



Facultat de Ciències Jurídiques  
i Econòmiques · **FCJE**

## **MARKETING PLAN OF ASADOR 7 DE JULIO**

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## **1. EXECUTIVE SUMMARY**

The ASADOR 7 DE JULIO family restaurant has got 20 years of experience and is unique in the Valencian Community for the type of gastronomy offered to the consumer, typical of the Basque Country and Navarra.

The main purpose of making a Marketing Plan is to study the company internally to know what resources the company has in place, what activities are performed correctly, and which are those that can be improved or modified to adapt to the demand. Externally, the status of the hospitality sector, the bargaining power of the suppliers and the competition, as well as factors that affect the company (PESTEL Analysis) are analyzed in order to be able to react to these situations, which are typical of a changing environment.

After being aware of everything that surrounds the company, clear, realistic and measurable objectives are proposed over time, in order to be able to adapt to the new situations that arise after the study and also to be able to obtain competitive advantages over the competitors. The 3 objectives that we develop in this marketing plan are: increasing by 10% the annual sales volume for 2018, an increase by 5% in monthly visits per customer during 2018 and the expansion across the national territory with 1 more premises during 2018, 2019, and 2020.

These objectives derive in a series of marketing strategies and actions that the company must carry out in order to achieve these objectives. In order to achieve the set objectives, the actions are detailed, a budget is established for them, and some control measures must be taken into account to achieve success and make sense of this Marketing Plan.



## **2. HISTORY**

ASADOR 7 DE JULIO S.L. was founded in 1996 by Rufino Brioso and his brothers-in-law, Carlos and Tomás, who currently make up the three and only partners of this family business.

Prior to the foundation of the restaurant, it can be affirmed that this family did not have professional experience in the hospitality sector, since they were humble carpenters who took their family forward.

Rufino Brioso was a wood craftsman, commonly known as the carver's profession. He devoted part of his efforts to visiting furniture fairs that took place throughout Spain. Once they arrived in Valencia after having visited Basque lands, Rufino was captivated by the cider houses, the abundant and tasty meats that could be savored, and the way they lavished the customer with tasty, elaborated, high quality food.

The excitement and thrill he felt in this trip led Rufino to transmit to his family what he experienced in his journey throughout northern Spain. The project that has been more than 20 years in the field arose from the following business project: an opportunity to develop a grill restaurant in Valencia, an innovative restaurant style in Levantine lands with good quality and affordable prices for the target market.

Training, advice, and the effort put on working on this project from 0 joined the desire to embark on this risky and throbbing adventure. Nevertheless, they maintained the characteristic fighting spirit of their family.

After shaping the business project, the first ASADOR 7 DE JULIO located in Manises was created in 1998. Four years later, it was decided to open a restaurant on the outskirts of Castellón. The third ASADOR 7 DE JULIO opened in 2004 and was located in the province of Valencia, specifically in the town of Massanassa. It was a suitable location due to its proximity to a major shopping center near the Valencian capital. Lastly, almost a decade after launching this project, a goal set by ASADOR 7 DE JULIO's management was met: their fourth and last restaurant was opened in Alicante. This fact made this family business known in the three provinces of the Valencian Community.

The great recognition from customers was the best investment in advertising, as well as the key driver for this company to be able to be located in Valencia, Castellón, and



Alicante. The choice of wide, spacious, diaphanous, 800m2 premises, which afterwards would be reformed and designed with the grill restaurant's style, determined the location of all the different premises. Placing the restaurants in the first line of road with high traffic and ease parking of vehicles was added to the requirements above. This established pattern of positive characteristics was of benefit to ASADOR 7 DE JULIO's success. Furthermore, it determined the unique and special characteristics for the location of the rest of the grill restaurants.

It can be said that after two decades, ASADOR 7 DE JULIO has not undergone major changes in general aspects. By this it is meant that the target audience continues to appreciate this grill restaurant in the same way as the first day, for it has maintained the keys to success that give it a good position in the market.

If it was necessary to highlight any minus point, it would be that a large number of all kinds of bars can be found currently in Spain. It is an aspect that has evolved over the years, since at the beginning of this business there was not such abundance of bars, especially Basque-Navarre grill restaurants.

On the other hand, the aesthetics and decoration remain the same, which is appreciated by the customer in the same way over the years. Due to their previous profession, the owners of this business had the ability to build handmade columns, ceilings, and figures. Hence, it is emphasized the essence of the grill restaurant, because no one else will be able to have equal material resources.

Illustration 1:ASADOR 7 DE JULIO's Logo



Source: Material provided by ASADOR 7 DE JULIO.



Ultimately, it is highlighted the opening of CANYES RESTAURANT just one year ago. It is relevant for it joins the group to be able to give a different approach, although still looking for the quality and harmony in rices and typical Valencian cuisine. A different style that fits perfectly with ASADOR 7 DE JULIO.

Illustration 2: Canyes restaurante



Source: Material provided by ASADOR 7 DE JULIO

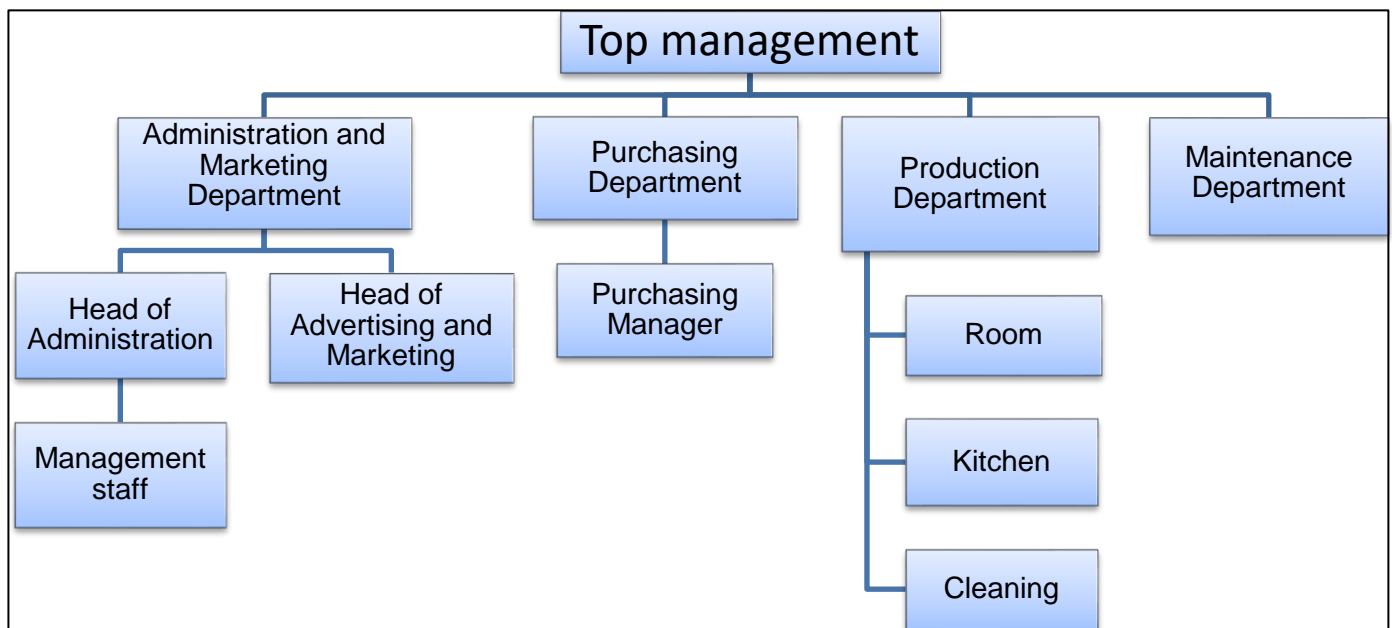
## 2.1. ORGANIZATIONAL STRUCTURE OF THE COMPANY

In order to analyze the company in all its aspects, it is important to know the organizational structure of the entity. This way we can know the different departments that comprise it, as well as the obligations and responsibilities of each one.





Illustration 3: Organizational structure of the company



Source: Own elaboration.

As it can be seen in the Illustration 3: Organizational structure of the company, the structure is segmented by departments, that is, it corresponds to a functional departmentalization, since each segment has common tasks, and the people that comprise it are specialized in these tasks with the necessary skills, knowledge and guidance.

### **3. ANALYSIS**

#### **3.1. Internal analysis**

The internal analysis of a company refers to the compound of techniques to expose the factors available to the company and on which it has decision-making power. Specifically, in this Marketing Plan a study of the mission and vision of the company will be conducted, target audience, corporate social responsibility, resources and capabilities available to the grill restaurant, and in the end, the marketing mix, formed by the product, price, promotion, and distribution.



These aspects, if they are well unified, can suppose the achievement of the established objectives, and in turn, they can face the normally unstable, uncertain environment that surrounds the company.

By means of this analysis it will be possible to identify, to a large extent, the strengths and weaknesses that the company presents. Data that will be collected in a SWOT analysis hereinafter.

### **3.1.1. Mission and vision**

The purpose of studying the company's mission is to determine its identity, essence, *raison d'être*, and purpose.

In this case, the **ASADOR 7 DE JULIO's mission** is "*to make our customers feel at home, feel that we are here to please them, and to lavish them with our generous menus, converting the best raw materials into exquisite dishes*" as reported by the administrative department of the grill restaurant

That is the reason why ASADOR 7 DE JULIO allows its customers to pour themselves cider from the barrel and to choose the finishing point of the sirloin steak or T-bone steak with tailor-made grills to cook on the customer's table. All this is achieved through exceptional treatment to the consumers.

On the other hand, their vision reflects the goal that the company intends to achieve in the future, that is, what they want to become. The vision must be realistic and achievable.

Regarding **ASADOR 7 DE JULIO's vision**, the company seeks to be the best positioned grill restaurant in the Valencian hospitality sector in addition to "*being a reference in the meat and food Basque-Navare sector*", according to Alba Gómez, in charge of the administration department.



Illustration 4: Beef steak on the table



Source: Material provided by ASADOR 7 DE JULIO.

### **3.1.2. Target audience**

It is important to detect the target audience to which the business is addressed and towards all sale efforts can be directed, having previously analyzed and detected the target audience needs in order to satisfy them in the best possible way.

On this occasion, it is detected that the segment of the targeted population by the grill restaurant is to a large extent diverse. It is relevant to emphasize that they have never wanted to reach a limited number of people, which is the reason they seek to adapt to population segments with dispersed characteristics among themselves.

First of all, due to the fact that it is a grill restaurant, it can be said we are going to a "prestigious" place, since its ratio per guest is €30 per person due to the type of food and quality it offers. It offers a sporadic purchase good, as it will be explained later.

Thus, **two types of customers** can be found:

- **Average/high positions of companies** that come during the week (from Monday to Friday) either for lunch or for dinner. This segment is enhanced by



the calm and cozy atmosphere of the grill restaurant, in addition to the speed and good treatment offered by the employees. Here it can be added that it prioritizes the quality the dish over the price.

- On the other hand, **full families** come during the weekends. A wide range of ages that meet together to enjoy a pleasant lunch or dinner in a grill restaurant that provides good quality and price. On this occasion, both aspects are important because of the positive relationship that exists between both. In addition to entertainment services, ASADOR 7 DE JULIO has got a children's menu, so that the youngest members of the house can enjoy the same way as the rest of the family.

It is highlighted the visit of numerous celebrities and sports teams to this Basque-Navarre style restaurant in Valencia. Among these personalities, the following can be highlighted: Naomi Campbell, Javier Bardem, Valencian and Villarreal football teams, Real Madrid basketball team, every year our motorcyclists visit us when they come to Cheste, followed by a long etcetera.

Generally speaking, there isn't any gender distinction to be able to identify the profile of the target audience, but in terms of age we can say that the average age would be between 30 and 55 years old. Due to the anti-smoking law passed in 2006, a big difference could be noticed, since a large percentage of the customers were smokers.

Note that the foreign audience (Asians, British, Italians...) has got a great interest in this grill restaurant as well.

### **3.1.3. Corporate social responsibility**

The Corporate Social Responsibility (CSR) is the one that leads the company to develop its activities taking into account the environment and society as a whole. In this same way, the Corporate Social Responsibility is found, which involves the integration of activities by companies that take into account the aforementioned aspects and the customers, suppliers, and agents with whom they interact.

On this occasion, ASADOR 7 DE JULIO performs, as far as possible, small actions with the purpose of favoring society and the environment. The actions that can be included within the Corporate Social Responsibility are:



**Recycling.** The use of fabric bags is a major advance, since not so much plastic pollutes the environment. Moreover, it implies having the possibility of reusing material and also reducing the number of packaging. It is also intended that used materials can be manufactured in a sustainable manner in all aspects, so damage to the environment can be as little as possible. Both coal and used oil are sold to companies specialized in their treatment and recycling.

**Energy savings.** We are facing environmental impact problems due to the high consumption of energy that is harmful to the environment. That is the reason why the grill restaurant seeks to use LED lights and timers to avoid this type of negative impact and waste, since this type of business requires a great use of this type of energy.

**Collaborations.** Lastly, collaborations with non-profit entities are carried out anonymously and confidentially. The grill restaurant defends children's rights and provides humanitarian aid.

#### **3.1.4. Resources and capabilities.**

Next, the resources and capabilities of the company will be analyzed. Although it may seem that these terms have similar meaning, there are differences between them. On the one hand, the resources are the group of people and material goods of a financial and technical nature that are used to achieve the proposed goals or to be able to carry out the productive process, obtaining competitive advantages in comparison to the competitors. On the other hand, skills refer to capabilities, knowledge and attitudes to perform an activity.

As for the **ASADOR 7 DE JULIO's resources**, it can be highlighted their human capital, raw material, type of premises, decoration and furniture that make up the restaurant, and lastly the location of it. The capabilities **ASADOR 7 DE JULIO** has in place are: experience in the sector, human capital management capacity to provide an excellent service to the customer, possibility to adapt to the customer's demand and management of the provided service quality.

In order to be able to study if these aspects entail an advantage for the grill restaurant, we are going to perform a **VRIO analysis**. This acronym refers to Value, Rareness, Imitability and Organization. With the VRIO analysis it is sought to identify if it is a resource or a capacity that adds value to the company, if it can often be found, if it can



be easily imitated or replaced and if the company has the possibility of exploiting the resource 100%.

Table 1: VRIO analysis in company resources

Resource	Value	Rareness	Inimitability	Organization	Strategic implication
Human capital	YES	NO	NO	YES	Temporary competitive advantage
Raw material	YES	YES	YES	YES	Sustained competitive advantage
Local	YES	YES	YES	YES	Sustained competitive advantage
Furniture and decoration	YES	YES	YES	YES	Sustained competitive advantage
Location	YES	NO	NO	YES	Temporary competitive advantage

Source: Own elaboration

Each resource of the previous table is analyzed below (Table 1: Analysis VRIO of the resources of the company). Regarding human capital, it can be said that it is a resource that adds value to the company. The human capital of ASADOR 7 DE JULIO is made up of waiters, chefs, cooks, cleaning and maintenance personnel and business management personnel. This means that every and each one of them adds value to the company. It can be said as well that it is not difficult to find it in other companies and it can be easily imitated, although in this case, the company has the full capacity to exploit this resource. The raw material is a resource that adds value to the company, since it stands out for having Basque-Navarre origin, it is also difficult to imitate for the same reason, and the company exploits this resource 100%. The premises adds value to the company, since it is important that it meets the characteristics that the entity was looking for, among other reasons due to smoke evacuation issues. It is unique and inimitable since not all the premises meet the necessary requirements to implement a grill restaurant of such characteristics. Therefore, the company makes the most of it, among other things, because they can take mini grills to the dining room, so that people can finish cooking the meat to taste. Another resource to highlight is the



## Marketing Plan Of ASADOR 7 DE JULIO

furniture and decoration of this chain of restaurants. It adds value, since people feel comfortable in that rustic and cozy environment, and it also involves a charismatic environment in front of the rest of the grills. It is unique and a complex aspect to falsify, since the owners of the grill are the ones in charge of designing and manufacturing everything related to decoration, giving their venue a special touch. In addition, the organization takes advantage of it, as it is an aspect that stands out in this grill restaurant. Finally, the location is a resource that cannot be left behind in this analysis. It adds value, since it is an essential requirement to be able to open an ASADOR 7 DE JULIO. It adds interest to the customer due to the characteristics of the location. It is sought to be on the front line of main roads, whose environment has to be neutral to be able to play a leading role in the peculiar façade that characterizes this grill restaurant. It is not a special feature, because a restaurant near a main road can easily be found, although it is probably an aspect that must be paid to be obtained, and therefore it is easy to imitate. In spite of this, ASADOR 7 DE JULIO takes advantage of this feature and is important and relevant when it comes to locating a new grill restaurant.

Illustration 5: ASADOR 7 DE JULIO location



Source: Material provided by ASADOR 7 DE JULIO



After seeing the features of these resources, human capital and location can be classified as temporary comparative advantages. This means that, despite being in a position of superiority over the competitors, they may reach the same features in the medium to long term. On the other hand, the raw material, the premises, the furniture, and the decoration involve competitive advantages sustained throughout the time, which means that only ASADOR 7 DE JULIO will have the mentioned features in an extensive period of time. Hence, the restaurant is in a better position than grill restaurants of the same style.

Table 2: VRIO analysis in the company's capabilities

Resource	Value	Rareness	Inimitability	Organization	Strategic implication
Experience within the sector	YES	NO	YES	YES	Competitive advantage still to be exploited
Human capital management capacity to provide an excellent service	YES	NO	YES	YES	Competitive advantage still to be exploited
Adaptation to the demand	YES	YES	YES	YES	Sustained competitive advantage
Competitive advantage still to be exploited	YES	NO	YES	YES	Competitive advantage still to be exploited

Source: own elaboration.

In order to analyze the capacities of ASADOR 7 DE JULIO, the previous table (Table 2: VRIO analysis in the company's capacities) must be taken into account. First, conclusions about the experience within the sector must be drawn. This aspect is a great value for the company because it is aware of the sector itself and all the aspects around it. It cannot be classified as uncommon since other companies may have the same experience, but it cannot be imitated. It is something that is given over time





managing the business. That is why, on this occasion, the company has learned from previous mistakes and now, all those years of experience are beneficial for managing the grill restaurant. The human capital management capacity to provide an excellent service is highly important, because it is not only necessary to have good people, it is even more important to form a team and be able to work towards the same goal. The ability to create a team among all those people who are part of the grill is an increase in value, as well as a difficult to imitate skill and, at this moment, profitable by the company to enrich the experience of the guest in the visit to the grill restaurant. Despite this, it can be affirmed that it is not uncommon in this sector because it is a basic and fundamental pillar for customers. It is highlighted that ASADOR 7 DE JULIO has the ability to adapt to the customer's demand. It is referred to the multitude of services offered at the request of the client, such as wedding banquets, communions, baptisms, family reunions, business lunches and dinners, conferences, menus on special dates (Valentine's Day, Christmas ...), and a tribute to the name of the restaurant during San Fermín period, where the staff dresses in a characteristic way and special dishes are served. This ability to adapt to the customer adds value to the company is an uncommon feature that not all restaurants have the possibility to perform. It is a complicated task to imitate because customers are complex. In this case the grill takes this opportunity to take advantage and make it a great strength against the competitors. Lastly, it is important to know how to manage the service quality. This means that the consumer should receive more than what he expects and that, in addition to a good dinner, he has felt well treated, comfortable with the service, and eager to repeat again. This aspect adds value to the restaurant, it is not considered as a very uncommon in the hospitality sector, but it is difficult to imitate the essence of ASADOR 7 DE JULIO and create the same experience. For this reason, it is a skill to take advantage of.

Once each business skill has been analyzed separately, we can say that the experience and journey within the sector, the capacity of human capital management and the service quality management are classified as competitive advantages still to be exploited, and there is still work in order to achieve the level of sustainable competitive advantage, as in the case of adaptation to demand.

As a general conclusion of the resources and capacities available to ASADOR 7 DE JULIO, we can say that they are excellent in differentiating themselves from the competitors in the hospitality industry, but there is still the possibility of working more on them to obtain unique and unbeatable features.



### 3.1.5. Marketing mix

To conclude with the internal analysis, we are going to study the marketing mix of ASADOR 7 DE JULIO. It can be said that the marketing mix is composed by the product, the price, the promotion and the distribution of the good or service that the company offers as an activity.

#### Product

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First, the good or service offered by the ASADOR 7 DE JULIO grill restaurant and its characteristics will be identified.

As studied in the subject of Operational Marketing, and throughout the degree, this is a hybrid service, which means that it is an offer that includes goods and services that affect the valuation of the customer equally. The good, in this case, refers to solve the need to "eat", in addition, we add the service offered to the consumer is relevant to the same extent that the food served by the local.

Next, the part of the product that refers to the material good offered to the customer, in this case the food, it will be analyzed.

Illustration 6: ASADOR 7 DE JULIO tortilla



Source: *Material provided by ASADOR 7 DE JULIO*



The portfolio of products offered by ASADOR 7 DE JULIO is composed of one line, which would be the complete menu for all the guests of the grill restaurant. On this occasion, since there is only one line, we can say that the line and the amplitude are equal, since the amplitude refers to the set of lines available to the entity. Then, it is found a length of seven, this means: starters, salads, meats, fish, soups, different types of rice and desserts on the menu. Finally, the line refers to how many variants we find within each aspect that forms the length. Inside the starters there are 30 different dishes to choose from. Consecutively, they also provide with 5 different salads. ASADOR 7 DE JULIO offers the customer a total of 16 exclusive meats and 9 types of fish to taste as main dish. In the menu there is a reduced number of soups, 5 specifically, and a single plate of rice (since for all kinds of rice tasting, customers prefer to go to CANYES RESTAURANT, which also belongs to the ASADOR 7 DE JULIO group). Finally, they offer a wide variety in desserts with a total of 18 options to choose from.

To conclude the analysis of the product portfolio, saying that it is quite broad, since they offer a total of 84 dishes, where anyone with different tastes could find dishes of their liking and always of good quality. After the analysis of the product portfolio, and everything previously seen in this Marketing Plan, it can be affirmed that it is a sporadic or comparative purchase good, since the choice of going to the restaurant ASADOR 7 DE JULIO is usually compared in quality, price and style to other restaurants that the customers have in mind.

## Price

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The next variable to study within the marketing mix is price. It is important to correctly define the strategy of choosing prices in relation to the product offered and the demand one is towards to, because it is a part of the purchase decision for the consumer.

On this occasion, the established method for pricing is the **scope of a rate of return**. Specifically, to obtain the price of a dish or menu and the cost price must be obtained and take into account aspects such as: product quality, reliability of the supplier, logistics, as well as the cost of personnel, electricity, water, gas and the amount of profit margin.



In addition to fixing the price on the product list, it must be taken into account that both the material good and the service offered are included. Therefore, ASADOR 7 DE JULIO performs special prices on different occasions.

In the first place, the grill restaurant has got 3 semi-closed menus with special prices, in order to offer a series of cheaper products when choosing a menu. A few examples are the Sidrería menu, the Navarro menu, and the 7 de Julio menu. The last one can be found in the following image (Illustration 7: 7 de Julio Menu.).

Illustration 7: 7 de Julio Menu



Source: [www.asador7dejulio.com](http://www.asador7dejulio.com)

The restaurant has got a children's menu to adapt the offer to the youngest of the family as well.



ASADOR 7 DE JULIO makes available to the customer the option "Configure your menu", an innovative alternative through which the customer can make a menu to their taste, where the price is determined by the customer's choice (Figure 8: Configure your menu).

Illustration 8: Configure your menu

SELECCION

Croquetas de Jamón

Foie de Oca al plato

Croquetas de Rabo de toro

Entrecot de Buey a la Parrilla

Natillas

BODEGA

VINO BRIOSO (RIOJA ALTA D.O.)  
O  
CERVEZA, SIDRA AL TXOTX, AGUA MINERAL, PAN, CAFÉ O INFUSIÓN

Precio 33.1€ IVA Includido

Calcular total del menú

Source: [www.asador7dejulio.com](http://www.asador7dejulio.com)

## Promotion

Promotion is understood as the controllable tactic that pursues the objective of communicating the product or service that companies offer to future clients, so that they feel the need to satisfy their shortcomings.

It is important to know what advertising elements and communication mix adapt to the promotion of the grill restaurant. In this case, we are going to identify which aspects ASADOR 7 DE JULIO uses to promote its hotel business.

First, the restaurant has opted for **advertisement** to make itself known. According to the book Marketing Management (Keller, Kotler), it is understood as the presentation and promotion of ideas, goods, etc., whose purpose is to create brand preference or



even educate people. ASADOR 7 DE JULIO uses both the written press and the radio (transmission medium).

This grill restaurant goes beyond advertising. Another tool of the communication mix is **sales promotion**, which encourages the testing or purchase of products with promotions for the consumer. This is reflected in the lottery sale at Christmas time, where ASADOR 7 DE JULIO plays for years the number 00007, number with which we can identify the restaurant itself. In addition, promotions are made on discount pages.

Illustration 9: Promotion of assistance to ASADOR 7 DE JULIO



Source: [www.groupon.es](http://www.groupon.es)

Another promotional practice that the grill performs is that of **events and experiences**. In order to create daily interaction with the potential client, ASADOR 7 DE JULIO collaborates with casales falleros, local soccer teams and races that take place in the area.

It is important to highlight the importance of the web and social networks, which give action to the grill restaurant through direct marketing. They present the activities they carry out, specific promotions, raffles among the users of these pages and dishes so that the client feels attracted to an innovative and active grill restaurant.



Illustration 10: ASADOR 7 DE JULIO Facebook Raffle

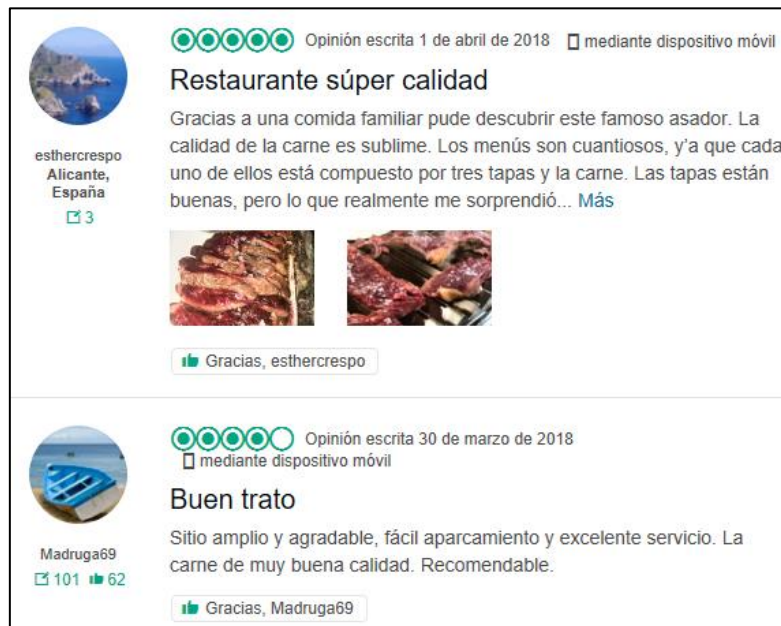


Source: Facebook/ASADOR 7 DE JULIO

Finally, **buzz marketing** (also known as word of mouth marketing) has relevance within the promotion of the service offered. ASADOR 7 DE JULIO strives to make that the customer who has already tried the experience of eating or dining in the grill restaurant, wants to return and repeat. This is influenced, as discussed in this report before, the quality of all the raw material, as well as the quality of the service and the good deal with the diner. That is why, without appreciating this type of advertising, there is a word of mouth propitiated by people who have already attended the restaurant before.



Illustration 11: ASADOR 7 DE JULIO TripAdvisor opinions



Source: TripAdvisor

### Distribution

The goal pursued by the product distribution is to be able to provide with the good or service to the final consumer at the exact moment. To achieve this, the company must make the decision of which distribution channel is appropriate, taking into account how many intermediaries will intervene in the distribution chains.

In the case of ASADOR 7 DE JULIO there is a short distribution channel, formed by the suppliers, who send the raw material to the premises, and the transformation is made right there to obtain the dishes that are served to the guests.







### **3.2. External analysis**

The entity or company could not exist without an environment, where we find the threats and opportunities that may arise, and that will form, along with the strengths and weaknesses, the SWOT analysis found in point 4 of this report. In addition, this analysis involves identifying in which position of the environment the company is in relation to the sector, competitors, and suppliers.

#### **3.2.1. Microenvironment**

##### Sector

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The internal analysis of the company will help to know the situation of the external analysis. Specifically, the main focus will be the situation of the hospitality sector in Spain and Valencia today.

First of all, we have to emphasize the tourist character that stands out in the Spanish country and the influence of this characteristic in the hotel industry at a national level.

According to recent data from El Economista ([www.eleconomista.es](http://www.eleconomista.es)), the number of world tourism grew by 7% in 2017 compared to the previous year, with Spain being the second most visited country, behind France. To such a point is the massive arrival of tourists in 2017 to the peninsula, that it even breaks the record in international tourists received, with a total of 82 million people.

It is important to highlight that, in general, the tourist profile that comes to Spain through the Mediterranean area, looking for summer, sun and beach is the one that prefers to visit this kind of restaurant.



Table 3: Expenditure of the international tourist - April 2018

	Valor	Variación
Gasto total (millones de euros)	6.658,94	-1,82
Gasto medio por turista (euros)	983	2,69
Gasto medio diario (euros)	145	4,28
Duración media del viaje (días)	6,80	-1,52
Variación: porcentaje sobre el año anterior		

Source: National Institute of Statistics (INE) - Tourist expenditure survey.

As we observed in the previous table (Table 3: Expenditure of international tourists - April 2018), from April of the previous year until a couple of months ago, the total income of Spain due to international tourism is 6,658.94 million euros. Data that favors the previous statements about the boom in tourism. It is also highlighted the average growth, both by tourists and by day, compared to the figures of April 2017, which means that the visitor leaves more money to the Spanish economy.

Table 4: Arrival of international tourists according to autonomous communities.

Diciembre 2017	Datos mensuales		Datos acumulados	
	Valor absoluto	Variación anual	Valor absoluto	Variación anual
<b>TOTAL</b>	<b>3.981.745</b>	<b>-0,2</b>	<b>81.786.364</b>	<b>8,6</b>
Andalucía	506.032	2,1	11.530.070	8,9
Baleares, Illes	99.350	-2,0	13.790.968	6,1
Canarias	1.256.353	0,5	14.213.686	7,2
Cataluña	823.427	-13,9	19.046.720	5,0
Comunitat Valenciana	400.354	9,2	8.918.327	15,3
Madrid, Comunidad de	475.955	10,2	6.694.686	15,8
Otras CCAA	420.275	8,3	7.591.906	11,4

Source: National Institute of Statistics (INE) - Statistics of Tourist Movements in Borders (FRONTUR).

As it is shown in the data provided by the INE about the arrival of international tourists according to autonomous communities (Table 4), we can see that Valencia is in the



fifth position, with a total of 400,354 tourists received, and an annual variation with compared to the previous year of 9.2%. Figures are undoubtedly favor the hospitality sector.

On the other hand, apart from the influence exerted by tourism on the sector to which the JULY 7 ASADOR belongs, it is important to highlight figures from the restoration itself, which affect the people who work in this area. Based on the above, Spain bases a large part of its efforts on the services sector, since, according to El Empresario ([www.elempresario.com](http://www.elempresario.com)), the hospitality sector occupies 8.7% of the national economic structure, figures corroborated by the Spanish Hospitality Federation (FEHR). It can also be affirmed that, according to the Ministry of Employment and Social Security, the sector whose number of affiliates grew the most in March was the hotelier, reaching 58,612 members of the social security system.

Due to this growth, of strong character from 2014 to 2017, and currently with a smooth rise in the figures, the turnover of the hotel business amounts to 119,824 million euros in 2017, which represents a 6.8% of the national GDP in terms of GVA. All this is given by the number of companies that form it, reaching a national level of approximately 300,000 stores (bars, restaurants, coffee shops, etc.). Moreover, 60% are formed by bars and restaurants.

As a conclusion, it is a sector that since the beginning of the recovery of the crisis is booming and moving, and is an important economic pillar for the Spanish economy. To a large extent it is influenced by tourism, which provides high figures for entry into Spain, specifically in the sector we have studied. A constant evolutionary growth is expected in the coming years, largely driven by the resilience that the sector has experienced after the crisis to the present.

## Competitors

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The word "competitors" stands for companies that satisfy the same needs. As seen in the analysis of the sector, the hospitality industry is formed by a large number of companies that compete with each other, being the most abundant in this industry bars and large chains such as Foster's Hollywood, Burger King, McDonald's, etc. In addition, competitors are an external factor to the company, as it does not have the power to decide on it, but it does affect the decisions taken by the rest of the restaurants that cover the same needs. In order to better understand which restaurants



resemble ASADOR 7 DE JULIO, the different types will be analyzed: direct competition, indirect competition, and third grade competition.

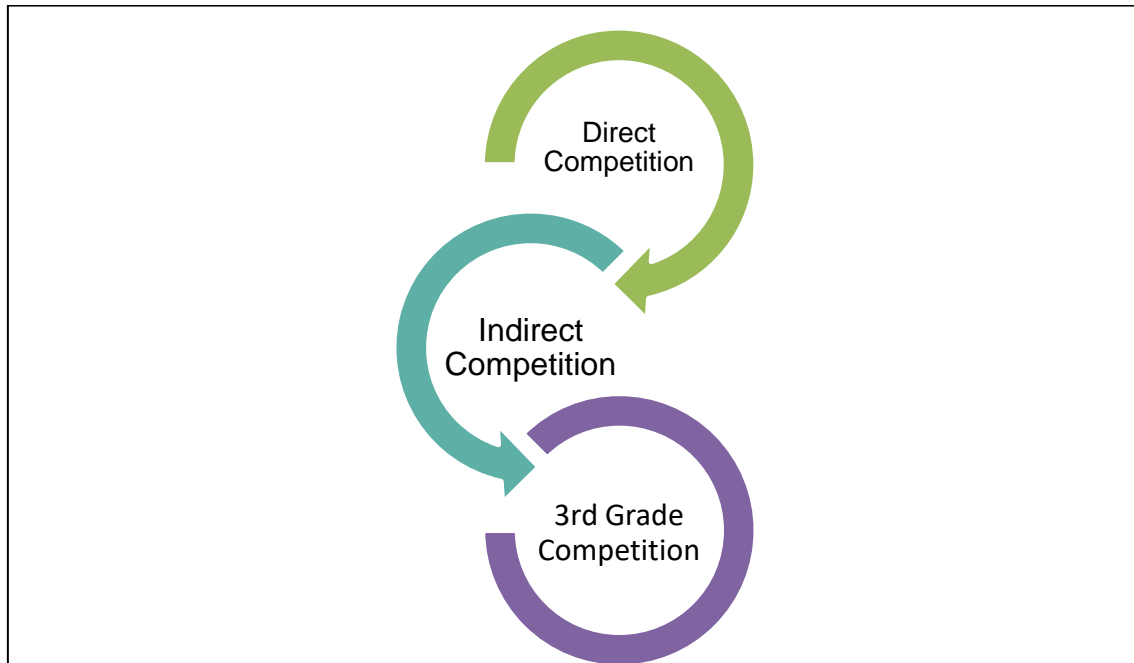
**Direct competition** is formed by those entities that carry out their main commercial activity in the same market with similar or identical distribution channels, products or services that resemble each other, and even the target audience is made up of the same characteristics. After deeply analyzing the competition of ASADOR 7 DE JULIO, no other company fulfills these peculiarities similar to the grill restaurant. It is important to highlight this because, the restaurant's management considers a point in favor, that the style of cooking that is elaborated in the ASADOR 7 DE JULIO is unusual in the eastern area where its four restaurants are located. Therefore, since the start the Basque-Navarre business had a special attraction for the customer as well as a competitive advantage over other restaurants. Regarding indirect competition, it stands for companies that compete in the same market but differ in the characteristics of the product or service. In this case, ASADOR 7 DE JULIO does have competing companies. Analyzing this type of competition in the spit located in Massanassa, a high number of indirect competition can be found, since the MN4 Shopping and Leisure Center (in Alfafar) is just 850 meters away. In this shopping center we find restaurants like Tony Roma's or Ginos. These restaurant chains are classified as indirect competition due to the similar menu price per person. In addition, the consumer can place both premises, next to ASADOR 7 DE JULIO, within the range of possibilities to go to lunch or dinner on weekends. This type of competition does not reach all the target audience that covers the grill, since there are no special celebrations and work meetings are not held (it is not the place of food where a group of businessmen goes weekly). Note that the 3 restaurants (Tony Roma's, Ginos and Asador 7 de Julio) present a style of cuisine totally different from each other, American style at Tony Roma's, Italian at Ginos and Basque-Navarre at the grill restaurant. In addition, the customer treatment at ASADOR 7 DE JULIO is more familiar and cozy in comparison to this type of restaurant chains, since in ASADOR 7 DE JULIO the treatment is more exclusive, they even serve the drink to the glass, which is a differentiating element from the analyzed competitors. This aspect is linked to the image and professionalism, since the grill restaurant, as has been mentioned before, looks for the client to feel special when occupying a table in the premises. Lastly, all these premises take care of aesthetics and infrastructure, giving it a characteristic and notorious touch when you are in the place.

**Third-degree competence** is the name for those companies that cover the same needs or those goods, products or services that are used in a substitute way to the one



offered by the analyzed company. On this occasion, it is the third grade competition for the grill restaurant any establishment that meets the basic need to feed.

Illustration 12: Levels of competition



Source: own elaboration

### Suppliers

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As indicated in the Financial Accounting Manual, a subject studied during the completion of the Degree in Business Administration and Management, a supplier refers to those companies or entities that supply stocks or services for the production process and with which there is a debt for it, both short and long term.

It is important to note that, as reported by Alba Gómez, member of the administrative area of the company, the grill restaurant has a large number of suppliers, sometimes different depending on the location. This fact means that the broiler needs external financing to face the asset of the business balance.

Among the large number of suppliers that provide the grill with all necessary materials, the 3 most important suppliers are specified hereinafter. First, the meat, the main ingredient in the dishes and menus of the restaurant comes from German lands. This fact indicates that quality is sought first and foremost, and therefore this supplier has



business power because the grill must carefully choose the pieces that will then serve at the diner's table. As with meat, pieces of fruit and vegetables must be selected under the same criteria, the quality of the product. In this market, which is attended exclusively by the self-employed and companies, quality and quantity can be found, which is why it is decided to purchase fruits and vegetables in this specific place. In addition, it is important to highlight that, before making a high purchase, the purchasing manager has the option of viewing and tasting the genre they want to buy. Here the capacity of business power is theirs, due to the high number of positions to choose and the bargaining option to choose the good product and with an affordable price. The weekly cost of the grill restaurant is €500 (a total of €2,000 taking into account the number of locations that form ASADOR 7 DE JULIO). Makro is the supplier of the vast majority of things necessary for a restaurant, such as drinks, cheese, spices, sauces, dishes, tupperwares, kitchen utensils, etc. It is important to note that, in this case, quality is not particularly relevant, since the purchase is not part of the diet, except for some products such as cheese. Makro is a wholesaler, who sells products to retailers or businesses. The price of the shopping basket in this place is €850 per location per week, a total cost of around €3,400 for all the locations that make up this business.

In conclusion, taking into account the value of quality for this restaurant, it is important that the product that is purchased is adequate to then offer the qualities that the grill restaurant promises, hence, it is an aspect to highlight in the well material that make up their product.

### **3.2.2. Macroenvironment**

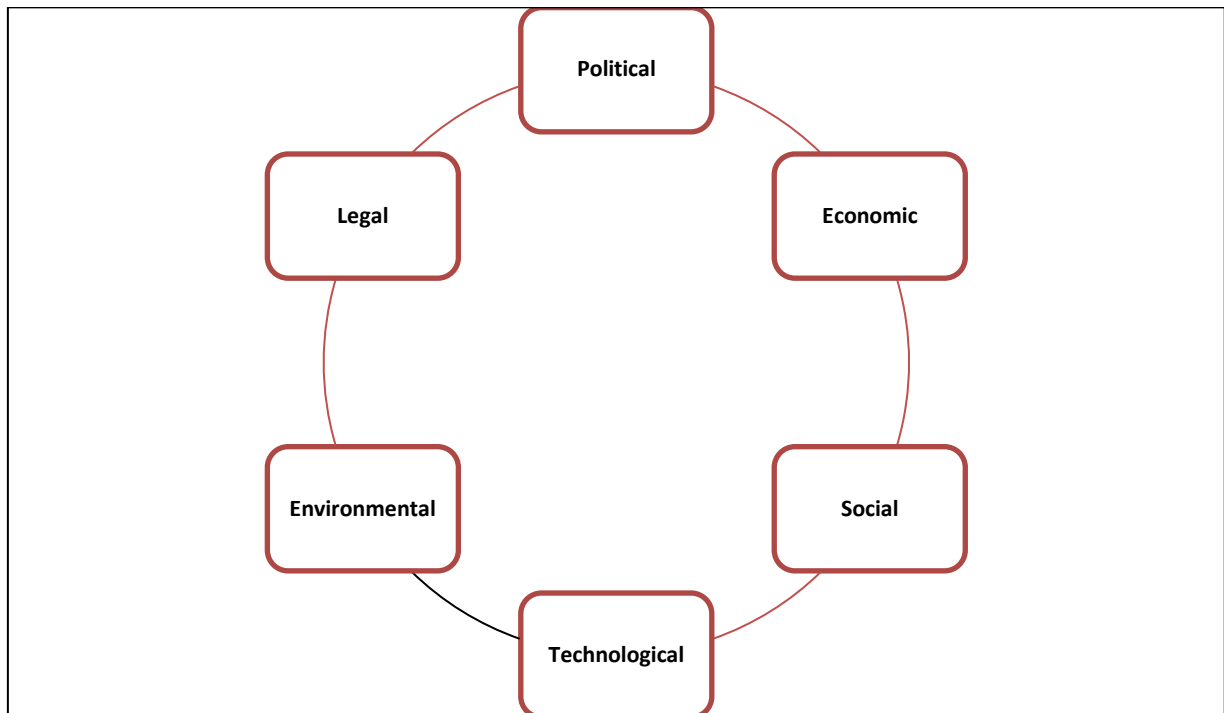
#### PESTEL analysis

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The PESTEL analysis is a technical tool for strategic analysis to detail, define and explain the context in which the company lives, analyzing a series of factors in particular. The factors that form in PESTEL analyzed hereinafter are: political, economic, socio-cultural, technological, ecological and legal factors.



Illustration 13: PESTEL Analysis



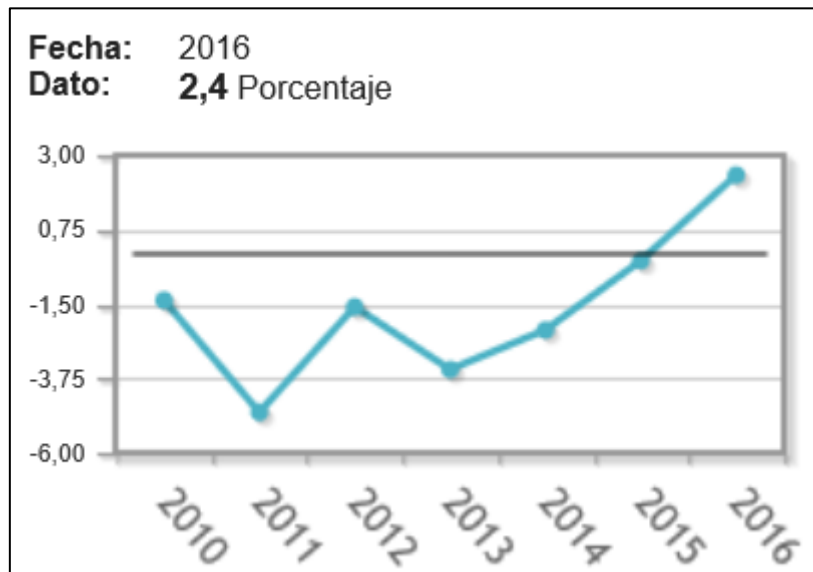
Source: Own elaboration

As saw in the study of the sector, the number of workers affiliated in this type of employment has increased. This fact, linked with **political factors**, means that the government obtains results in aid in hiring new employees. Except for this fact, we do not observe any other indication on the part of the Government that affects this sector, and it is considered that it could provide aid to an area that is booming and that greatly influences the improvement of the Spanish economy.

Economic factors are exerting a great influence on this sector. As explained previously, years after having suffered a great economic crisis, the country begins to move forward among others in this sector. Generally, people currently have more income and less people are unemployed. These aspects favor consumption in bars and restaurants, making Spain achieve 3 consecutive years of growth in local consumption.



Table 5: Total average income per household. Base year 2013.



Source: National Institute of Statistics (INE).

In addition, the improvement of the Spanish economy is reflected in **socio-cultural factors**, and that is why this progress involves a change in the social habits that make Spanish culture up. That is why, in 2017, sales in bars and restaurants have grown by 2.5% over the previous year. In this way, visits to these stores grow by 1.3%, reflecting an increase in the consumer society, and with this, the average expenditure per customer. This advance can be seen in the whole society, without distinguishing age, sex or race. The current trend of society within the hotel industry opts for tapas and fast food restaurants, as both aspects acquire more importance every day.

On the other hand, **technological factors** have undergone a great change over the years in this sector and have gone from being a privilege on the part of those who had them within reach to a need on the part of society. In the catering sector, many hours of work and dedication must be invested. Work shifts are usually tough, when there are holidays or special periods is when there is more work. That is why, the conservation and preparation of the raw material technology plays an important role for the whole sector, providing greater agility to the process of preparing the final product in the kitchens and improving in turn the service offered to the customer.

Technology has not only influenced the key moment where the product or service reaches customers, it is also notorious how these advances intervene in the administrative area of the restaurant (obtaining raw materials, management of suppliers or customers, elaboration of special menus, costs, etc.) and in the interaction





with customers (machines to place the order that send the direct order to the kitchen in substitution of the notebook where the waiter took note, the form of payment by card through a dataphone, etc.)

In addition, **ecological factors** have revolutionized the restaurant concept, thus revealing vegan restaurants, healthy cuisine, or bio and environmentally friendly. The idea of taking care of the environment today is found at the table, and the client has decision-making power over how he wants the product he has on the menu, and what the process has been until it arrived at the grill restaurant. In addition, restaurants, like many other businesses, every day perform more actions to be sustainable with society and the environment, since this type of premises have a lot of waste and disposal that can be treated to avoid polluting. In addition, actions can be taken to avoid throwing and wasting food.

Lastly, **legal factors** also have influence and pressure on the hospitality sector. The most highlighted law is 42/2010, of December 30, 2010 and that came into force on January 2, 2011, known as the Anti-Tobacco Law. This regulation greatly affected restaurants and bars where smoking was allowed inside the premises, since it indicates that smoking is totally prohibited in any collective space, and in public places that are uncovered to or that are adapted for it. The entry into force of this law makes Spain occupy a position within the first countries that did not allow smoking in public spaces, such as health centers, schools, parks, besides being of a highly restrictive nature compared to other countries. The Data Protection Law, where all the private information should not cross the border of personal use, which affects costly measures and processes for the administrative personnel who deals with this type of information. Finally, it is important to name the inspections that the premises receive, both health and work, in order to have control over all those aspects that are met or not under the established norms.

#### 4. DIAGNOSIS

After carrying out the analysis, both internally and externally, main conclusions both positive and negative of the company and the surrounding environment are going to be obtained. The diagnosis of ASADOR 7 DE JULIO will be obtained through a SWOT. This study tool refers to the weaknesses and strengths of the company, as well as the threats and opportunities that are presented to it externally.

First, the synthesis of the internal analysis of the company will be obtained.



## WEAKNESSES

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Regarding the found **weaknesses**, the following are highlighted:

- The vast majority of foods are meat products, therefore, the public with other types of food priorities does not usually go to this restaurant, since nowadays it has become very fashionable eating healthy food, vegetarian or vegan style food, which target audience is increasing considerably.
- The little recognition outside the Valencian Community. This statement is due to the fact that, within its scope of action, ASADOR 7 DE JULIO obtains a positive response from the customers, so it could consider the opportunity to expand premises.
- The restaurant is not focused on a customer with low-middle purchasing power, which is why people consider going to the grill restaurant occasionally.
- Being a family business, it involves a heavy work load for the administration, purchasing departments, etc., since only a small number of employees are not part of the family.
- It could be given more relevance to the promotion of the company, especially in terms of advertising. In this way they would be known to a greater extent for all those who do not pass frequently by the areas where this grill restaurant has premises, since their premises are normally polygons and not usual places of passage.

## STRENGTHS

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Opposite to it, **strengths** that stand out in the spit can also be found:

- Experience and travel are important, especially when economic crises have been going through, and where a large part of small and family businesses have not faced this situation.
- Good quality as a base in the service offered by the restaurant as well as in the food product that it serves must be highlighted. It is an aspect that this grill restaurant takes care of, so that all the activity that is carried out is identified with the seal of quality.



- Its personality and rustic style characterized with its own design with which this restaurant is identified. It is striking and unique, created exclusively for the grill, features that attract the customer through the sense of sight.

Customers are a strength to stand out of ASADOR 7 DE JULIO. The acceptance at first by the public and loyalty during these 20 years is a fundamental pillar for the prestige with which identify this chain of restaurants is identified.

- The location of the premises is premeditated, which is why it is an advantage for the public that goes to the grill restaurant, in addition to the location and parking facilities for those who know this company.

- Different food style to other restaurants in the area. Not only does one find quality and good service, but the food also brings their customers drive kilometers away to enjoy unusual ways of cooking in the Valencian coast. That is reason why this restaurant differs from all those that can be found in the vicinity.

- The possibility of creating menus to taste. ASADOR 7 DE JULIO, as already mentioned in the analysis block, has the possibility of establishing a menu that is only and exclusively adjusted to the customer who makes it. This is also an indicator of the flexibility in the kitchens to be able to carry out this practice. - The activities they carry out in events (for example, sports events) and the media people who attend are striking highlights for customers, as well as providing value to the brand.

## THREATS

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External extracted conclusions find the following threats to which the company must face:

- Public institutions do not favor this sector. As seen in the PESTEL analysis, there is little support received in this sector from the government.

- Being close to shopping centers, since there is a great variety of hotels to choose from, as well as being more frequent places for people than in the polygons, since shopping centers are places of leisure.

- The innovative alternative of the "quinto y tapa" that fills reduced size bars located within the towns or cities, supposes a threat since it is a fast, simple and comfortable option.



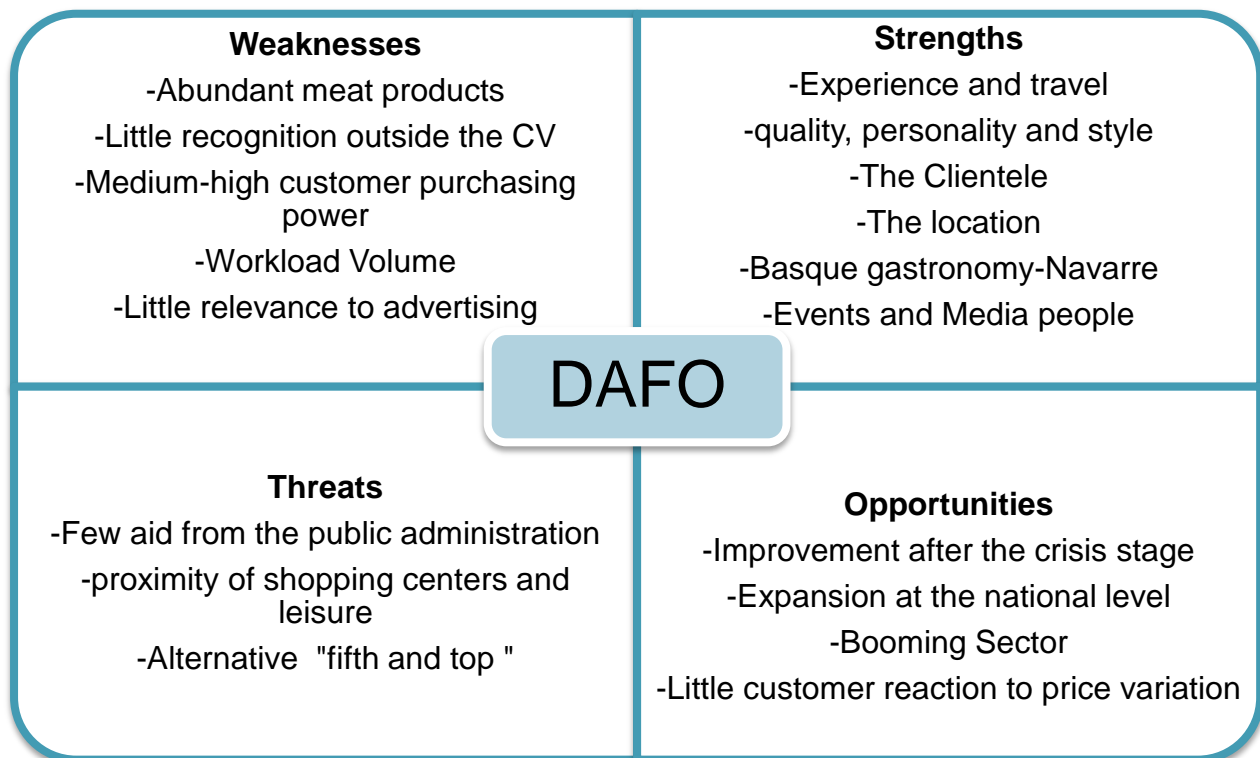
## OPPORTUNITIES

Finally, the **opportunities** that the restaurant must take advantage of to obtain profit are:

- The crisis period and the improvement found in Europe. This fact affects the bars and restaurants, since people have more opportunity to go out and increase tourist spending, as hospitality sector is one of the most benefited.
- The possibility of expansion outside the Valencian territory. The expansion to other national territories should be an objective to fulfill, since the situation of this restaurant in the Valencia Community is positive.
- It is a peak sector with great repercussion in the Spanish economy.
- By addressing to a large extent to a target audience with medium-high incomes, they react less to changes and price changes, while seeking a high quality.

Next, a summary table with the main data of the diagnosis will be demonstrated:

Illustration 14: Main conclusions of the SWOT analysis



Source: own elaborated.



## 5. PLANNING

The planning phase, formed specifically by the objectives and business strategies, is after the analysis and diagnosis in order to guide the efforts of the company to the right direction. Next, we will identify the main objectives and strategies of the company.

### 5.1. Objectives

The **objectives** must meet a series of basic requirements to be valid and able to be achieved. They must be quantifiable to measure them, they must be established over time and for a specific market, they must be realistic taking into account the resources and capabilities of the company. It is important that they are aligned with the mission and vision of the company, so that they have coherence. Lastly, they must be ambitious to provide benefit to the entity that establishes them.

The main objectives are:

- **Increase by 10% annual sales volume for the entire year 2018.** ASADOR 7 DE JULIO seeks to increase this indicator, especially on the days from Monday to Thursday, where the premises receive a lower number of customers.
- **Increase in monthly visits per client by 5% during 2018.** The grill restaurant considers that customers should repeat their visit more frequently for lunch or dinner. This will become a more frequent option among restaurant consumers.
- **Expansion through the national territory with 1 more premises during 2018, 2019 and 2020.** This objective is the beginning of a long-term process since market studies have to be carried out in various places. Increasing the number of premises also means a substantial investment that must be studied so that the decisions made regarding this issue are correct.



## 5.2. Strategies

In order to achieve these marked objectives, a series of **strategies** must be designed, which will also allow the increase in value of the competitive advantage that the company has against the competitors.

The strategies selected are the following:

- **Market penetration strategy.** This strategy is linked to the objective of increasing sales and increasing the number of consumption per customer and month. As indicated in the manual of "Principles of Strategic Marketing (Dept. of Administration and Marketing, UJI)", the strategy of market penetration consists in enhancing the activities that are currently carried out without making relevant modifications. This is the case of ASADOR 7 DE JULIO, as it seeks to increase the frequency of visits of the consumer on a monthly basis. In addition, with this execution of this strategy, an increase in the annual sales percentage will be observed in the long term.
- **Development strategy of new markets.** Following the guide mentioned above, the strategy for the development of new markets refers to the geographic expansion at national level in the case of ASADOR 7 DE JULIO. This case can be compared with the case of the Mercadona company, whose beginnings took place in the Valencian Community as well, and currently it has spread throughout the Spanish territory.
- **Differentiation strategy.** Finally, the strategy of differentiation is present since the beginning of ASADOR 7 DE JULIO until today. Through its aesthetics and the product offered to the consumer, it has been able to differentiate itself from the competitors by making its product unique and special in the area.

## 6. ACTION

A series of actions to correct the negative aspects that have been detected in the SWOT analysis are going to be proposed. These activities will be carried out taking into account the proposed objectives and established strategies.



Table 6: Proposed actions

ACTION	OBJECTIVES THAT MEETS
New product line	Expansion through the national territory
Doorstep selling through Glovo	Increase in sales volume
Creation of an app with discounts	Increase in monthly visits per customer
Opening of a new location	Domestic expansion

Source: own elaborated.

The reason why each objective has been established will be explained in depth hereafter.

### 6.1. New product line

Two product lines are going to be introduced hereunder. This is due to the fact that the objective is not to modify the existing ones because they are varied, healthy, and tasty. What is desired is to attract more potential public that currently does not come to the grill restaurant, and thus, achieve the objectives set. Dishes that are suitable for vegetarians as well as gluten-free food are the new additions to ASADOR 7 DE JULIO menu. The reason is the growing demand that can be found in this type of food. The price of both new additions will be designed in a different way to the rest of the dishes that ASADOR 7 DE JULIO already has in its menu. The reason is the integration of these people, as well as their food, in an environment of normality instead of inequality. Specifically, as told by the "Report on prices for gluten-free products 2017" made by the Federation of Celiac Associations of Spain (FACE), the burden that a family with a celiac member has to support is significantly higher, since the food which is found at the base of the nutritional pyramid (and which should be consumed more frequently) usually contains gluten. According to this report, and as we see in table 7 "Difference between the purchase price with / without gluten year 2017", a family with a celiac member has an expense of €21.68 more per week than a family without celiacs, this month means a cost of €86.7, and a year the increase reaches €1040.41 more than a family that does not consume these products. It is for this reason that it seeks to standardize the dishes that are made in the restaurant, offering a different audience but providing the same possibilities in terms of food.



Table 7: Difference between the price of the purchase with/without gluten year 2017

	Semanal	Mensual	Anual
Compra sin gluten	33,29	133,15	1597,83
Compra con gluten	11,61	46,45	557,42
<b>Diferencia</b>	<b>21,68</b>	<b>86,7</b>	<b>1040,41</b>

Source: [www.celiacos.org](http://www.celiacos.org) - Price Report on Gluten Free Products 2017.

GLUTEN FREE FOOD: As indicated by the statistics of the Federation of Celiac Associations of Spain in their blog, it is a moment of boom for this market, as companies contribute to the growing demand that is observed in food for people with such a disease. The association of coeliacs of Catalonia indicates that providing this type of menu can increase the percentage of sales by 8%, in addition to the social strategy that this entails. It is for these reasons that ASADOR 7 DE JULIO will add efforts to satisfy this potential clientele that is currently acquiring so much relevance in the market. For this reason, the guide of the Federation will be followed in this paper. It will be sought that the products used for this new diet are controlled by the FACE (Federation of Celiac Associations of Spain), guarantee brand that offer security and trust to people who consume gluten-free foods.

Illustration 15: Logo that certifies the guarantee and safety in foods for celiacs



Source: [www.celiacos.org](http://www.celiacos.org)





The menu for celiacs will be as follows:

Illustration 16: Gluten-free menu

1 FIRST TO CHOOSE BETWEEN:  
Gazpacho

Chickpea and Spinach stew

1 SECOND TO CHOOSE:  
Fish cake in yellow sauce

Mushroom and parmesan risotto

Baked peppers stuffed with meat with bechamel

DESSERT:  
Lemon flan

CELLAR:  
Mineral water

Gluten-free beer

Sparkling wine from the house  
Bread, Coffee or Tee

*Source: own elaborated.*

The established price of this menu will be €22.50 per person (VAT included). This price is considered mainly accessible to this type of consumer, in addition to complying with the requirements already mentioned in this report, which must be present in all the dishes of ASADOR 7 DE JULIO.

VEGETARIAN FOOD. Next, it is also sought to include a vegetarian menu. In the same way as the celiac consumer, the Spanish Vegetarian Union indicates that 7.8% of the Spanish population are vegetarians. Through the report "The Green Revolution", we can know that 57% of this type of consumer decides this path for ethical reasons, while the percentage corresponding to 17% the reasons for the choice refer to health.



Illustration 17: Vegetarian menu

<p>1 FIRST TO CHOOSE BETWEEN:</p> <p>Croquettes of couscous</p> <p>Vichyssoise</p> <p>1 SECOND TO CHOOSE:</p> <p>Skewers of tofu, vegetables and potatoes</p> <p>Grilled vegetables</p> <p>Rice with mushrooms and bamboo</p> <p>DESSERT:</p> <p>Fruit Macedonia with chocolate</p> <p>CELLAR:</p> <p>Mineral water</p> <p>Vegetarian beer</p> <p>Vegetarian refreshment</p> <p>Bread, Coffee or Infusion Source: own elaborated.</p>
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*Source: own elaborated.*

The price of this menu will be the same as the special one for celiacs (€22.50), this way costs are covered, but it is not sought to obtain a specific percentage of profit, the reason for this price is the assistance of all those customers who want to taste it.

## **6.2. Doorstep sale through Glovo**

This action aims that the consumer can enjoy the food offered by ASADOR 7 DE JULIO, and why not enjoy it at home? With Glovo's innovative application it is possible for the customer to have healthy, tasty and good quality food at home, without delays in transport and without staining the home kitchen with the preparation of the dishes. The purpose of this choice is to adapt to new technologies that facilitate the increase in sales. The advantages for the customer will be remarkable, but also for the grill, since this application involves the increase of the number of customers they reach, an



increase in sales, and an important competitive advantage to take advantage of. This company has been chosen because 60% of orders received refer to food products in restaurants, which is why ASADOR 7 DE JULIO has the opportunity to grow as a company.

Illustration 18: Collaboration with Glovo



Source: own elaborated.

### 6.3. Creating an app with discounts

In the same way that bringing the product to the customer is an innovative strategy, being technologically updated is fundamental, since today society does not conceive a life without the technology at hand. That is why ASADOR 7 DE JULIO proposes to create its own app. This action involves the connection with this interest group as relevant to the company, as is the customer. In the new application for smartphones different advantages will be obtained, among them discounts, the possibility of reserving the table with a single click, unprecedented promotions in the restaurant (especially during the week, in order to increase the number of visits from Monday to Thursday), in addition to record the amount of each ticket once the visit is finished, to get cumulative points.



Illustration 19: New ASADOR 7 DE JULIO app



Source: own elaboration.

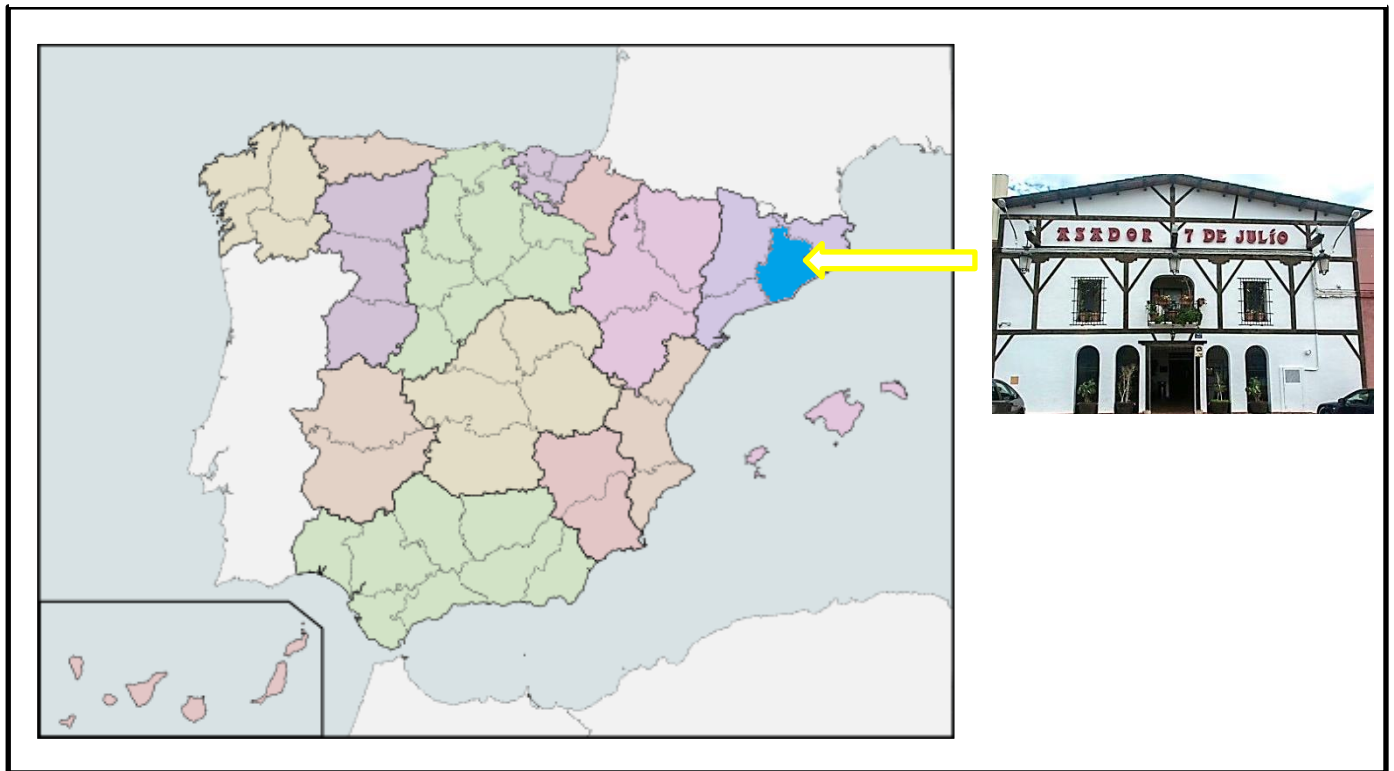
#### 6.4. Opening of a new location

As seen during the study of this grill restaurant, they have a successful track record, carved with effort and attitude, and with the hope of satisfying those who come to the grill every day, the customers. That is why it is proposed the opening of a new premises outside the Valencia Community, in order to grow nationally within Spanish territory in the long term. The characteristics, due to the notoriety that this group of restaurants has acquired, will continue to be the same ones that we have previously studied in the resources and capabilities section.

Location: The location of the premises should be chosen, since this is of special relevance for ASADOR 7 DE JULIO. To place this grill restaurant it has to be taken into account the population's expenditure by Autonomous Communities. In this way, the province of Catalonia has been chosen, since the data obtained through the Fintonic study indicate that Catalonia receives the largest number of expenditures by its population in restaurants and bars, specifically, €2,541 per year, surpassing the Spanish average that is €1859. Once the province is located, the characteristics that have been described previously will be described to choose the appropriate ship where to install the premises of the ASADOR 7 DE JULIO. Specifically, the ship will be located in the Industrial Estate of Montsolís, on the outskirts of the great city of Barcelona, and whose nearby roads are C-58, B-10, B-20 and C-31.



Illustration 20: Location of the new ASADOR 7 DE JULIO



Source: own elaborated.

### TIMELINE

It is important to establish, in the actions that the company proposes, a time to achieve them, provided that the period in which they are going to be carried out is realistic.

Table 8: Time line of the proposed actions

	1	2	3	4	5	6	7	8	9	10	11	12	+12
New product line													
Home delivery through Glovo													
Creating an app with discounts													
Opening of a new location													

Source: own elaborated.



The new product line will be developed in a period of 6 months, and the menus will be released on July the 7th, 2018, to give a nod to the restaurant itself. The reason for this time is, especially, the information and education of all the participants in this action in feeding for celiacs and for vegetarians. Everyone who contributes to the value chain of this new event must know and be clear that offering this type of food is serious, since a series of requirements must be met in order to satisfy the future diner.

Doorstep sales through Glovo will be a simpler activity to implement, so it will begin to be effective on April 1, 2018.

A total of 3 quarters will be necessary for the creation of an app with discounts, since it involves studying the format of the app, the best way to obtain a competitive advantage through it, and who will be externally the person in charge of developing this project.

Finally, it is considered that the opening of a new location outside the Valencia Community will last for more than a year, since it is the most important complex action and, in addition, requires a large investment. Being an activity that will require a large number of decisions by the Directorate, this project will be carried out in 3 years, that is, a place will be opened with a deadline of December 31, 2020.

## 7. BUDGET

Table 9: Budget

ACTION	DESCRIPTION	BUDGET
Home delivery through Glovo	Collaboration with Glovo for home delivery	Free
Creation of an app with discounts	Design of the app with the studied features €1,575	€1.575
Opening of a new location	Location + Conditioning of the premises + Furniture + Staff + Material €2,000,000	€2.000.000

Source: own elaborated.



TOTAL BUDGET

€2.001.575

*Home delivery through Glovo:* No investment required. The application takes 70% of the cost of the Glovo service, which varies depending on the delivery distance, and the JULY 7 ROASTER earns 30% of the cost of the customer service.

*Creation of an app with discounts:* It involves hiring an expert. The quote goes in reference to the characteristics of the services contained in the customer-facing app.

*Opening of a new location:* This budget includes, as can be seen in the previous table (Table 9: Budget), all the expenses that the company will incur to open the premises. The main expenses will be the rent of the premises, the conditioning of the same one especially for the norms of smokes and other legal aspects to the being a restaurant /ador, the furniture as they will have to move to Barcelona, the personnel and finally all the material (e.g.: stoves, industrial fryers, etc.) to begin with the service to the client.

## 8. CONTROL

Table 10: Control of objectives

OBJETIVES	MEASUREMENT FREQUENCY	CONTROL METHOD
Increase in annual sales volume	Quarterly	Percentage of sales
Increase in monthly visits per customer	Monthly	Number of visits
Domestic expansion	Yearly	Number of location compared to 2017

Source: own elaboration.



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## **ANNEX A**

Interview with Alba Martínez Gómez, head of the administration department at the ASADOR 7 DE JULIO restaurant. The reason for the interview is to gather, as much as possible, all the information regarding the company in order to make a diagnosis with accuracy and truth.



### **Who founded ASADOR 7 DE JULIO?**

ASADOR 7 DE JULIO S.L., is a family business, founded by 3 brothers-in-law and current partners.

### **How did the idea arise?**

At first, the family worked in the wood sector, specifically carvers, and after a trip from Rufino to a furniture fair, the idea of bringing the gastronomy of that trip to Valencia came up. That's how it was, after the whole family agreed, the plans began, because it is clear that it takes a while since the idea lands in our minds until the first restaurant is finally opened.

### **What year is the company created?**

The idea came up in 1996, where the whole family, as I mentioned earlier, devoted a great part of their efforts to training, finding a place, and giving shape to all the ideas that had emerged.

### **Could you tell me the order and year of inauguration of the 4 steakhouses?**

Our first ASADOR 7 DE JULIO was inaugurated in 1998, located at Avda. De los Arcos nº7. Manises 46940. The second in 2002 located at Avda. Valencia, 101. Castellón. Later, in 2004 we opened the third location, in Camí del Fus, 71. Massanassa. Our last ASADOR was inaugurated in 2006 and is located in Ctra. Ocaña, 25. Alicante. Getting with the opening of the latter have a place in each capital of the Valencian Community.

### **Why this order and what drove you to choose those areas in particular?**

It was the great attraction of the public in our first location, which helped us to fulfill our purpose of having an ASADOR 7 DE JULIO in Valencia, Castellón and Alicante. They were our best publicity and our push to keep improving and growing every day.



We were not aware that it was the exact location for the premises, surely having more time or a market study would have taken us to other areas of Valencia. But it was the characteristics that were sought for our premises that took us to the center of Manises. This in particular was a very spacious discotheque, with large toilets and premises of about 800m in area and with high ceilings (a very important requirement for us because of the smoke issue). The first line of the road was also sought, with vehicle traffic and parking facilities. This is how the perfect place was found for our first ASADOR 7 DE JULIO in Manises. In the following centers our search was routed in the same way as this one.

**I imagine that there will have been some evolution from 20 years ago to today, do you find any important changes?**

Although Spain is a country where one could say that we can find a bar on every corner, twenty years ago it was not as crowded as now and even less could one find something similar to what is offered at ASADOR 7 DE JULIO.

Notorious difference, the circumstances of the moment (we found little offer of restaurants, bars and even more Basque-Navarro grill restaurant). Today the supply, demand and variety is much higher.

If we refer to the aesthetics of grill restaurants, there are few differences that customers can appreciate, since we have always wanted to respect the same decoration. Decoration made by ourselves, its ceilings, columns and figures carved by hand.

On the other hand, it has had a good response from the public, it is welcoming.

**What is the mission and vision of the company?**

Our main objective is to make customers feel at home, that we are here to please them, and to entertain them with our abundant menus, converting the best raw materials into exquisite dishes.

Allowing customers to pour cider from the barrel, also letting them choose if to take a steak or sirloin, they can finish cooking it to his preference in some wonderful grills that will be served for them at the table. What we achieved, with painstaking work and choosing quality products at the lowest price on the market, was to position ourselves in the Valencian Catering sector, what made us become a benchmark in the Basque-Navarra meat and food sector. Thanks in large part to the fantastic reception of our customers, it is for them that we try to



improve every day, be competitive and reward them by adjusting the price to the maximum.

**Could you tell me some characteristic data of the diners that come to the restaurant?**

Entire families surrounding the tables and enjoying from the smallest to the oldest. Midweek middle/high positions of companies. Weekends and holidays great variety in our public. We have been lucky enough to receive visits from national and international celebrities. For example: Naomi Campbell, Javier Bardem, the whole Valencia soccer team, etc.

**Finally, could we say that the ASADOR 7 DE JULIO is in good shape?**

Yes, we could say what you just said with absolute certainty, since the experience and maturity of the company have led us to the present, along with the people who make up this team. There is no one who is not important, and among all we contribute a little so that the grill restaurant is today what it is, a great reference in the gastronomy within the Valencian Community.