evolution of the unemployed (thousands of people)



Data: INE

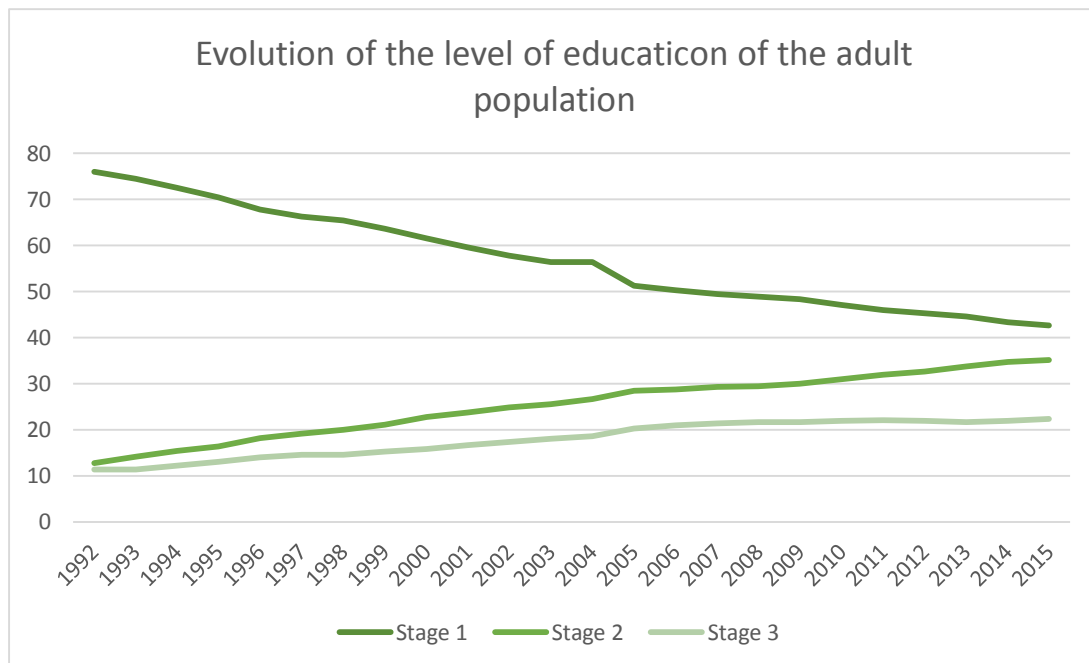
Graph 5. Evolution of the inactive population (thousands of people)



Data: INE

The latter group, the inactive, includes homemakers, students and retirees. Therefore, it would be interesting to analyze the level of education in Spain. In the following graph, we can see how the level of education in the adult population has evolved between 1992 and 2016, according to data from MECD (Ministry of Education and Culture).

Graph 6. Evolution of the level of education of the adult population



Source: own elaboration. Data: MECD

It is divided into three groups:

Stage 1: those who have secondary education or less. (Dark green)

Stage 2: those with secondary education

Stage 3: higher education. (Light green)

As shown in the graph, 58.3% of the population has completed compulsory education, increasing to 65.3%. Persons with compulsory secondary education or lower have decreased from 76% in 1992 to 41.7% in 2016 and the 2nd and 3rd stages have increased from 11.3% to 22.6% for the second stage and from 12.8% to 35.7% for the third stage.

Therefore, it can be seen how the level of education in the adult population (25-64 years old) has increased and the percentage of people with little or no education has decreased year after year. These data are not so good, if we compare them with the European Union in the following graph.

Graph 7. Percentage of population having reached at least the EU 2016 second stage level.

	25-64 years	25-34	35-44	45-54	55-64
Lithuania	95	92	90	97	95
Czech republic	93	94	96	95	88
Slovak Republic	92	93	94	92	86
Poland	91	89	89	95	92
Latvian	91	94	93	91	85
Estonian	89	87	88	95	91
Finland	88	90	91	90	80
Slovenia	87	87	86	87	86
Germany	87	94	91	85	77
Sweden	85	90	87	84	77
Austria	85	88	87	86	76
Hungary	83	95	88	80	72
Croatia	83	86	87	82	78
Bulgaria	82	82	84	83	78
Denmark	81	84	85	81	72
Ireland	80	91	86	76	62
Cyprus	80	85	83	77	73
UK	80	88	82	77	60
Luxembourg	78	87	84	75	65
France	78	83	80	75	68
Netherlands	77	86	82	75	65
UE (28)	77	85	80	70	68
Romania	77	76	77	81	65

Belgium	75	83	81	74	61
Greece	72	84	77	67	52
Italy	60	74	66	54	47
Spain	58	66	66	54	41
Portugal	47	67	55	36	24
Malta	45	63	49	34	26

Source: own elaboration. Data: MECD

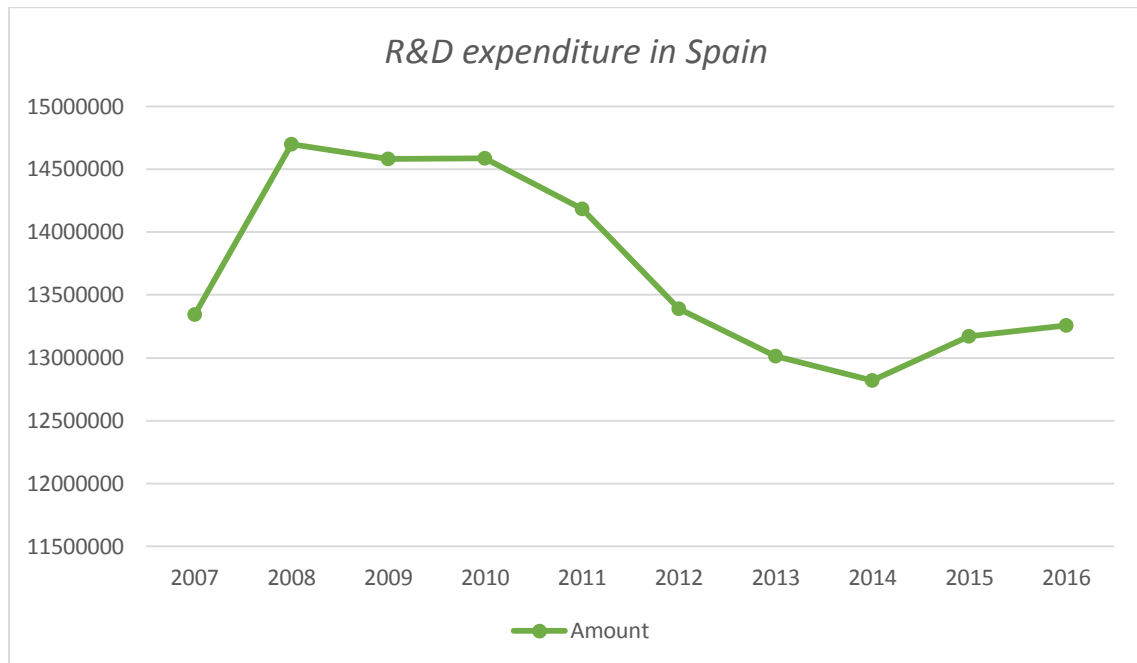
In the EU countries in 2016, 77% of the adult population had the level of second stage education and Spain was 19 points below this average, but it must be borne in mind that Spain has reduced the distance between the Spanish population of 55 to 64 points from the European average to 14 points for the population aged 35 to 44.

In conclusion, it is estimated that the ageing of the population will increase and therefore the number of inactive people is increasing, while the number of employed people is increasing and the number of unemployed is decreasing, perhaps due to the increase in the number of adults in the workforce, which is improving every year with higher levels of education and university studies.

2.2.1.4 Technological factors

R&D expenditure in Spain has been falling for the last years, as shown in the following graph. Although in Spain spending is low, globalization has made technologies reach anywhere and therefore new technological methods have influenced our society and the Spanish hospitality industry.

Graph 8. R&D expenditure in Spain



Source: own elaboration. Data: INE

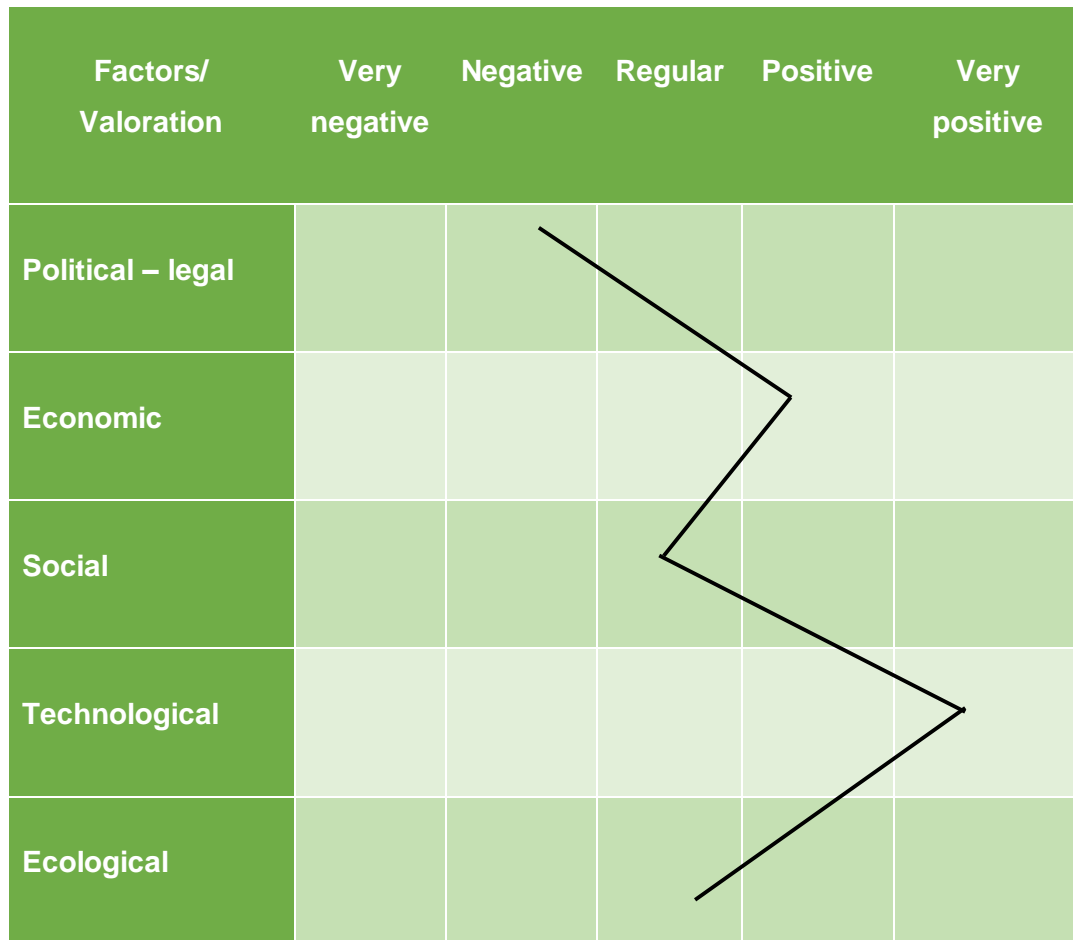
Now it is possible to pay by credit card thanks to the POS or from the Smartphone itself, it is possible to take note with the tablets, customers can be loyal thanks to mobile applications, etc. Just as it has influenced society, it has left its mark on the service sector.

Adapting the hospitality business to new technologies could have many advantages such as: improving the user experience, improving service times or improving team work, among others.

2.2.1.5 Ecological factors

Society is increasingly aware of caring for the planet. The fact that a company is aware and carries out ecological or environmental actions means that consumers value that, which is why more and more companies are trying to make their products ecological and natural, free of pesticides or pollutants. To this end, they can also recycle or use renewable energies. At Quin Café, they recycle all plastic containers, glass bottles, cardboard boxes or paper.

Graph 9. Influence of macro-environment in Quin Cafe

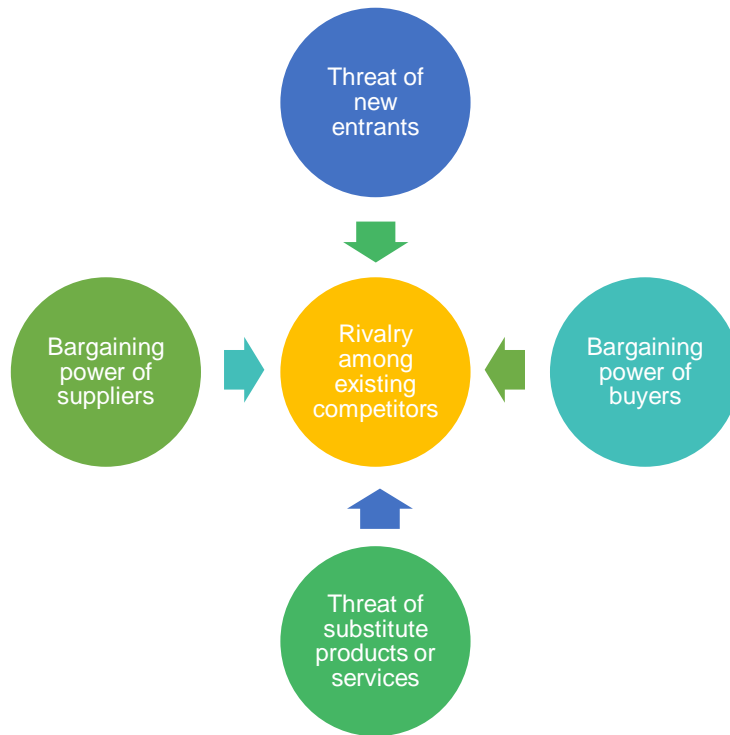


Source: own elaboration.

2.2.2 Analysis of the competitive environment

In this section we will analyze Porter's five strengths to see how they affect our company's competitive advantage and survive the rivalry of other companies. The five forces are:

Figure 7. The five forces of Porter



Source: own elaboration.

- Buyer bargaining power: is the degree to which customers have the power to obtain good prices and conditions. In this case, the customer has a certain level because if a restaurant/bar/cafeteria seems to him that the products and services are not liked or are expensive he can decide to go to another one and not return, therefore as there are many competitors and many options to choose from, the customer has a certain degree of bargaining power. Specifically, there are many cafés and snack bars and in this sense the client has a certain level of negotiation.
- Suppliers bargaining power: Quin cafe works with local and national suppliers and the relationships usually are quality and long term. The power is low as there are quite a few suppliers on the market. Quin café works with several brands that come from different suppliers: such as Coca-Cola, Heineken, Amstel, Ambar, Nestle or Mocay (coffee) among others. The only drawback is that being a small company, it does not buy in large volumes or quantities so that it cannot take

advantage of economies of scale and in this sense, the bargaining power of the suppliers increases.

- Threat of new competitors: depends on barriers to entry. In this case we must take into account the following barriers:
 - Lack of experience or knowledge of the sector can cause companies to lack the necessary skills or knowledge and fail.
 - The initial costs, at the beginning, they have to face the rent of the premises, reform it to give a good image, negotiate with suppliers, etc.
 - And finally, customers who are accustomed to their usual coffee shop show loyalty, so customers will come to your regular coffee shop for coffee. One way to compete with customer loyalty could be differentiation.

The threat of new competitors is reduced as it presents a number of barriers that make the new entrant less competitive and more disadvantaged.

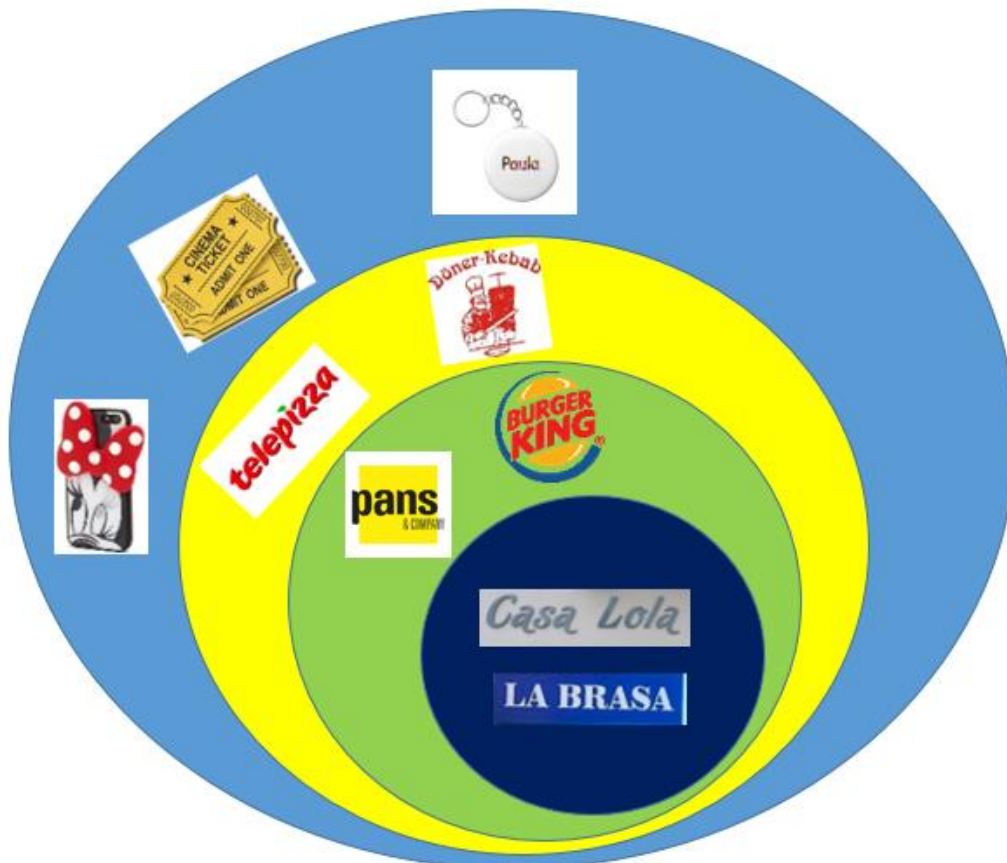
- Threat of substitute products or services: they are products that satisfy the same need but are different. In this case the need is to feed oneself. The threat of switching to a substitute product is high, as fast food or pizzas or kebabs that meet the same need are gaining strength. New cafeterias are emerging such as Granier or 365 cafeterias, where you don't have to wait for your sandwich to be served and where the prices are cheaper as they have large refrigerators where you can serve yourself the drink of your choice. In addition, these cafeterias are open from 6 a.m. to 10 p.m., making it a great time slot. It should be noted that, these products do not improve in quality. Since the bread in the sandwich is frozen and in Quin Café it is freshly baked on bakery day, they use fresh, local produce, thus reducing the threat in this regard.
- Rivalry among existing competitors: Quin café has everything from pastries like a coffee shop to sandwiches, hamburgers and tapas like a restaurant. Compared to the fast food market, it has a high degree of rivalry. Being a company that deals with many types of food (cafeteria, snack bar or bar) does not have much competition because its services and products are of excellent quality and homemade and reduces rivalry.

2.3 Analysis of the competition

2.3.1 Levels of competence

There are 4 levels of competence: In the form of product, product category, generic and budget, see figure 7:

Figure 8. Levels of competence



Source: own elaboration.

1st - Competition in the form of a product: those products that cover the same need in the same segments. For example, in this case we find companies such as "Casa Lola" or "Bar La Brasa" that offer sandwiches, tapas and breakfasts in Burriana. With the similarities, Quin Café must convince the market that its product is better than the competition.

2nd - competition in the product category: at this level we find companies that sell the same product but with different attributes, for example, some competitors might be "Pans

and Company" or "Burger King" that offer snacks or hamburgers but these are of lower quality and have more preservatives.

3rd - Generic competition: this level includes substitute products that meet the same need. In our case, for example, "Telepizza" or "Donner Kebab" because they satisfy the same need that is to feed oneself.

4th - Competition at the budget level: at the last level are those products that compete for the budget. For example, going to eat a sandwich and a Coke can cost 6 euros, with this budget you can buy a ticket to the cinema, a mobile phone case or a keychain.

2.3.2 Main competitors

According to the competitors mentioned in the previous section (levels of competence), we will carry out a more in-depth study of each of them.

According to the competition in product form we find "Casa Lola" and "Bar la Brasa".



Casa Lola is a bar-restaurant located in Burriana, which offers top quality products at a good price. It presents the following product lines:

Figure 9. Products lines “Casa Lola”



Source: own elaboration. Data: restaurant menu.

The sandwiches are made at the moment with fresh and top quality products. The average price of a sandwich is 5 euros. The place is new and very bright, only open from Monday to Saturday included for breakfast, lunch and dinner service. They have a presence on social networks like Facebook.

LA BRASA

La brasa is a small bar-restaurant in Burriana that competes with Quin Café as it covers the same need in the same segments. The service is sometimes a little slow but every Friday there is a wide variety of montaditos so it stands out in Burriana.

Figure 10. Products lines “La brasa”



Source: own elaboration. Data: restaurant menu.

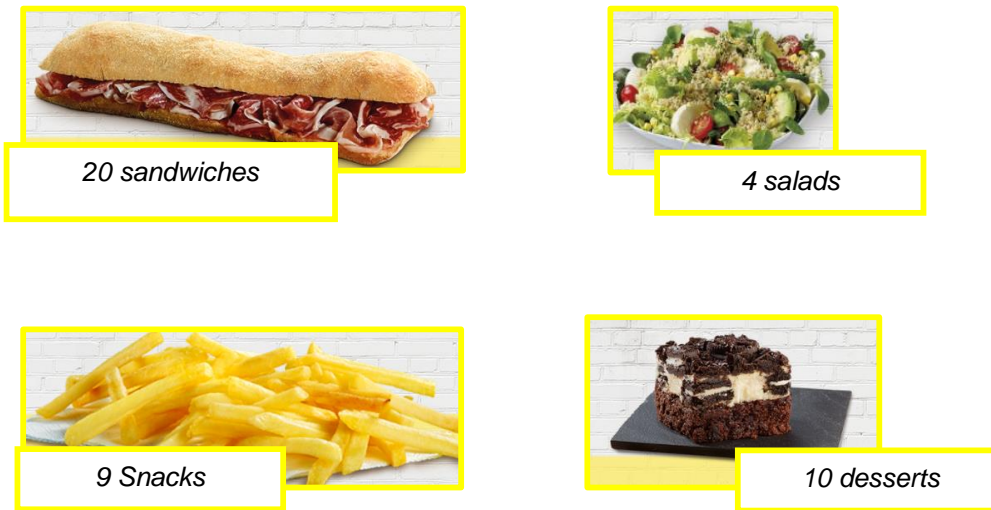
This establishment is open from Tuesday to Sunday all day. The decoration is ancient and classic. The average price of the sandwich is 5,50€. They have a great presence in the social networks because every Friday they make mounds and upload the photos to Facebook.

In the next level of competition we find "Pans & Company" and "Burger King", offering the same product but with different attributes:



Pans & Company, offers a wide variety of sandwiches and snacks to accompany. It is aimed at all segments and offers a fast food service. These are his product line:

Figure 11. Products lines “Pans & Company”



Source: own elaboration. Data: website Pans & Company.

It also has menus for children, the menus are composed by drink, potatoes or salad and a sandwich, the average price of the menu is 6,50€. There are usually offers and discounts where you can choose products at 1€. Each product has a detailed description of what it contains.



Burger King is a fast food company similar to McDonald's. It has the following product lines:

Figure 12. Products lines “Burger King”



Source: own elaboration. Data: website Burger King

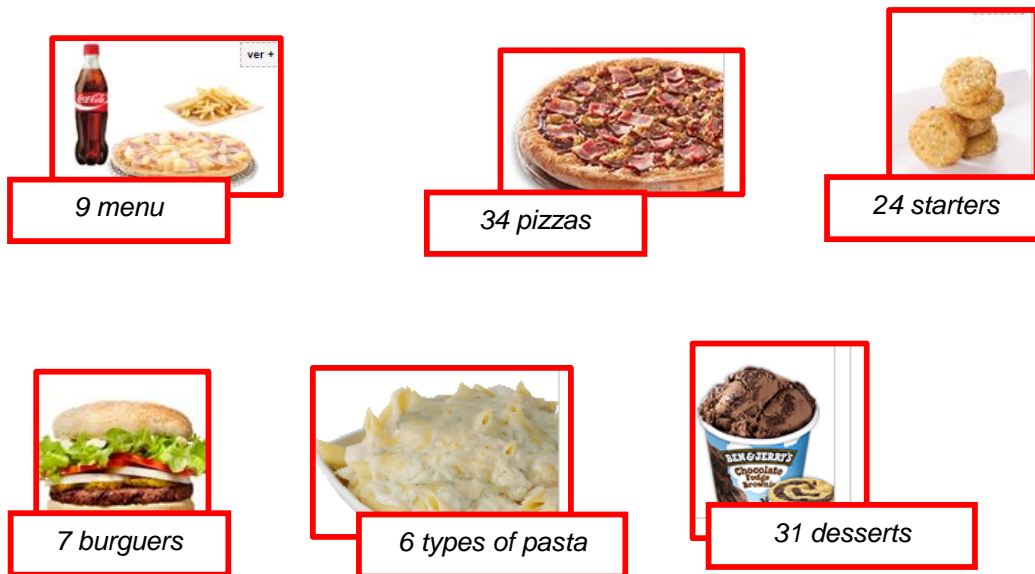
It is aimed at all segments and, currently, has a home delivery service. The average price of a hamburger is 4€. It has a pick-up service with a car and is a free buffet of drinks as there is a counter where you can refill the glass. It has offers and promotions. He is very active on social networks, TV, brochures and his website.

The next category is generic competition, i.e. substitute products that satisfy the same need as 'Telepizza' or 'Donner Kebab':



Telepizza is not such a direct competitor as the mentioned before but, it does satisfy the same need. It is a pizza restaurant and these are its product lines:

Figure 13. Products lines “Telepizza”



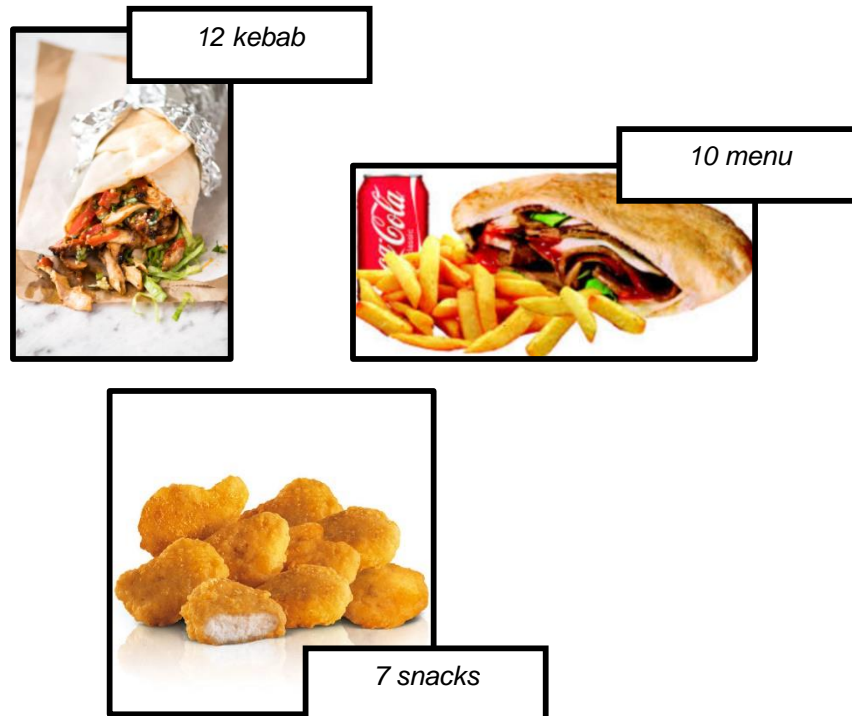
Source: own elaboration. Data: website Telepizza.

The menus can be for children or adults. A characteristic of this restaurant is that it has home delivery service. The price of a medium pizza is around 16€. Presents various promotions such as 2x1, crazy Tuesdays or family days (family pizzas with one ingredient at 6€). It has a presence on social networks, television and flyers.



Donner Kebab is a Turkish food restaurant. They satisfy the same need but with other types of food. It presents the following product lines:

Figure 14. Products lines “Donner Kebab”



Source: own elaboration. Data: restaurant menu

The food is not of such good quality, it offers a fast service and the average price of a kebab is 4.50€. It has a home delivery service and little presence on social networks.

2.3.2.1 Summary table of the competition

Competitor	Product	Medium Price	Place	Promotion
	<ul style="list-style-type: none"> - Starters. - Salads. -Sandwiches. -Plates of meat. - Plates of fish. - Desserts. 	5€	<ul style="list-style-type: none"> - 1 restaurant in Burriana. - New local and illuminated. 	<ul style="list-style-type: none"> - Social Networks.
	<ul style="list-style-type: none"> -Open sandwiches. - Starters. -Sandwiches. - Desserts. - Kind of menu. 	5,5€	<ul style="list-style-type: none"> - 1 restaurant in Burriana. - Classical. 	<ul style="list-style-type: none"> - Social Networks.
	<ul style="list-style-type: none"> -Sandwiches. - Salads. - Snacks. - Desserts. 	6,50€	<ul style="list-style-type: none"> -Self-service. -190 level national and international. - 0 in Burriana, 1 in Castellón. 	<ul style="list-style-type: none"> - Coupons. - Web and Social Networks. -TV. -Mobile app.

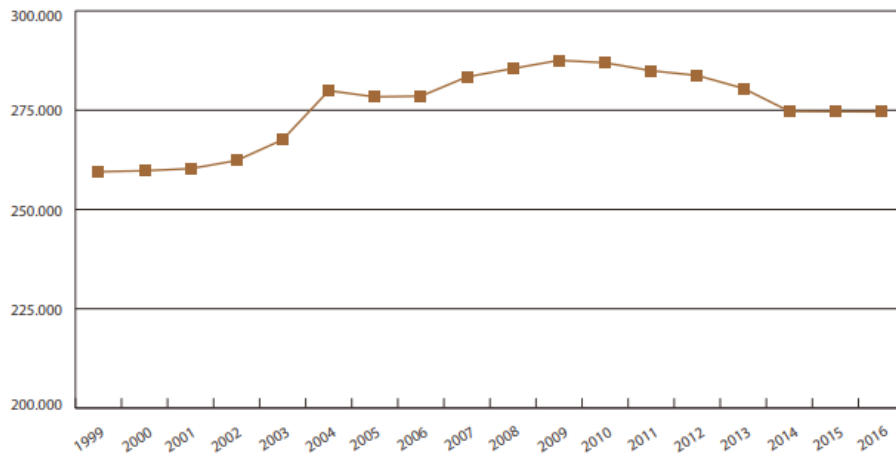
	<ul style="list-style-type: none"> - Salads. - Desserts. - Snacks. - Burgers. - Types of menu. 	<p>4€</p>	<ul style="list-style-type: none"> - Autoking. - 700 restaurants in Spain. - 0 in Burriana, 2 in Castellón. - Home delivery. 	<ul style="list-style-type: none"> - Coupons and discounts. - Web and Social Networks. -TV. -Mobile app.
	<ul style="list-style-type: none"> - Menu. - Pizzas. - Starters. - Burgers. - Pasta. - Desserts. 	<p>16€</p>	<ul style="list-style-type: none"> - 1 in Burriana. - Home delivery. 	<ul style="list-style-type: none"> - Coupons and discounts. - Web and Social Networks. -TV. - Special days. -Flyers. -Mobile app.
	<ul style="list-style-type: none"> - Kebab. - Menu. - Snacks. 	<p>4,50€</p>	<ul style="list-style-type: none"> - Home delivery. - 3 in Burriana. 	<ul style="list-style-type: none"> - Social Networks.

2.3.3 Market analysis

2.3.3.1 Sector analysis

According to the Spanish Hotel and Catering Federation (FEHR) in the publication of the Annual Study of the hospitality industry sectors 2017-12-01:

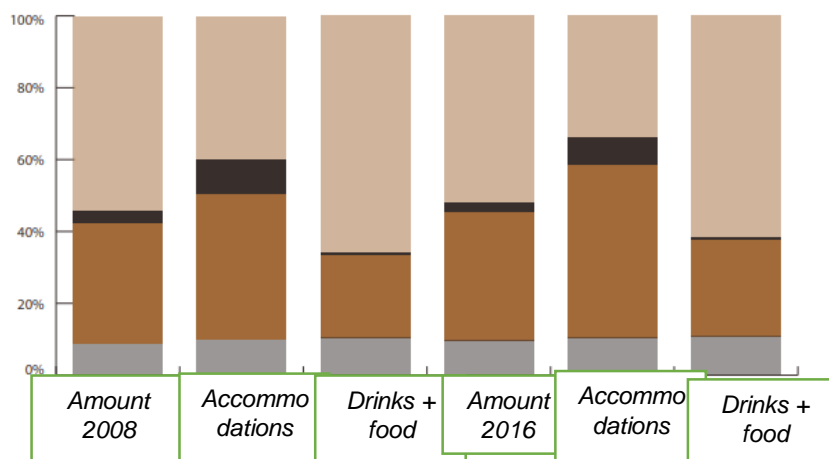
Graph 10. Total evolution of food and drinks establishments



Data: Annual Study of the hospitality industry sectors.

It is possible to observe how the number of premises is adjusted to the economic evolution of Spain, so that from 2014 onwards the number of premises has stabilized. Of these premises, 61.8% are individuals or self-employed persons.

Graph 11. Distribution of Spanish companies by legal status

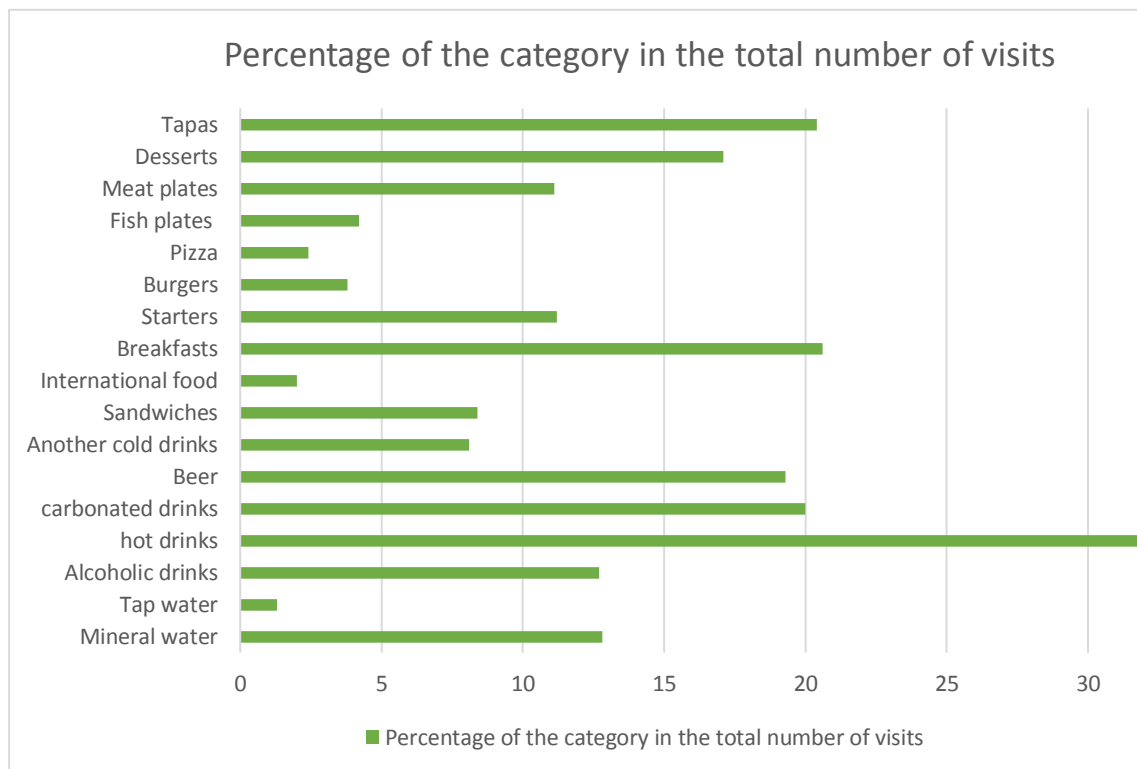


Data: Annual Study of the hospitality industry sectors.

It is a sector with a high employment rate, in 2016 to 18.34 million, with 475.5 thousand new workers employed (+2.66%). The average annual number of hotel and catering jobs is 1.6 million.

Finally, it should be noted that the most consumed are hot and carbonated drinks and in terms of solids, breakfast and tapas stand out.

Graph: 12. Hostelry and restaurant consumption



Source: own elaboration. Data: Mercasa

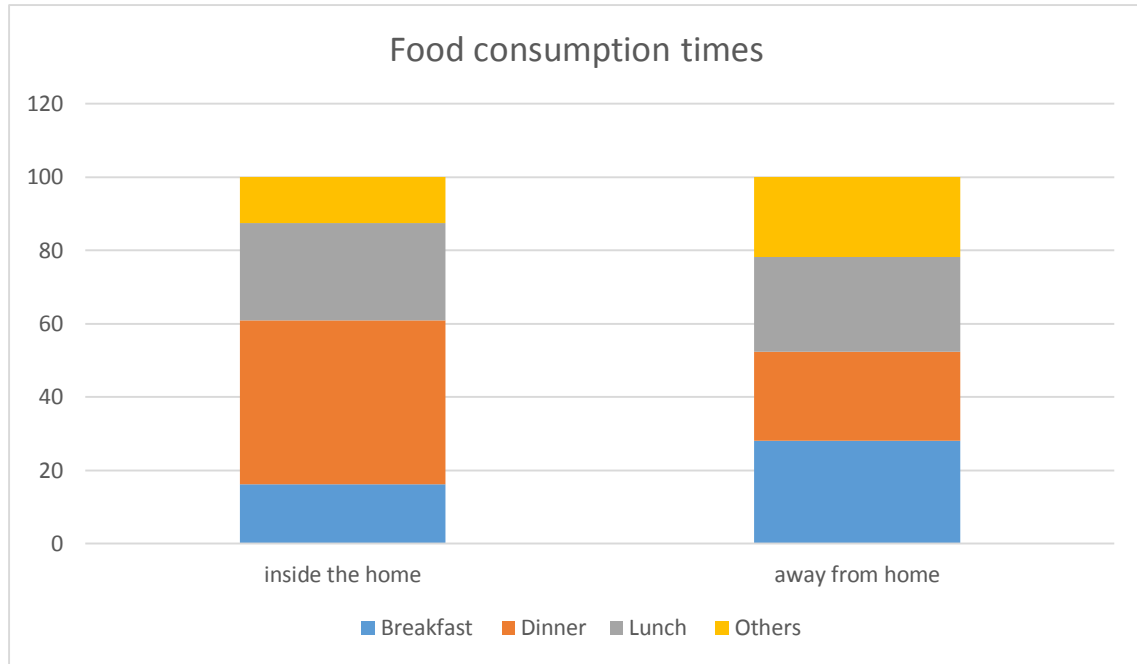
2.3.3.2 Customer analysis

Spanish customers leave their homes to change their minds and disconnect and go to bars or cafés. Moreover, in Spain there is a certain tradition since the population has become accustomed to going to bars and they say "the same old thing".

On the other hand, we can extract from the Report on food consumption in Spain of the Ministry of Agriculture, Fisheries, Food and the Environment of 2016.

Consumers who frequent bars and restaurants prefer to eat rather than dine or eat breakfast.

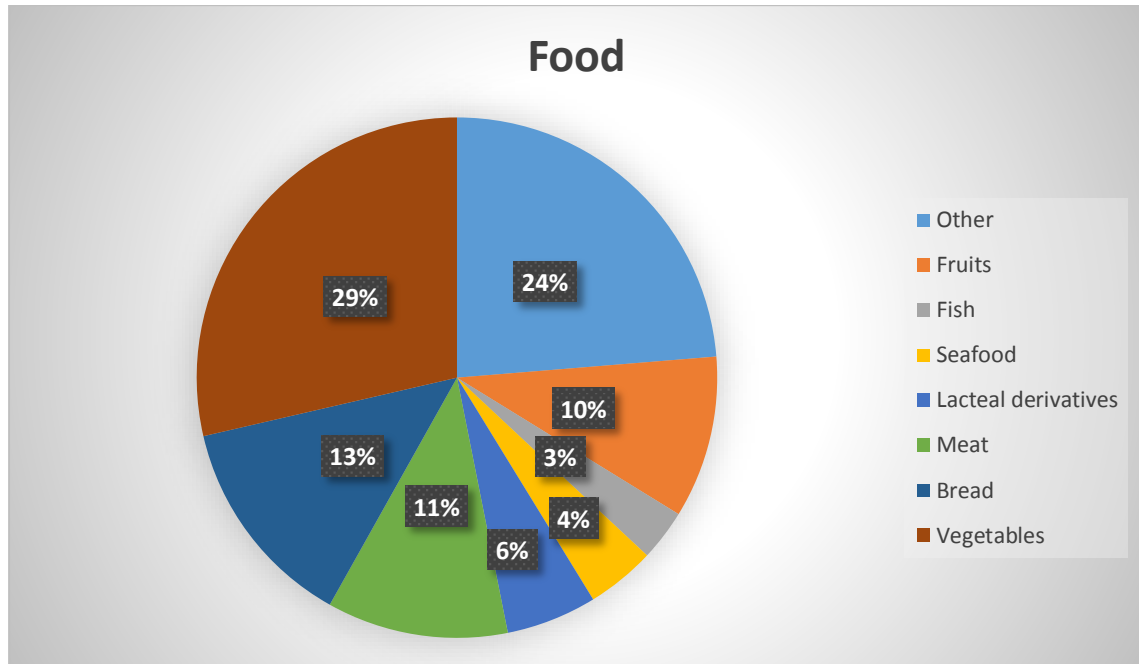
Graph 13. Food consumption times inside and outside the home



Source: own elaboration. Data: MAPAMA

According to graph 14, the consumption of food outside the home and the consumption of vegetables/vegetables are very important for the individual.

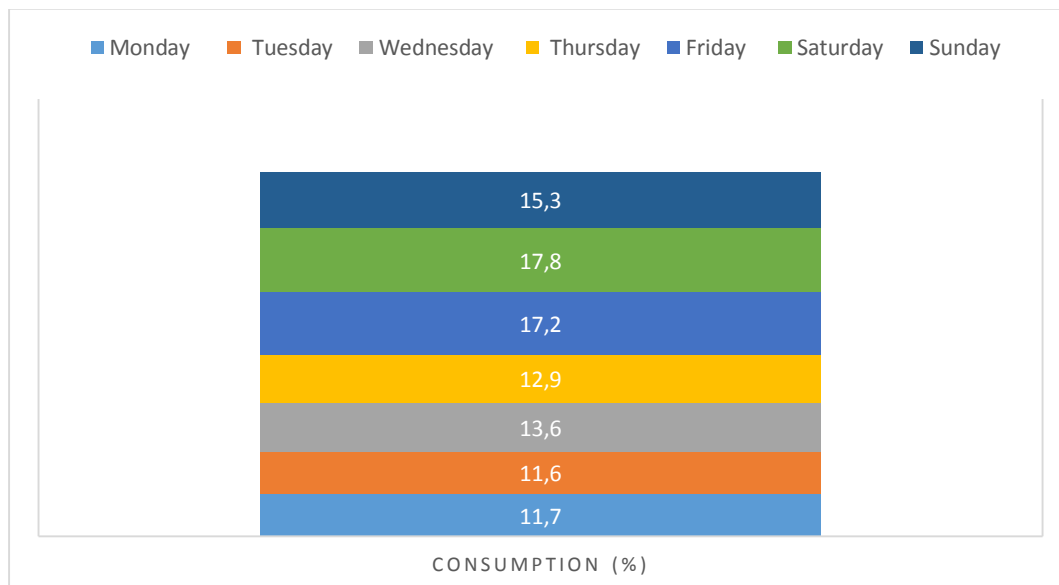
Graph 14. Food consumption outside the home



Source: own elaboration. Data: Report on food consumption in Spain

In order to be able to go deeper, in the following graph we observe the days of food consumption outside the home. As it is possible to see, the days that are most consumed outside the home coincide with the weekend so we could be talking about a profile of a working person.

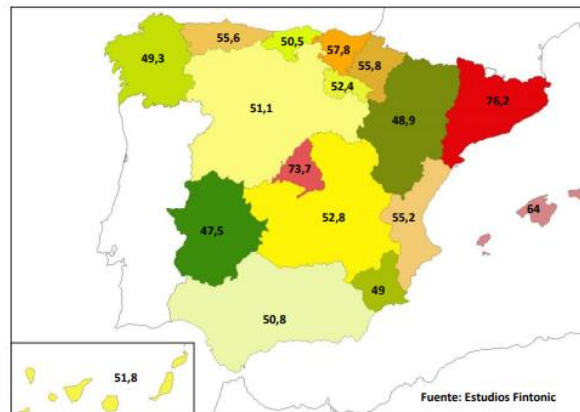
Graph 15. Days of food consumption outside the home



Source: own elaboration. Data: Report on food consumption in Spain

The Catalans spend the most, 76.2 euros and Madrid, with 73.7 euros. Meanwhile, the people of Extremadura and Aragon are the ones who spend the least on restoration.

Figure 15. Average expenditure (€) In Spain



Data: fintonic.

According to fintonic's 2018 study, Spaniards come to a bar or restaurant an average of 62 times a year and we spend €1,859.

If we analyze by segments, those who spend the most are people over 35 years old.

Table 12: Expenditure by age group

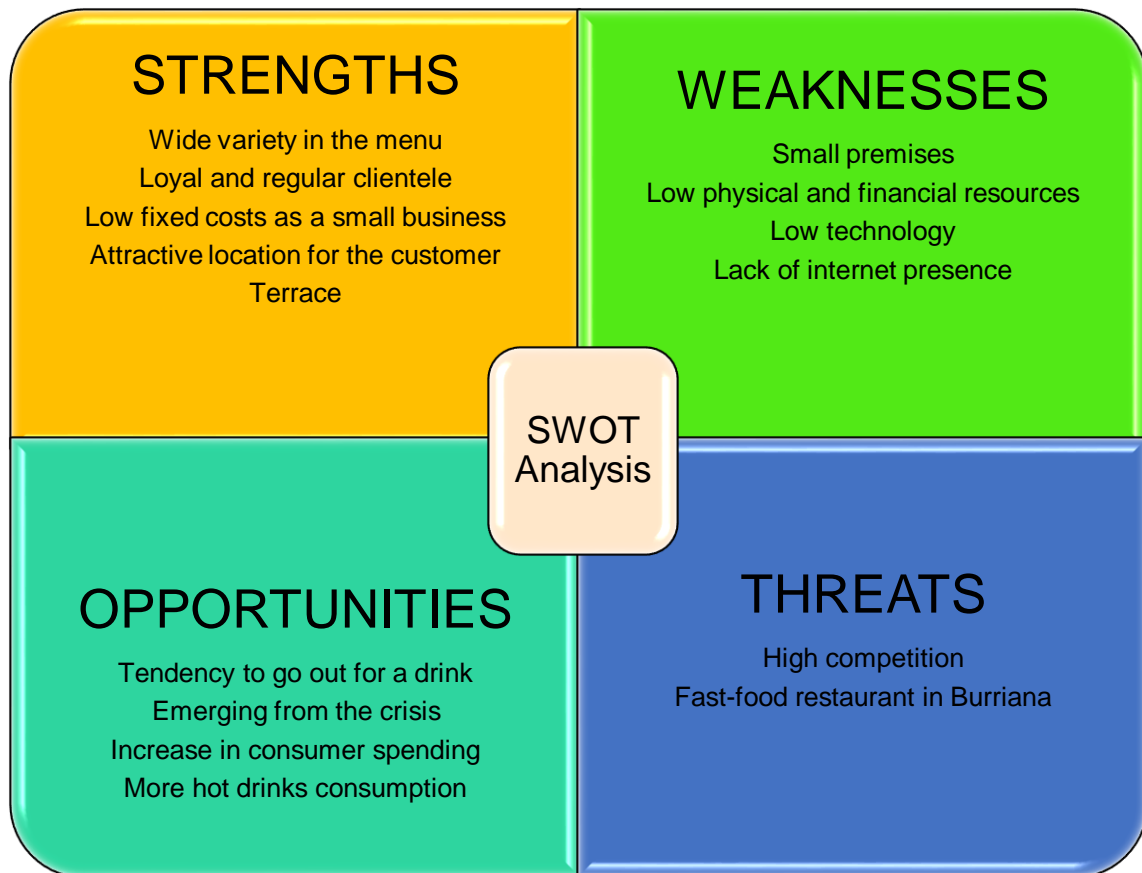
Age	Expenditure
>35 age	73,5€/ month
18-35 age	55,2€/ month

Source: own elaboration. Data: Eleconomista.es

If we look at the above figures, men spent more than women. Men spend 65.6€ compared to 54.3€ spent by women.

Nowadays, there is a more educated and health-conscious consumer profile. The latter has more information and is therefore more demanding. We would be talking about a group of people between 18-35 years of age (millennials) who in their free time frequent the bars to disconnect as we have previously talked about working people who usually go out on weekends.

3. SWOT ANALYSIS



STRENGTHS:

- Wide variety in the menu: Quin Café has sandwiches, tapas, hamburgers, hot dogs....
- Loyal and regular clientele: many women come to the breakfast service for a cup of coffee with toast.
- Low fixed costs: being a small company, it does not buy in large volumes nor does it have a large premises, so it is reducing costs.
- Attractive place for the client: it is a relatively new, clean and well maintained place. It is very bright and beautifully decorated.
- Terrace: It has a terrace for people who smoke or for people who want to enjoy the outdoors.

WEAKNESSES:

- Small premises: as it is a small premises it has a limited capacity.
- Few physical and financial resources: being a small company, they do not have much profit margin, so the investment for the resources is limited.
- Low technology: They do not have tablets or TPV to make the commands
- Lack of internet presence: they only have a Facebook page.

OPPORTUNITIES

- Tendency to go out for a drink: Spanish people tend to go out for a drink when they leave work.
- The growth of expenditure in the hotel and catering sector is due to the symptoms of emerging from the crisis, so that when there is greater purchasing power there is more expenditure.
- Increase in consumer spending: thanks to the smooth running and growth of the Spanish economy
- More consumption of hot drinks: as it is a cafeteria, they can take advantage of this advantage at breakfast time.

THREATS

- High competition: In Burriana there is a lot of competition because there are many cafés and snack bars that offer the same products.
- Fast-food restaurant in Burriana: as we have indirectly observed, Burger King is competition in the form of a product category, so an opening of this chain in Burriana would pose a threat.

4. SEGMENTATION

Quin Café offers all kinds of products, so its target is composed of several types or classes. We found three groups according to their lifestyle and purchasing power:

- People between 18 and 35 years old: this group of people is made up of university students and students or workers. It is associated with a low or medium purchasing level so that your purchases are not high (beer, tapas, snacks and soft drinks). On the other hand, they appreciate that the premises have free wifi as these are the main users of this network.
- People between 35 and 55 years old: they are people who are going to enjoy a good dinner in the company of friends or family (families with children). It is associated with a medium-high purchasing level, so they consume tapas, salads, wines, sandwiches, desserts and coffees. They appreciate the professionalism of the workers and value the premises and their good location.
- People over 55 years of age: they are usually people who live near the premises and who meet more people there (friends or neighbors) and enjoy the breakfasts they offer. They have a high purchasing power but their consumption is based on coffee, juices and toast. These are the loyal customers.

5. OBJECTIVES

The main objective is to increase brand image, customer satisfaction and expand the brand in nearby locations.

There are also specific objectives:

Objectives of commercial relations:

1. Attracting 5% of new customers in one year: in this case, the company intends to attract and retain customers. It will target those over 55 years to try to retain the loyalty they already have. A new segment, teenagers, will be targeted with snack promotions when children leave school or when they go out with their friends and have a place to snack and connect to the Internet. For this purpose, Quin Café will offer promotions for breakfasts and snacks to attract new customers

2. Get 95% of customers who come in a year to be satisfied with the services: this objective will help to create loyal customers and make them want to come back to the café and promote a positive brand image.

3. Interact with 90% of customers in one year: by interacting with the customer, you provide more personalized service and we help you repeat your experience in the restaurant and therefore become a loyal customer.

4. 90% of customers repeat in 12 months: to get loyal customers, as described in the above objectives, and to get visitors from sporadic to regular visits.

Objectives of marketing activities:

5. Increasing sales by 5% from the previous year: with the objectives described above and incorporating the promotion of breakfasts, the aim is to increase sales by 5% with respect to the previous year.

Financial objectives:

6. Profit increase of 3% from the previous year.

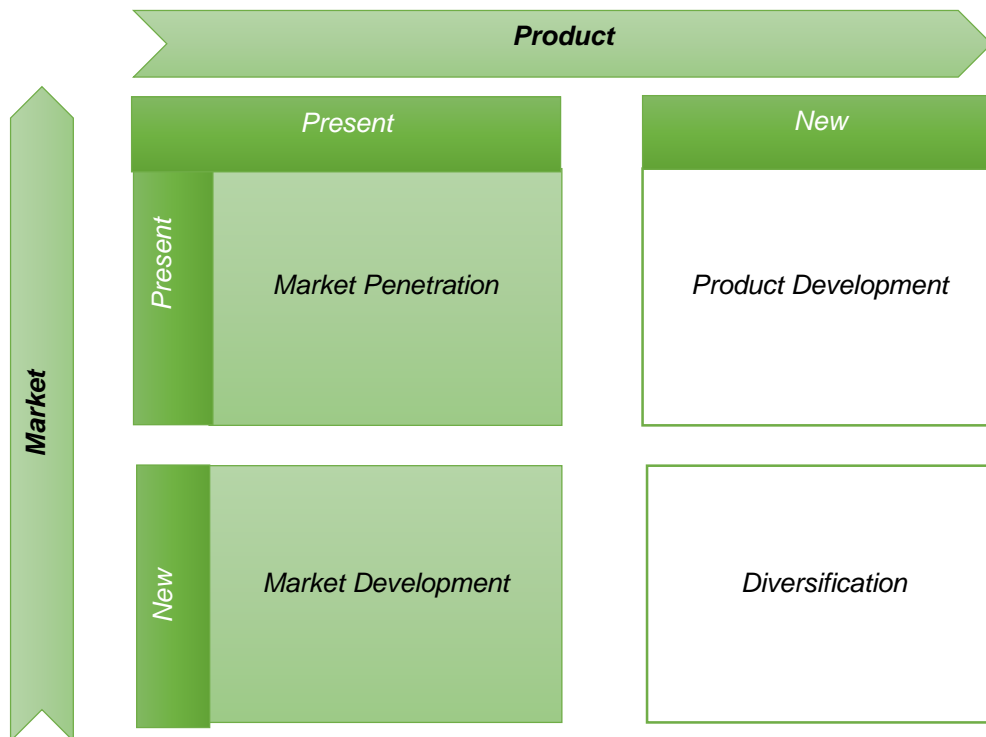
6. STRATEGIES

Quin Café is characterized by offering top quality products and the good treatment and service offered to the customer. This section will describe the strategies for achieving the objectives described in the previous section.

6.1 Growth and diversification strategy

The company can grow in 4 ways described in the Ansoff's matrix.

Figure 16. Ansoff's matrix



Source: own elaboration.

Analyzing Ansoff's matrix, the company should combine market penetration with current products and markets, i.e. increase the company's current market share with current products. If you want to gain customer loyalty, the company will have to take actions and activities to increase its market share.

The above strategy will be combined with a market development, Quin Café will target teenagers (with snack promotions) and this will indirectly influence the segment of 35 to 55 year olds who will be the parents.

6.2 Competitive strategies

According to Phillip Kotler we found four competitive strategies:

Figure 17. Kotler competitive strategies



Source: own elaboration. Data: marketing management.

As for competitive strategies, the strategy of challenger must be undertaken as it competes with "Casa Lola" and "Bar La Brasa" which offer similar services (breakfasts, snacks, etc.).

Now that the opponent has been identified, let's establish the type of attack to be carried out. We have five options according to Kotler:

- Frontal attack: the opponent's 4P must be equalized.
- Flank attack: identify changes to be satisfied with new developments.
- Surrounding attack: conquering the territory through various fronts.
- Bypass attack: to set aside the enemy and attack simpler markets.
- ✓ Guerrilla attack: launching short-range offensives.

Quin cafe should select the guerrilla attack as it should weaken the leaders with small attacks and attack by introducing promotions and creating new products.

6.3 Strategy as competitive advantage

According to Porter, we can find 3 types of strategies:

1. Cost leadership
2. Differentiation
3. Focus or concentration

In order to increase the competitive advantage and to be at a higher level than the competition, the company must select a strategy that gives it an advantage over its competitors.

The strategy proposed for Quin Café, a small sandwich shop, is the strategy of differentiation. The company must differentiate itself from others and focus on the characteristics and the highest quality of the products it offers. They should also be differentiated through the distribution channel and the design and decoration of the store, since merchandising is currently gaining importance in society.

6.4 Segmentation strategy

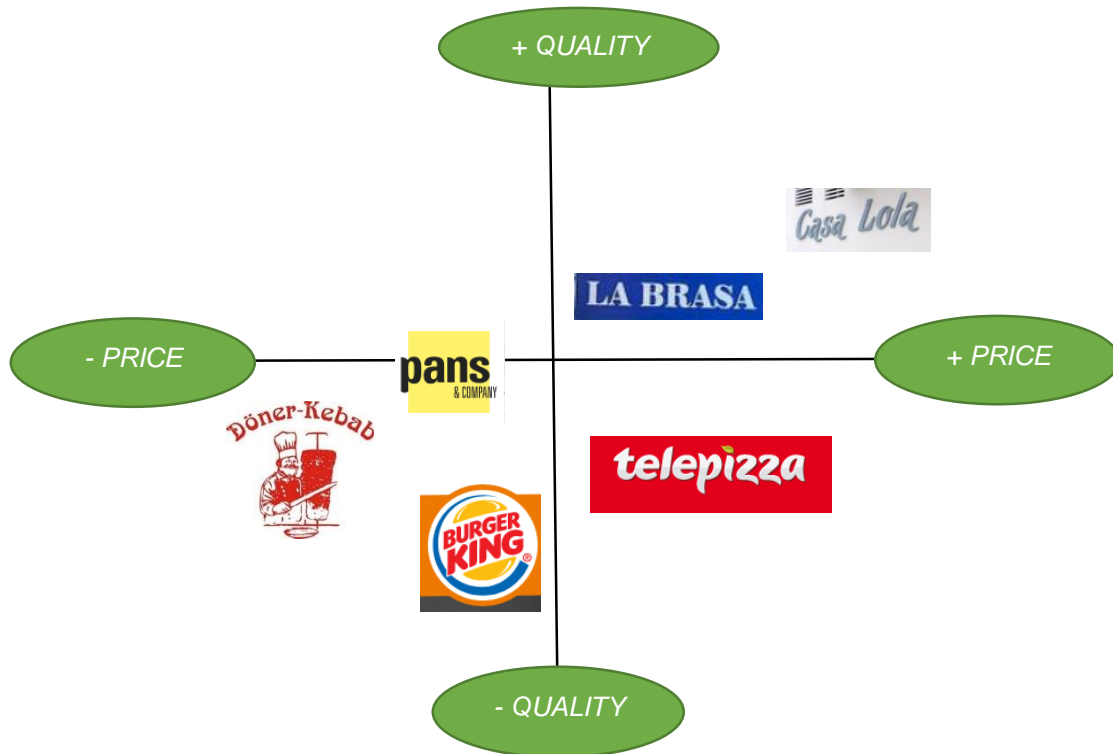
The segmentation strategy model to be applied by the company is the differentiation strategy. It is the ideal strategy as the company has products for different segments. For example, in the future, the company will have products and will carry out actions that appeal to the new segment destined, adolescents, with the service and promotions for snacks.

6.5 Positioning strategy

In this section we will use the same competitors as in the competitive structure in the competition levels to develop a positioning map.

In the following figure, on the X axis the variable represented is the price and on the Y axis, the quality. These two variables have been chosen as they are the most representative of our company.

Figure 18. Positioning map



Source: own elaboration.

7. ACTION PROGRAMS

7.1 Summary action plans

ACTIONS	OBJETIVES
Action 1: New product line: Vegan Burger.	<ul style="list-style-type: none"> 1. Attracting 5% of new customers in one year. 5. Increasing sales by 5% from the previous year. 6. Profit increase of 3% from the previous year.
Action 2: New product line: Teenage snacks.	<ul style="list-style-type: none"> 1. Attracting 5% of new customers in one year. 5. Increasing sales by 5% from the previous year. 6. Profit increase of 3% from the previous year.
Action 3: Design a menu of the day.	<ul style="list-style-type: none"> 1. Attracting 5% of new customers in one year. 2. Get 95% of customers who come in a year to be satisfied with the services: 4. 90% of customers repeat in 12 months:
Action 4: Create a website.	<ul style="list-style-type: none"> 1. Attracting 5% of new customers in one year. 3. Interact with 90% of customers in one year.
Action 5: Sandwich of the month.	<ul style="list-style-type: none"> 5. Increasing sales by 5% from the previous year. 6. Profit increase of 3% from the previous year.
Action 6: Online games (Propose snacks of the month).	<ul style="list-style-type: none"> 1. Attracting 5% of new customers in one year.

	<p>3. Interact with 90% of customers in one year.</p>
Action 7: Ordering via the website.	<p>2. Get 95% of customers who come in a year to be satisfied with the services.</p> <p>3. Interact with 90% of customers in one year.</p> <p>5. Increasing sales by 5% from the previous year.</p> <p>6. Profit increase of 3% from the previous year.</p>
Action 8: 20% discount on online orders.	<p>4. 90% of customers repeat in 12 months.</p> <p>5. Increasing sales by 5% from the previous year.</p> <p>6. Profit increase of 3% from the previous year.</p>
Action 9: Loyalty card.	<p>2. Get 95% of customers who come in a year to be satisfied with the services.</p> <p>3. Interact with 90% of customers in one year.</p> <p>4. 90% of customers repeat in 12 months.</p>
Action 10: Advertising on periodic.com.	<p>1. Attracting 5% of new customers in one year.</p> <p>5. Increasing sales by 5% from the previous year.</p> <p>6. Profit increase of 3% from the previous year.</p>
Action 11: Sweepstake Facebook.	<p>1. Attracting 5% of new customers in one year.</p> <p>3. Interact with 90% of customers in one year.</p>

Action 12: Create an advertising poster.	<p>4. 90% of customers repeat in 12 months.</p> <p>5. Increasing sales by 5% from the previous year.</p> <p>6. Profit increase of 3% from the previous year.</p>
Action 13: Create a mobile application.	<p>1. Attracting 5% of new customers in one year.</p> <p>3. Interact with 90% of customers in one year.</p>

7.2 Product decisions

Action 1: New product line: Vegan Burger.

<p>Objectives to which we contribute:</p> <p>1. Attracting 5% of new customers in one year.</p> <p>5. Increasing sales by 5% from the previous year.</p> <p>6. Profit increase of 3% from the previous year.</p>
--

<p>Implementation period: indefinite.</p>

It will be based on a new product line, namely a vegan burger. The ingredients are detailed below. The following hamburger will be added to the menu for those who are vegan as there is no hamburger for them. The price will be 4€ very similar to the other hamburgers on the menu, although it is a little more expensive as it is handmade with all

the ingredients specified in the following image. There will also be an option to buy it with gluten-free bread.

Figure 19. New vegan burger

Ingredients:

1. 120 gr. of roasted peppers
2. 1 cup of textured and thin soy
3. 80 gr. of dried tomatoes
4. 1 purple onion
5. 3 garlic cloves
6. 1/2 red pepper
7. 1 cup of bread crumbs
8. 1/2 cup of sesame seeds
9. 1 tablespoon black pepper
10. Olive oil
11. Salt



Source: own elaboration.

Action 2: New product line: Teenage snacks.

Objectives to which we contribute:

1. Attracting 5% of new customers in one year.
5. Increasing sales by 5% from the previous year.
6. Profit increase of 3% from the previous year.

Implementation period: indefinite.



95% of the people who come to the premises are over 25 years old. Therefore, this action is good for targeting teenagers (16-18 years of age) and therefore snacks are promoted in the restaurant. It's a good decision because they can influence parents' behavior. The

market development strategy is used to cover this segment. We are going to propose the following menu represented in figure 18:

Option 1: Drink + Sandwich = 3€

Option 2: Drink + Biscuits = 2,50€

Figure 20. Menu snacks

<p>OPTION 1:</p> <p>Drinks: Soft drinks or juices.</p> <p>Sandwiches: serano ham, york ham, omelette, sobrassada or chorizo. (tomato and cheese may be included))</p>  <p style="text-align: right;">3€</p>	<p>OPTION 2:</p> <p>Drinks: Soft drink, juice or glass of milk.</p> <p>Viennese pastries: chocolate flutes, ensaimada or croissant</p>  <p style="text-align: right;">2,50€</p>
---	--

Source: own elaboration.

Action 2: Design a menu of the day.

Objectives to which we contribute:

1. Attracting 5% of new customers in one year.
2. Get 95% of customers who come in a year to be satisfied with the services.
4. 90% of customers repeat in 12 months.

Implementation period: 6 months.

The aim of this action is to prepare a menu of the day. The menu will consist of a sandwich that will be different each day and will be proposed by the owner depending on the resources available. For example, if you need to use a specific ingredient, the sandwich that day will be made from this ingredient, and you can also bring cheese, tomato and lettuce. The menu also includes drinks. With this action we are taking advantage of resources and we are trying to attract new clients (possibly workers) who go there every day to eat. The price will be 5€ (drink + sandwich + coffee + dessert)

Figure 21: Menu of the day

MENU OF THE DAY

Drinks + sandwich + coffee/dessert



Source: own elaboration.

Action 5: Sandwich of the month.

Objectives to which we contribute:

- 5. Increasing sales by 5% from the previous year.
- 6. Profit increase of 3% from the previous year.

Implementation period: 6 months.

The snack of the month is available on the website and can be found in section 7.5 communication decisions, specifically in action 6: online games.

The sandwich will consist of 5 ingredients, the most voted on the page and will be available from the 7th of the month to the 6th of the following month. The price is similar to the one on the menu, 4,50€. This will increase the interaction with the customer and also increase the sales and therefore the profit.

7.3 Price decisions

Based on the value perceived by the customer based on the benefits that the product provides and according to the attributes of these we have proposed a series of prices for these different products mentioned in the previous section.

New vegan burger: the new burger will consist of several ingredients to make it unique and special so we have set a price of 4€.

Snacks for teenagers: two options are available: option 1 (drink + sandwich) and option 2 (drink + bakery). The first option would cost 3€ and the second option would cost 2,50€.

Menu of the day: in the menu of the day proposed in action 3 is composed of drink, sandwich, coffee or dessert and all at a price of 5€.

Sandwich of the month: the price of the sandwich will be similar to the prices on the menu. It will be €4.50.

Therefore, in summary, the proposed prices for the products would look like this:

Table 13. Prices of new products

Products	Prices
New vegan Burger	4€
Teenagers options	3€ and 2,50€
Today's menu	5€
Sandwich of the month	4,50€

Source: own elaboration.

7.4 Distribution decisions

Action 7: Ordering via the website.

Objectives to which we contribute:

2. Get 95% of customers who come in a year to be satisfied with the services.
3. Interact with 90% of customers in one year.
5. Increasing sales by 5% from the previous year.
6. Profit increase of 3% from the previous year.

Implementation period: indefinite.

7.5 Communication decision

Action 4: Create a website.

Objectives to which we contribute:

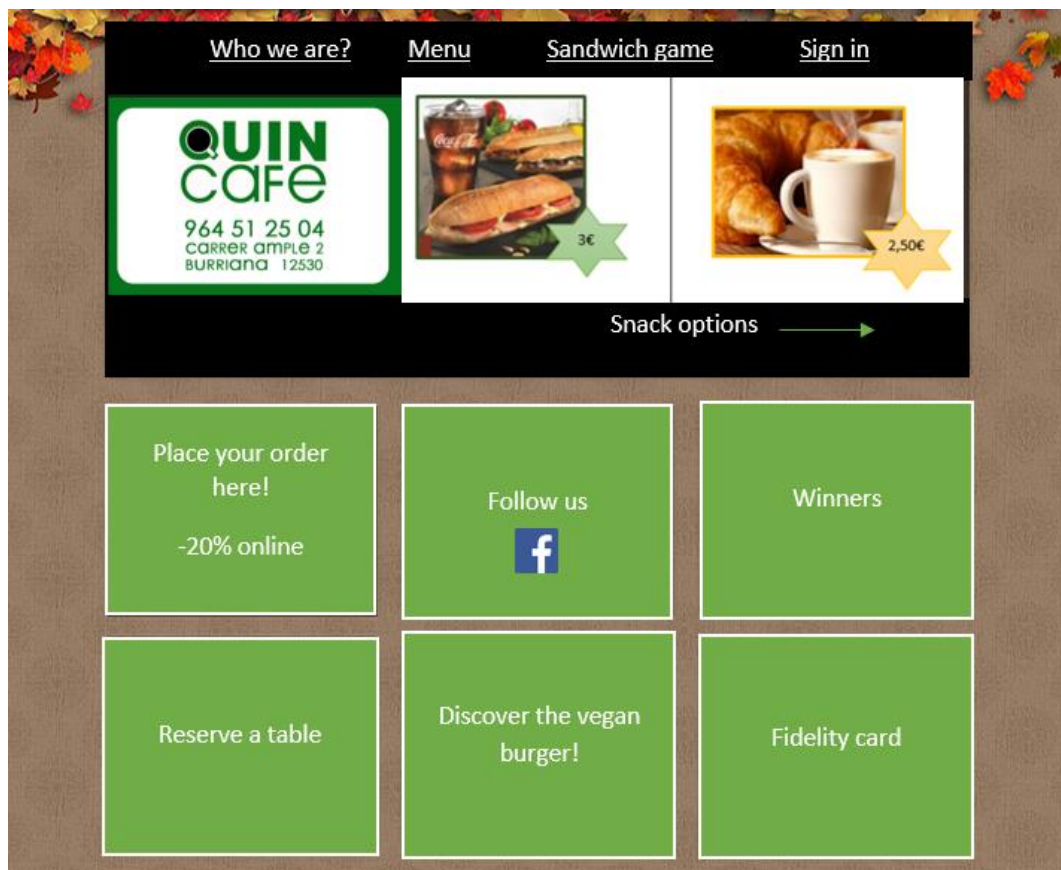
1. Attracting 5% of new customers in one year.
3. Interact with 90% of customers in one year.

Implementation period: indefinite.

The website www.QuinCafé.com will be created, the website will have a brief explanation of the company, where it is, who it is, the products and the prices it offers. You can also register to enter for the snack of the month game. It includes sections such as:

- Place online orders that have a 20% discount.
- There is a section that will redirect you to the Facebook website.
- Snack of the month game winners.
- It is possible to reserve a table online.
- The new menu will be included, in this case the new vegan hamburger.
- Finally, the loyalty card may be requested.

Figure 22. Web page



Source: own elaboration.

Action 6: Online games

Objectives to which we contribute:

1. Attracting 5% of new customers in one year.
3. Interact with 90% of customers in one year.

Implementation period: 6 months.

Within the Sandwich game section of the website www.Quincafe.com, users must register to offer sandwiches with a maximum of 5 ingredients. Participants should include their preferred ingredients during the first week of the month. During the 7th of each month, the proposed sandwiches will be checked and the most requested ingredients will be served. With these ingredients, on the 7th of each month the winning sandwich and the winning person or persons will be published. The prize will be to be able to enjoy "his creation" free of charge on the premises. For the rest of the people, the sandwich of the month will be available until the 7th of the following month, which will be exchanged for the new one with the most votes (the sandwich may or may not be repeated). This sandwich will cost €4.50.

The website has been selected as this is how they register and apart from participating in the game they can view the card, request the loyalty card or book a table among others. This action is intended to increase sales and customer relations with the company.

Action 8: 20% discount on online orders.

Objectives to which we contribute:

4. 90% of customers repeat in 12 months.

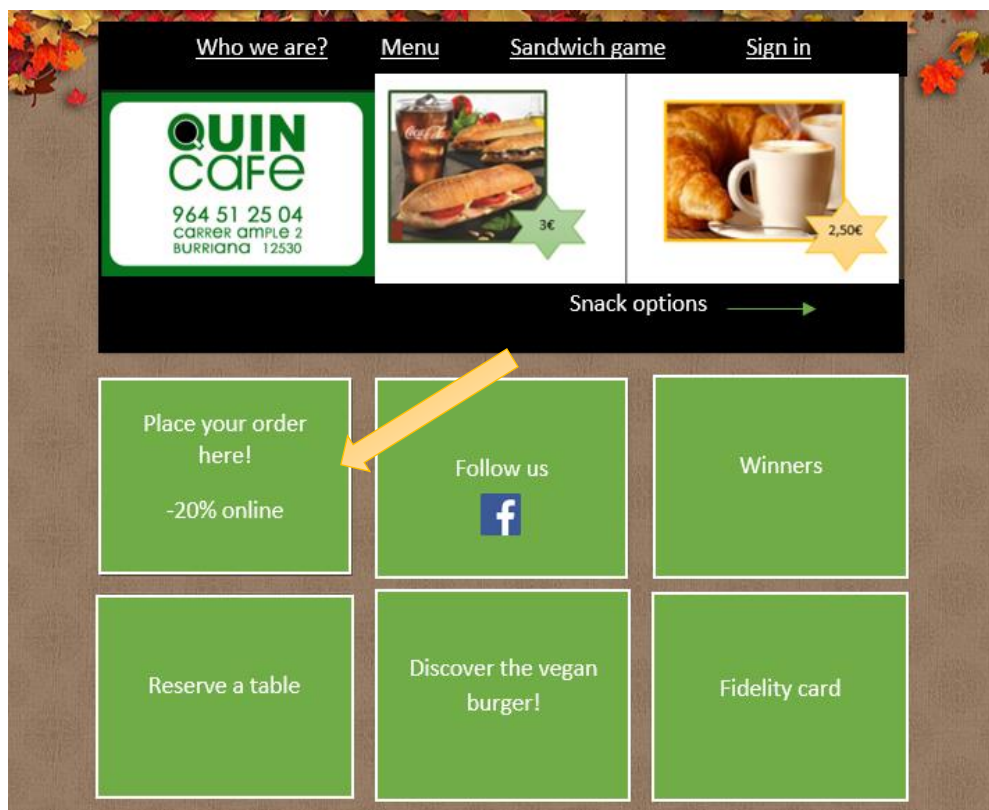
5. Increasing sales by 5% from the previous year.

6. Profit increase of 3% from the previous year.

Implementation period: 6 months.

In action 4, where the website is created, there is a section where you can order online, all those who are registered will get a 20% discount. Orders will always be picked up at the store as there is no home delivery service. With this action we are avoiding local waits since the order will also determine the estimated time in queue according to the volume of orders that there are. The implementation period, for the moment, will be 6 months, although it can be extended later. This will encourage customers to use the website and place orders online.

Figure 23. Discount on online orders



Source: own elaboration.

Action 9: Loyalty card.

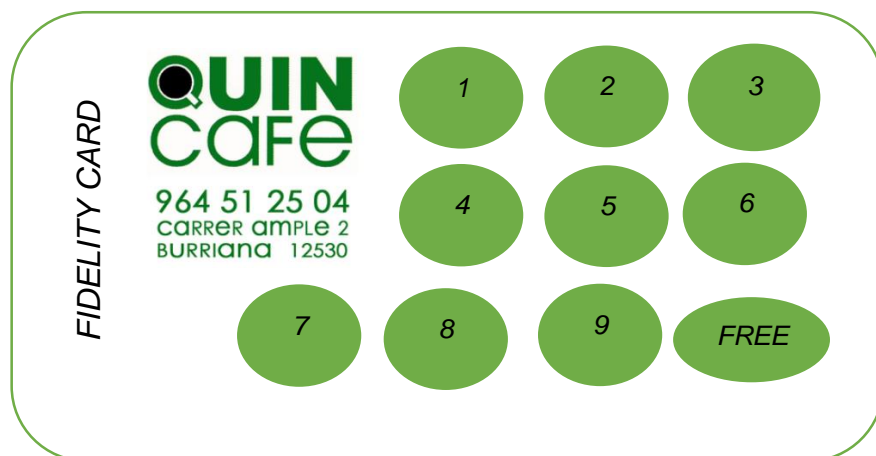
Objectives to which we contribute:

2. Get 95% of customers who come in a year to be satisfied with the services.
3. Interact with 90% of customers in one year.
4. 90% of customers repeat in 12 months.

Implementation period: indefinite.

From the website www.Quincafe.com you will be able to access (once you have registered) the section to request the loyalty card. The cards will be collected at the premises in order to avoid shipping costs. This is a card that has 10 spaces. Every time a purchase of more than 6€ is consumed in the store, a gap will be cut in and when you bring 9, the tenth drink is free (this drink cannot be more than 6€, if so, the difference will be paid).

Figure 24. Customer loyalty card



Source: own elaboration.

Action 10: Advertising on periodic.com

Objectives to which we contribute

1. Attracting 5% of new customers in one year.
4. 90% of customers repeat in 12 months.
6. Profit increase of 3% from the previous year.

Implementation period: 4 months.

El periodic.com is an online newspaper that includes all the provinces of the Valencian community. In it the company will be announced, also include information on the new hamburger in letter. Promote the website with your 20% discount online.

Figure 25. Periodic.com



[Quin Café: Discover the new vegan burger and website](#)

Source: own elaboration.

It is intended to do this promotion during the Christmas and summer months. This action is intended to reach new customers with an increase in sales and therefore in the company's profit.

Action 11: Facebook Sweepstakes

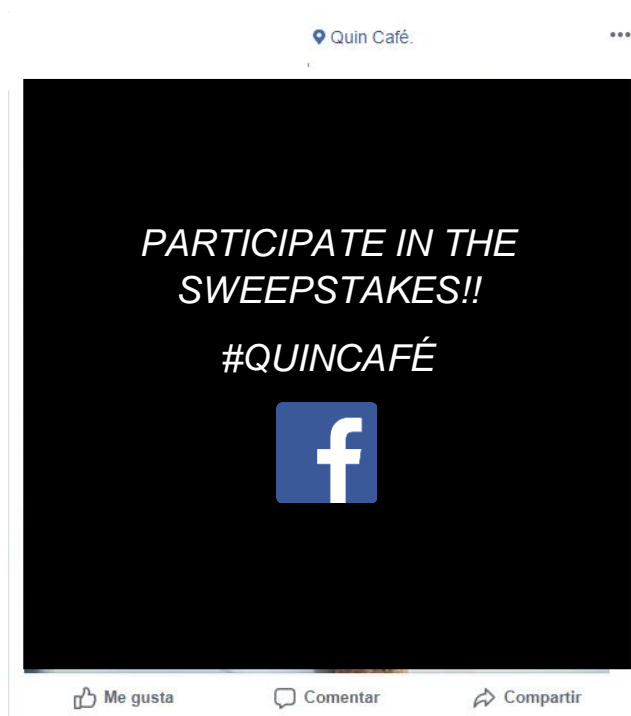
Objectives to which we contribute:

1. Attracting 5% of new customers in one year.
3. Interact with 90% of customers in one year.

Implementation period: once a month for 1 year

In the Facebook fanpage once a month there will be raffles for all those people who upload a photo on the site and with the hashtag #QUINCAFE. The people who do so will be entered into a draw for a dinner for two people no more than 25€.

Figure 26. Facebook Sweepstakes



Source: own elaboration

Action 12: Create an advertising poster

Objectives to which we contribute:

4. 90% of customers repeat in 12 months.
5. Increasing sales by 5% from the previous year.
6. Profit increase of 3% from the previous year.

Implementation period: 6 months.

This action will consist of the creation of an advertising poster. This poster should include information about the new changes: the new website, the new hamburger, the contests and sweepstakes held by the company and the new customer loyalty card.

Action 13: Create a mobile application

Objectives to which we contribute:

1. Attracting 5% of new customers in one year.
3. Interact with 90% of customers in one year.

Implementation period: indefinite.

It is similar to action 4. A designer and developer will be in charge of creating and maintaining the application. The application will be available for Android devices as well as for the Apple operating system. It shall have the following characteristics:

- Allows you to register

- Allows you to place orders through the mobile application and will apply 20% discount.
- Allows you to see the winners of the month's draw.
- Let's see the winning sandwich.
- Direct link to Facebook
- Direct link to the website
- Option to request the loyalty card.

8. TIMELINE

This section shows the action plans in a table related to the time period of duration.

Actions	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: New product line: Vegan Burger												
Action 2: New product line: Teenage snacks												
Action 3: Design a menu of the day												
Action 4: Create a website												
Action 5: Sandwich of the month												
Action 6: Online games												
Action 7: Ordering via the website												
Action 8: 20% discount on online orders												
Action 9: Loyalty card												

Action 10: Advertising on periodic.com												
Action 11: Sweepstakes Facebook												
Action 12: Create an advertising poster												
Action 13: Create a mobile application.												

9. BUDGET

The budget is approximate, it has been thought that the new products have no cost since the premises always have food. The website will be developed and maintained by a web developer who will take care of these tasks. For online orders, we have calculated a commission charge of around €200 per month for orders. About 300 cards have been proposed on the loyalty card (in principle) and finally, advertising in the newspaper would cost 400 euros for 4 months to implement. Below you can see the total costs:

Actions	Description	Budged
Action 1: New product line: Vegan Burger	New vegan burger	-
Action 2: New product line: Teenage snacks	Afternoon snack options	-
Action 3: Design a menu of the day	Menu of the day offer	-
Action 4: Create a website	Development and web maintenance	1.500€
Action 5: Sandwich of the month	New ingredient snacks every month	-
Action 6: Online games	Customers offer new snacks	-
Action 7: Ordering via the website	Order online POS	- Discharge 100€ Commission 1% (200€ month) Maintenance 9€
Action 8: 20% discount on online orders	20% discount	-
Action 9: Loyalty card	Cards	0,25€/card

		(supposing 300 cards) = 75€
Action 10: Advertising on periodic.com	Advertising in newspaper.	1.600€
Action 11: Sweepstakes Facebook	The manager will conduct these drawings.	-
Action 12: Create an advertising poster	Poster in the shop with the latest news.	Design and printing = 50€
Action 13: Create a mobile application	Development and application maintenance.	1.500€
TOTAL		4.836€

10. CONTROL

Objectives	Control frequency	Method
1. Attracting 5% of new customers in one year.	3 times a year, every quarter.	Review product sales and see if sales are rising.
2. Get 95% of customers who come in a year to be satisfied with the services.	Twice a year, every semester.	Satisfaction surveys on the website and Facebook.
3. Interact with 90% of customers in one year.	4 times a year, every quarter.	Review the people who interact with Facebook and the number of people who propose the snack of the month.
4. 90% of customers repeat in 12 months.	4 times a year, every quarter.	View user orders on the website whether or not they are often repeated.
5. Increase sales by 5% from the previous year.	4 times a year, every quarter.	Look at last year's sales and compare it.
6. Profit increase of 3% from the previous year.	Twice a year, every semester.	Look at last year's profit and compare it.

11. INDEX OF FIGURES

Figure 1. Carrer ample, Burriana, Castellón, Spain.....	2
Figure 2. Winner Quin Café ruta de la tapa 2017.....	2
Figure 3. Organizational chart.....	5
Figure 4. Products lines “Quin Café”.....	7
Figure 5. Distribution channel Quin Café.....	11
Figure 6. Facebook Quin Café.....	12
Figure 7. The five forces of Porter.....	23
Figure 8. Levels of competence.....	25
Figure 9. Products lines “Casa Lola”.....	27
Figure 10. Products lines “La brasa”.....	28
Figure 11. Products lines “Pans & Company”.....	29
Figure 12. Products lines “Burger King”.....	30
Figure 13. Products lines “Telepizza”.....	31
Figure 14. Products lines “Donner Kebab”.....	32
Figure 15. Average expenditure (€) in Spain.....	39
Figure 16. Ansoff’s matrix.....	44
Figure 17. Kotler competitive strategies.....	45
Figure 18. Positioning map.....	47

Figure 19. New vegan burger.....	51
Figure 20. Menu snacks.....	52
Figure 21. Menu of the day.....	53
Figure 22. Web page.....	56
Figure 23. Discount on online orders.....	58
Figure 24. Customer loyalty card.....	59
Figure 25. Periodic.com.....	60
Figure 26. Facebook Sweepstakes.....	61

12. INDEX OF TABLES

Table 1. Functions.....	4
Table 2. Fixed and variable costs.....	5
Table 3. Product Portfolio of the company.....	8
Table 4. Salad prices.....	9
Table 5. Sandwiches prices.....	10
Table 6. Prices for hamburgers and hot dogs.....	10
Table 7. Number of premises in the Valencian Community and Spain.....	13
Table 8. Volume of business in the services sector in thousands of €.....	14
Table 9. Total expenditure and annual variation 2016.....	14

Table 10. Average expenditure per household and percentage distribution by expenditure group. Current terms. Year 2016.....15

Table 11. Men and women in Spain (nationals and foreigners).....15

Table 12. Expenditure by age group.....39

13. INDEX OF GRAPHS

Graph 1. Population resident in Spain according to age and sex.....16

Graph 2. Evolution of total assets (thousands of people).....17

Graph 3. Evolution of the employed population (thousands of people).....17

Graph 4. Evolution of the unemployed (thousands of people).....17

Graph 5. Evolution of the inactive population (thousands of people).....18

Graph 6. Evolution of the level of education of the adult population.....18

Graph 7. Percentage of population having reached at least the EU 2016 second stage level.....19

Graph 8. R&D expenditure in Spain.....21

Graph 9. Influence of macro-environment in Quin Cafe.....22

Graph 10. Total evolution of food and drinks establishments.....35

Graph 11. Distribution of Spanish companies by legal status.....35

Graph: 12. Hostelry and restaurant consumption.....36

Graph 13. Food consumption times inside and outside the home.....37

Graph 14. Food consumption outside the home.....38

Graph 15. Days of food consumption outside the home.....38

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